



Table of Contents

| | |
|--|-----------|
| Table of Contents | 1 |
| 1. Project Background..... | 16 |
| 1.1 The Legal Set Up of RBSEB..... | 16 |
| 1.2 General Manager | 16 |
| 1.3 Delegation to the General Manager..... | 16 |
| 1.4 The Board of Directors..... | 16 |
| 1.5 Trade Unions | 18 |
| 1.6 Rose Belle Sugar Estate Factory..... | 18 |
| 1.7 The Current Financial Situation..... | 19 |
| 1.8 The current study | 20 |
| 2. Our Approach to the Terms of Reference..... | 20 |
| 2.1 Repositioning the Terms of Reference | 20 |
| 3. Introduction..... | 22 |
| 3.1 RBSEB – The Land Asset of RBSEB..... | 22 |
| 3.1.1 Land Owned and Managed by the Estate | 22 |
| 3.2 The Land assets of RBSEB – a matter of high concern..... | 34 |
| 3.3 Soil Type and Climatic Conditions | 35 |
| 3.3.1 Rose Belle Section | 35 |
| 3.3.2 Union Park Section..... | 35 |
| 3.4 Land Use | 35 |
| 3.4.1 Field Sections | 35 |
| 3.4.2 Release of Marginal Lands | 36 |
| 3.4.3 Release of High Potential Lands | 36 |
| 3.5 The Metayers | 37 |
| 3.6 The Legal Framework of RBSEB..... | 37 |
| 3.7 The mandate or the ambiguity, regarding Rose Belle Sugar Estate (RBSEB) .. | 38 |
| 3.8 Does section 4 provides clarity on property development?..... | 39 |
| 4. Analysis of Business performance | 40 |
| 4.1 The Structure | 40 |
| 4.2 Financial Analysis-Income (Revenues) and Expenditure | 40 |



| | | |
|--------|--|----|
| 4.2.1 | Revenues | 40 |
| 4.2.2 | Revenues from Sugar, Molasses and Alcohol | 41 |
| 4.3 | Revenues from SIFB | 42 |
| 4.4 | Gain arising from changes in fair value of standing cane..... | 43 |
| 4.5 | Other Operating Revenues | 44 |
| 4.6 | Overall Revenue Trends | 44 |
| 4.7 | 2007 – An exceptional year..... | 45 |
| 4.8 | Sugar, Molasses and Alcohol..... | 46 |
| 4.9 | Decomposition of other revenues..... | 46 |
| 4.10 | Some of the reasons for the Decline in Sugar Revenues..... | 46 |
| 4.11 | Harvests Days and Climatic Conditions | 47 |
| 4.12 | Comparative cane growth in 2012 & 2013 | 48 |
| 4.13 | Effect of Mechanical Harvest on Yield | 50 |
| 4.14 | Cane and sugar data of RBSEB..... | 50 |
| 4.14.1 | Agricultural potential | 50 |
| 4.14.2 | Evolution of plantations and yields of cane over time..... | 50 |
| 4.15 | Agronomic aspects | 50 |
| 4.15.1 | Marginality of RBSEB..... | 50 |
| 4.16 | Cane plantations | 51 |
| 4.17 | Category analysis..... | 52 |
| 4.18 | Variety analysis | 53 |
| 4.19 | Consequences of the closure of seven sugar factories in the South..... | 55 |
| 4.20 | Mechanisation of cane operations | 55 |
| 4.21 | Expenditure | 56 |
| 4.22 | Service Charges | 56 |
| 4.23 | Expenditure Trends..... | 57 |
| 4.24 | Interest Charges | 58 |
| 4.25 | Comparative Comprehensive Income Statement of revenues and Expenditure over the last years | 58 |
| 4.26 | The Assets of RBSEB | 60 |
| 4.26.1 | Property, Plant and Equipment | 61 |
| 4.26.2 | Transfer of Freehold Land to Investment Property..... | 61 |
| 4.26.3 | Intangible Assets – Computer Hardware/Software | 62 |



| | |
|---|-----------|
| 4.26.4 Investment in Associates..... | 62 |
| 4.26.5 Investment in financial Assets | 63 |
| 4.26.6 Investment in bearer biological assets | 64 |
| 4.27 The Current Assets | 64 |
| 4.28 The Liabilities of RBSEB..... | 64 |
| 4.28.1 Liabilities side of the Balance Sheet..... | 64 |
| 4.28.2 The General Fund..... | 65 |
| 4.28.3 Capital and Other Reserves/Revenues Deficits | 66 |
| 4.28.4 Loans | 67 |
| 4.3 ADB Loan Utilisation - Purpose of the Loans..... | 69 |
| 4.3.1 Rehabilitation Project..... | 70 |
| 4.3.2 Refund of ADB Loan - LN 380/LF 147 by the Estate..... | 70 |
| 4.3.3 Government Loans - LN 169/LF 149/LF 150..... | 71 |
| 4.4 Closure of Rose Belle Sugar Milling Factory (RBSM Co Ltd)..... | 72 |
| 4.5 Voluntary Retirement Scheme..... | 73 |
| 4.5.1 Voluntary Retirement Scheme 1 - VRS (1)..... | 73 |
| 4.5.2 Voluntary Retirement Scheme 2 - VRS (2)..... | 74 |
| 4.6 Cabinet Decision to pay ADB Current Loan and Outstanding Loans..... | 77 |
| 4.7 Balance Sheet Analysis | 79 |
| 4.8 Overall appreciation of the Financial Evolution of RBSEB | 79 |
| 4.9 Return on Equity | 81 |
| 4.10 Current Ratio | 82 |
| 4.11 Cash Flow Analysis..... | 83 |
| 4.12 Gearing Ratio..... | 83 |
| 5. Lack of good management practices | 87 |
| 5.1 Borehole Project..... | 87 |
| 5.2 Accounts Payable | 87 |
| 5.3 Reconciliation..... | 88 |
| 5.4 Sale of land – Year 2003 to date | 89 |
| 5.5 Revenue Foregone on Disposal of Land to accommodate Government policies from Year 1984 to 2007 | 89 |
| 5.6 Sale of Land on request..... | 90 |
| 5.7 Mismanagement of land sold | 90 |



| | | |
|-----------|--|------------|
| 5.7.1 | Sale of Land to Sugar Investment Trust (SIT) | 91 |
| 5.7.2 | Sale of land to the Indian Consortium | 92 |
| 5.8 | Sale of Lands to recoup costs – VRS I | 92 |
| 5.9 | Other Land Sales | 93 |
| 5.9.1 | Sale of Lands under the 800 arpents scheme | 93 |
| 5.9.2 | Land under compulsory acquisition | 93 |
| 5.9.3 | Land sold but not monitored | 94 |
| 5.10 | Lease of Land | 95 |
| 5.11 | Poor Management of debtors and dues to RBSEB | 97 |
| 5.11.1 | Debtors | 98 |
| 5.11.2 | Land Acquisition for the improvement of Chapel Lane | 99 |
| 5.11.3 | Land Acquisition for roundabout | 99 |
| 5.11.4 | Land retrieved for the setting up of a male and female ward for detainees at the J. Nehru hospital | 100 |
| 5.11.5 | Land Acquisition for a new divisional headquarters at Rose Belle | 100 |
| 5.11.6 | Further Mismanagement of Debtors | 101 |
| 5.11.7 | Unclear Payments | 103 |
| 5.12 | Revaluation of assets surplus as at 31.12.2006 | 108 |
| 5.13 | Diversification Projects undertaken by RBSEB | 108 |
| 5.13.1 | Garlic Production on the Estate | 108 |
| 5.13.2 | Breadfruit Production | 109 |
| 5.13.3 | Orchid Project on the Estate | 109 |
| 5.13.4 | The Production of Onion by the Estate | 110 |
| 5.13.5 | The Production of Seed Potatoes by the Estate | 111 |
| 6. | Organisational Structure | 112 |
| 6.1 | The current organisational structure | 112 |
| 6.2 | Wrong hierarchical set-up | 113 |
| 6.3 | SILO layout | 114 |
| 6.4 | Coordination challenges | 114 |
| 6.5 | Lack of skills integration | 114 |
| 6.6 | A Review of the organisational structure of RBSEB | 115 |
| 6.7 | Organisational Architecture and Culture | 120 |
| 6.8 | Innovative Structure and Strategy | 120 |



| | | |
|------------|---|------------|
| 6.9 | Manpower | 121 |
| 6.9.1 | Very Poor/ Inexistent Human Resource Management | 121 |
| 6.9.2 | The qualification's profile of the staff | 122 |
| 6.9.3 | Inadequate Human Capital management..... | 125 |
| 6.10 | Training and Development..... | 126 |
| 6.11 | Performance appraisal..... | 127 |
| 6.12 | Management Convergence | 128 |
| 6.13 | Management | 128 |
| 6.14 | Lack of Communication | 129 |
| 6.15 | Inexistent Teamwork | 130 |
| 6.16 | People | 131 |
| 6.17 | Attitudes..... | 131 |
| 6.18 | Financial Management..... | 132 |
| 6.19 | Backbiting – the hallmark of RBSEB..... | 133 |
| 6.20 | Bureaucracy | 134 |
| 6.21 | Political | 134 |
| 6.22 | Partnering | 134 |
| 6.23 | Structure | 134 |
| 6.24 | Leadership | 135 |
| 6.25 | Planning..... | 135 |
| 6.26 | RBSEB as the depository of knowledge..... | 135 |
| 6.27 | Court cases..... | 135 |
| 6.28 | The I.T plan | 138 |
| 6.28.1 | The Basics | 138 |
| 6.28.2 | Committees & implementers | 140 |
| 6.28.3 | RBSEB's network topology implemented | 142 |
| 6.28.4 | Backup..... | 142 |
| 6.28.5 | Proxy Server | 142 |
| 6.28.6 | Configuration..... | 143 |
| 6.28.7 | Anti-Virus Server | 143 |
| 6.28.8 | Network Printer..... | 143 |
| 6.28.9 | LENOVO PCs | 143 |
| 6.28.10 | Database Application Server..... | 143 |



| | | |
|-----------|--|------------|
| 6.28.11 | User Friendliness | 144 |
| 6.28.12 | I.T..... | 144 |
| 6.28.13 | Flexibility & Openness | 145 |
| 6.29 | Institutional issues | 145 |
| 6.30 | Lack of vision, Mission and Core Values..... | 146 |
| 6.31 | Governance issues..... | 147 |
| 6.31.1 | Internal Control..... | 147 |
| 6.31.2 | Internal Audit | 147 |
| 6.32 | Good Governance Practices..... | 148 |
| 6.33 | Accountability..... | 148 |
| 6.34 | Good Practices | 149 |
| 6.34.1 | Boards and Directors | 149 |
| 6.34.2 | Lines of demarcation | 150 |
| 6.35 | Board Composition | 150 |
| 6.35.1 | Entrepreneurial versus a compliance Board | 150 |
| 6.35.2 | Recruiting independent nonexecutive Directors..... | 151 |
| 6.35.3 | Other Governance issues - Role and functions of the Board..... | 152 |
| 6.35.4 | Role and Functions of the Chairperson..... | 153 |
| 6.35.5 | Role and Functions of the General Manager | 153 |
| 6.35.6 | Board Committees..... | 154 |
| 6.36 | In closing | 155 |
| 7. | The good side of RBSEB..... | 155 |
| 8. | New Business focus..... | 157 |
| 8.1 | Finding new Avenues for RBSEB..... | 157 |
| 8.2 | The options | 157 |
| 8.3 | Alternative 1: A do-nothing strategy | 158 |
| 8.4 | Alternative 2: Lease the estate to another more efficient Sugar Operator | 158 |
| 8.5 | Alternative 3: Implement a full VRS and rent the land of RBSEB | 159 |
| 8.6 | Alternative 4: Merge with another institution | 160 |
| 8.7 | Alternative 5: Rental to another operator for alternative use | 160 |
| 8.7.1 | Implications | 160 |
| 8.7.1.1 | Un-encumbered land..... | 160 |



| | | |
|-----------|--|------------|
| 8.7.1.2 | Type of operator | 161 |
| 8.7.1.3 | Type of activity: Sugar cane much better for forex and cheaper for the CEB and the consumer..... | 161 |
| 8.8 | Political dimension..... | 163 |
| 8.9 | Alternative 6: Morphing into something new | 163 |
| 8.9.1 | The Need..... | 163 |
| 8.9.2 | Creative value propositions..... | 164 |
| 8.9.3 | Fresh ideas, Long – Haul Thinking | 164 |
| 8.10 | RBSEB: An urgent need for Expansive thinking from the Board to morph it into something new..... | 165 |
| 9. | Why Working Wider?..... | 165 |
| 9.1 | Value Creation | 165 |
| 9.2 | Time lines for financial fluxes | 167 |
| 9.3 | Increasing Revenues..... | 167 |
| 9.4 | Sugar, by-product prices and SIFB data..... | 167 |
| 9.4.1 | The Project rationale | 167 |
| 9.5 | Scenarios | 168 |
| 9.5.1 | The Concept | 168 |
| 9.5.2 | Sugar Sales – The Landscape | 168 |
| 9.5.2.1 | European Union Market | 168 |
| 9.5.3 | World market | 169 |
| 9.5.4 | Sugar Price | 169 |
| 9.6 | Revenue aspects | 169 |
| 9.6.1 | Sugar price determination | 169 |
| 9.6.2 | Institutional sugar prices..... | 170 |
| 9.6.2.1 | Existing mechanism..... | 170 |
| 9.6.2.2 | The new tender of the MSS and the letter of intent to Südzucker..... | 171 |
| 9.6.2.3 | Impact of the abolition of quotas and health threats | 171 |
| 9.6.2.4 | Commission Prospects document..... | 172 |
| 9.7 | At a glance | 172 |
| 9.8 | Fines for Anti-Trust practices..... | 173 |
| 9.9 | Sugar Insurance matters..... | 173 |
| 9.9.1 | The amendments of 2012 and the quasi-impossibility to receive compensation | 173 |



| | | |
|------------|---|------------|
| 9.9.2 | The Actuarial Review of 2014 | 174 |
| 9.10 | Other Income | 174 |
| 9.11 | Milling Rights | 175 |
| 9.12 | Further value addition | 175 |
| 9.13 | The 2012 Annual Report of the office of Public Sector Governance (OSPG) Annual Report (AR) on RBSEB | 176 |
| 9.14 | Sugar, by-product prices and SIFB data..... | 177 |
| 9.14.1 | Project rationale | 177 |
| 9.14.2 | Assumptions 1: Sugar Prices and SIFB Premium and Compensation | 178 |
| 9.14.3 | SIFB Premium:..... | 179 |
| 9.14.4 | Assumptions 2: By products and overall revenue per tonne of sugar..... | 179 |
| 9.14.4.1 | Molasses and bagasse revenue and overall revenue per tonne of sugar:.... | 179 |
| 9.14.5 | Assumption 3: Cash flow facts on sugar..... | 180 |
| 9.14.6 | Assumption 4: Sugar costs | 180 |
| 9.14.7 | Assumption 5: Sugar Accruing. | 181 |
| 9.15 | Fund raising..... | 182 |
| 9.16 | Summary of findings for sugar..... | 183 |
| 10. | Implementing a third VRS..... | 184 |
| 10.1 | The Concept | 184 |
| 10.2 | Project rationale | 184 |
| 10.3 | Description of the VRS..... | 184 |
| 11. | Diversification in non-sugar agricultural activities | 187 |
| 11.1 | The Potential..... | 187 |
| 11.2 | Current trends in the production of food crops | 187 |
| 11.3 | Diversification under the food security fund – The Context and potential..... | 188 |
| 11.3.1 | Aim of the Programme | 188 |
| 11.4 | Overall Challenges of the Non-Sugarcane Agricultural Sector..... | 189 |
| 11.5 | Vision for Non-Sugar Sector..... | 189 |
| 11.6 | Horticultural Development Programme | 190 |
| 11.6.1 | Scope and Opportunities | 190 |
| 11.7 | Food Crop | 190 |
| 11.7.1 | Potato..... | 190 |



| | |
|---|-----|
| 11.7.2 Tomato Production and Area Harvested (2008-2012) | 191 |
| 11.7.2.1 Scope and Opportunities | 192 |
| 11.7.2.2 Land suitability and suitable areas | 192 |
| 11.7.2.3 Target production..... | 192 |
| 11.7.2.4 Accompanying measures | 192 |
| 11.7.3 Onion..... | 192 |
| 11.7.3.1 The Sector..... | 192 |
| 11.7.3.2 Opportunities/Scope | 193 |
| 11.7.3.3 Land suitability and suitable areas | 193 |
| 11.8 Chillies Production and Area Harvested (2000-2007) | 194 |
| 11.8.1 The Sector..... | 194 |
| 11.8.2 Scope and Opportunities | 194 |
| 11.8.3 Land suitability and suitable areas | 194 |
| 11.9 Crucifers | 194 |
| 11.9.1 The Sector..... | 194 |
| 11.9.2 Crucifers Production and Area Harvested (2000-2007)..... | 194 |
| 11.9.2.1 Scope and opportunities | 194 |
| 11.9.2.2 Land suitability and suitable areas | 195 |
| 11.10 Carrot | 195 |
| 11.10.1 The Sector..... | 195 |
| 11.10.2 Carrot Production and Area Harvested (2000 – 2007)..... | 195 |
| 11.10.3 Land Suitability..... | 195 |
| 11.11 Cucurbits | 195 |
| 11.11.1 The Sector..... | 195 |
| 11.11.2 Scope and Opportunities | 196 |
| 11.11.3 Land suitability | 196 |
| 11.12 Maize | 196 |
| 11.12.1 The Sector..... | 196 |
| 11.12.2 Scope and Opportunities | 196 |
| 11.12.3 Land suitability | 197 |
| 11.13 Soybean | 197 |
| 11.13.1 The Sector..... | 197 |
| 11.13.2 Scope and Opportunities | 197 |



| | | |
|-----------|--|-----|
| 11.13.3 | Implementation plan | 197 |
| 11.13.4 | Expected time frame for soybean cultivation..... | 198 |
| 11.14 | Ginger | 198 |
| 11.14.1 | The Sector..... | 198 |
| 11.14.2 | Scope and Opportunities | 198 |
| 11.14.3 | Land suitability | 198 |
| 11.15 | Fruit Sector | 199 |
| 11.15.1 | The Sector..... | 199 |
| 11.15.2 | Litchi | 199 |
| 11.15.3 | Opportunities/Scope | 199 |
| 11.16 | Accompanying measures | 200 |
| 11.16.1 | Certification | 200 |
| 11.16.2 | Sensitisation & Training | 200 |
| 11.17 | Pineapple | 201 |
| 11.17.1 | The Sector..... | 201 |
| 11.17.2 | Opportunities /Scope | 201 |
| 11.17.3 | Accompanying measures | 202 |
| 11.18 | Banana | 202 |
| 11.18.1 | The Sector..... | 202 |
| 11.18.2 | Future Projection..... | 203 |
| 11.18.3 | Banana Production Area Harvested and Volume Exported | 203 |
| 11.18.4 | Accompanying measures | 203 |
| 11.18.5 | Capital required..... | 204 |
| 11.19 | Other fruit species..... | 204 |
| 11.20 | Promising Crops | 204 |
| 11.20.1 | Aloe Vera..... | 204 |
| 11.20.2 | Opportunities/Scope | 204 |
| 11.20.3 | Pitaya | 205 |
| 11.20.4 | Ornamentals | 205 |
| 11.20.4.1 | The Sector | 205 |
| 11.20.4.2 | Scope / Opportunities..... | 205 |
| 11.20.4.3 | Land suitability | 206 |
| 11.21 | Sustainable agriculture..... | 206 |



| | | |
|------------|--|------------|
| 11.21.1 | Sustainable land management | 206 |
| 11.21.2 | Development of sustainable fertilization programme | 206 |
| 11.21.3 | Irrigation and water management | 207 |
| 11.21.4 | Integrated Pest Management (IPM) | 207 |
| 11.22 | Organic agriculture | 208 |
| 11.22.1 | The Sector..... | 208 |
| 11.22.2 | Opportunities/ Scope and future projection | 208 |
| 11.22.3 | Land Suitability and suitable areas..... | 208 |
| 11.22.4 | Target production..... | 208 |
| 11.23 | Good Agricultural Practices (GAP) | 208 |
| 11.24 | Protected cultivation | 209 |
| 11.24.1 | The Sector..... | 209 |
| 11.24.2 | Scope and opportunities | 209 |
| 11.25 | Livestock development programme | 209 |
| 11.25.1 | The Sector..... | 209 |
| 11.25.2 | Situational Analysis | 210 |
| 11.26 | The Finance and Audit (Food Security Fund) Regulations of 2008 clearly provides for the following: | 210 |
| 11.27 | Implications | 212 |
| 11.28 | Timelines..... | 213 |
| 11.29 | Investments | 213 |
| 11.30 | Funding | 213 |
| 11.31 | Revenue in Cash Flow | 214 |
| 12. | Non-agricultural potential | 215 |
| 12.1 | Transforming Camp Bouvet | 215 |
| 12.1.1 | The Event Venue | 215 |
| 12.1.2 | The Idea..... | 215 |
| 13. | Potential for a Commercial Centre on the frontage land of RBSEB | 218 |
| 13.1 | The Benchmarks | 218 |
| 13.2 | RBSEB..... | 218 |
| 13.3 | The current landscape and potential | 219 |
| 13.3.1 | The “as-is” | 219 |
| 13.3.2 | Outlets Found at CCDVM Phase I..... | 219 |



| | |
|---|------------|
| 13.3.3 Fast Food | 219 |
| 13.3.4 Eye Wear and Clothing | 219 |
| 13.3.5 Utilities | 220 |
| 13.3.6 Supermarket | 220 |
| 13.3.7 Bank | 220 |
| 13.3.8 Insurance | 221 |
| 13.3.9 Telecommunication | 221 |
| 13.3.10 MTML..... | 221 |
| 13.3.11 CanalSat..... | 221 |
| 13.3.12 Actual number of visitors to the Centre Commercial Du Vieux Moulin | 221 |
| 13.4 New Rose Belle Commercial Centre – Concept | 222 |
| 13.5 The Main Concept | 222 |
| 13.6 Strategic concept of this new commercial complex | 224 |
| 13.7 Financing | 224 |
| 13.8 Release of Prime Land | 224 |
| 14. An Ecotourism Village at Le Val | 229 |
| 14.1 The Region..... | 229 |
| 14.2 Environmental Education and Ecotourism..... | 229 |
| 14.3 Trends of Ecotourism | 229 |
| 14.4 Past and Future Ecotourism Growth..... | 230 |
| 14.5 The Main Concept | 231 |
| 14.6 The Situation..... | 232 |
| 14.7 Amenities and Attractions of Le Val | 232 |
| 14.8 The Idea..... | 232 |
| 14.8.1 The Proposal..... | 232 |
| 14.8.2 Chalets | 233 |
| 14.8.2.1 Quad & Buggy | 234 |
| 14.8.2.2 Ziplines | 234 |
| 14.8.2.3 Segway..... | 234 |
| 14.8.2.4 Kids & Teens at Le Val Nature Park | 234 |
| 14.8.2.5 Restaurant | 234 |
| 15. Land Parcelling (Morcellement)..... | 236 |



| | | |
|------------|--|------------|
| 15.1 | Why then has nothing happened so far in Land and Property Development? | 236 |
| 15.2 | What if constraints are removed and are the land available to RBSEB?..... | 236 |
| 15.3 | What can RBSEB do? | 237 |
| 15.4 | What is the track record of RBSEB on land transactions? | 237 |
| 15.5 | Were sugar reform costs properly recouped? | 238 |
| 15.6 | What next?..... | 239 |
| 15.7 | Integrating the available options..... | 239 |
| 16. | Large Investments..... | 241 |
| 16.1 | The Landscape | 241 |
| 16.2 | Land Master Plan..... | 242 |
| 17. | Cost Reduction Strategies..... | 242 |
| 17.1 | The cost reduction strategies which RBSEB should implement are as follows: . | 242 |
| 17.1.1 | Implementation of VRS 3 and shifting to job contractors | 242 |
| 17.2 | Shifting to Job Contractors | 243 |
| 17.2.1 | Casual and permanent labour | 243 |
| 17.2.2 | Recruitment of Additional Casual Workers | 243 |
| 17.3 | Job Contractor..... | 245 |
| 17.4 | Additional Labour Requirement during harvest period (June –December 2012). | 246 |
| 18. | The Hospital of Rose Belle Sugar Estate..... | 249 |
| 18.1 | The Introduction | 249 |
| 18.2 | Agricultural worker..... | 249 |
| 18.3 | Health of workers | 250 |
| 18.4 | Estate Dispensary | 251 |
| 18.5 | Jawaharlal Nehru Hospital..... | 255 |
| 18.6 | Conclusion..... | 257 |
| 19. | The garage of RBSEB..... | 258 |
| 19.1 | The garage..... | 258 |
| 19.2 | Our recommendations | 259 |
| 20. | Consolidated Forecasts..... | 260 |



| | |
|--|------------|
| 21. Action Plan | 265 |
| 22. Concluding Remarks | 268 |
| 22.1 Transformational Leadership | 268 |
| 22.2 Strategic Partners | 268 |
| 22.3 Flexibility and Resilience | 268 |
| 22.4 New Confidence | 268 |
| 22.5 Holistic engagement with employees | 269 |
| 22.6 Culture | 270 |
| 22.7 Conclusion | 270 |
| 23. Appendices | 271 |
| 23.1 Appendix 1: Budgeted Profit in 2014 | 271 |
| 23.2 Appendix 2: Agricultural Land | 273 |
| 23.3 Appendix 3: Factory Land and Commercial Building | 274 |
| 23.4 Appendix 4: Residential Land and Building | 277 |
| 23.5 Appendix 5: Transport and Agricultural Equipment | 279 |
| 23.6 Appendix 6: Furniture, Fixtures and Fittings & Office Equipment | 284 |
| 23.7 Appendix 7: Diversification | 288 |
| 23.8 Appendix 8: Examples of Debtors mismanagement | 289 |
| 23.9 Appendix 9: Provisions for Doubtful Debts (31/12/2011) | 312 |
| 23.10 Appendix 10: Analysis of cash sales voucher number 3551-4650 | 318 |
| 23.11 Appendix 11: Training attended by staff RBSEB | 337 |
| 23.12 Appendix 12: Summary of Board Minutes for 2013 | 339 |
| 23.13 Appendix 13: VRS Calculations | 370 |
| 23.14 Appendix 14: Medical Supplies | 413 |
| 23.15 Appendix 15: List of Garage and Employees | 418 |
| 23.16 Appendix 16: The Process for a “Morcellement” permit | 420 |
| 23.17 Appendix 17: Lease of land | 424 |



PROJECT BACKGROUND



1. Project Background

The Government of Mauritius acquired 6,764 Arpents of land on 3rd July 1973, together with the Rose Belle factory and garage from a Consortium consisting of the **Mauritius Agricultural and Industrial Co. Ltd**, **Eau Bleue Ltd** and the **Grand Port Land Company Ltd** for the sum of Rs 19 Million. The land and the factory were then vested into the **Rose Belle Sugar Estate Board (RBSEB)** by an Act of parliament on 14th July 1973.

Following Government decision in December 1995 to create the **Stake Investment Trust (S.I.T)**, growing and milling activities were created under separate entities. The **Rose Belle Sugar Milling Co. Ltd (RBSMCL)** was incorporated having its own and separate accounts.

1.1 The Legal Set Up of RBSEB

The **RBSEB** is governed by the **Rose Belle Sugar Estate Board Act** of 1973 which provides that there shall be a Board and the functions of the Board are *“to manage the activities of the Rose Belle Sugar Estate Board”*.

1.2 General Manager

The Act also provides that there shall be an officer of the Board to be known as the General Manager who shall be the Chief Executive Officer of the Board.

The General Manager shall be responsible for the execution of the policy of the Board and for the control and management of its day to day business. In the exercise of his functions, the General Manager shall act in accordance with such directions as he may receive from the Board.

The General Manager may, with the approval of the Board, delegate any of his functions to such officer as he may determine.

1.3 Delegation to the General Manager

The Board may, subject to such general or specific instructions and rules of a general nature as it may be give or make, delegate to the General Manager such of its powers under this Act as are necessary to enable him to transact effectively the day to day business of the Board.

1.4 The Board of Directors

Rose Belle has been managed by a specific board of directors under the Chairmanship of Mr. k. Saccaram, CSK up to May 2011. Its composition was as follows:

| | | | |
|--------------------------------|----------|---------------------------|----------|
| Mr. K. Saccaram, CSK | Chairman | Mr. S.Malliaté | Director |
| Mr. P. Boojhawon, MSK | Director | MRs M. Nathoo | Director |
| Mr.P. Dwarkasingh | Director | Mr. D.A. Raghoobur | Director |
| Mr. B. Gobhardhun, PDSM | Director | Mr. S. Seegobin | Director |



| | | | |
|---------------------|----------|--|--|
| Mr. D. Limbeea, MSK | Director | | |
|---------------------|----------|--|--|

The board has been fully replaced by another one, chaired by Mr. N. Basant Roi, PDSM in the year 2011 and this board is managing **RBSEB** up to now. The composition of this new board is as follows:

| Names | Designation |
|--|---|
| Mr. Nundlall Basant Roi, PDSM | CHAIRMAN |
| Dr Chong Wan Cheong Ah Tow, CSK | Independent members appointed by the Minister |
| Mr. Shamduth Panday Benimadhu | Principal Research Scientist (Head), PLANT PATHOLOGY DIVISION, AREU, FARC |
| Mr. Prenduth Boojhawon, MSK | President, Human service Trust, Calebasses, Pamplémousses |
| Dr Dhaneshwar Dumur | Member Adviser, Ministry of Agro Industry and Food Security, R. Seeneevassen building , Port Louis |
| Mr. Naraindra Ghoorah | Retired Principal Inspector of schools |
| Mr. Sookdeo Juggoo * (Appointed on 15 th March 2012) | <ul style="list-style-type: none"> Ex CWA Inspector, Director of ALI & BRIGHT CO.LTD President of Parent teachers Association of Lycee Polytechnique Sir Guy Forget Flacq since 2011 till now |
| Mr. R. Dabeedyall | Member Rep. of the Ministry of Agro Industry and food Security, R. Seeneevassen Building, Port Louis |
| Mr. Dewan Quedou | <ul style="list-style-type: none"> Technical Cadre at WMA and Trade Unionist Board member of Employees Welfare Fund Member/Assessor of NPF Appeal Tribunal |
| Mr. D.A. Rughoobur* (Appointed on 27 th July 2011) | Rep. of the office of the Public Sector governance PMO |
| Mr. F.K. Juhoor | Ag. Secretary Ministry of Agro Industry and Food Security |

This board met during the year 2013 under the chairmanship of Mr. N. Basant Roi, PDSM, as follows:

| DATE OF MEETINGS | | | |
|-------------------|-------------------|-----------------|-------------------|
| 07 September 2013 | 20 April 2013 | 04 August 2012 | 17 December 2011 |
| 29 June 2013 | 16 March 2013 | 21 July 2012 | 03 December 2011 |
| 17 June 2013 | 05 February 2013 | 02 June 2012 | 10 September 2011 |
| 07 June 2013 | 15 December 2012 | 19 May 2012 | 03 September 2011 |
| 04 June 2013 | 27 October 2012 | 07 April 2012 | 30 July 2011 |
| 11 May 2013 | 22 September 2012 | 31 March 2013 | 25 July 2011 |
| 27 April 2013 | 11 August 2012 | 28 January 2012 | 14 July 2011 |



The Board has setup five sub-committees namely:

- Quotation and Tender Committee;
- Finance Committee;
- Staff Committee
- Project Development & Evaluation Committee;
- Audit Committee.

1.5 Trade Unions

There are several trade unions recognized by the **Rose Belle sugar Estate Board**. These are:-

| TRADE UNION | CATEGORY OF EMPLOYEES | SITE REPRESENTATIVE | PRESIDENT |
|--|---------------------------|---------------------------|---------------------|
| Plantation Workers Union (PWU) | Agricultural Workers | Aneerood Madiah | Pregassen Moonien |
| Sugar Industry Labourers' Union (SILU) | Agricultural Workers | Satyawatee Broquet (Mrs.) | Potayah Kuppan |
| Union Artisans of the Sugar Industry | Non- Agricultural Workers | NIL | Serge Jauffret |
| Artisans | Non- Agricultural Workers | Mahendur Rughoo | Lall Dewnath |
| General Workers Union (AGWU) | Workers | | |
| Sugar Industry Overseers Association | Agricultural Workers | Jaimanjai Shibchurn | Sachidanand Rajaram |
| Sugar Industry Staff Employees Association | Staff | Devanand Limbeea | Pierre Lan hing Po |

1.6 Rose Belle Sugar Estate Factory

In-line with Government's policy of centralization of the milling activities in Mauritius, the **Rose Belle Sugar Estate Factory** ceased its activities on 31st December 2001. The factory was highly labour intensive with very little automation and economies of scale. Thus, with the closure of the factory in December 2001, the **RBSEB** had to implement a Voluntary Retirement Scheme (**VRS 1**) with a view to cut down its cost of production. As a result, 523 employees were laid off under **VRS**.

| | VRS 1 |
|--------------------------|-------|
| Agricultural workers: | |
| Male | 225 |
| Female | 238 |
| Non Agricultural workers | 40 |



| | |
|--------------|------------|
| Staff | 20 |
| Total | 523 |

The cost of **VRS I** representing Cash Compensation and infrastructure amounted to **Rs240,000,000 million** and was financed by loans of **Rs214, 867, 800** from **SBM Ltd** which the Estate has paid.

As such, the Estate has brought restructuration of its business with a view to right size its workforce and to focus on the improvement of efficiency, productivity and the outsourcing of its milling activities. The factory was also closed under the blueprint.

Following the closure of the factory, the canes of the Estate were crushed by the following millers:

- **Riche-En Eau Sugar Milling;**
- **Mon Trésor Mon Desert Sugar Milling and**
- **Savannah Sugar Milling.**

In December 2007, the Estate in pursuance of its cost cutting strategy, implemented a second Voluntary Retirement Scheme (**VRS II**) laying off 252 employees. The categories of workers who opted for the Voluntary Retirement Scheme (**VRS II**) were as follows:

| | No of Employees | Cash Compensation Rs |
|----------------------------------|------------------------|---------------------------------|
| Agricultural Workers: | | |
| Male | 138 | 61,553,429 |
| Female | 79 | 18,609,837 |
| Non-Agricultural Workers: | | |
| Male | 30 | 15,643,468 |
| Female | 1 | 303,244 |
| Staff | 4 | 4,185,561 |
| Total | 252 | 100,295,539 |

As from the year 2008, the canes of the Estate are being crushed by **Omnican Ltd**. All canes are transported and delivered directly to the factory at La Baraque, Le Pscalier.

1.7 The Current Financial Situation

The revenues of **RBSEB** have continuously decreased over the last few years. With the sharp decline in revenue from sugar proceeds and the high production cost due to over manning, the **Rose Belle Sugar Estate Board** rapidly found itself in a critical financial situation. For the year 2013, it made losses of about Rs 37 M and is expected to have an operational deficit of Rs 55.6 M on its core business for the current year 2014. The **RBSEB**, given its poor liquidity position, has stopped the reimbursement of its loans to the Government.

According to the **MOFED** an amount of Rs 122.8 M is still outstanding as loan given by the Government of Mauritius.



1.8 The current study

It is in this context that the **RBSEB** has called for the services of a Consulting firm so as to:

- i. Assess the current situation with respect to business performance, debt/equity changes and organizational structure.
- ii. Review and re-evaluate the business operations, including the impact of reduction of land under cane cultivation and make recommendations as to changes needed for business survival.
- iii. Propose a restructuring plan of the operations of the **Rose Belle Sugar Estate Board**.
- iv. Assess the potential of the land assets of the **Rose Belle Sugar Estate Board** (both for agricultural and non-organisational use) and to propose the most profitable way for its utilization.
- v. Make proposals for the improvement of the financial situation; including land development for purposes other than agriculture.
- vi. Explore new business opportunities in the agricultural sector or related fields including food security issues.
- vii. Identify and qualify capital needs and repayment plan with cash flow implications for the long term sustainability of the **Rose Belle Sugar Estate Board**.
- viii. Propose a time bound action plan for the implementation of the recommendation, including any change needed to relevant legislation to cater for the new business model and its mode of operation.

2. Our Approach to the Terms of Reference

2.1 Repositioning the Terms of Reference

We are structuring our approach along the lines of our technical proposal. We are therefore templating so as to have a casual and co-relational relationship of the terms of reference and the expected output as shown in the diagram opposite.

This will allow synergy between the various components of the assignment whilst at the same time allowing the input from each phase of analysis to contribute to the overall terms of reference. The various outputs have been progressively shared with the Steering Committee. The first impression is that **RBSEB** is on a very non-performing path and needs to make a clear break with the past and past practices. The past strategies at **RBSEB** have destroyed Shareholder value. It is clear that, at all levels, **RBSEB** has not benefited from innovative processes, ideas, strategies and tactics that could allow it to make way for transformational change in operations so as to create Shareholder value.



The current assignment is of critical importance for the future of **RBSEB**. It should lead to a situation where bold and critical non-traditional decisions should be made so as to save the organisation from dipping further down in the red and eventually become bankrupt over time.

The shareholders, the **Ministry of Agro-Industry**, the Board of **RBSEB** and Management should assume their responsibilities to make a break with the past and embark on a new operational framework and innovative efficient strategies that will create rather than destroy shareholder value.

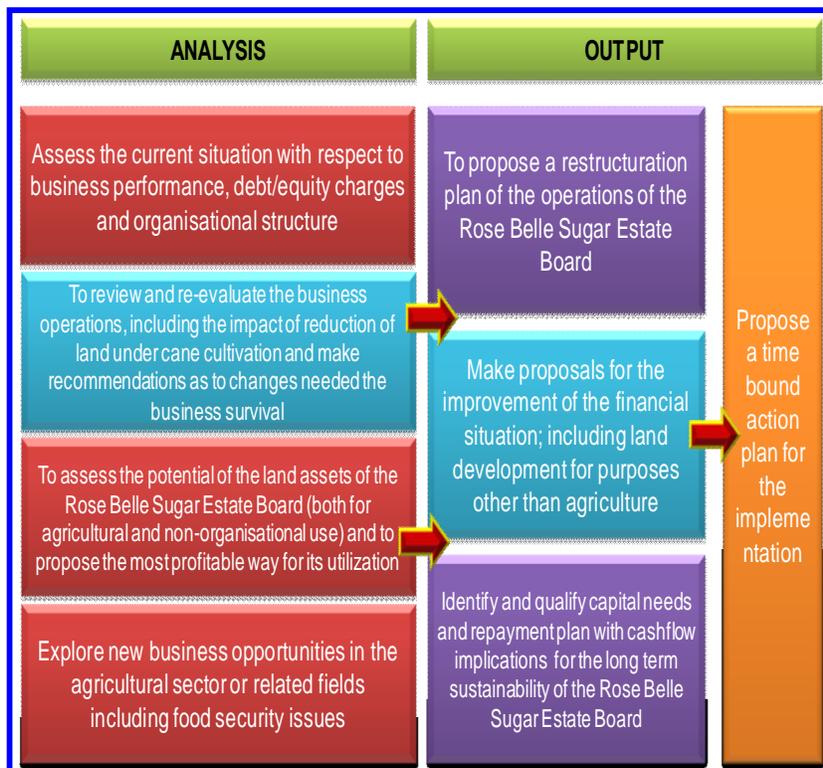
As mentioned earlier, **RBSEB** is currently facing the critical challenge of survival. If it fails to embark on a new growth path, there will be no future to it. The more we progressed on the assignment, the more and more this preliminary analysis has been confirmed.

RBSEB is thus in dire need of this transformational strategy which, if implemented, will create room for survival and growth. This will require a new strategic and operational framework that will allow **RBSEB** to address positively its current challenges.

Thus, this report has as objective to make a clear, holistic, overall situation analysis of **RBSEB** and to explore avenues for survival and subsequent growth. This will only happen if there are an unflinching will at all levels to embark a new mindset, coupled with a new breed in terms of mindset, attitude, commitment, passion and willingness to embark on uncharted territories so as to bring transformational change with resulting substantial growth in shareholder Value.

If **RBSEB** is to be transformed, it is clear that it will not be with the current management and leadership team in place. **RBSEB** is in dire need of a new breed of entrepreneurial mind that can challenge the future and roadmap the organisation to reach new heights.

We hope that all parties concerned will look at this report as a final wake-up call and embark, in a momentum of togetherness, on a transformational change journey that will demand lots of bold decisions, efforts, sacrifices change management and untraditional work practices so as to secure a positive future for **RBSEB** and the intents of the shareholder.





3. Introduction

*This Section of our report addresses the elements of business performance of **RBSEB**, its debt/equity changes, the organisational structure as per the terms of reference and other related issues. These elements, though distinct and separate, are intertwined, causal and co-relational in making an assessment of **RBSEB** and clearly shows not only the business performance of **RBSEB** but also the root causes of this performance.*

3.1 RBSEB – The Land Asset of RBSEB

The Estate is located in the South-East part of the island, extending from Le Val to Bananes and from Mare Tabac to Union Park.

3.1.1 Land Owned and Managed by the Estate

As at date, the Estate owns about **5,881 Arpents** of land, exclusive of the Estate roads which may account for about 5-10% of the actual cultivated area (i.e.250-500 arpents).

Today, **Rose Belle Sugar Estate** has out of its total acreage, a total of 5881A27P, which has been or is being used for different purposes as follows:

| KEY: | COLOUR | ARPENTS |
|--------------------------------|--------|----------------|
| Land Leased: | A | 1686.86 |
| Land under cane: | B | 3146.99 |
| Land under diversification: | C | 421.47 |
| Bare land: | D | 515.28 |
| Buildings & Premises Leased: | E | 12.11 |
| Buildings & Offices: | F | 29.00 |
| Land Parceling: | G | 69.56 |
| TOTAL | | 5881.27 |
| Land Sold but managed by RBSEB | H | 200.00 |



Details of the size and geographic spread of this 5881A27 are as follows:

| Land Mapping | Plot | Region | Area | Details |
|--------------|------|--|--|---|
| C1 | A | 500 A Scheme (previously known as 300A Scheme) | 214A | Under vegetable and fruit plantation- rented to planters through the 500A scheme. Income goes to the individual planters |
| A1 | B | L'Abattis | 34A72P- Betonix 61A64- Gamma materials 33A56-Gamma materials 17A54-la Rocaille 2A-Avantime | Lease for Rock Quarry, stone crushing and industrial activities. Payment made regularly by Lessee. |
| | | | 2A31 2x (1A97) | Lease for industrial purposes but lands have not yet allocated. |
| A2 | C | L'Abattis | 37A74 | Tender lease for rock quarry, stone crushing, but lands have not yet been allocated. Waiting for valuer's certificate |
| A3 | D | Beemanique | 160A | In the process of being leased to Vita Rice. |
| D1 | E | Lamusse Lower-Nouvelle France | 20A72 | Was leased to Birla Institute of Technology, but retrieved due to non-occupancy. It is in an abandoned state and is non-utilized. Land Conversion Permit |
| D2 | F | Lamusse - Nouvelle France | 53A | Marginal for cane. LCP received to recoup cost, VRS1. Set as an earmark for a parceling project. |
| G1 | G | Bananes | 5A07 | Parceling project ongoing, currently leased on a short term basis for vegetable plantation. |



| | | | | |
|----|---|-------------------------------------|---------|---|
| A4 | H | Green grey dotted area | 820A90 | Leased to Vita Rice. |
| D3 | I | Union Park section | 372A98 | 349A44: Under sugar cane plantation. |
| | | Le Val sub-section | | 23A54: Not under plantation. |
| A5 | J | Le Val | 234A32 | Leased to SKC Dairy Fresh, for farming purposes. |
| A6 | K | Le Val | 85A01 | Le Val formerly was earmarked for livestock project under the 500A Scheme, but it has now been returned to RBSEB in an abandoned state. It is in process of being leased to Nirmal Seeds Ltd. Waiting for valuer's report |
| D4 | L | Grey Zone | 14A | Left fallow . to make up for the missing area of land to be given to Le Val Development Ltd. |
| A7 | M | | 15A | Leased for Hydroponic Development project. 31 Lessees so far. |
| A8 | N | | 5A | Leased to Echelles Papers |
| B2 | O | | 1101A44 | Union Park Section under sugar cane plantation. |
| A9 | P | Union Park | 26A52 | In the process of being exchanged against 34A of land. |
| | | 800 Arpents Scheme | | Leased to the MSIRI . LCP received for residential purposes, but will be exchanged. Leased to MSIRI . |
| G2 | Q | Parceling project | 34A | Land previously leased to the MSIRI , now being returned to RBSEB for parceling project. |
| G3 | R | La Chapelle Road :VRS 1 Residential | 3A83 | Parceling project ongoing. |

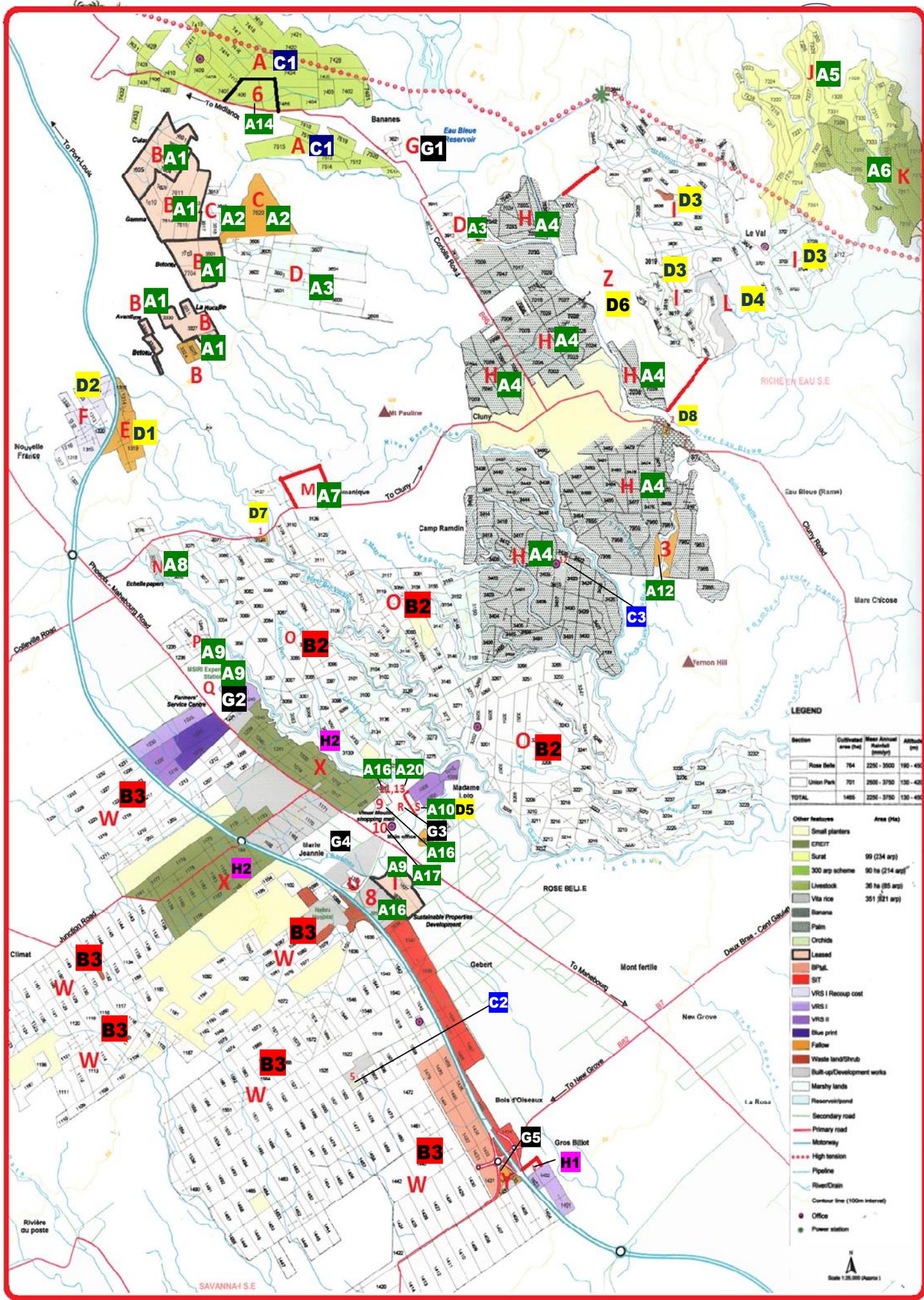


| | | | | |
|-----|---|---|--------------------|---|
| A10 | S | Rose Belle | 4A19 | Previously leased to Alcodis . Actually being leased to Omnican but will soon be returned to RBSEB . |
| D5 | | | 2A79 | Buffer between Alcodis and VRS1 Morcellement. Available for development. |
| A11 | T | | 25A31 | Leased to Sustainable properties Development. Court case for retrieval of land. |
| G4 | U | Nehru Hospital Link Road :VRS 1 Residential | 4A38 | Parceling project to recoup pass VRS1 ongoing. |
| H1 | V | Gros Billot | 40P | Tender for sale- already made but not yet allocated. |
| B3 | W | Rose Belle: All regions in cream color | 1672A57 | Under the Rose Belle section of cane cultivation. |
| H2 | X | Rose Belle- sold to EREIT | 200A | 82A of which is leased for vegetable plantation. |
| | | | | 118A for cane plantation- Managed by Rose Belle Sugar Estate. |
| G5 | Y | Gros Billot 1:2 SCHEME Residential | 3A28 | LCP received- land parceling project ongoing. The project consist of area R,Y and U. |
| D6 | Z | | Approximately 350A | Deer Ranch which is no more functional. The ranch consists presently of around 15 deer only, when previously it consisted of around 250 deer. |
| D7 | 1 | Cluny Road | 1A34 | |



| | | | | |
|--------------|----|--|----------------|--|
| D8 | 2 | Cluny | 4A | Abandoned since 2003. |
| A12 | 3 | Eau Bleue | 6A | Marshy land- Tender for lease already made but not yet allocated. |
| A13 | 4 | Midlands Union Park | 4A71 | Leased to Metayers |
| C2 | 5 | New Grove-Camp Bouvet | 50P | Cultivation of Orchids. |
| A14 | 6 | Bananes | 35A | Ex- Prison Project. Presently leased for vegetable plantation. |
| A15 | 7 | Scattered | 6A66 | Leased for Social Projects. |
| A16 | 8 | Rose Belle | 1A09 | Leased to Domah Commercial Centre. |
| A17 | 9 | Rose Belle | 4A03 | Leased to Omnican - Ex Factory premises (Loading zone). |
| A18 | 10 | Rose Belle | 3A89 | Leased to Centre Commercial du Vieux Moulin- Ex Factory Premises. |
| A19 | 11 | Rose Belle | 1A40 | In process of being leased to Arya Sabah and Sai Org. |
| C3 | 12 | Eau Bleue | 1A97 | Palm Plantation-now abandoned Pejibaye Palm . no market acceptance |
| A20 | 13 | Rose Belle Besides Morc Orchidée | 5A- Partly | Proposed for lease to Arya Sabha and Sai Org. |
| I1 | 14 | Scattered Area | 183A52 | Land constitutes of river reserves, mountain reserves and scattered land around Rose Belle |
| TOTAL | | | 5881A27 | |

Below are the geographical location details. Every plot references above are located and re-referenced on the map of the land assets of **RBSEB**.



LEGEND

| Section | Cultivated area (ha) | Mean Annual Rainfall (mm/yr) | Altitude (m) |
|--------------|----------------------|------------------------------|------------------|
| Rose Belle | 704 | 2295 - 3000 | 190 - 450 |
| Union Park | 701 | 2500 - 3750 | 130 - 420 |
| TOTAL | 1405 | 2295 - 3750 | 130 - 450 |

| Other features | Area (Ha) |
|----------------|-----------------|
| Small planters | |
| EPRET | |
| Surat | 99 (234 arp) |
| 300 arp scheme | 90 ha (214 arp) |
| Livestock | 36 ha (85 arp) |
| Vita rice | 351 (821 arp) |

- Leased
- BPML
- SIT
- VRS I Recoup cost
- VRS I
- VRS II
- Blue print
- Fallow
- Waste land/Shrub
- Built-up/Development works
- Marshy lands
- Reservoir/pond
- Secondary road
- Primary road
- Motorway
- High tension
- Pipeline
- River/Drain
- Contour line (100m interval)
- Office
- Power station



Remuneration of the land records of **RBSEB** is a mammoth task and can be quite complex and complicated. For Example, a restricted listing of land transactions by **RBSEB** as recorded at the Registrar General's department is as follows:-

Répertoire des formalités hypothécaires; arrête 1er brumaire

REP 585 Case No: 813

| Registre de transcription | | Date de transcription | | | Vente ou acquisition | Date du titre | | | Désignation des immeubles | Valeur sans fractions |
|---------------------------|-----|-----------------------|------|------|----------------------|---------------|------|------|--|-----------------------|
| Vol | No | Jour | Mois | An | | Jour | Mois | An | | |
| 1373 | 127 | 30 | 6 | 1977 | vente | 21 | 6 | 1977 | 85 p Grand Port Union Park | |
| 1383 | 122 | 18 | 10 | 1977 | vente | 11 | 10 | 1977 | 82 ¾ p | 50,000 |
| 1446 | 143 | 3 | 5 | 1979 | vente | 23 | 4 | 1979 | 2A 87P, G.P, Cluny | |
| | | | | | acquis | 23 | 4 | 1979 | 3A, G.P, Cluny | 28,700 |
| 1446 | 144 | 3 | 5 | 1979 | Vente | 23 | 4 | 1979 | 93 P,2-22P, 3-A33P,G.P, Cluny | 23,800 |
| | | | | | acquis | 23 | 4 | 1979 | 2A 70P, G.P, Cluny | |
| 1447 | 210 | 14 | 5 | 1979 | vente | 7 | 5 | 1979 | 12 A, formé de 2 ters, 4A79P, 7A 22P, Domaine Rose belle | |

REP 647 Case No: 394 Vol. 585 No. 813

| Registre de transcription | | Date de transcription | | | Vente ou acquisition | Date du titre | | | Désignation des immeubles |
|---------------------------|-----|-----------------------|------|------|----------------------|---------------|------|------|---|
| Vol | No | Jour | Mois | An | | Jour | Mois | An | |
| 1590 | 70 | 22 | 3 | 1983 | vente | 24 | 2 | 1983 | 2 ter contigus de (36 ½ P 4A) dist de 1266A Rose Belle (Ballisson) |
| 1592 | 139 | 12 | 4 | 1983 | vente | 7 | 3 | 1983 | 61 ¾ P, dist de 435A 89 ½ P, G.P, Union Park |
| 1610 | 91 | 12 | 10 | 1983 | vente | 9 | 9 | 1983 | 8,442m ² ou 2A (dist de Domgine de Rose Belleqétant solde 1266 A) G.P Rose Belle |



| | | | | | | | | | |
|------|-----|----|---|------|-------|----|---|------|---|
| 1636 | 48 | 17 | 7 | 1984 | vente | 13 | 6 | 1984 | 6.5044 ha. 15 Au 1 P. dist de 1266 A 2-15322 ha ou 3A63 A dist de 266A, G.P, Rose Belle |
| 1661 | 121 | 25 | 3 | 1985 | Vente | 8 | 1 | 1985 | 1046m ² ou 24 8/10 P, dist de 1 A 1108m ² ou 26 2/10P, dist de 50P 1340m ² ou 31 8/10P, dist de 2A 50P, G.P, Nouvelle France |
| 1662 | 168 | 5 | 4 | 1985 | Vente | 19 | 2 | 1985 | 23991 m ² ou 5A 68 42/100P dist de solde 1266A, G.P, Rose Belle |
| 1679 | 60 | 14 | 8 | 1985 | Vente | 27 | 7 | 1985 | 1ha 1861 m ² ou 2A 81P dist du solde 604A 50P G.P, N.Grove, Gros Billot |
| 1766 | 83 | 7 | 5 | 1987 | Vente | 28 | 4 | 1987 | 97A et 3A dist du Prop. Rose Belle S.E, G.Port, Le Val |
| 1821 | 68 | 23 | 2 | 1988 | Vente | 25 | 1 | 1988 | 4 Portions de terre située G.P Union Park , Rose Belle |
| 1831 | 25 | 8 | 4 | 1988 | vente | 23 | 2 | 1988 | Divers terre situé à G.P, N Grove Gros Billot |
| 1833 | 138 | 19 | 4 | 1988 | vente | 1 | 3 | 1988 | 844 m ² ou 20P dist de 3ha 9085 m ² ou 9A 26P G.P, Cluny |

REP 710

Case No: 507

Vol. 647

No. 394

| Registre de transcription | | Date de transcription | | | Vente ou acquisition | Date du titre | | | Désignation des immeubles | Valeur sans fractions |
|---------------------------|----|-----------------------|------|------|----------------------|---------------|------|------|---|-----------------------|
| Vol | No | Jour | Mois | An | | Jour | Mois | An | | |
| 1843 | 57 | 24 | 5 | 1988 | Vente | 1 | 3 | 1988 | 890.75 m ² , dist de 1266A, G.P, N.France | |
| 1843 | 58 | 24 | 5 | 1988 | Vente | 16 | 3 | 1988 | 190.40 m ² dist de 1A 201.60 m ² dist de 50P | |



| | | | | | | | | | | |
|------|----|----|---|------|----------|----|----|------|---|---------|
| | | | | | | | | | 40.50 m ² dist de 2A 50P G.P, N.France | |
| 2017 | 56 | 26 | 3 | 1990 | Vente | 21 | 12 | 1990 | 248.85 m ² (5 90/100P) dist de 1266A 497.70 m ² (11 79/100P) dist de 1266A, G.P, Ballisson, Rose Belle | |
| 2017 | 58 | 26 | 3 | 1990 | Vente | 7 | 2 | 1990 | 301.50 m ² (7 14/100P) dist Solde 823 A 90P G.P, Gros Billot, N Grove | |
| 2017 | 59 | 26 | 3 | 1990 | Vente | 24 | 1 | 1990 | 301.50 m ² (7 14/100P) dist de 1266A G.P Rose Belle. | |
| 2170 | 26 | 3 | 6 | 1991 | Vente | 22 | 5 | 1991 | 1055 m ² G.P, Rose Belle | 555,500 |
| 2290 | 14 | 27 | 1 | 1992 | Vente | 16 | 1 | 1992 | 59P ou 2490.3 m ² G.P, Rose Belle | 305,000 |
| 2387 | 38 | 28 | 7 | 1992 | Jugement | 8 | 4 | 1992 | Terre de 1A G.P, Cent Gaulettes | |
| 2394 | 35 | 11 | 8 | 1992 | Vente | 11 | 8 | 1992 | 22331 m ² en 2 ters. Contg. 20037 m ² et 2294 m ² G.P, Beau | |



| | | | | | | | | | | |
|------|----|----|----|------|-----------------|----|----|------|---|-----------------|
| | | | | | | | | | Climat | |
| 2522 | 12 | 2 | 4 | 1993 | Acquis | 23 | 3 | 1993 | Divers , bananes, G.P, Cluny | 6709330 |
| 2978 | 36 | 6 | 2 | 1995 | Vente | 27 | 1 | 1995 | 3,772.74 m ² G.P, Gros Billot | Donation s |
| 3047 | 54 | 18 | 4 | 1995 | Corrigend um | 16 | 3 | 1995 | Deed | |
| 3273 | 40 | 18 | 12 | 1995 | Vente | 14 | 12 | 1995 | Equipment et batiment sur 34800 m ² G.P, Rose Belle 34800 m ² G.P Rose Belle | 114,726, 000 |
| 3220 | 18 | 6 | 3 | 1996 | Vente | 26 | 2 | 1996 | 203 m ² G.P, Gros Billot) | 500 |
| 3220 | 19 | 6 | 3 | 1996 | Vente | 26 | 2 | 1996 | 224 m ² G.P, Gros Billot) | 500 |
| 3220 | 20 | 6 | 3 | 1996 | Vente | 26 | 2 | 1996 | 250 m ² G.P, (Gros Billot) | 500 |
| 3318 | 48 | 4 | 3 | 1996 | Vente | 26 | 2 | 1996 | 233 m ² G.P New Grove | 500 |
| 3318 | 49 | 4 | 3 | 1996 | vente | 26 | 2 | 1996 | 232 m ² G.P, New Grove | 500 |
| 3318 | 50 | 4 | 3 | 1996 | Vente | 26 | 2 | 1996 | 235.05 m ² G.P ,New Grove | 500 |
| 3318 | 51 | 4 | 3 | 1996 | Vente | 26 | 2 | 1996 | 211 m ² G.P, New Grove | 500 |
| 3318 | 52 | 4 | 3 | 1996 | Vente | 26 | 2 | 1996 | 181 m ² G.P, New Grove | 500 |
| | 53 | 4 | 3 | 1996 | Vente | 26 | 2 | 1996 | 206 m ² G.P, New Grove | 500 |
| | 54 | 4 | 3 | 1996 | Vente | 26 | 2 | 1996 | 150 m ² G.P, New Grove | 500 |



| | | | | | | | | | | |
|------|----|----|---|------|-------|----|---|------|---|-----|
| | 55 | 4 | 3 | 1996 | Vente | 26 | 2 | 1996 | 165 m ² G.P ,New Grove | 500 |
| | 56 | 5 | 3 | 1996 | vente | 26 | 2 | 1996 | 240 m ² G.P, Gros Billot | 500 |
| 3323 | 2 | 8 | 3 | 1996 | Vente | 29 | 2 | 1996 | 300 m ² en real, 295 m ² G.P Union Park | 500 |
| 3323 | 3 | 8 | 3 | 1996 | Vente | 29 | 2 | 1996 | 300 m ² en real 295 m ² G.P Union Park | 500 |
| 3323 | 4 | 8 | 3 | 1996 | Vente | 29 | 2 | 1996 | 300 m ² en real 295 m ² G.P, Union Park | 500 |
| 3324 | 2 | 11 | 3 | 1996 | Vente | 29 | 2 | 1996 | 295 m ² ,G.P,Un ion Park | 500 |
| 3329 | 23 | 18 | 3 | 1996 | Vente | 13 | 2 | 1996 | 254 m ² , Domaine ,Union Park,G.P | 500 |
| 3329 | 24 | 18 | 3 | 1996 | Vente | 13 | 3 | 1996 | 263 m ² Domaine ,Union Park,G.P | 500 |
| 3329 | 25 | 18 | 3 | 1996 | Vente | 13 | 3 | 1996 | 231 m ² Domaine ,Union Park,G.P | 500 |
| 3329 | 26 | 18 | 3 | 1996 | Vente | 13 | 3 | 1996 | 205 m ² Domaine ,Union Park,G.P | 500 |
| 3329 | 27 | 18 | 3 | 1996 | Vente | 13 | 3 | 1996 | 152 m ² , Domaine Union Park,G.P | 500 |
| 3329 | 28 | 18 | 3 | 1996 | Vente | 13 | 3 | 1996 | 194 m ² Domaine Union Park,G.P | 50 |
| 3329 | 29 | 18 | 3 | 1996 | Vente | 13 | 3 | 1996 | 214 m ² Domaine | 500 |



| | | | | | | | | | | |
|------|----|----|---|------|-------|----|---|------|--|-----|
| | | | | | | | | | Union Park,G.P | |
| 3329 | 30 | 18 | 3 | 1996 | Vente | 13 | 3 | 1996 | 288 m ² Domaine Union Park,G.P | 500 |
| 3329 | 31 | 18 | 3 | 1996 | Vente | 13 | 3 | 1996 | 227 m ² Domaine Union Park,G.P | 500 |
| 3329 | 32 | 18 | 3 | 1996 | Vente | 13 | 3 | 1996 | 246 m ² Domaine Union Park,G.P | 500 |
| 3330 | 59 | 19 | 3 | 1996 | Vente | 13 | 3 | 1996 | 225 m ² G.P Union Park | 500 |
| 3330 | 60 | 19 | 3 | 1996 | vente | 13 | 3 | 1996 | 227 m ² G.P Union Park | 500 |
| 3360 | 19 | 26 | 4 | 1996 | Vente | 17 | 4 | 1996 | 268.5 G.P Rose Belle | 10 |
| 3360 | 20 | 26 | 4 | 1996 | Vente | 17 | 4 | 1996 | 260 m ² G.P Rose Belle | 10 |
| 3360 | 21 | 26 | 4 | 1996 | Vente | 17 | 4 | 1996 | 260 G.P Rose Belle m ² | 10 |
| 3360 | 22 | 26 | 4 | 1996 | Vente | 17 | 4 | 1996 | G.P Rose Belle 260 m ² G.P Rose Belle | 10 |
| 3360 | 23 | 26 | 4 | 1996 | Vente | 17 | 4 | 1996 | 260 m ² G.P Rose Belle | 10 |
| 3360 | 24 | 26 | 4 | 1996 | Vente | 17 | 4 | 1996 | 260 m ² G.P Rose Belle | 10 |
| 3360 | 25 | 26 | 4 | 1996 | Vente | 17 | 4 | 1996 | 272 m ² G.P Rose Belle | 10 |
| 3360 | 26 | 26 | 4 | 1996 | Vente | 17 | 4 | 1996 | 295 m ² G.P Rose Belle | 10 |
| 3360 | 27 | 26 | 4 | 1996 | vente | 17 | 4 | 1996 | 293 m ² G.P Rose Belle | 10 |
| 3360 | 28 | 26 | 4 | 1996 | Vente | 17 | 4 | 1996 | 293 m ² | 10 |



| | | | | | | | | | | |
|------|----|----|---|------|-------|----|---|------|--|----|
| | | | | | | | | | G.P Rose Belle | |
| 3360 | 29 | 26 | 4 | 1996 | Vente | 17 | 4 | 1996 | 293.5 m ² G.P Rose Belle | 10 |
| 3360 | 30 | 26 | 4 | 1996 | Vente | 17 | 4 | 1996 | 300 m ² G.P Rose Belle | 10 |
| 3360 | 31 | 26 | 4 | 1996 | Vente | 17 | 4 | 1996 | 290 m ² G.P Rose Belle | 10 |
| 3360 | 32 | 26 | 4 | 1996 | Vente | 17 | 4 | 1996 | 290 m ² G.P Rose Belle | 10 |
| 3360 | 33 | 26 | 4 | 1996 | Vente | 17 | 4 | 1996 | 280 m ² G.P Rose Belle | 10 |
| 3360 | 34 | 26 | 4 | 1996 | Vente | 17 | 4 | 1996 | 290 m ² G.P Rose Belle | 10 |
| 3360 | 35 | 26 | 4 | 1996 | Vente | 17 | 4 | 1996 | 283 m ² G.P Rose Belle | 10 |

The land records of **RBSEB** are in such a poor state that the above list could not be reconciled with the records of **RBSEB**. If we extrapolate on all the land transactions of **RBSEB** to date, the situation can be chaotic.

3.2 The Land assets of RBSEB – a matter of high concern

The boundaries of Forest Reserves are safeguarded by the Forestry Services and they are not under the control of **Rose Belle Sugar Estate Board**.

It is strategically very worrying that **RBSEB** has no domain book of its land assets. **RBSEB** has not also invested in a plotter for land management systems. Our site visits depended solely on the specific knowledge of the Deputy General Manager on the boundaries of the land assets of **RBSEB**. It is critically worrying that the Deputy General Manager and the two heads of the field sections are the only ones to know the spread and boundaries of the land assets of **RBSEB**. There are no cadastral records of the land assets and its boundaries. In certain cases, the boundaries depended on the knowledge of the department of Conservation of Forests of the **Ministry of Agro-Industry**. Once they could delineate their boundaries, it was then deducted that the land of **RBSEB** starts from there. This is a very critical and alarming weakness in the current operational framework of **RBSEB**. Land belonging to **RBSEB** can be easily occupied by third parties without the knowledge of the **RBSEB**.

Presently the Estate has about 3,724 Arpents of land under cane cultivation and the Estate also manages 200 Arpents of land purchased by the **EREIT**, of which 178 Arpents 82 P is under cane and the remaining 21 Arpents 18 P are accounted for by estate roads.



3.3 Soil Type and Climatic Conditions

The soils of the **RBSEB** are very shallow, heavily leached, highly eroded and of low natural fertility. Presently, the Estate has about 3146.99A of land under cane cultivation. The remaining are pasture lands, river reserves, roads and drains.

The main soil types under cane cultivation are:

- Latosol Brown Forest (B1 and B2), 1672.57A
- Humic Ferruginous Latosols (F1 and F2), 1434.42A
- Mountain Slope Complex (S2), 40A

The region experiences low temperatures and low solar radiation. These factors lead to low cane production potential.

The land is situated in the super humid zone, where agro climatic conditions are extreme.

The cultivated area is divided into two separate regions namely:

3.3.1 Rose Belle Section

Rose Belle Section has a flat to slightly undulating landscape. The soil is free and gravelly to rocky. Rainfall is in the range of 2500-3000 mm annually.

3.3.2 Union Park Section

Union Park Section has a mix of free soil and gravelly to rocky. The landscape is undulating. Rainfall is in the range of 2500-3000 mm annually.

3.4 Land Use

- Cane is cultivated on 3147A and the Deer ranch occupies 350 A with apparently about 15 animals
- The area under cane cultivation is divided into the above two sections of Rose Belle and Union Park and twenty blocks.

3.4.1 Field Sections

Each section of **Rose Belle Sugar Estate** is thus divided into blocks, each block being a group of fields with a specific micro-environment. The micro-environment determines the yield level achievable as well as the cost of culture operations, e.g. undulating topography and remoteness of a block will lead to increase cost of production and have a negative effect on sustainability.

Consequently, the economic viability and sustainability of cane growing activity at Block Level varies from one block to another.

In fact, highly significant differences in cane yield have been recorded between sections over the years. For example, New Grove has the highest average yield 81.8 of tonnes/ha harvested compared to 65.4 tonnes for Le Val, the worst section. Estate average yield is 71.9 tonnes per hectare compared to 71.7 tonnes per hectare for Rose Belle and 68.4 tonnes per hectare for Union Park.



3.4.2 Release of Marginal Lands

The action of releasing marginal lands, particularly at Le Val Section for alternate use, has not improved the overall sustainability of the Estate. The main effect is an increase of average cane yield for the Estate.

However, adoption of this policy raises the following issues:

- i. The need for reduction of permanent labour force
- ii. Indirect and overhead costs per hectare will increase, as they will be spread on a smaller area.

3.4.3 Release of High Potential Lands

RBSEB has, over time, released much of its high potential lands to third parties.

The release of high potential lands has the following effects:

- i. The average yield of estate declines
- ii. The overhead cost increases as it is spread on a lower residual production.

Previous reports have established that:-

- The **VRS** implemented resulted in a marked reduction of cost of production.
- As a result of the above, all sections which were not sustainable in 2001 became sustainable in 2002.
- Cost of production has been on the increasing trend from 2002 onwards and is forecasted to increase further in the future.
- The level of sustainability has been partially maintained through increases in sugar prices in some years.
- The potential to increase yield to improve sustainability is very limited.
- The economic survival of the cane growing activity at **Rose Belle Sugar Estate** will depend on:
 - i. a drastic reduction of cost of production,
 - ii. release of marginal lands to alternate use, and
 - iii. maintaining prime agricultural lands which are likely to be subject to light mechanisation under cultivation.
- Diversification in more sustainable projects has proven to be slow and it is clear that benefits could accrue only in the medium to long term provided **RBSEB** excels in the practice. We will cover it later in this report.
- Labour is still the major component of cultivation cost of production at **Rose Belle Sugar Estate Board**.



3.5 The Metayers

A metayer is one who has rented land with **RBSEB** and plants sugarcane thereon. He pays **SIFB** premium and obtains compensation from the **SIFB**. This goes through **RBSEB** for the sugar-cane part.

Currently, **RBSEB** has 2 metayers:

1. Mr. Seeparsad Duttoo
2. Mr. Lukhun Khedoo

Details of their agreements with **RBSEB** are as follows:

- **Seeparsad Duttoo** - Mr. S. Duttoo has been occupying, with the authorization of the Estate, a plot of land of the extent of 3A75P situated on the verge of Riviere La Chaux. Only a short and sloppy road accedes to the field. No mechanical preparation of land is possible and the land has always been manually planted to sugarcane. Part of the field is severely eroded. At harvest period, only basket loads of two tons of canes can go out of the sloppy access road. Mr. Duttoo has never paid any rental to the Estate. The size of the plot is 3A75. The annual rental is Rs 8,000.
- **Lakhan Keejoo** - The Board has been agreeable to the request of Mr. Lakhan Keejoo, herewith referred to as the Lessee and hereby leased a plot of 81 perches to the lessee for and in consideration of a yearly rent. The yearly rent is raised on the basis of 8 Kgs of sugar per ton/cane harvested on the plot of land by the lessee. The present lease is based on year to year with effect from 1st October 2002, and may be terminated through 3 month notice by either party.

The Lessee does not have the right to sub-let or assign his rights of the land without the authorization of the Board.

The Lessee is expected to take all necessary action to prevent and/or mitigate any form of pollution and bear all responsibility issuing therefrom. The Board reserves the right of entry on the property from his representative to ascertain that all conditions of these presents are being complied with.

The access road to the site strictly remains the property of the Board and the Lessee seeks the necessary authorization from the Board for his access.

The Board shall not be held responsible for any damaged caused to the Lessee's plantation in the course of normal cane growing activities in the surroundings.

In case the Lessee fails to comply with any of the conditions, the Board may notify him of such breach and summon him to remedy same within a fortnight. The Board may also apply to a Judge of Chambers for a writ *habere Facias Possessionem* compelling and ordering the Lessee to quit, leave and vacate the properties.

The size of the plot is 81P and is located at Bananes. The annual Rental is Rs 3,000.

3.6 The Legal Framework of RBSEB

It is very important in the content of this assignment to review the Legal and Institutional Framework of **RBSEB**.



Rose Belle Sugar Estate (RBSEB), since its acquisition in 1973, has been scrutinized on several occasions by Government agencies, including the then Management Audit Bureau. Yet, **RBSEB** is now in a dire financial predicament. The audited accounts of **RBSEB** for 2011 and the unaudited accounts for the year 2012 and 2013 are quite eloquent thereon and highlight very worrying financial indicators.

The financial quandary of **RBSEB** is paradoxical for an estate which owns some 2500 hectares (ha) of land and which is located not far from the airport and along two important roads, the South motorway and the Port Louis . Mahébourg road and is endowed with land that could be used for up market property development and/or a health/tourism cluster.

Any well-run company in this privileged location would have been profitable, have a strong capital structure and would by now be at the helm of a flourishing economic development pole. Nothing like this exists at **RBSEB** currently.

How can such destruction of shareholder value happen, and is allowed to happen, becomes an issue.

3.7 The mandate or the ambiguity, regarding Rose Belle Sugar Estate (RBSEB)

One of the first issues is to consider the element of what governs **RBSEB**.

There is no legislation dealing specifically with **RBSEB**, such as for instance the **State Trading Corporation or the Mauritius Cane Industry Authority Act (MCIA)**. Nor has **RBSEB** developed any Articles of Association/ Constitution pursuant to the Companies Act 2001. In lieu thereof, there is the **Rose Belle Sugar Estate Board Act (RBSEBA)** of 1973, which refers specifically to a board.

Two sections of the Act are relevant to the first tier of our analysis. Section 4 of the Act refers to the objects of the Board and reads *“The Object of the Board shall be to manage the **Rose Belle Sugar Estate**”*. However, no indication is given as to how this management should take place. In contrast section 4(a) of the **MCIA Act** contains the words *“ensure a fair, efficient and effective administration and operation of,”* which do give a purpose. Similarly, Articles of Association of companies spell out a purpose and do not provide for what could be termed *“vague+intents as does the **RBSEBA**”*. How **RBSEB** should be managed is not enforced in the formulation of the **RBSEB Act**.

Section 11 refers to *Directions of Minister* and it specifies that the Minister may *“give such directions to the Board as he considers necessary in the public interest, and the Board shall comply with these directions”*. Public interest is understood in the general sense ascribed to this concept, in this case, fulfilling the socio-economic and developmental objectives of Government.

As section 4 provides no clarity on operational style and set up, the question that crops up is whether **RBSEB** is considered to be operating as an exceptional sugar estate? This is definitely not the case. Indeed, **RBSEB** complies with all the rules and regulations, such as Remuneration Orders, Protocole d'Accord, Labour Laws, VRS provisions pursuant to section 23 of the **Sugar Industry Efficiency (SIE) Act**, recouping of sugar reform costs, which are applicable to all sugar estates of Mauritius.

Pour mémoire, **RBSEB** was subjected to the payment of export duty on sugar, when this duty was in force, and on 30 June 1994, **RBSEB** was among the Parties that concluded the



Memorandum of Agreement with Government for the abolition of export duty, on the one hand and inter alia, the creation of the **Sugar Investment Trust**, the sale of shares of milling entities converted into public companies, on the other hand.

In this regard, **RBSEB** features in the Third Schedule to the **SIE Act** , along other sugar estates, as those planters who have to shoulder a number of responsibilities stemming from the 30 June 1994 Memorandum of Agreement.

3.8 Does section 4 provides clarity on property development?

Here also, this section is of no help. This absence of clarity seems to have led to a situation which led **RBSEB** to sell land of first class commercial value instead of developing them and reaping the full benefits thereof. This took place on occasions when **RBSEB** sold land at prices that did not even allowed it to fully recoup the expenditure incurred in the context of the sugar reform. Additionally, no price was assigned, in the very least to the agricultural value of the land. Said otherwise, **RBSEB** was denied the benefit of the commercial value added of its land. In this sense, **RBSEB differs from all other sugar estates**. It has sold/leased its land at very low prices/rates compared to the market rates.



4. Analysis of Business performance

4.1 The Structure

RBSEB has not performed efficiently at all on its core business over the last years. Our analysis reveals a very non-performing organisation currently in the financial crisis.

Our analysis of business performance is structured under the following captions:

| |
|--|
| 1. Financial Analysis. |
| 2. Assets and Liabilities and Debt/ Equity evolution. |
| 3. Sale/ Lease of land. |
| 4. The organisational platform of RBSEB . |
| 5. Debtor management. |
| 6. The current Manpower. |
| 7. Payments to the Government Valuer. |
| 8. Diversification projects undertaken by RSBEB . |
| 9. The Board of RBSEB . |
| 10. Governance Issues. |
| 11. Leadership and Management Practices. |

4.2 Financial Analysis-Income (Revenues) and Expenditure

4.2.1 Revenues

The revenue axes of **RBSEB** are multi-streamed, but sugar predominates in the nomenclature. The core business of **RBSEB** is the cultivation of sugarcane and, as a result of this; it also derives revenues on Molasses and Alcohol. These revenues have been directly proportional to sugar tonnes harvested, yield and market selling prices. Along these revenues, **RBSEB** has also earned revenues from the lease of land, transport refunds, **SIFB Compensation**, diversification and Investment Income. However, these have been relatively very low compared to the revenues from the core business of sugar cane plantation.

| | |
|--|---------------------------------|
| 1. Sugar, Molasses & Alcohol | 2. Sugar Insurance Compensation |
| 3. Gain arising from fair value of standing cane | 4. Other operating Revenues |



4.2.2 Revenues from Sugar, Molasses and Alcohol

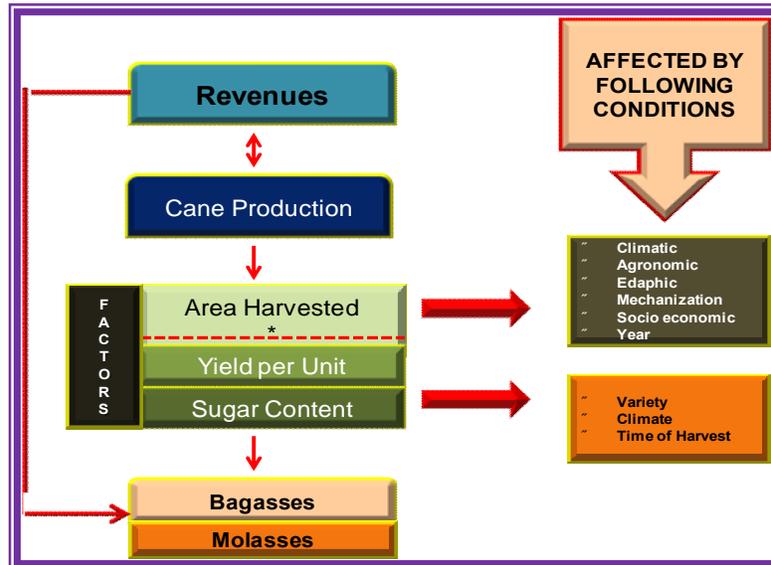
Sugar Plantation represents the core activities of **RBSEB**. This is the only sugar activity left after the closing and transfer of the Sugar Milling activities. This activity of sugar plantation is under the direct supervision of the Deputy General Manager.

Revenues from cane growing activities emanate primarily from the level of sugar production and the selling price of sugar.

Cane yield, Sugar Content (IRSC) and area harvested are the three major components of sugar production. Agronomic, edaphic, climatic and socio economic factors are also involved in the variation of cane production and sucrose content.

Sustainability of cane production depends on revenue accruing from the production of sugar and its by-products. Cane production and sucrose content (Industrial Recoverable sucrose % cane) determine the amount of sugar produced. The level of production of the by-product bagasse will depend on cane production and fibre content (fibre % cane).

Sugar cane harvested is sent to **Omnican Ltd** for milling and processing.



Molasses and Alcohol are the byproducts of the sugar activities. Molasses arise, as mentioned earlier, from the Sugar Milling activities of the company. As all the canes of **RBSEB** go to **Omnican Ltd**, the latter sends to the **Mauritius Molasses Co Ltd** the quantum of Molasses accruing to **RBSEB** out of the yearly cane sent to **Omnican Ltd**. **Mauritius Molasses Ltd** then pays **RBSEB**. **RBSEB** has no control over the price given by the **Mauritius Molasses Co Ltd**.

The same process applies for Alcohol except that the paying agency is the **Mauritius Sugar Syndicate**. The amount is directly correlated with the amount of the sugar accruing to **RBSEB**.

The revenues from Sugar, Molasses and Alcohol over the last few years have been as follows:

| TOTAL REVENUES | | | | | | | | |
|-----------------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| | 2007 | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 |
| | Audited | Audited | Audited | Audited | Audited | Unaudited | Unaudited | Forecast |
| | Rs | | | | | | | |
| Revenue | | | | | | | | |
| Sugar, Molasses and Alcohol | 167,667,178 | 161,859,341 | 144,599,517 | 112,701,957 | 133,348,181 | 147,041,496 | 117,646,178 | 133,743,500 |

There is a clear reduction in the revenue of **RSBEB** on this item. Various reasons contribute to this reduction in revenues.



4.3 Revenues from SIFB

RBSEB has at times received income from the SIFB.

The **Sugar Insurance Fund Board (SIFB)**, set up under the **SIFB Act No. 4 of 1974**, operates under the *aegis* of the **Ministry of Finance and Economic Development**. Its mission is to provide financial support for a long term, viable and sustainable Sugar Industry.

The **SIFB** is funded entirely by insurees of the Sugar Industry which include planters, metayers, millers and refiners; and provides covers to them for loss in sugar production arising from inclement weather such as cyclones, drought and excessive rainfall. It also operates fire insurance.

| ROSE BELLE SUGAR ESTATE BOARD | | | | | | | | | | |
|--|------------|------------|------------|------------|------------|------------|-----------|-----------|-----------|-----------|
| ACTUAL STATISTICS SUGAR INSURANCE FUN BOARD FROM YEAR 2003 TO 2012 | | | | | | | | | | |
| Year | 2003 | 2004 | 2005 | 2006 | 2007 | 2008 | 2009 | 2010 | 2011 | 2012 |
| ESTATE | | | | | | | | | | |
| Insurable Sugar/HA | 6.869 | 6.360 | 6.359 | 6.236 | 6.077 | 6.076 | 5.946 | 5.770 | 5.770 | 5.823 |
| Ranking | 9.849 | 9.792 | 10.202 | 10.586 | 11.095 | 11.007 | 11.201 | 12.321 | 13.553 | 14.908 |
| Premium Paid (Rs) * | 16,085,611 | 15,285,305 | 16,385,084 | 15,464,562 | 14,224,491 | 12,608,666 | 9,702,171 | 2,468,997 | 2,399,749 | 3,781,582 |
| Compensation Received(Rs) | 16,062,923 | 2,465,646 | 4,046,449 | 7,961,242 | 15,310,122 | 10,278,007 | 43,589 | 0 | 93,397 | 0 |

NB: Premium paid is for RBSE only and does not include metayers.

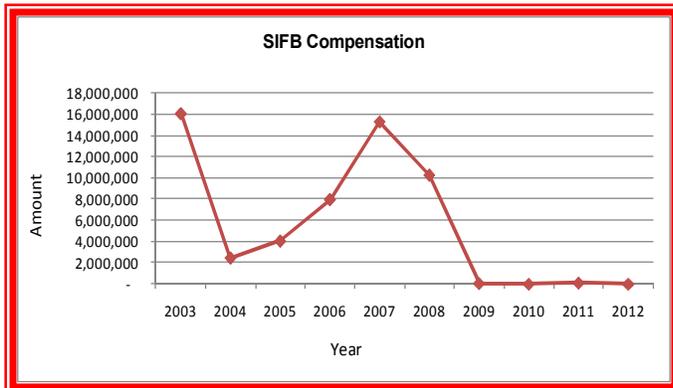
Violent cyclones in 1945 precipitated events. Action at governmental level in London and in Mauritius, and at the Chamber of Agriculture led to Ordinance no. 53 of 1946 with the formal establishment in October of that year of a **Cyclone and Drought Insurance Fund**.

The main features of the latter were (Sauzier G.: Chamber of Agriculture, Centenary Book, 1953, Port Louis, pp 187-194):

- (a) Sugar Insurance became compulsory, covering all cane planters and millers;
- (b) The insurance premium payable was 4 1/2 % of the value of the average quantity of the sugar harvests of three preceding normal years (i.e. years exempt from cyclones or droughts). The premium, payable before the 31st December of each year to cover the cyclone and drought risks of the following year, was paid by the **Mauritius Sugar Syndicate**, the sole sugar marketing agency, for and on behalf of each cane planter and miller from the proceeds of the latter's harvest.
- (c) Compensations were payable on official declaration of event years (i.e. years in which cyclone and/or droughts have been officially deemed to have taken place), wherever and whenever shortfalls in sugar crops took place because of cyclones or droughts, except for a first tranche of 5% of total loss which had to be borne by the insured. The compensations were to cover not only the production costs of cane growing (and milling), but also the profits associated therewith.
- (d) The Fund could refuse to pay compensation for cane fields deliberately neglected or abandoned. Officials of the Board governing the Fund were entitled to enter and inspect all cane fields accordingly.
- (e) There was an obligation for all cane growers and millers to provide relevant information to the Board.



Over the years, changes have taken place concerning the premium percentage payable. Currently the latter (varying from 8.8% of the value of the insurable sugar to 5.5%), the first lossborne by the insured (from 16.0 to 4.0%) and the value percentage shortfall (i.e. that part of the production shortfall which is compensated by the insurance fund) are all linked to the ranking of the producer (from the lowest set at 5 or less, to 15.0).



Such ranking alters with the claims history of the producer depending upon the compensation/premium applicable each (previous) year.

As a producer moves down the ranking table (from say a ranking of 10 to that of 9), the premium percentage increases (from 7.7 to 8.0 as at July 1984 onwards)

and there is fall in claimable losses (from 65.0% to 62.0%, again as at July 1984 onwards). Up the ranking table, the premium percentage and the first loss decreases, while the value percentage increases. However, movements up and down the ranking table are not necessarily symmetrical.

Following the recommendations of the Consulting Actuary and through amendments brought to the Sugar Insurance Fund Act 1974, the general premium percentages have been brought down by 50% with the introduction of a threshold for declaration of an Event Year. The Board recently undertook an actuarial review in accordance with the provisions of SIF Act 1974, and is now proceeding to implement the relevant recommendations. These entail a marked change in the policies offered to insureds through the introduction of a threshold (25% crop reduction) applicable island-wide concerning the declaration of an event year, with, a substantial reduction (50%) in premiums claimable under the General Insurance Account. Moreover, the introduction of an Electronic Document Management System is envisaged to reduce use of hard copies along with utilisation of tablet PCs for field data capture and registration of insureds staggered over five years with corresponding extended validity of registration.

It is in this context that RBSEB contributes and benefits from the SIFB.

Compensation paid and received from the SIFB has, over the last years, been as depicted on the chart. These are years where there were marked differences between RBSEB's contribution to the SIFB and the compensation received from them. Clearly, RBSEB has received much less than what it has paid for SIFB. In fact it has received, at times, almost only 50% of what has been paid to the SIFB as shown on the graph.

These differences have affected the cash flow of RBSEB. The declining production of RBSEB will not allow it to get much from this source of compensation.

4.4 Gain arising from changes in fair value of standing cane

The other element of income in the financial statement of RBSEB is gain arising from changes in the value of standing cane.

This is non-cash accounting entry under IAS41. This figure arises on the application out the International Accounting Standards No 41 . Agriculture.



The objective of this **International Accounting Standard** is to prescribe the accounting treatment and disclosure related to agricultural activity.

Agricultural Activity is the management by an entity of the biological transformation and harvest of biological assets for sale or conversion into agricultural produce or into additional biological assets. *Biological transformation* comprises the processes of growth, degeneration, production, and procreation that cause qualitative or quantitative changes in a biological asset. A biological asset is a living animal or plant. Agricultural produce is the harvested product of the entity's biological assets. *Harvest* is the detachment of produce from a biological asset or the cessation of a biological asset's life processes.

IAS 41 prescribes, among other things, the accounting treatment for biological assets during the period of growth, degeneration, production, and procreation, and for the initial measurement of agricultural produce at the point of harvest. It requires measurement at fair value less costs to sell from initial recognition of biological assets up to the point of harvest, other than when fair value cannot be measured reliably on initial recognition. This standard is applied to agricultural produce, which is the harvested product of entity's biological assets, only at the point of harvest. Thereafter, **IAS 2 inventories** or another applicable Standard is applied. Accordingly, this **International Accounting Standard** does not deal with processing of agricultural produce after harvest.

Thus, the amounts shown as revenues under this caption in the financial statements is for accounting purposes only and does not involve any movement of cash.

4.5 Other Operating Revenues

Other operating revenue of **RBSEB** consists of:

- Diversification
- Lease rental in Investment Properties
- Other leases
- Sale of Property, Plant and Equipment
- Investment Income

4.6 Overall Revenue Trends

The recent overall trends in revenues for **RBSEB** have been as follows:

| Year | TOTAL REVENUES | | | | | | | |
|--|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| | 2007 | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 |
| | Audited | Audited | Audited | Audited | Audited | Unaudited | Unaudited | Forecast |
| | Rs | | | | | | | |
| Revenue | | | | | | | | |
| Sugar, Molasses and Alcohol | 167,667,178 | 161,859,341 | 144,599,517 | 112,701,957 | 133,348,181 | 147,041,496 | 117,646,178 | 133,743,500 |
| Sugar Insurance Compensation | 15,316,752 | 10,278,807 | 43,589 | 0 | 93,397 | 0 | 0 | 0 |
| Investment Income | 830,277 | 932,207 | 735,640 | 846,523 | 836,903 | 777,653 | 800,956 | 800,900 |
| Gain arising from changes in fair value of Standing Cane | -6,900,000 | -2,214,414 | -13,824,630 | 8,839,523 | 3,234,344 | -16,766,911 | 16,933,282 | -6,756,200 |
| Diversification | 602,377 | 647,066 | 821,584 | 533,978 | 531,496 | 799,999 | 342,822 | 259,200 |
| Other Operating Revenue | 178,863,061 | 36,345,199 | 72,182,315 | 30,190,450 | 38,662,808 | 29,748,838 | 27,125,505 | 32,131,800 |
| Total Revenue | 356,379,645 | 207,848,206 | 204,558,015 | 153,112,431 | 176,707,129 | 161,601,075 | 162,848,743 | 160,179,200 |

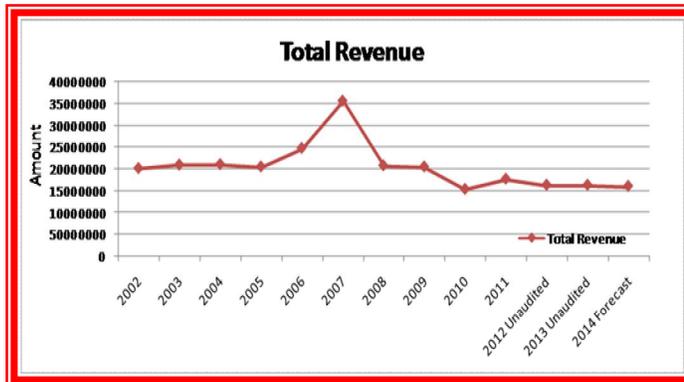
Note: The forecasted budgeted revenues of 2014 are based on the sugar price of Rs 17 000/ton which in our opinion could be less.

Clearly, there has been a constant decline over the years in total revenue also.



The revenues forecasted in 2014 is less than 50% of the revenues earned in the year 2007.

Given that the year 2007 was an exceptional year that benefitted from land parceling, we need to analyse the performance of **RBSEB** on its core business and hence make abstraction of the exceptional item that was the land parceling of 2007. Although an increase in revenue is forecasted in 2014, it is due to the fact that **RBSEB** will again do some land sale which is an exceptional item.



On its core business, it is again forecasted that it will make a loss of around Rs 55,609,600 in 2014. From our information, it appears that the potential of a compensation of Rs 12,000,200 as income for **RBSEB** from the **SIFB**, as mentioned in the notes to the 2014 budget of **RBSEB**, does not stand as 2013 will most probably not be declared an event year by the **SIFB**.

As stated earlier, the gain arising from changes in the fair value of standing cane is non-cash revenue and does not influence the cash flow. It is just a book entry in line with **International Accounting Practices**.

Both income from diversification and other operating revenues have also shown a continuous decrease.

Thus, the total revenues of **RBSEB** have been continuously going down over the last few years. From Rs 201,278,060 in the year 2002, it has fallen to 162,848,743 in 2013, with a peak of Rs 356,379,645 in the year 2007. The 2013 figures are around half of what it was in 2007. The forecasted total revenues of **RBSEB** for 2014 stand at Rs 160,179,200, which are still less than that of 2013. This trend means that if **RBSEB** wants to become a sustainable organisation, it will have to create and shift to the creation of substantial annual revenues upon a growth momentum. The current declining revenues on the core business of **RBSEB** and the current trend do not pre-shadow a positive future for **RBSEB**.

Clearly, this is a very unsuitable position and **RBSEB**, has, as at now, no concrete and approved transformational plan that would enable it to make a turnaround and create a substantially increasing revenue stream.

The overall Business Performance of **RBSEB** has been very poor. Clearly, such a performance will not at all sustain **RBSEB** as an organisation as will be shown further in this report.

4.7 2007 – An exceptional year

The year ending December 2007 has been an exceptional year with profit reaching Rs 154,019,338 for the year. In this year, the profit arising from the sale of land in 2007 is Rs 152,725,089. This is an exceptional item. This is not profit resulting from the core business of **RBSEB**.

In the same year, VAN 28042804SP96 was sold and a book profit of Rs 80,000 was made on this transaction.



The remaining profits are from land lease. Clearly, if this land parceling sale and other operating profits for 2007 is extracted, the net performance of **RBSEB** on its core sugar activity is loss-making in the year 2007 also.

4.8 Sugar, Molasses and Alcohol

Revenues under this item stood at Rs 167,667,178 in 2007 and have steadily gone down to Rs 117,646,178 and are forecasted to fall to Rs 133,743,500 in 2014.

This is a very substantial fall in terms of decreasing revenues under this item as it represents more than 20% of reduction in revenues compared to the year 2007. The evolution of revenue from sugar, molasses and alcohol, has been as shown on the chart. The sugar, molasses and alcohol stream of revenues are directly related to the amount of cane produced and, as seen previously, the overall production of cane for **Rose Belle Sugar Estate Board** is decreasing.



If this trend is maintained, given the causal relationship of this revenue with the amount of cane produced, it is clear that the revenue on this item will fall further down.

4.9 Decomposition of other revenues

The various components of other revenues have not shown signs of improvement. The composite income over the last few years, up to the audited account of 2011 and the unaudited accounts of 2012 and 2013 are very disappointing. There is a continuous decrease in revenues over the years whether it is from Sugar, Molasses and Alcohol, Sugar Insurance Compensation and other operating revenues.

4.10 Some of the reasons for the Decline in Sugar Revenues

One of the reasons for the decline in revenues is because the area of cane harvested and the amount of cane produced by **RBSEB** is continuously on the decrease. The tables below show the trend from the year 2003 to the year 2013.

| Year | Area harvested (Hectares) | Tonnes cane produced (Tonnes) | Yield per hectare | Extraction rate | Harvest Starting Date | Harvest ended Date | Crop days No. harvest days |
|------|---------------------------|-------------------------------|-------------------|-----------------|-----------------------|--------------------|----------------------------|
| 2003 | 1946.20 | 130,313 | 71.1 | 9.97 | | | |
| 2004 | 1903.16 | 132,306 | 69.5 | 10.63 | 8.6 | 20.11 | 140 |
| 2005 | 1924.87 | 138,878 | 72.1 | 10.20 | 6.6 | 26.11 | 145 |
| 2006 | 1903.86 | 132,450 | 69.6 | 10.07 | 4.6 | 29.11 | 148 |
| 2007 | 1721.43 | 113,693 | 66.0 | 9.70 | 17.6 | 14.12 | 153 |
| 2008 | 1688.00 | 116,588 | 69.1 | 9.59 | 17.6 | 11.12 | 148 |
| 2009 | 1569.51 | 115,540 | 73.6 | 10.11 | 7.6 | 16.12 | 161 |
| 2010 | 1479.29 | 96,940 | 65.5 | 10.12 | 6.6 | 7.12 | 155 |
| 2011 | 1309.73 | 96,632 | 73.8 | 10.34 | 19.6 | 19.12 | 152 |



| | | | | | | | |
|------|---------|--------|------|-------|------|-------|-----|
| 2012 | 1328.58 | 99,116 | 74.6 | 10.13 | 24.6 | 22.12 | 151 |
| 2013 | 1317.11 | 81,172 | 61.6 | 10.55 | 17.6 | 17.12 | 154 |

From 2003 to 2006, the area harvested has been more or less stable. There were slight variations caused by difference in harvested area. However, after 2006, there has been a continuous decrease in area harvested because land has been released for different projects.

It has been either sold or leased to third parties. Some examples are as follows:

| | |
|-------|--|
| 2006: | <ul style="list-style-type: none"> • 500 arp scheme • Marginal land was leased for rock quarry • Land sold to SIT to recoup cost VRS 1 • Land was leased for hydroponic project • Land was leased for BIRLA INSTITUTE OF TECHNOLOGY |
| 2007: | <ul style="list-style-type: none"> • Part of land sold to EREIT was not replanted • Land being prepared for mechanisation |
| 2008: | <ul style="list-style-type: none"> • Land was leased to SKC DAIRY FRESH • Land was leased to VITA RICE LTD • Land being prepared for mechanisation |
| 2009: | <ul style="list-style-type: none"> • Land was leased to VITA RICE LTD • Land being prepared for mechanisation |
| 2010: | <ul style="list-style-type: none"> • Land was leased to VITA RICE LTD • Land being prepared for mechanisation |

The above sale and leases of land partially explains the reduction in area harvested.

4.11 Harvests Days and Climatic Conditions

Rose Belle Sugar Estate Board has no control on the start and end of harvest days. It is the receiving factory that decides on these. At several meetings with **Omnican Ltd**, **RBSEB** has strongly protested against such a strategy, but no action has been taken by **Omnican Ltd** yet.

For example, for the year 2013, harvest started on the 17th of June 2013 and ended on the 17th of December, i.e. after 154 harvest days.

Since the beginning of the harvest, **Omnican Ltd** had been regularly applying a reduced quota on corporate growers so as to allow small planters to complete their harvest in 110 days and corporate growers had to harvest up to 20th of December 2013 (i.e.) 157 harvest days.

Being in the super-humid zone, this is highly detrimental to the subsequent years' field.

In fact, ending harvest in December is highly detrimental to the subsequent years' yield, the more so when climatic conditions become unfavourable in January-March.

Moreover, December being the tillering phase of the ratoon cane, all fields harvested in December do not tiller properly, and January to March being the exponential growth period, these fields do not fully benefit, the more so when in this period, there is excess rainfall and low solar radiation.



4.12 Comparative cane growth in 2012 & 2013

A comparative of cane growth between 2012 and 2013 is given hereunder:

| | 2012 | 2013 |
|----------------------------------|--------------|--------------|
| Initial cane height @ 10/01 (cm) | 70.2 | 56.5 |
| Final cane height @ 19/04 | 208.5 | 186.1 |
| TOTAL GROWTH (cm) | 138.3 | 129.6 |

As can be seen there from, the initial cane height was 13.7 cm lower in January 2013 compared to January 2012. This represents nearly 2 weeks growth, though the sunshine hours in 2013 have been deficient all through the exponential growth phase, i.e. Jan . mid April 2013.

This has led to etiolation of the cane, hence giving rise to thinner canes and coupled with early and profuse flowering, a very low yield has been experienced.

Decrease of sugar accruing to RBSEB

Another reason for the reduction in sugar revenues is also due to the fact that the sugar accruing to **RBSEB** has shown a continuous decrease over the years. This is due to a continued effect of a steady decrease in the quantity of cane produced by **RBSEB** and a price fluctuation. The quantity of sugar accruing has gone down from 11,218 tonnes in 1999 to some 6,871 tonnes in 2013, which is almost half of what it was in 1999. The yield per Arpent has been more often subject to minor fluctuations.

The trend in the decrease of sugar accruing is as follows:

| Year | Estate Canes | Yield/Arp | Sugar Accruing |
|------|--------------|-----------|----------------|
| 1999 | 148,523.000 | 30.8 | 11,218.012 |
| 2000 | 144,824.000 | 29.5 | 12,683.147 |
| 2001 | 148,258.000 | 31.0 | 10,973.483 |
| 2002 | 135,606.200 | 28.4 | 11,167.638 |
| 2003 | 139,273.640 | 30.0 | 10,899.570 |
| 2004 | 132,306.830 | 29.3 | 10,973.483 |
| 2005 | 138,878.140 | 30.4 | 11,053.624 |
| 2006 | 132,449.820 | 29.4 | 10,401.443 |
| 2007 | 113,693.300 | 27.9 | 8,604.310 |
| 2008 | 116,588.070 | 29.1 | 8,721.775 |



| | | | |
|---|-------------|------|-----------|
| 2009 | 115,540.540 | 31.1 | 9,111.916 |
| 2010 | 96,940.610 | 27.7 | 7,651.756 |
| 2011 | 96,632.040 | 31.1 | 7,791.221 |
| 2012 | 99,116.280 | 31.5 | 7,828.608 |
| 2013 | 83,500.000 | 26.8 | 6,871.215 |
| Reviewed forecast per Harvest Report No.22 from DGM 3 | | | |

It is to be noted that climatic conditions this year was so humid that it led to waterlogged conditions and coupled with low solar radiation, cane growth was inhibited.

Furthermore, these conditions led to a high rate of yellow spot disease, infection on varieties like M387/85, M703/89 and R579, which forms 54.3% of the harvest of **RBSEB**. This also has an inhibitory effect on cane growth.

Another phenomenon observed in the year 2013 (again directly related to climatic conditions) is the very high rate of flowering as well as early flowering of the cane.

It appears that this also has negative effect on cane yield the more so when the harvest of these canes are delayed.

Excess Rainfall

Summary of rainfall and sunshine hours (2012, 2013, normal)

| Month | RAINFALL (Mm) | | | REMARKS | SUNSHINE HOURS | | | REMARKS |
|----------|---------------|-------|--------|------------------------|----------------|-------|--------|-----------------------------|
| | 2013 | 2012 | Normal | | 2013 | 2012 | Normal | |
| December | 201.5 | 350.8 | 174 | - | 168.9 | 136.2 | 205 | Deficient in 2013 & 2012 |
| January | 377.4 | 115.8 | 246 | xss rainfall 2013 | 191.8 | 234.5 | 235 | Deficient in 2013 |
| February | 621.3 | 405.6 | 334 | xss rainfall 2013 | 127.5 | 190.9 | 206 | Highly deficient in 2013 |
| March | 737.0 | 498.6 | 166 | xss rainfall 2012&2013 | 163.2 | 178.1 | 227 | Very deficient in 2013 |
| April | 360.4 | 445.2 | 147 | xss rainfall 2012 | 175.9 | 152 | 221 | Very deficient in 2012&2013 |



4.13 Effect of Mechanical Harvest on Yield

It has been shown that mechanical harvesting could lead to a reduction of yield during harvest and also effect adversely regrowth. This may result in a reduction of cane yield in the subsequent ratoons with possibly carry over adverse effects throughout the cycle.

A comparison of cost of harvesting operation per tonne was done for the three sections, Union Park, Rose Belle and New Grove. The difference in cost between mechanical harvest and harvest by permanent labour is of the order of Rs 139, Rs 175 and Rs 227 per tonne for Rose belle, New Grove and Union Park respectively.

Clearly, **RBSEB** needs to get closer to a variety which suits the nature of its soil and climatic conditions.

4.14 Cane and sugar data of RBSEB

4.14.1 Agricultural potential

The assessment of the potential of the sugar cane activity has two dimensions, the agronomic one and the evolution of price/costs/margin over a medium term horizon. They are assessed in turn.

4.14.2 Evolution of plantations and yields of cane over time

Graph number 1 shows the fluctuation of the yield around the 2004 (year one) to 2013 (year 10) average of 69.54 t/ha.



Graph 1: Fluctuations of yield around the average yield.

The graph shows that yield is influenced by climate with a trend to higher fluctuation amplitudes as from year 6 i.e. 2009. Year 2013 departs completely from the general trend.

4.15 Agronomic aspects

4.15.1 Marginality of RBSEB

There are three regions of the island where canes have been grown but which are considered to be marginal in respect of this crop, the hilly regions of Bel Ombre and St Felix, the land North of a Trou aux Biches . Goodlands line, on account of lack of rain and irrigation, and the North East part of the Rose Belle factory area, excessive rainfall and poor soils.

The marginality is evidenced when the operating profit/ (loss) situation of **RBSEB** is considered. From 1985 to 2012(27 years), 10 years have witnessed profits and 17 years losses. The profit years occurred in 1985, subsequent to the reduction of the export duty in this year; in 1988, 1989 and 1993 again as a consequence of export duty reductions; and from 2002 to 2006 as a consequence of the first Voluntary Retirement Scheme introduced in 2001.



Apart from 2002, 2003 and 2006 when profits amounted to more than 10% of the revenue, it never went beyond 5% in the other years. In contrast, losses of more than 10% of the revenue are noted in 8 out of the 17 years experiencing losses.

Initially, cane was grown all over the holdings of **RBSEB** including in the marginal areas. As a result of the rice project, cane has moved out of most of these lower yielding regions and cane is now grown in the lower part of the factory area, namely the Union Park and Rose Belle/New Grove sections. Even then, these lands are at a higher altitude than most of the cane areas of the South which supply canes to the sugar factory of **Omnican** at La Baraque. In comparison, the nearby **Compagnie Sucrière de Beau Vallon** (Riche en Eau) has only 20% of its cane land in *la partie haute* and 80% in *la partie basse*.

On account of the altitude, cane grows up till early April and flowering is generally induced thereafter. Growth in the case of the estates situated in lower altitudes continues well after April and on coastal regions can even continue till early June.

RBSEB is also affected by its location in the super-humid area. Indeed, mechanical operations, generally carried out by wheel tractors, can be executed in the drier months of the year, mid-September to mid-December.

4.16 Cane plantations

The cane plantations of **RBSEB** have been extensively inspected on two occasions by the **BDO** team. Equally, the team had access to the *livre de culture*, the crop/plantations *management information system* and the variety/category profiles submitted yearly to the **Sugar Insurance Fund**.

The plantations are well maintained. However, it has been noted that fields that had been harvested mechanically have been negatively impacted, stool damage and soil compaction. Derocking has been going but the removal of small stones is problematic. On many sugar estates these stones are crushed to powder and mixed with the soil, this has been undertaken in **RBSEB** and it has been found that it affects soil quality.

RBSEB has three distinct regions, New Grove and Rose Belle, Union Park and Le Val. From the soil type perspective, **RBSEB** has some 750 ha of B (Latosolic Brown Forest) soil at New Grove and Rose Belle, some 600 ha of F (Humic Ferruginous Latosol) soil at Union Park and some 100 ha of S (Mountain Slope Complex) soil at Le Val.

For purposes of field management, there are two sections, Rose Belle and Union Park. Table 2 compares these two sections for the 2011 to 2013 period.

Table 2: Comparison of the Rose Belle (RB) and Union Park (UP) sections for the 2011 to 2013 period

| Item | Rose Belle | Union Park |
|--------------------------------|------------|------------|
| Average acreage ha | 686 | 631 |
| Average cane weight | 49 597 | 42 628 |
| Average yield | 72.3 | 67.5 |
| Index of acreage if UP=100 | 108.7 | 100 |
| Index of cane weight if UP=100 | 116.3 | 100 |
| Index of yield if UP=100 | 107 | 100 |



| | | |
|--|----|------|
| Yield of 2013 , bad year , compared to yield of 2011 and 2012 , good years | 79 | 87.8 |
|--|----|------|

RBSEB is a better performer but has been more affected by the poor conditions of 2013. Maximum ratooning has moved from the 8th in 2011 to 10th in 2013 at Union Park, whilst it has moved from the 19th to the 15th in Rose Belle. Details on category and variety performance are to be found in the sub-parts devoted to them.

4.17 Category analysis

Cane is a perennial plant generally cultivated for 8 years, one virgin cane and seven ratoons. The status of plantation and replantation is generally assessed by what is termed the category profile. Table 3 shows the average category profile for 2011 to 2013 when total acreage registered with the **Sugar Insurance Fund** has been more or less equivalent (1327, 1343 and 1338 ha respectively). Plant canes have not been taken into account in this case as they are not registered for harvesting.

Ideally, each category should be equivalent to 12.5 % of the total. There are however some variations and up till the 5th ratoon, the category mix is well distributed as shown in Graph 2 below showing variations compared to 12.5%. The lower figure for the 6th ratoon is explained by the uprooting at this stage of low yielding plantations. The last category comprises a higher than expected percentage, 19.7 instead of 12.5. **RBSEB**, as most sugar estates keeps a cane under cultivation even after the 7th ratoon if the yield of this cane is satisfactory. Nonetheless, the category profile shows that proper agronomic practices are being followed.

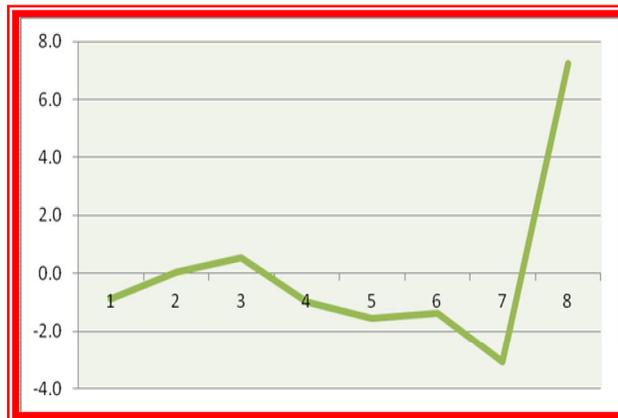
| Category | % of total |
|----------------------------|------------|
| Virgin | 11.6 |
| Ratoon year one | 12.5 |
| Ratoon year two | 13 |
| Ratoon year three | 11.5 |
| Ratoon year four | 11 |
| Ratoon year five | 11.1 |
| Ratoon year six | 9.4 |
| Ratoon year seven and more | 19.7 |

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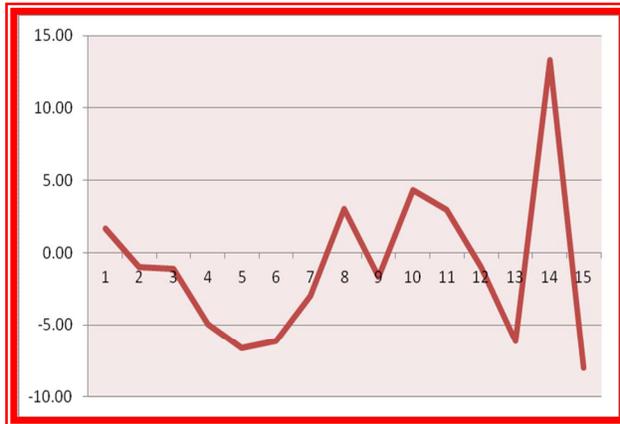
Graph 1: Analysis of categories

The picture is different when the yield per category is taken into account for the two sections of **RBSEB**, Rose Belle and Union Park (UP).

The average yield per category has been adjusted by deducting the average yield for the sections and graphs 2 and 3 are obtained for **RBSEB** and Union Park respectively. Virgin cane yields are higher than ratoon canes, the more so if virgin grande saison are considered (canes that are harvested after 14 to 18 months growth). To better illustrate the differences between ratoon canes, the virgin cane yields are excluded. The numbers on the abscissa represent the ratoon numbers.



The yields for those ratoons for which data is available for 2011 to 2013 are taken. This means first to fifteenth ratoon for Rose Belle and first to eighth for Union Park.



Graph 2: Category yield fluctuations with respect to mean yield of section, Rose Belle.



Graph 3: Category yield fluctuations with respect to mean yield of section, Union park.

A normal pattern is observed at Union Park where yields go down after the 5th ratoon. The profile is quite different at Rose Belle where yields for the 2nd to the 8th ratoons are below the section average and where higher than average performance is recorded for the 9th, 11th, 12th and 15th ratoons. The explanation of this paradox can only be found in the variety analysis which follows.

4.18 Variety analysis

The varieties cultivated at **RBSEB** are as per the recommendations of the **MSIRI**. All, except R570, essentially in 7th ratoon or plus category, and R579 are Mauritian varieties which start with the letter **M**. Table 4 shows the evolution of the profile of the five most important varieties on an average over the 2011 to 2013 period.

Table 4: Evolution of variety profile of RBSEB 2011-2013

| Variety | % of total | | |
|--------------------------------------|-------------|-------------|-------------|
| | 2011 | 2012 | 2013 |
| M 695/69 | 12.0 | 10.4 | 8.4 |
| M 703/89 | 16.2 | 14.9 | 11.2 |
| M387/85 | 5.3 | 7.2 | 8.1 |
| M 52/78 | 14.2 | 16.7 | 16.4 |
| R 579 | 30.6 | 30.4 | 36.2 |
| Total of these five varieties | 78.3 | 79.6 | 80.3 |



The proportion of the five more important varieties shows a slight progression overall with a drop in two varieties M 695/69 and M703/89 and an increase in the 3 others and in particular in respect of M52/78 and R 579. The profile is further analysed by considering plantations undertaken in the most recent years i.e. 2010 to date. This implies examining data for plant canes to the 2nd ratoon as per the figures submitted by **RBSEB** to the **Sugar Insurance Fund** for 2013.

The second number in a Mauritian variety refers to the year in which the variety was obtained by crossing. Thus M696/69 means that the crossing was carried out in 1969. Release of M varieties for commercial purposes occurs some 13 to 15 years after the crossing.

The examination of the data for plant canes to 2nd ratoon of 2013 show that M52/78 accounts for 19 % and R 579 some 42% of the latest replantations i.e. a total of 61%. Two varieties released later namely M 387/85 and M1861/89 account for 22% of latest replantations.

How is varietal performance linked to category yield?

The yield pattern of the categories at Rose Belle is unusual. **Can it be explained by the variety profile?** An analysis has been conducted for the two sections with particular emphasis on the Rose Belle section.

The Union Park section has fewer varieties, M52/78, M1394/86, M1861/89, M703/89 and R579. A larger number of varieties are grown in RB, M52/78, M703/89, M1861/89 and R579 as in Union Park plus M1400/86, M387/85, M1334/84, M1672/90, M683/95, M2238/89, and M3035/66.

RBSEB on account of the length of the crop season, which has moved from 110 days, when the Rose Belle sugar factory was in operation, to 150 days, now requires an appropriate varietal mix. M52/78 is an early maturing cane and is ready for harvest by early June and should be harvested before end July and can be grown in all regions of **RBSEB**.

R579 is a late maturing cane that should be harvested before mid-November so that it has time to tiller and avail itself of the exponential growth period which in the case of **RBSEB** starts in mid-January and ends in early April. It is susceptible to fungal diseases, and in particular yellow spot, which thrive in super-humid conditions. In such circumstances, it should be preferentially grown in the lower part of **RBSEB**, Rose Belle and New Grove. The absence of an alternative late maturing cane has resulted in R579 being grown in Union Park also.

The difficulty of **RBSEB** is to find suitable mid-maturing varieties. It has tried numerous ones and is yet to find the *rare bird*. In this regard, there would be merit for Government to allow **RBSEB** to itself tap the reservoir of promising varieties from Reunion.

The trough in the Rose Belle category yield from the 2nd to the 7th ratoon is due to the lower yields of the new *not quite suitable* mid-maturing varieties and the fact that a part of the M52/78 plantations are harvested in the mid-season. The later harvest of R579 in Rose Belle and the mechanisation, which is possible in Rose Belle mainly, contribute to the reduction of yields.

Of the varieties that are mid-maturing, M 695/69 in spite of being an older variety grows well and is found in ratoons higher than the 7th. M703/89, a new variety, poses problems in that its yield is quite erratic and it has a high propensity to flower early with the consequence that the cane stops growing and consequently a high fibre content and a low sugar one. M387/85 is promising so far.



Another consequence of the absence of proper mid-maturing varieties is that M52/78 in spite of being an early maturing variety is harvested as a mid-maturing one and its harvest extends well beyond the end of July limit to mid-September.

4.19 Consequences of the closure of seven sugar factories in the South

The succession of factory closures in the South, **in the essential reform process for the survival of the sugar industry**, and the fact that the **Ministry of Agro Industry** has imposed that small planters have to complete their harvest in 110 days has adverse implications on the harvest period of **RBSEB** and its yield.

Omnican Ltd has a crop season of 150 days and ends in mid-December. **RBSEB** has to supply canes throughout this crushing period and harvests and supplies canes till the end of the crop. This fact impacts negatively on those R579 canes which are harvested in December. They do not have time to tiller properly before mid-January and miss part of the exponential growth period of cane. Yield data show that the yield of these canes decreases in the following year. The **MCIA** has been apprised of the late harvest of R579 problem of **RBSEB** but to no avail as no action has been taken as yet even in the form of a factory area level meeting.

On the basis of the above elements, varietal yield gains if possible would be by way of small increments over time and instant jumps are not possible. Recourse to varieties from Reunion, which seems to have a clear yield and research cost edge over Mauritius, has to be envisaged but resistance from the **MCIA/MSIRI** has to be overcome and this may take some time.

From our analysis and graphs, it can be inferred that climatic fluctuations are becoming more pronounced, adding to the volatility of production and thereby revenue. The future of cane plantations at **RBSEB** can be quite problematic.

4.20 Mechanisation of cane operations

RBSEB has adopted a 50 /50 share during the harvest season with on the one hand, 50 % of the canes to be cut by permanent workers and 50% by contractors and seasonal casual workers. Up till 2009, permanent workers were remunerated according to the terms of the Protocole d'Accord (between the **MSPA** and recognized trade unions but extended to inter alia **RBSEB**) whilst employees of job contractors and casual workers were governed by the provisions of Sugar Industry (Agricultural Workers) Remuneration Order. Remuneration as per the Protocole d'Accord is being substantially higher.

Legislation passed in 2010 made it compulsory to pay the same wages to permanent and casual workers. The way out for **RBSEB** would have been to have greater recourse to job contractors. This option could not be proceeded with as the Board wanted to privilege casual workers and contractors were not able to provide the number of man days required

Based on an index where a permanent worker is paid 100 for a day, a casual worker earns 86 and a contractor claims 64 for someone employed by him.

Contractors are generally retired overseers or sirdars who employ workers having taken the VRS. Ageing of their employees limits the possibilities of these contractors to supply the amount of work required.

Labour cost and more particularly its predicted unavailability require that the mechanisation option be seriously looked into.



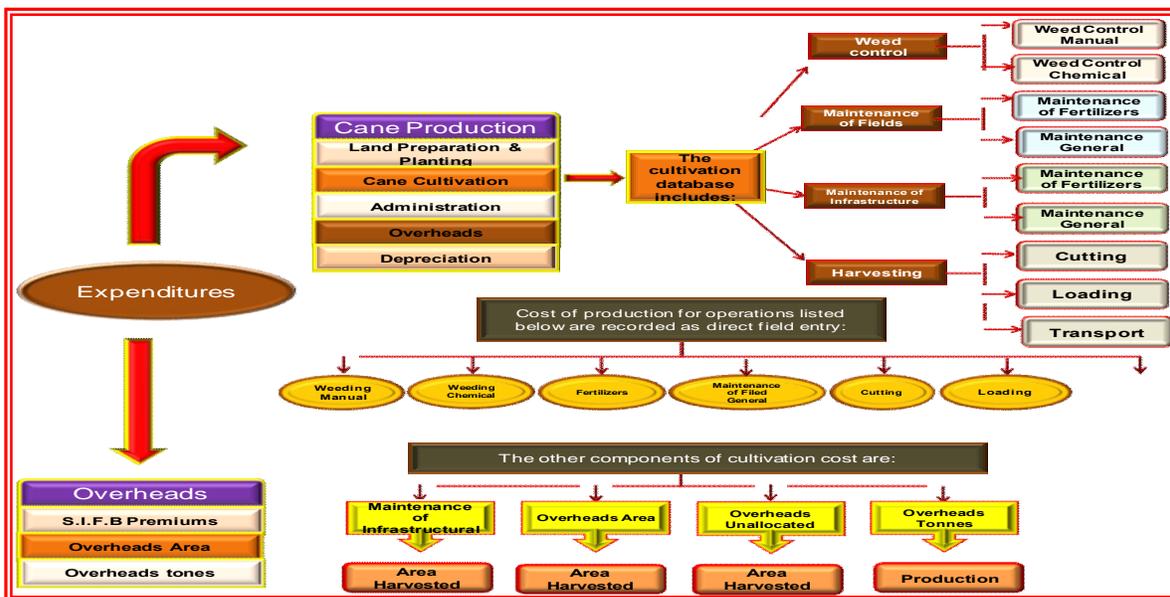
As indicated above, traditional Mechanisation has quite a few limitations at **RBSEB**. It is understood that certain machine contractors are now proposing smaller machines that could be suitable for the terrain of Rose Belle and thereby provide a solution to the labour shortage problem. However, this is expected to take some time to materialise.

4.21 Expenditure

The expenditure of **Rose Belle Sugar Estate Board** as per its financial statements is mainly on six items, out of which three are cash items and three are non-cash items representing depreciation of Property Plant and Equipment and Amortisation, amortisation of VRS 2 costs and amortisation of bearer biological assets.

| Cash Items | Non-Cash Items |
|--------------------------|--|
| Employee Remuneration | Depreciation |
| Suppliers & Services | Amortisation of VRS 2 |
| Sugar Insurance Premiums | Amortisation of Bearer Biological Assets |

Cane production constitutes the main item of expenditure as it is the core business of **RBSEB**.



The cost components thereof are as follows:

4.22 Service Charges

Transport expenditure posted in the accounts includes service charges for cane cultivation operations and for administration.

Service charges are split into services contracted out and service constituting mainly of transport cost and field mechanization.



Studies have clearly shown that the application of VRS as from January 2002 has resulted in a substantial decrease in costs for cultivation from 2001 to 2002 of the order of 16.5%.

However, the two components of cultivation expenditure namely, harvesting and maintenance of fields were not reduced through VRS Major reductions in the subcomponent of labour took place from 2001 to 2002 due to VRS but the costs of supplies and out service increased. The increase in supplies is due to:

1. A shift from manual to chemical weeding
2. An increase in cost of fertilizers

Sustainability of cane cultivation will depend on the balance between revenue accruing from cane growing activities and expenditure related to these activities. The future of **RBSEB** depends on re-defining its Revenue . Expenditure equation so as to reverse the current trend. Thus, the overall sustainability of **Rose Belle Sugar Estate Board** will depend on the balance between revenue and expenditure, components and interactions.

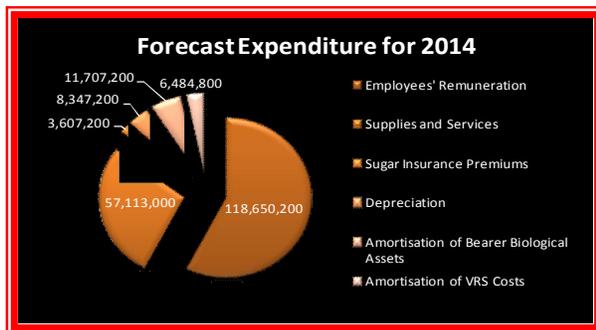
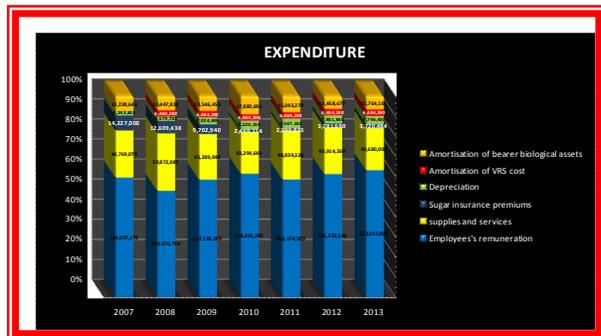
4.23 Expenditure Trends

The recent trends in expenditure for **RBSEB** as per its financial statements have been as follows:

| TOTAL EXPENDITURES | | | | | | | | |
|--|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| Year | 2007 | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 |
| | Audited | Audited | Audited | Audited | Audited | Unaudited | Unaudited | Forecast |
| Rs | | | | | | | | |
| Expenditure | | | | | | | | |
| Employees' Remuneration | 114,097,171 | 109,570,714 | 117,116,105 | 128,336,397 | 118,174,509 | 122,847,598 | 117,218,798 | 118,650,200 |
| Supplies and Services | 44,769,079 | 58,872,087 | 45,289,840 | 43,294,649 | 48,839,328 | 45,818,215 | 42,474,442 | 57,113,000 |
| Sugar Insurance Premiums | 14,227,000 | 12,609,438 | 9,702,940 | 2,469,114 | 2,399,835 | 3,781,690 | 3,736,855 | 3,607,200 |
| Depreciation | 4,243,826 | 4,579,703 | 7,024,695 | 9,220,155 | 9,567,352 | 7,901,840 | 7,796,400 | 8,347,200 |
| Amortisation of Bearer Biological Assets | 13,238,643 | 13,447,838 | 13,546,453 | 17,880,691 | 15,043,279 | 11,458,677 | 11,733,680 | 11,707,200 |
| Amortisation of VRS Costs | 0 | 6,484,290 | 6,484,290 | 6,484,290 | 6,484,290 | 6,484,290 | 6,484,290 | 6,484,800 |
| Total Operating Costs | 190,575,719 | 205,564,070 | 199,164,323 | 207,685,296 | 200,508,593 | 198,292,310 | 189,444,465 | 205,909,600 |

The above exclude loan interest charges of some Rs 10 M per year.

From the expenditure side, as mentioned earlier, the three items of Depreciation, Amortisation of Biological Assets and Amortisation of VRS Costs are non-cash items. The remaining items of expenditure are all cash



items.

In spite of two VRS implemented at **RBSEB**, Employers remuneration is a very substantial item of expenditure.

Employee remuneration, thus, constitutes the main item in the expenditure component. In



Spite of 2 VRS schemes, labour costs have not gone down substantially enough so as to match the decreasing operations in terms of area under cane and tonnage of cane harvested of **Rose Belle Sugar Estate Board**. Casual labour has been recruited at the same rates of Permanent workers to fill in the departure of VRS employees.

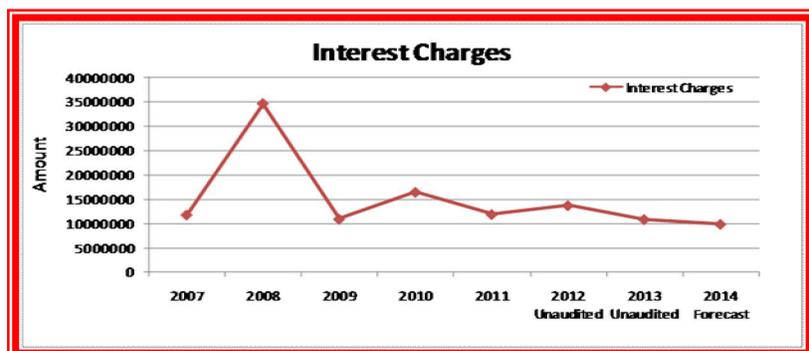
Employee Remuneration thus represents 55% of the total expenditure of **Rose Belle Sugar Estate Board**. If we make abstraction of the non-cash expenditure and consider only the yearly cash outflow of **Rose Belle Sugar Estate Board**, Employee Remuneration represents 66% of the yearly cash outflows. Clearly, this is too high, the more so that an annual costs increase on this item is a certainty because the cost of permanent labour is governed by several laws and agreements and increases therein is a fact as the government gives annual salary and wages increases, over and above other agreements on this issue.

It is also to be observed that wages and salary increases are not matched with corresponding increases in productivity. Moreover, the current negotiation between the **MSPA** and the Joint Negotiating Panel of the Sugar Industry will probably bring further cost increases to the industry. The end result will be an ageing workforce that will cost more and more to **RBSEB** with no corresponding increases in productivity.

The forecast expenditure-mix in 2014 will still be uploaded by employee's Remuneration.

4.24 Interest Charges

Given the increase in the debt of **RBSEB**, over the years, the interest charges have kept a material position in the current liabilities. **RBSEB** is not paying its loans, and is providing for the annual interests payable in its accounts but is not in a position to pay these interests. Consequently, the accumulated interests on the loans as at 31.12.2013 stand at a very high figure of Rs 86,098,542.83.



4.25 Comparative Comprehensive Income Statement of revenues and Expenditure over the last years

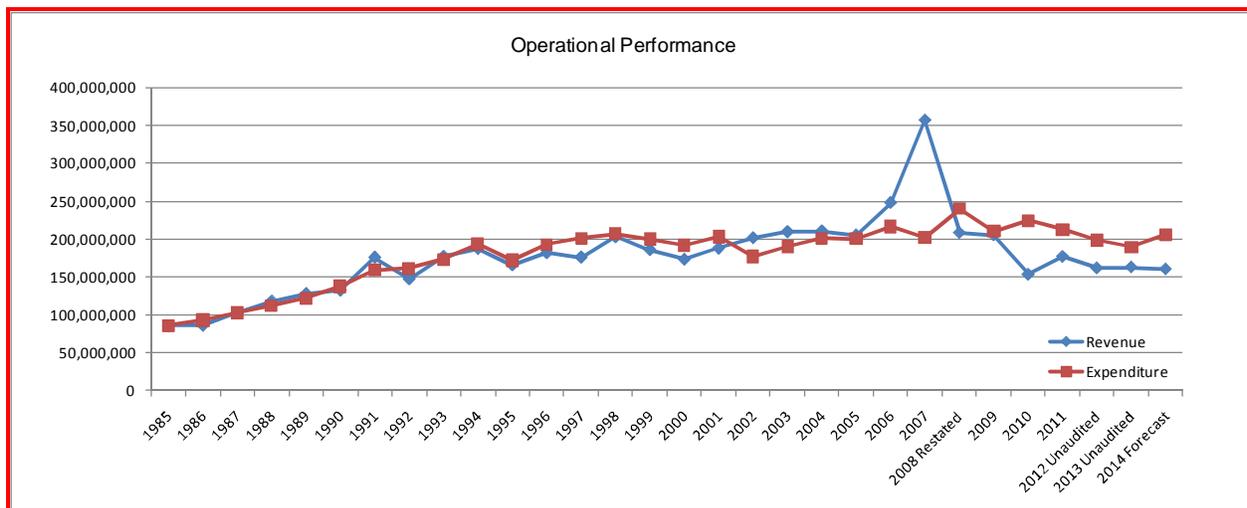
The comparative comprehensive income statement of **RBSEB** over the last years and the forecast for 2014 is as follows:-



| COMPARATIVE COMPREHENSIVE INCOME STATEMENT FROM 2007 TO 2014 | | | | | | | | |
|--|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| Year | 2007 | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 |
| | Audited | Audited | Audited | Audited | Audited | Unaudited | Unaudited | Forecast |
| Rs | | | | | | | | |
| Revenue | | | | | | | | |
| Sugar, Molasses and Alcohol | 167,667,178 | 161,859,341 | 144,599,517 | 112,701,957 | 133,348,181 | 147,041,496 | 117,646,178 | 133,743,500 |
| Sugar Insurance Compensation | 15,316,752 | 10,278,807 | 43,589 | 0 | 93,397 | 0 | 0 | 0 |
| Investment Income | 830,277 | 932,207 | 735,640 | 846,523 | 836,903 | 777,653 | 800,956 | 800,900 |
| Gain arising from changes in fair value of Standing Cane | -6,900,000 | -2,214,414 | -13,824,630 | 8,839,523 | 3,234,344 | -16,766,911 | 16,933,282 | -6,756,200 |
| Diversification | 602,377 | 647,066 | 821,584 | 533,978 | 531,496 | 799,999 | 342,822 | 259,200 |
| Other Operating Revenue | 178,863,061 | 36,345,199 | 72,182,315 | 30,190,450 | 38,662,808 | 29,748,838 | 27,125,505 | 32,131,800 |
| TOTAL REVENUE | 356,379,645 | 207,848,206 | 204,558,015 | 153,112,431 | 176,707,129 | 161,601,075 | 162,848,743 | 160,179,200 |
| Expenditure | | | | | | | | |
| Employees' Remuneration | 114,097,171 | 109,570,714 | 117,116,105 | 128,336,397 | 118,174,509 | 122,847,598 | 117,218,798 | 118,650,200 |
| Supplies and Services | 44,769,079 | 58,872,087 | 45,289,840 | 43,294,649 | 48,839,328 | 45,818,215 | 42,474,442 | 57,113,000 |
| Sugar Insurance Premiums | 14,227,000 | 12,609,438 | 9,702,940 | 2,469,114 | 2,399,835 | 3,781,690 | 3,736,855 | 3,607,200 |
| Depreciation | 4,243,826 | 4,579,703 | 7,024,695 | 9,220,155 | 9,567,352 | 7,901,840 | 7,796,400 | 8,347,200 |
| Amortisation of Bearer Biological Assets | 13,238,643 | 13,447,838 | 13,546,453 | 17,880,691 | 15,043,279 | 11,458,677 | 11,733,680 | 11,707,200 |
| Amortisation of VRS Costs | 0 | 6,484,290 | 6,484,290 | 6,484,290 | 6,484,290 | 6,484,290 | 6,484,290 | 6,484,800 |
| TOTAL OPERATING COSTS | 190,575,719 | 205,564,070 | 199,164,323 | 207,685,296 | 200,508,593 | 198,292,310 | 189,444,465 | 205,909,600 |
| Operating Profit/(Loss) | 165,803,926 | 2,284,136 | 5,393,692 | -54,572,865 | -23,801,464 | -36,691,235 | -26,595,722 | -45,730,400 |
| Interest Payable | -11,784,588 | -34,666,706 | -10,926,304 | -16,449,953 | -11,893,396 | -13,686,196 | -10,838,370 | -9,879,200 |
| Share of Results of Associates | 0 | 229,837 | 355,589 | 139,749 | 102,136 | 0 | 0 | 0 |
| Profit/(Loss) before Exceptional Items | 154,019,338 | -32,152,733 | -5,177,023 | -70,883,069 | -35,592,724 | -50,377,431 | -37,434,092 | -55,609,600 |
| Taxation | 0 | 0 | -220,240 | 0 | 0 | 0 | 0 | 0 |
| Exceptional Item | 0 | 0 | 0 | 0 | 0 | 0 | 27,580,805 | 39,716,400 |
| NET PROFIT/(LOSS) | 154,019,338 | -32,152,733 | -5,397,263 | -70,883,069 | -35,592,724 | -50,377,431 | -9,853,287 | -15,893,200 |

The overall revenues of **RBSEB** in its core business have been continuously decreasing over the years on almost all fronts. The costs, on the other side, have not decreased proportionately so as to allow for some profit margins. In fact, the **RBSEB** is making increasing substantial losses from year to year. The budgeted profit of Rs 58, 021, 200 in 2014 is from two land parceling projects, the details of which are in Appendix 1.

The chart below shows overall operational performance from 1965 to date:



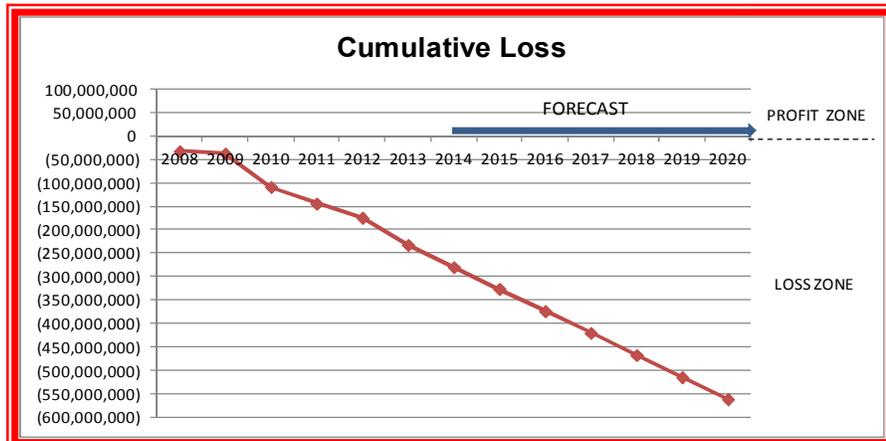


Clearly, this is a total destruction of shareholder value and is not a sustainable trend for the **Rose Belle Sugar Estate Board**.

As long as there were accumulated reserves to offset annual deficits, the figure of general fund remained a constant. If government decides to inject fresh capital in the company, this might also keep the General Fund positive, but the government has clearly stated in the various meetings that it will not inject any funds in **RBSEB**.

RBSEB has thus made a cumulative loss of Rs 231,715,566 over the last 6 years. This

cumulative loss on its core activities is expected to rise to Rs 278,968,966 in 2014. This is clearly a very alarming situation. The recent trends in revenue creation in **RBSEB** have not been favourable at all. Overall performance of **RBSEB** in terms of Revenue and Expenditure shows a growing loss situation



due to decreasing revenues and Increasing Costs. This situation is not a sustainable one. If allowed to continue as it is operating, and with the uncertainties of the future and the expected fall in sugar prices, we forecast the net loss on core activities for **RBSEB** could exceed Rs 600,000,000 in the year 2020.

4.26 The Assets of RBSEB

The last audited financial statements for **RBSEB** are for the year ended 31st December 2011.

The assets of **RBSEB**, as per the last audited accounts as at 31.12.2011, stand at Rs 420,589,195. It is made up of Fixed and Current Assets.

The Property, Plant and Equipment element comprises Agricultural land, Factory land and Commercial building, Residential Land and Building, Transport and Agricultural Equipment, Furniture, Fixtures and Fittings and Diversification assets.

Investment properties in the assets comprises mainly of land leased out.

The Intangible asset comprises computer software acquired and amortised over time.

| ASSETS | 2011 Audited Rs |
|--|--------------------|
| Non Current assets (Fixed Assets) | |
| Property, Plant and equipment | 138,365,368 |
| Investment Properties | 59,316,206 |
| Intangible Assets | 1,611,499 |
| Investment in Associate | 5,285,331 |
| Investment in financial Assets | 32,716,366 |
| Bearer biological assets | 42,108,387 |
| Deferred VRS costs | 19,453,185 |
| Sub Total – Fixed Assets | 298,856,342 |
| Current Assets | |
| Inventories | 4,064,425 |
| Consumable biological assets | 13,576,485 |
| Trade and other receivables | 66,690,227 |
| Term deposit | 0 |
| Cash in hand and at bank | 37,402,448 |
| Sub Total – Current Assets | 121,733,585 |
| Total assets | 420,589,195 |

The investment in associates represents shareholders as associate in **Le Val development Co Ltd**. They have been accounted for using the equity method as per **IAS28**.

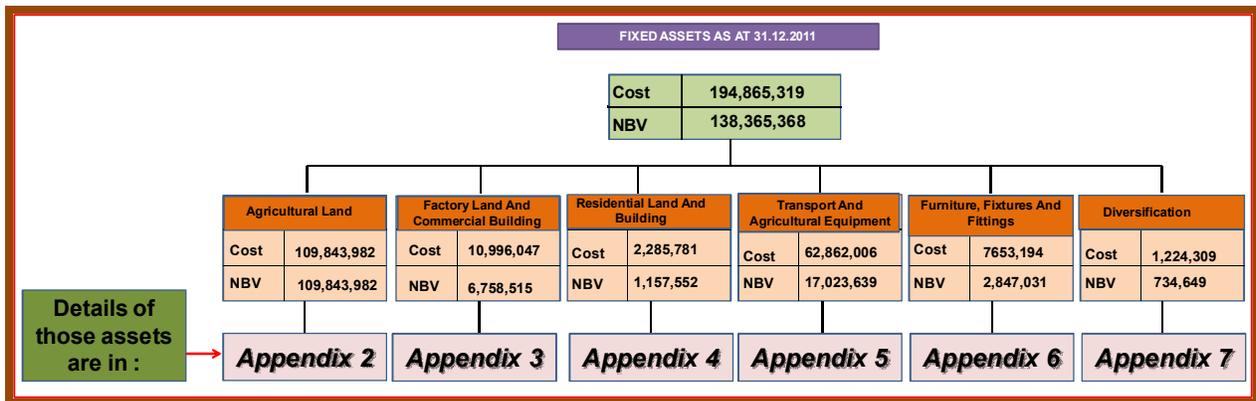


The Investment in financial assets represents the fair value of investments of listed and DEM quoted available-for-sale financial assets and is based on the Stock Exchange and DEM quoted prices at the close of business on the reporting date.

The Bearer Biological assets represent the Capitalisation of cane replantations costs which needs to be amortised over time.

4.26.1 Property, Plant and Equipment

The amount of costs for Property, Plant and Equipment as at 31.12.2011 was Rs 194,865,319 and a net book value of Rs 138,365,368 . spread as shown:



RBSEB also invested in properties.

4.26.2 Transfer of Freehold Land to Investment Property

Upon the recommendation of the auditors in their management letter, **RBSEB** has transferred land value from freehold land to Investment Property at its Historical Value in the financial records and statements.

The current valuation of this investment is Rs 59,316,205.29 and is made up of the following:

| Transfer from Freehold Land to Investment Property Description | | |
|--|---|---------------|
| Asset Code | Description | NBV |
| 01000763/000 | Factory Land | 1.00 |
| 01002113/000 | Control Board Laboratory | 1.00 |
| 01002280/000 | Beemanique land (18.007 ARPS) | 3,000,001.00 |
| 01002311/000 | M.S.I.R.I- LAND | 10,123,054.00 |
| 01002312/000 | Cressoniere . Auckle | 526,316.00 |
| 101002313/000 | Rose . Belle Co- Operative Domah | 636,840.00 |
| 01002314/000 | Land Yard . Suds | 3,448,421.00 |
| 01002315/000 | Adeline BLDG | 101,051.00 |
| 01002429/000 | 300 Arpents Scheme . 85 ARP LV | 1,130,562.00 |
| 01002430/000 | 300 Arpents Scheme(2013.78 AP) Bananes | 3,764,824.26 |
| 01002455/000 | 50 Perches Mauritius AndraMahaSabha | 17,551.78 |
| 01002456/000 | 20 Perches Rose Belle Boxing Club | 7,020.71 |
| 01002457/000 | 25.31 ARP Sustainable properties Management Ltd | 888,470.95 |
| 01002458/000 | 1.767 ARP Alcodis Ltd | 15,562,027.98 |
| 01002459/000 | 1.9 ARP Brahma Vidya | 66,696.75 |
| 01002460/000 | .153 per Rose Belle Hindu NAV YuvakSamelam Sal | 5,370.84 |



| | | |
|--------------|---|----------------------|
| 01002461/000 | 50 per Shree GajanandAsram | 17,551.78 |
| 01002462/000 | 3.89 Arpent Centre Commercial Vieux Moulin | 136,552.82 |
| 01002463/000 | .422 perches Jain Hindu Sabha | 12,958.89 |
| 01002464/000 | 10 perches Jai Hind Sabha . Gros Billot | 3,070.83 |
| 01002465/000 | 11.56 Sotratch | 240,563.82 |
| 01002466/000 | 2 Arpent Avantime LTD | 41,620.04 |
| 01002467/000 | 10.54 Arpent RocailleLtee | 219,337.60 |
| 01002468/000 | 7 Arpent la RocailleLtee | 2,145,670.14 |
| 01002469/000 | 18.5 Arpent Hypodronic Village | 384,985.35 |
| 01002470/000 | 1.5 Arpent Ramayana Centre | 31,215.03 |
| 01002471/000 | 5 perches Grand Port Savanne District Council | 1,040.50 |
| 01002472/000 | 25 perches SmayabhulingeswaraMandir | 5,202.50 |
| 01002473/000 | 5 Arpent Echelle papers Ltd | 104,050.10 |
| 01002474/000 | 10 perches Marathi Shri K.Mandir | 1,761.08 |
| 01002475/000 | 20 perches Cluny Marathi Shri Krishna Mandir | 3,522.15 |
| 01002476/000 | 6 ARP Serre De Palma | 105,664.47 |
| 01002477/000 | 20.72 Arpents BIT International | 364,894.63 |
| 01002478/000 | 12 perches Grand Port District Council | 1,596.09 |
| 01002479/000 | 234.32 Arpents Diary Fresh & Co Ltd | 3,116,627.99 |
| 01002480/000 | 0.96 perches Midlands Village Council | 1,276.87 |
| 01002481/000 | 5.64 perches Modeley | 1.00 |
| 01002482/000 | 3.75 Arpents SeeeparsadDuttoo | 1.00 |
| 01002483/000 | 81 Perches Lakhankjeejoo | 1.00 |
| 01002544/000 | Balisson Muslim Society (.150 perches) | 5,265.54 |
| 01002545/000 | Gebert Kali Mata Mandir (0.60 perches) | 2,106.21 |
| 01002546/000 | Notre Dame De Refuge (15 perches) | 3,121.50 |
| 01002547/000 | Vita Rice LTD (116.OAP) | 2,042,846.42 |
| 01002548/000 | Gamma Civic (61.540AP) | 1,083,765.25 |
| 01002609/000 | Betonix Lease 2010 (30 AGREAS) | 528,322.36 |
| 01002610/000 | Vita Rice Lease 2010 (424.910 Acreas) | 8,8422,385.40 |
| 01002639/000 | Colas Maurice Ltee (33 AP.56 perches) | 591,016.61 |
| Total | | 59,376,205.29 |

Some of these transfers are being affected at a value of Rs 1.00 symbolically as the cost of the plot of land concerned is not known. Please see the table above for details.

The calculation of the return on investment for this Investment Property does not reflect a true and fair view given that the return is at agreed contractual rate but the denominator in the equation is at historic or even nominal value.

Clearly, **RBSEB** needs to revalue the land transferred to investment property so that it reflects a true and fair view and also enables the return on investment to be fairly assessed.

4.26.3 Intangible Assets – Computer Hardware/Software

This item comprises investments in computer software and they have been valued at Rs 1,611,499 as at 31.12.2011 and capitalized in the accounts and financial statements.

4.26.4 Investment in Associates

RBSEB has invested up to 30% in **Le Val Development Co. Ltd.**



Le Val Development Limited was incorporated on 13 September 1985 with **The State Investment Corporation Limited** (70%) and **Rose Belle Sugar Estate Board** (30%) as its shareholders. The principal business of the Company is the management of the Nature Park situated at Cluny and which was extended over a portion of land of around 100 Arpents (which was acquired from **RBSEB** in year 1987 at a price of Rs 6.2 M). The portion of land of 100 Arpents had been leased in year 1994.

The 30% investment of **RBSEB** as at 31.12.2011 has been valued at Rs 5,285,331 based on the following:

| 2011 | | | | | | | |
|---------------------------|--------------------------|-----------------|------------|----------------|-------------|-----------|----------------|
| Name | Country of Incorporation | Class of Shares | Assets Rs | Liabilities Rs | Revenues Rs | Profit Rs | % Holding 2011 |
| Le Val Development Co Ltd | Republic of Mauritius | Ordinary | 18,034,037 | 416,270 | 775,122 | 340,453 | 30 |

4.26.5 Investment in financial Assets

RBSEB has invested in financial assets. The current valuation as at 31.12.2011 is Rs 32,716,364.70 and is made up of the following:

| INVESTMENT IN ASSOCIATES AS AT 31/12/2011 | | | | | | | |
|---|---|------------------|---------------|------------------|-----------------------|-----------------------|-----------------------|
| | Investee Company | Number of shares | Nominal value | Price @ 31/12/11 | Fair Value @ 31/12/09 | Fair Value @ 31/12/10 | Fair Value @ 31/12/11 |
| Listed Companies | | | | | | | |
| | MCFI Co Ltd | 554,415 | 10.00 | 43.30 | 13,971,258.00 | 21,067,770.00 | 24,006,169.50 |
| | State Bank of Mauritius | 1500 | 7.50 | 83.50 | 120,000.00 | 133,500.00 | 125,250.00 |
| | | | | 126.80 | 14,091,258.00 | 21,207,270.00 | 24,131,419.50 |
| Development and Enterprise Market | | | | | | | |
| | Chemo Ltd | 152,712 | 1.00 | 32.10 | 2,580,832.80 | 3,588,732.00 | 4,908,055.20 |
| | Bychemex Ltd | 120,000 | 1.00 | 17.50 | 1,620,000.00 | 1,644,000.00 | 2,100,000.00 |
| | Medical and Surgical Centre Ltd (Investment Certificate) | 527,630 | 1.00 | 3.00 | 1,187,167.50 | 1,582,890.00 | 1,582,890.00 |
| | | | | | 52.60 | 5,388,000.30 | 6,815,622.00 |
| | Total | | | 179.40 | 19,479,258.30 | 28,016,892.00 | 32,716,364.70 |



4.26.6 Investment in bearer biological assets

These have been valued at Rs42,108,386 as at 31.12.2011 and are made up of the following:

| BEARER BIOLOGICAL ASSETS | | | | | | | | | | |
|--|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|-------------------|-------------------|----|
| COST | 2012 | 2011 | 2010 | 2009 | 2008 | 2007 | 2006 | 2005 | 2004 | |
| | Rs | Rs | Rs | Rs |
| Opening Balance | 180,028,160 | 167,114,872 | 152,167,642 | 138,293,328 | 124,669,641 | 111,934,793 | 99,757,112 | 85,902,352 | 71,703,803 | |
| Labour | 9,710,740 | 6,175,277 | 8,789,968 | 6,949,657 | 6,556,611 | 6,548,442 | 6,891,896 | 8,296,376 | 8,960,794 | |
| Supplies | 2,565,146 | 2,109,613 | 3,101,524 | 4,040,443 | 4,770,320 | 3,653,738 | 4,010,106 | 4,171,774 | 3,955,409 | |
| Outside Service | 1,282,800 | 4,311,321 | 2,697,760 | 2,660,451 | 2,234,438 | 2,325,420 | 956,484 | 1,131,599 | 744,222 | |
| Total Costs before Service Charge | 193,586,846 | 179,711,083 | 166,756,894 | 151,943,879 | 138,231,010 | 124,462,393 | 111,615,598 | 99,502,101 | 85,364,228 | |
| Service Charge | 327,792 | 317,077 | 357,978 | 223,763 | 62,318 | 207,248 | 319,195 | 255,011 | 538,124 | |
| Closing Balance | 193,914,638 | 180,028,160 | 167,114,872 | 152,167,642 | 138,293,328 | 124,669,641 | 111,934,793 | 99,757,112 | 85,902,352 | |
| AMORTISATION | | | | | | | | | | |
| | Rs | Rs | Rs | Rs |
| Opening Balance | 137,919,774 | 122,876,493 | 104,995,802 | 91,449,349 | 78,001,511 | 64,762,868 | 51,741,442 | 39,271,796 | 28,534,002 | |
| Charge for the year | 11,458,677 | 15,043,281 | 17,880,691 | 13,546,453 | 13,447,838 | 13,238,643 | 13,021,426 | 12,469,646 | 10,737,794 | |
| Closing Balance | 149,378,451 | 137,919,774 | 122,876,493 | 104,995,802 | 91,449,349 | 78,001,511 | 64,762,868 | 51,741,442 | 39,271,796 | |
| NET BOOK VALUE | 44,536,187 | 42,108,386 | 44,238,379 | 47,171,840 | 46,843,979 | 46,668,130 | 47,171,925 | 48,015,670 | 46,630,556 | |
| ANALYTICAL REVIEW | | | | | | | | | | |
| Amortisation charge as a % of cost | 5.9% | 8.4% | 10.7% | 8.9% | 9.7% | 10.6% | 11.6% | 12.5% | 12.5% | |
| Amortisation in terms of years | 8 | 8 | 8 | 8 | 8 | 8 | 8 | 8 | 8 | |
| | 2012 | 2011 | 2010 | 2009 | 2008 | 2007 | 2006 | 2005 | 2004 | |
| Additions | 13,886,478 | 12,913,288 | 14,947,230 | 13,874,314 | 13,623,687 | 12,734,848 | 12,177,681 | 13,854,760 | 14,198,549 | |
| Area available(Ha) | 1,503 | 1,686 | 2,189 | 2,189 | 2,189 | 2,183 | 2,183 | 2,183 | 2,183 | |
| Area harvested (Ha) | 1,328 | 1,310 | 1,479 | 1,570 | 1,688 | 1,721 | 1,904 | 1,925 | 1,903 | |
| Area Planted (Ha) | 168 | 128 | 167 | 210 | 213 | 203 | 212 | 282 | 272 | |
| Area under cane(Ha) | 1,343 | 1,396 | 1,631 | 1,872 | 1,878 | 1,747 | 2,078 | 2,118 | 2,151 | |
| Plantation Cost per area under cane(Ha) | 10,340 | 9,250 | 9,164 | 7,411 | 7,253 | 7,290 | 5,860 | 6,541 | 6,600 | |
| Plantation Cost per area planted(Rs/Ha) | 82,658 | 100,885 | 89,504 | 66,068 | 63,936 | 62,724 | 57,442 | 49,130 | 52,118 | |

4.27 The Current Assets

These comprise of inventories, consumable biological assets, trade and other receivables and cash in hand.

As at 31.12.2011, they stood at Rs 121,733,585, made up as follows:

| Current Assets | | |
|-----------------------------------|--|--------------------|
| Inventories | | 4,064,425 |
| Consumable biological assets | | 13,576,485 |
| Trade and other receivables | | 66,690,227 |
| Term deposit | | 0 |
| Cash in hand and at bank | | 37,402,448 |
| Sub Total – Current Assets | | 121,733,585 |
| Total assets | | 420,589,195 |

4.28 The Liabilities of RBSEB

4.28.1 Liabilities side of the Balance Sheet

The last audited financial statements of **RBSEB** are for the year ended 31st December 2011. From these audited accounts, the liabilities side of **RBSEB** stands at Rs 420,589,927 spread as follows:



| | 2012 | 2011 |
|-------------------------------------|--------------------|--------------------|
| EQUITY AND LIABILITIES | | |
| Capital and reserves | | |
| General Fund | 98,844,217 | 98,844,217 |
| Capital and other reserves | 20,164,832 | 30,847,240 |
| Revenue deficit | (116,510,802) | (86,163,362) |
| Total equity | 2,498,247 | 43,528,195 |
| LIABILITIES | | |
| Non-current liabilities | | |
| Borrowings | 88,131,410 | 87,676,993 |
| Retirement benefit obligations | 67,006,595 | 63,567,247 |
| Deferred Income | 9,295 | 9,876 |
| | 155,147,300 | 151,254,116 |
| Current Liabilities | | |
| Trade and other payables | 123,090,117 | 127,676,692 |
| Borrowings | 95,626,404 | 98,130,924 |
| | 218,716,521 | 225,807,616 |
| Total equity and liabilities | 376,362,068 | 420,589,927 |

4.28.2 The General Fund

The General Fund is made up of funds received progressively from the year 1973 to 1990 from the Government of Mauritius as follows:

| Year | (Rs) | Cumulative (Rs) |
|--------------|-------------------|-------------------|
| 1973 | 21,144,217 | 21,144,217 |
| 1986 | 7,500,000 | 28,644,217 |
| 1987 | 7,000,000 | 35,644,217 |
| 1989 | 8,200,000 | 43,844,217 |
| 1990 | 40,000,000 | 83,844,217 |
| 1990 | 15,000,000 | 98,844,217 |
| Total | 98,844,217 | 98,844,217 |

The last year in which government injected funds in **RBSEB** in 1990 and since then has not invested any more equity into the company. From our various meetings with the Ministry, we understand that the government will not inject any further equity in **RBSEB**.

If reclassified along similar captions, the above amounts to the following:

| | 2011 (Rs) |
|--|-------------|
| General Fund, Capital and other reserves | 129,691,457 |
| Borrowings | 185,807,917 |
| Retirement Benefit obligations | 63,567,247 |
| Creditors | 127,676,692 |



| | |
|-----------------|--------------------|
| Revenue deficit | (86,163,262) |
| | 420,589,927 |

If netted off, this is further repositioned as follows:

| | |
|---|--------------------|
| Shareholder Funds, General and other reserves | 43,528,195 |
| Borrowing and Creditors | 377,061,732 |
| TOTAL | 420,589,927 |

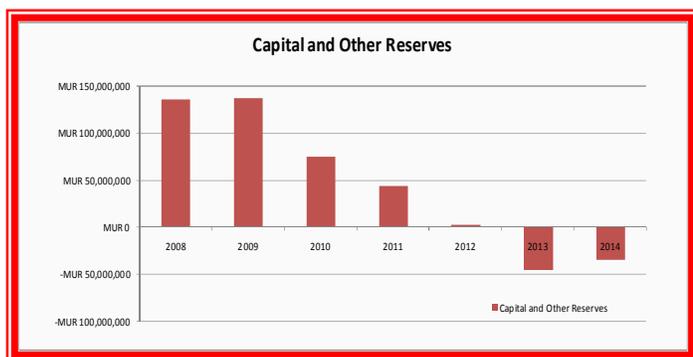
This is clearly financially very critical and a very alarming position. It shows high creditors to equity ratio. This is very critical and reflects the high debt portion of **RBSEB**, the more so as there is no sign of positive profits on the core activities in the near future. In the current operational chemistry, shareholder value is being destroyed rather than being created.

4.28.3 Capital and Other Reserves/Revenues Deficits

RBSEB is in a clear case of depletion of its reserves. The current business situation of **RBSEB** being loss-making from year to year is resulting in the continuous depletion of its reserves. As from 2013, it has negative shareholder equity and there are currently no sign of recovery for **RBSEB**. The forecasted reduction in shareholder value destruction in 2014 in terms of profits / reserves stems from land parceling (morcellement) project expected to generate some Rs 10 m of profits. This will very partially mitigate the budgeted operational loss of Rs 55,609,600. The movement in capital and reserves for **RBSEB** over the seven years has been constantly decreasing, so much so that it has resulted in a negative figure as from 2013, as shown below.

| CAPITAL AND OTHER RESERVES | | | | | | | |
|---------------------------------|--------------------|--------------------|-------------------|-------------------|---------------------|---------------------|---------------------|
| Year | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 |
| | Audited | Audited | Audited | Audited | Unaudited | Unaudited | Forecast |
| Balance Brought Forward (01.01) | 68,861,106 | 36,454,589 | 37,922,663 | (24,422,771) | (55,316,022) | (116,375,816) | (126,229,103) |
| Profit/(Deficit) for the Year | (32,152,733) | (5,397,263) | (70,833,069) | (35,592,724) | (50,377,431) | (37,434,092) | (55,609,600) |
| Prior Year Adjustments | (253,784) | 6,865,337 | 8,537,635 | 4,699,473 | (10,682,363) | 0 | 0 |
| Exceptional Item | 0 | 0 | 0 | 0 | 0 | 27,580,805 | 39,716,400 |
| Closing Balance | 36,454,589 | 37,922,663 | (24,372,771) | (55,316,022) | (116,375,816) | (126,229,103) | (142,122,303) |
| General Fund | 98,844,217 | 98,844,217 | 98,844,217 | 98,844,217 | 98,844,217 | 98,844,217 | 98,844,217 |
| Net Balance (at 31.12) | 135,298,806 | 136,766,880 | 74,471,446 | 43,528,195 | (17,531,599) | (27,384,886) | (43,278,086) |

The movement in capital and reserves for **RBSEB** over the last seven years has been as shown below, along with the 2014 forecast. There is a clear continuously decreasing trend of the total reserves over the years. The reserves which stood at Rs 135,298,806 in 2008 have been completely depleted to reach a negative reserve of Rs 27,384,886 in 2013. The forecast for 2014 is also a negative accumulated reserve of Rs 43,278,086 based on an



operational loss of Rs 55,609,600 on the core business operations of **RBSEB** but mitigated by a



forecasted profit on land parceling of Rs 39,716,400. Although the costs leading to the operational loss of Rs 55,609,600 are a certainty, the budgeted profit of Rs 39,716,400 on land parceling is yet to be realised within the same year 2014.

RBSEB is thus, as at 2014 in a negative equity.

4.28.4 Loans

RBSEB has been in a continuous process of taking loans.

Loans taken by RBSEB so far, together with the agreed terms of payments are as follows:

| Domestic Loans Guaranteed by Government | | | | |
|---|--------|-------------|--|---|
| Date | Agency | Amount (Rs) | Objective | Terms of Payment |
| 10/06/2011 | GOM | 3,600,000 | To finance part funding of the Hypodronic Village at Cluny | Capital & Interest . Repayable in 30 equal semi-annual installments due on 30 th June and 29 th December, within a period of 15 years as from the issue of the loan with a moratorium of 2 Years on principal amount. |
| 12/12/1991 | GOM | 41,902,150 | To finance capital projects | Capital . Repayable in 20 years including a grace period of 6 years Interest Payable Half Yearly |
| 02/08/1991 | ADB | 51,075,496 | - | Capital . Repayable in 20 years including a grace period of 6 years at variable rate by virtue of Article III of loan Agreement. Interest Payable Half Yearly |

| Non-Guaranteed Domestic Loans | | | | |
|-------------------------------|-----------|-------------|-----------|------------------|
| Date | Agency | Amount (Rs) | Objective | Terms of Payment |
| 31/10/2013 | SBM | 55,000,000 | | |
| 31/10/2013 | SBM | 17,800,000 | | |
| 31/10/2013 | SBM LEASE | 1,213,650 | | |
| 31/10/2013 | SBM LEASE | 3,069,709 | | |
| 31/10/2013 | SBM LEASE | 884,382 | | |
| 31/10/2013 | SBM LEASE | 2,095,690 | | |
| 31/10/2013 | SBM LEASE | 464,785 | | |
| 31/10/2013 | SBM LEASE | 9,998,340 | | |



| | | | | |
|------------|-----------|------------|---|--|
| 31/10/2013 | SBM LEASE | 3,496,088 | | |
| 31/10/2013 | SBM LEASE | 4,929,454 | | |
| 31/10/2013 | SBM LEASE | 2,032,240 | | |
| 31/10/2013 | SBM LEASE | 6,128,620 | | |
| 18/10/2013 | SBM LEASE | 6,128,620 | | |
| 17/05/2012 | SBM | 17,800,000 | | Disbursement of facility to be effected in tranches upon submission of invoice certified by the borrower to pay contractor, Best Construct Co Ltd. |
| 21/12/2010 | SBM LEASE | 2,032,240 | 2 Hydraulic Tipping Trailers | Capital and Interest payable monthly |
| 29/10/2010 | SBM | 55,000,000 | To finance infrastructural costs for land parcelling under the Voluntary Retirement Scheme (II) Beneficiaries | Interest Payable monthly during drawdown period. In 60 Consecutive monthly installments in the aggregate of Rs1,124,437.21 on Rs55.0M & Rs363,480.87 on Rs17.8M each (in capital & interest) |
| 14/06/2010 | SBM LEASE | 4,929,454 | 2 Massey Ferguson Model 5385 | Capital and Interest payable monthly |
| 19/05/2010 | SBM LEASE | 3,496,088 | 4 Trailers 15 Tons | Capital and Interest payable monthly |
| 12/06/2009 | SBM LEASE | 9,998,340 | 4 Massey Ferguson Model 5495 | Capital and Interest payable monthly |
| 16/04/2009 | SBM LEASE | 464,785 | Subsoiler Ripper | Capital and Interest payable monthly |
| 10/04/2009 | SBM LEASE | 2,095,690 | To finance the acquisition of Bell Bane Loader through the SBM LEASE LIMITED | Capital and Interest payable monthly |
| 04/03/2009 | SBM LEASE | 884,382 | Heavy Disc Duty Arrow | Capital and Interest payable monthly |
| 04/03/2009 | SBM LEASE | 3,069,709 | Massey Ferguson Model 6495 | Capital and Interest payable monthly |
| 26/11/2008 | SBM LEASE | 1,213,650 | 1 Mitsubishi Lorry | Capital and Interest payable monthly |

The total amount outstanding as at 31.10.2013 is as follows:-



| Domestic Loans Guaranteed by Government | | | |
|--|---------------------------|-----------------------------|---------------------------------|
| Agency | Amount Loaned (RS) | Amount Refunded (Rs) | Balance as at 31.10.2013 |
| GOM | 3,600,000 | 0 | 3,600,000 |
| GOM | 41,902,150 | 0 | 41,902,150 |
| ADB | 51,075,496 | -1580454 | 52,655,950 |
| Non-Guaranteed Domestic Loans | | | |
| Agency | Amount (Rs) | Amount Refunded (Rs) | Balance as at 31.10.2013 |
| SBM | 55,000,000 | 9,253,260 | 45,746,740 |
| SBM | 17,800,000 | 3,022,018 | 14,777,982 |
| SBM LEASE | 1,213,650 | 1,176,235 | 37,415 |
| SBM LEASE | 3,069,709 | 2,782,309 | 287,400 |
| SBM LEASE | 884,382 | 801,582 | 82,800 |
| SBM LEASE | 2,095,690 | 1,862,696 | 232,994 |
| SBM LEASE | 464,785 | 400,818 | 63,967 |
| SBM LEASE | 9,998,340 | 8,484,016 | 1,514,324 |
| SBM LEASE | 3,496,088 | 2,134,882 | 1,361,206 |
| SBM LEASE | 4,929,454 | 3,095,488 | 1,833,966 |
| SBM LEASE | 2,032,240 | 1,027,443 | 1,004,797 |
| SBM LEASE | 6,128,620 | 0 | 6,128,620 |
| SBM LEASE | 6,128,620 | 0 | 6,128,620 |
| SBM | 17,800,000 | 3,022,018 | 14,777,982 |
| SBM LEASE | 2,032,240 | 1,027,443 | 1,004,797 |
| SBM | 55,000,000 | 9,253,260 | 45,746,740 |
| SBM LEASE | 4,929,454 | 3,095,488 | 1,833,966 |
| SBM LEASE | 3,496,088 | 2,134,882 | 1,361,206 |
| SBM LEASE | 9,998,340 | 8,484,016 | 1,514,324 |
| SBM LEASE | 464,785 | 400,818 | 63,967 |
| SBM LEASE | 2,095,690 | 1,771,696 | 323,994 |
| SBM LEASE | 884,382 | 801,582 | 82,800 |
| SBM LEASE | 3,069,709 | 2,782,309 | 287,400 |
| SBM LEASE | 1,213,650 | 1,176,235 | 37,415 |

The details of some of these loans are as follows:

4.3 ADB Loan Utilisation - Purpose of the Loans

The **Ministry of Finance** has disbursed an amount of MUR 51,075,496.00 from 06th October 1993 to 27th September 1996. These funds were used for the Rose Belle Rehabilitation Project mainly for Agricultural Improvement, the Rose Belle Sugar Milling Factory and Infrastructural Improvement. The details are as follows:



| Details | MUR |
|----------------------------|---------------|
| DISBURSEMENTS | |
| Factory Rehabilitation | 12.6 M |
| Management and I.T | 4.1 M |
| Agricultural Improvement | 28.0 M |
| Infrastructure Improvement | 6.4 M |
| TOTAL DISBURSED | 51.1 M |

4.3.1 Rehabilitation Project

In year 1991, the **African Development Bank (ADB)** agreed to grant a loan to the **RBSEB** for its Rehabilitation Project so as to ensure its future viability and sustainability.

The project rehabilitation project consisted of the following components:

- i. Transport Fleet renewal
- ii. Relocation of garage and workshop with appropriate equipment
- iii. Agricultural improvement
 - " De-Rocking
 - " Replanting
 - " Creation of nurseries
 - " Agricultural diversification: Orchids and Anthuriums
- iv. Factory Improvement
 - " Replacement of old and non performing equipment
 - " Introduction of new technologies for increase in efficiency
- v. Improvement of infrastructure
 - " Building
 - " Roads
 - " Bridges
- vi. Implementation of a comprehensive Management Information System to better monitor the day-to-day activities of the **RBSEB**.

4.3.2 Refund of ADB Loan - LN 380/LF 147 by the Estate

The **Rose Belle Sugar Estate Board** has paid a total amount of **MUR 32,613,879.04 (Principal of MUR 11,331,722.28** from 05th March 1999 to 26th July 2001 plus **Interest of MUR 21,282,156.76** from 08th October 1996 to 26th July 2001).

Conversion of ADB Loan - LN 380/LF 147 into foreign currencies by the Ministry of Finance and Economic Development

However, on 30th June 2004 the **Ministry of Finance and Economic Development** has used the rate of exchange ruling on that day and converted the remaining principal balance of MUR Loan amounting to **Rs39,743,773.72 (Rs51,075,496.00 less Rs11,331,722.28)** into foreign currencies effective as from 01st May 2001. Ultimately, this foreign currency loan became too



expensive and the Estate had no alternative than to stop payment of this **ADB LOAN** given in its financial crisis situation.

The total above currencies which have been converted into MUR as from 01st August 2013 stood as follows:

| Loan Amount Rs51,075,496.00 | Principal @ 31.10.13 Rs | Accumulated Interest Rs | Total @ 31.10.13 Rs |
|--------------------------------|-------------------------------|-------------------------------|------------------------|
| TOTAL MUR | 52,655,949.54 | 39,388,349.58 | 92,044,299.12 |

The total foreign currency and MUR outstanding loan on 01st August 2013 amounted to:

| Currency | Principal @ 31.10.13 | Accumulated Interest | Total@ 31.10.13 |
|------------|-------------------------|-------------------------|-----------------------|
| EUR | 563,597.02 | 455,872.97 | 1,019,469.99 |
| USD | 141,544.84 | 132,386.07 | 273,930.91 |
| JPY | 67,772,271.00 | 42,677,542.45 | 110,449,813.45 |
| MUR | 3,369,085.70 | 2,786,092.60 | 6,155,178.30 |

A further loan of Rs 3,600,000 was given by **MOF** for hypodronic loan . the borehole.

4.3.3 Government Loans - LN 169/LF 149/LF 150

The Loan (LN 169/LF 149) of **Rs41, 902,150.00** was taken for the financing of capital projects from July 1998 to 25th May 2001. The **Rose Belle Sugar Estate Board** has paid a total Interest of **Rs 4,599,711.64** from 24th June 2000 to 27th June 2001.

The purpose of the Government loan (LN 169/LF 150) **Rs14, 500,000.00** was to clear overdraft with **State Commercial Bank** in year 1982.

That principal amount was converted into equity in June 1987 and the unpaid interest for period 07th September to 16th December 1985 is still outstanding at 31st October 2013.

The Government Loans LN 169/ LF 149/LF 150 as at 31st October 2014 were as follows:

| Loan Amount | Principal @ 01.08.13 Rs | Accumulated Interest Rs | Total @ 31.10.13 Rs |
|----------------------------------|-------------------------------|-------------------------------|------------------------|
| Ref LF 149 - Rs41.9 M | 41,902,150.00 | 37,711,935.00 | 79,614,085.00 |
| Ref LF 150 - Rs14.5 M | - | 6,623,835.80 | 6,623,835.80 |
| TOTAL | 41,902,150.00 | 44,335,770.80 | 86,237,920.80 |



Observations

The following observations are relevant:

- a) The aim of the loans was too make **RBSEB** more viable and sustainable.
- b) The project was not fully implemented due to the loan cancellations.
- c) The expected benefits were not achieved.
- d) Mur 12.5 M was injected in the **RBSMCL** which was then closed in December 2001.
- e) The fleet of tractors for cane transport was renewed but after the closure of the factory, these vehicles were found to be non cost effective to transport of sugar cane over a longer distance to the newly centralized factory at Savannah (La Baraque). This has led the **RBSEB** to investment into more cost effective heavy load tractors and trailers.
- f) The loan was made to the **RBSEB** and in year 1995, the **RBSMCL** was created. Both the **RBSEB** and the **RBSMCL** existed as two separate entities with separate distinct accounts. The **RBSMCL** was closed in year 2001 and the **RBSEB** became the sole liable entity to repay the loan.

4.4 Closure of Rose Belle Sugar Milling Factory (RBSM Co Ltd)

The **ADB Loan** was granted to the **RBSEB** and in year 1995, the **RBSMCL** was created. Both the **RBSEB** and **RBSMCL** existed as two separate entities with separate distinct accounts. A total of **MUR 12.6 M** was injected in the **RBSMCL** through the **ADB Loan** in 1994 and 1995. The **RBSM Co Ltd** was facing difficult financial situations and has been a loss making venture since its creation. During the period that the **RBSMCL** was in operation, it accumulated a total operating loss of Rs **58,985,540**. The **RBSEB** had to sustain the operations of the **RBSMCL** up to its closure in year 2002.

Below is a summary of the operating financial performance of the **RBSMCL**.

| Year | Revenue (Rs) | Expenditure (Rs) | Operating Profit/(Loss) (Rs) |
|--------------|--------------------|--------------------|------------------------------|
| 1995 | 62,653,813 | 62,061,964 | 591,849 |
| 1996 | 64,897,605 | 75,096,759 | (10,199,154) |
| 1997 | 63,391,569 | 71,423,706 | (8,032,137) |
| 1998 | 78,928,810 | 85,352,851 | (6,424,041) |
| 1999 | 74,004,576 | 79,219,097 | (5,214,521) |
| 2000 | 60,801,846 | 71,237,652 | (10,435,806) |
| 2001 | 64,583,318 | 83,855,048 | (19,271,730) |
| Total | 469,261,537 | 528,247,077 | (58,985,540) |

The **RBSMCL** financial situation shows that it has been a loss making venture since its creation and was sustained by the **RBSEB** up to its closure.

During the period that the **RBSMCL** was in operation, it accumulated a total operating loss of **Rs 58, 985, 540**. The **RBSEB** had to sustain the operations of the **RBSMCL**.



4.5 Voluntary Retirement Scheme

4.5.1 Voluntary Retirement Scheme 1 - VRS (1)

The sugar industry was facing some serious difficulties and needed a major urgent rethinking. The creation of preferential access on our traditional export markets for Sugar and the challenges imposed by the trade liberalization process called for immediate action. Thus, the long-term viability of our sugar industry depends on its ability to cut down its cost of production.

In this context, **Rose Belle Sugar Estate Board** was no exception and was also facing serious financial difficulties and had to follow suit.

Consequently a first VRS was implemented in December 2001 as follows:

| CATEGORY | NO. OF EMPLOYEES |
|--------------------|------------------|
| CATEGORY A | |
| Male above 55 | 76 |
| Female above 50 | 211 |
| Total | 287 |
| CATEGORY B | |
| Male below 55 | 189 |
| Female below 50 | 27 |
| Total | 216 |
| Staff | 20 |
| GRAND TOTAL | 523 |

After the closure of Rose Belle Sugar Milling Factory, the **Rose Belle Sugar Estate Board** had to incur major cost for the payment of its employees under the VRS (1) on 31st December 2001. The total costs incurred for the implementation of the VRS 1 amounted to **Rs232,642,630.59** out of which 523 Employees were paid a total cash compensation of **Rs 111,617,896.44** and the cost of infrastructural with other associated costs amounted to **Rs121,024,734.15**.

The Estate was, therefore, obliged to raise a **total loan of Rs214,867,800 (MUR 125,000,000** on 31st December 2001 and **MUR 89,867,800** on 15th December 2005) from **State Bank of Mauritius Ltd** secured on the Estate's property. As at 30th September 2012, a **total Rs292,529,709.00** out of which the **principal amount of Rs214,867,800.00** and an additional interest plus bank charges amounted to **Rs77,661,909.00** have been repaid to the **State Bank of Mauritius Ltd**.

A summary of the total costs incurred for the implementation of the VRS 1 is detailed as follows:

| PARTICULARS | RS |
|---|-----------------------|
| Cash Compensation | 111,617,896.44 |
| Cost of Infrastructure and associated costs | 121,024,734.15 |
| Loan Interest and Bank Charges | 77,661,909.00 |
| TOTAL COSTS | 310,304,539.59 |



An additional sum of **Rs155,545,320.59 (MUR 310,304,539.59 less 154,759,219.00)** has been drawn from the working capital to finance the implementation of VRS 1 which is summarized below:

| PARTICULARS | Rs |
|---|----------------------|
| Loan received from SBM | 214,867,800 |
| Revenue on Sale of land to recoup cost | 154,759,219 |
| Total Funds available to finance VRS 1 Costs | 369,627,019 |
| Less Total Costs for VRS (1) as at 30/09/2012 | (310,304,540) |
| Remaining Funds available at bank | 59,322,479 |
| Less Principal Loan Repayment to SBM as at 30/09/2012 | (214,867,800) |
| Amount paid to SBM out of working capital for VRS 1 Loan @ 30/09/2012 | (155,545,321) |
| Outstanding Principal Loan Amount payable to SBM as from 01/10/2012 | - |
| Total Loan Amount paid to SBM from working capital for implementation of VRS 1 | (155,545,321) |

This is a poor financial strategy. Instead of selling land to finance the VRS, **RBSEB** has used its own working capital to do so. The consequence is that this has worsened the financial position of **RBSEB**.

4.5.2 Voluntary Retirement Scheme 2 - VRS (2)

The **Sugar Industry Efficiency Act** was again amended in year 2007 to allow a second VRS to further reduce its cost of production.



Strategic Review of Rose Belle Sugar Estate Board



| ROSE BELLE SUGAR ESTATE BOARD | | | | | | | | | | | | |
|--|-----------------------|---------------------|-----------------------|-----------------|----------------------|--------------------|----------------------|----------------------|----------------------|---------------------|-----------------------|---------------------|
| UPDATED STATEMENT OF LOANS FOR VRS 2 AS AT 31ST OCTOBER 2013 | | | | | | | | | | | | |
| | Estimated Project | Adj Provisions | Revised Est Project | Financed by SRT | | Financed by ESTATE | | Financed by SBM LOAN | | Other Provisions | Actual @ 31/10/13 | OS Amount |
| | Rs | Rs | Rs | Date | Amount | Date | Amount | Date | Amount | Amount | | to be spent |
| | | | | | Rs | | Rs | | Rs | Rs | | Rs |
| CASH COMPENSATION | | | | | | | | | | | | |
| Gratuity | 61,780,402.00 | | 61,780,402.00 | 31/12/2007 | 54,090,382.00 | 31/12/2007 | 7,690,020.00 | | | | 61,780,402.00 | 0.00 |
| | 34,809,383.50 | | 34,809,383.50 | 26/11/2008 | 34,809,383.50 | | 0.00 | | | | 34,809,383.50 | 0.00 |
| TOTAL GRATUITY | 96,589,785.50 | 0.00 | 96,589,785.50 | | 88,899,765.50 | | 7,690,020.00 | | | | 96,589,785.50 | 0.00 |
| Overseas Leave | 3,705,571.00 | (10,590.30) | 3,694,980.70 | | 0.00 | | 0.00 | @ 22/10/2012 | 3,694,980.70 | | 3,694,980.70 | 0.00 |
| TOTAL CASH COMPENSATION | 100,295,356.50 | (10,590.30) | 100,284,766.20 | | 88,899,765.50 | | 7,690,020.00 | | 3,694,980.70 | 0.00 | 100,284,766.20 | 0.00 |
| INFRASTRUCTURE(Exclusive of VAT) | | | | | | | | | | | | |
| Contractors | 48,784,343.36 | (841,123.52) | 47,943,219.84 | | | | | @ 03/10/2012 | 47,219,601.67 | | 47,219,601.67 | 723,618.17 |
| Consultant Fees | 4,177,500.00 | | 4,177,500.00 | | | | | on 27/03/2012 | 4,177,500.00 | | 4,177,500.00 | 0.00 |
| CEB | 4,255,485.00 | | 4,255,485.00 | | | | | on 27/03/2012 | 4,255,485.00 | | 4,255,485.00 | 0.00 |
| CWA | 2,255,300.00 | (150.00) | 2,255,150.00 | | | | | on 27/03/2012 | 255,150.00 | | 255,150.00 | 2,000,000.00 |
| RDA | 40,000.00 | | 40,000.00 | | | | | on 27/03/2012 | 40,000.00 | | 40,000.00 | 0.00 |
| Street Lanterns | 0.00 | 543,500.00 | 543,500.00 | | | | | on 27/03/2012 | 543,500.00 | | 543,500.00 | 0.00 |
| TOTAL INFRASTRUCTURE | 59,512,628.36 | (297,773.52) | 59,214,854.84 | | 0.00 | | 0.00 | | 56,491,236.67 | 0.00 | 56,491,236.67 | 2,723,618.17 |
| OTHER COSTS(Exclusive of VAT) | | | | | | | | | | | | |
| Notary | 982,870.00 | 41,054.75 | 1,023,924.75 | | | | | on 27/03/2012 | 1,023,924.75 | | 1,023,924.75 | 0.00 |
| Training | 218,300.00 | | 218,300.00 | | | | | on 27/03/2012 | 218,300.00 | | 218,300.00 | 0.00 |
| Land Surveyor | 64,400.00 | | 64,400.00 | | | | | on 27/03/2012 | 64,400.00 | | 64,400.00 | 0.00 |
| Legal Fees | 51,739.13 | | 51,739.13 | | | | | on 27/03/2012 | 51,739.13 | | 51,739.13 | 0.00 |
| Advertising | 120,000.00 | | 120,000.00 | | | | | on 27/03/2012 | 120,000.00 | | 120,000.00 | 0.00 |
| Excavation - Trial Pits | 23,000.00 | | 23,000.00 | | | | | on 27/03/2012 | 23,000.00 | | 23,000.00 | 0.00 |
| TOTAL OTHER COSTS | 1,460,309.13 | 41,054.75 | 1,501,363.88 | | 0.00 | | 0.00 | | 1,501,363.88 | 0.00 | 1,501,363.88 | 0.00 |
| OTHER PROVISIONS - Outstanding @ 31/10/2013 | 351,706.01 | 1,046,414.62 | 1,398,120.63 | | 0.00 | | 0.00 | | 0.00 | 1,023,021.62 | 1,023,021.62 | 375,099.21 |
| Final 50% Retention Money-Contractor's Fee | | | | | | Payable | 1,198,579.24 | | (1,023,021.62) | | 175,557.62 | (175,557.62) |
| Associated Costs-Contractor's Fee | | | | | | Payable | 1,932,801.29 | | | | 1,932,801.29 | (1,932,801.29) |
| Associated Costs-Consultant's Fee | | | | | | Payable | 626,625.00 | | | | 626,625.00 | (626,625.00) |
| Total Before Interest/Bank Charges | 161,620,000.00 | 779,105.75 | 162,399,105.75 | | 88,899,765.50 | | 11,448,025.53 | | 61,687,581.25 | 0.00 | 162,035,372.28 | 363,733.47 |
| INTEREST/BANK CHARGES PAID | | | | | | | | | | | | |
| SRT - Interest | | | 0.00 | | | @ 24/05/2011 | 1,846,349.50 | @ 22/10/2012 | 3,255,363.63 | | 5,101,713.13 | |
| SBM - Interest | | | 0.00 | | | @ 31/10/2011 | 11,740,269.43 | | | | 11,740,269.43 | |
| SBM - Bank Charges | | | 0.00 | | | @ 31/10/2011 | 4,807.55 | | | | 4,807.55 | |
| Total Interest/Bank Charges | 0.00 | 0.00 | 0.00 | | 0.00 | | 13,591,426.48 | | 3,255,363.63 | | 16,846,790.11 | |
| Total Costs After Interest/Bank Charges-VAT | 161,620,000.00 | 779,105.75 | 162,399,105.75 | | 88,899,765.50 | | 25,039,452.01 | | 64,942,944.88 | 0.00 | 178,882,162.39 | 363,733.47 |
| Cost of Land - 26A76P @ Rs.500,000/Arp | 14,380,000.00 | | 14,380,000.00 | | | | | | | | | |
| Total Project - VAT Exclusive | 176,000,000.00 | 779,105.75 | 176,779,105.75 | | | | | | | | | |
| VAT Amount | 8,529,298.68 | | 8,529,298.68 | | 0.00 | Payable | 563,700.83 | | 7,857,055.12 | | 8,420,755.95 | 108,542.73 |
| TOTAL PROJECT-VAT Inclusive | 184,529,298.68 | 779,105.75 | 185,308,404.43 | | 88,899,765.50 | | 25,603,152.84 | | 72,800,000.00 | 0.00 | 187,302,918.34 | 472,276.20 |

In line with the sugar reform, Rose Belle Sugar Estate Board implemented a second VRS in December 2007 as follows:



| CATEGORY | NO. OF EMPLOYEES |
|--|------------------|
| CATEGORY A | |
| Male above 50 or more than 30 years of service | 144 |
| Female above 45 or more than 25 years of service | 78 |
| Total | 222 |
| CATEGORY B | |
| Male below 50 | 25 |
| Female below 45 | 1 |
| Total | 26 |
| Staff | 4 |
| GRAND TOTAL | 252 |

In December 2007, VRS 2 was implemented and cash compensation of **Rs100,284,766.20** was paid to 252 Employees. To finance same, the Estate has received a **grant from the Government of Mauritius (European Union)** for a total of **Rs88,899,765.50** from the Sugar Reform Trust. To cater for the difference, a sum of **Rs7,690,020.00** and **Rs 3,694,980.70** has been respectively financed by **RBSEB** and the **State Bank of Mauritius Ltd.**

The statement of loans for VRS 2 is as follows:

| ROSE BELLE SUGAR ESTATE BOARD | | | | | | |
|--|----------------------|----------------------|----------------------|----------------------|---------------------|----------------------|
| UPDATED STATEMENT OF LOANS FOR VRS 2 AS AT 31ST OCTOBER 2013 | | | | | | |
| | Gross(Rs) | Vat(Rs) | Net(Rs) | Gross(Rs) | Vat(Rs) | Net(Rs) |
| Contractors | 47,943,219.84 | 7,191,482.98 | 55,134,702.82 | 47,219,601.67 | 7,082,940.25 | 54,302,541.92 |
| Consultancy | 4,177,500.00 | 626,625.00 | 4,804,125.00 | 4,177,500.00 | 626,625.00 | 4,804,125.00 |
| CWA | 1,000.00 | 150.00 | 1,150.00 | 1,000.00 | 150.00 | 1,150.00 |
| Notary | 746,124.75 | 111,919.00 | 858,043.75 | 746,124.75 | 111,919.00 | 858,043.75 |
| Legal Fees | 51,739.13 | 7,760.87 | 59,500.00 | 51,739.13 | 7,760.87 | 59,500.00 |
| Advertising | 120,000.00 | 18,000.00 | 138,000.00 | 120,000.00 | 18,000.00 | 138,000.00 |
| Land Surveyor | 64,400.00 | 9,660.00 | 74,060.00 | 64,400.00 | 9,660.00 | 74,060.00 |
| Final 50% Retention Money-Contractor's Fee | 1,198,579.24 | 179,786.89 | 1,378,366.13 | 1,198,579.24 | 179,786.89 | 1,378,366.13 |
| Associated Costs-Contractor's Fee | 1,932,801.29 | 289,920.19 | 2,222,721.48 | 1,932,801.29 | 289,920.19 | 2,222,721.48 |
| Associated Costs-Consultant's Fee | 626,625.00 | 93,993.75 | 720,618.75 | 626,625.00 | 93,993.75 | 720,618.75 |
| Total | 56,861,989.25 | 8,529,298.68 | 65,391,287.93 | 56,138,371.08 | 8,420,755.95 | 64,559,127.03 |
| Note (1) - Loan from SBM | | | | | | |
| Per Sanction Letter from SBM dated 29/10/2010. | | | | | | |
| | Rs | Rs | Rs | | | |
| Contracted Loan -29/10/2010 | 55,000,000.00 | | 55,000,000.00 | | | |
| - 24/01/2012 | | 17,800,000.00 | 17,800,000.00 | | | |
| TOTAL CONTRACTED LOAN | 55,000,000.00 | 17,800,000.00 | 72,800,000.00 | | | |
| Disbursed @ 22/10/2012(Inclusive of VAT) | (55,000,000.00) | | (55,000,000.00) | | | |
| Disbursed on 22/10/2012(Inclusive of VAT) | | (17,800,000.00) | (17,800,000.00) | | | |
| Amount to be disbursed as from 23/10/2012 | 0.00 | 0.00 | 0.00 | | | |
| Repayment Schedule of the loan. | | | | | | |
| (a) Interest payable monthly during the drawdown period. | | | | | | |
| (b) Then the Repayment of Capital, Interest and Ledger Fee will be effected in 60 consecutive monthly installments in the aggregate of Rs.1,490,101.56 | | | | | | |
| Note (2) - Outstanding Amount to be spent(Ex Vat) | | | | | | |
| (a) Total Costs as from 01/11/2013 | 363,733.47 | | | | | |
| (b) To be financed by SBM as agreed | 0.00 | | | | | |
| (c) Will be financed by the Estate | 363,733.47 | | | | | |
| Note (3) - Financed by the Estate(Ex Vat) | | | | | | |
| (a) Total Costs as 31/10/2013 | 25,603,152.84 | | | | | |
| (b) Will be financed by the Estate(Note 2) | 363,733.47 | | | | | |
| (c) Other Interest/Bank Charges | 0.00 | | | | | |
| Total Financing by the Estate at 31/10/2013 | 25,966,886.31 | | | | | |

To finance the infrastructural works and other associated costs, the Estate raised a total loan of **Rs72,800,000** (MUR 55,000,000 on 29th October 2010 and MUR 17,800,000 on 24th January 2012) from **State Bank of Mauritius Ltd** secured on the Estate's property. As at 31st October 2013, a **total Rs24,020,354.71** out of which a **principal amount of Rs12,275,277.73** and



interest plus bank charges amounting to **Rs11,745,076.98** have been paid to the **State Bank of Mauritius Ltd.** The **outstanding principal loan amount** from **State Bank of Mauritius Ltd** at 31st October 2013 stood at **Rs60,524,722.27.**

As the Government of Mauritius has fully repaid the grant amount to the Sugar Reform Trust in December 2010, the Estate has paid a **total interest** amount of **Rs5,101,713.13** to the **Sugar Reform Trust** for the period 31st December 2007 to 31st December 2010.

4.6 Cabinet Decision to pay ADB Current Loan and Outstanding Loans

At its 7th Board meeting of **RBSEB** on 21st December 2010, the then Director Mrs. M. Nathoo informed the Board that the Parent Ministry has sent a formal request to the **Ministry of Finance & Economic Development** on the writing off of the **ADB** Loans and other Loans from Government. As at date, a reply was still being awaited from the **Ministry of Finance & Economic Development.** The representative of the **Ministry of Finance and Economic Development** has confirmed that these loans will not be written off by the Government.

Clearly, in the absence of any official letter, as at today, these loans are payable by **RBSEB.**

A summary of the outstanding debts as at 2014 is as follows:



| SUMMARY STATUS OUTSTANDING DEBTS AS AT 28TH FEBRUARY 2014 | | | | | | | | |
|---|-----------------|---------------|-----------------------|---|--------------------------------------|----------------------|----------------|-----------------------|
| Payee | Contracted Date | Maturity Date | Contracted Amount(Rs) | Particulars | Outstanding Balance as at 01/03/2014 | | | |
| | | | | | Capital Rs | Interest Rs | Bank Charge Rs | Total Rs |
| Ministry of Finance | 02/08/1991 | 02/08/2011 | 51,075,496.00 | ADB (Foreign Loan) - Ref LN380 | 39,743,773.72 | 40,448,825.46 | 0.00 | 80,192,599.18 |
| | | | 12,037,510.37 | | 12,037,510.37 | 0.00 | 12,037,510.37 | |
| | | | 63,113,006.37 | | 51,781,284.09 | 40,448,825.46 | 0.00 | 92,230,109.55 |
| Ministry of Finance | 30/06/2001 | 30/06/2022 | 41,902,150.00 | Local Loans - Ref LN169/FL149 | 41,902,150.00 | 39,807,042.50 | | 81,709,192.50 |
| Ministry of Finance | At 06/09/1982 | 30/06/1986 | 14,500,000.00 | To clear Overdraft with SBM | 0.00 | 6,623,835.80 | | 6,623,835.80 |
| Ministry of Finance | 12/08/2011 | 30/06/2028 | 3,600,000.00 | Hydroponic Loan | 3,480,000.00 | 0.00 | | 3,480,000.00 |
| TOTAL GOM/MOF | | | 123,115,156.37 | | 97,163,434.09 | 86,879,703.76 | 0.00 | 184,043,137.85 |
| SBM LEASING | 20/12/2006 | 09/03/2012 | 648,150.00 | PM's Car | 0.00 | 0.00 | 0.00 | 0.00 |
| | 04/06/2007 | 19/07/2012 | 4,970,300.80 | Atlas Cane Loader | 0.00 | 0.00 | 0.00 | 0.00 |
| | 26/11/2008 | 02/03/2009 | 45,362.69 | Accidented Lorry 6929NV08 | 0.00 | 0.00 | 0.00 | 0.00 |
| | 26/11/2008 | 30/11/2013 | 1,213,650.00 | Lorry 6567NV08 | 0.00 | 0.00 | 0.00 | 0.00 |
| | 04/03/2009 | 28/02/2014 | 3,069,709.00 | MF6495 787FB09 | 30,697.09 | 0.00 | 0.00 | 30,697.09 |
| | 04/03/2009 | 28/02/2014 | 884,382.00 | Heavy Disc Duty Arrow | 8,843.82 | 0.00 | 0.00 | 8,843.82 |
| | 10/04/2009 | 30/03/2014 | 2,095,690.00 | Funky Bell Cane Loader | 54,210.61 | 0.00 | 0.00 | 54,210.61 |
| | 16/04/2009 | 30/04/2014 | 464,785.00 | Furrower & Subsoiler | 24,815.40 | 0.00 | 0.00 | 24,815.40 |
| | 12/06/2009 | 30/05/2014 | 9,998,340.00 | MF5495 - (2025 - 2027/29) | 677,718.28 | 0.00 | 0.00 | 677,718.28 |
| | 19/05/2010 | 30/05/2015 | 3,496,088.00 | Trailers 15 Tons(2343,46,47 & 52) | 1,102,442.64 | 0.00 | 0.00 | 1,102,442.64 |
| | 14/06/2010 | 30/05/2015 | 4,929,454.00 | MF5385 -(2876/77JU10) | 1,478,301.96 | 0.00 | 0.00 | 1,478,301.96 |
| | 21/12/2010 | 30/12/2015 | 2,032,240.00 | Hydraulic Trailer - 3239/40JU10 | 865,078.24 | 0.00 | 0.00 | 865,078.24 |
| | Oct 2013 | Sept 2013 | 6,128,620.25 | New Atlas TW150 Cane Loader | 5,796,243.82 | 0.00 | 0.00 | 5,796,243.82 |
| Total SBM LEASING | | | 39,976,771.74 | | 10,038,351.86 | 0.00 | 0.00 | 10,038,351.86 |
| SBM | 31/12/2001 | 31/12/2008 | 125,000,000.00 | VRS (1) - Cash Compensation | 0.00 | 0.00 | 0.00 | 0.00 |
| | 15/12/2005 | 30/09/2012 | 89,867,800.00 | VRS (1) - Infrastructure Costs | 0.00 | 0.00 | 0.00 | 0.00 |
| | | | 214,867,800.00 | TOTAL VRS (1) | 0.00 | 0.00 | 0.00 | 0.00 |
| SBM | 29/10/2010 | 31/10/2017 | 55,000,000.00 | VRS (2) - Infrastructure Costs | 42,461,318.44 | 0.00 | 0.00 | 42,461,318.44 |
| | 24/01/2012 | 31/07/2017 | 17,800,000.00 | VRS (2) - Infrastructure Costs | 13,622,276.56 | 0.00 | 0.00 | 13,622,276.56 |
| | | | 72,800,000.00 | TOTAL VRS (2) | 56,083,595.00 | 0.00 | 0.00 | 56,083,595.00 |
| TOTAL SBM | | | 327,644,571.74 | | 66,121,946.86 | 0.00 | 0.00 | 66,121,946.86 |
| Sugar Reform Trust | 31/12/2007 | 31/12/2010 | 88,899,765.50 | VRS (2) - Cash Compensation | 0.00 | 0.00 | 0.00 | 0.00 |
| TOTAL SRT | | | 88,899,765.50 | CAP repaid by Govt(European Union) | 0.00 | 0.00 | 0.00 | 0.00 |
| TOTAL | | | 539,659,493.61 | | 163,285,380.95 | 86,879,703.76 | 0.00 | 250,165,084.71 |



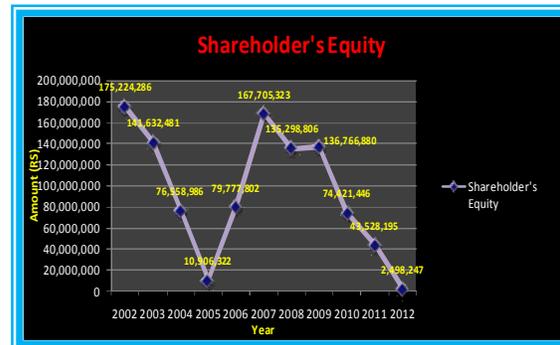
4.7 Balance Sheet Analysis

Shareholder Equity

The shareholder equity of **RBSEB** comprises three items, namely the General fund, Capital and other reserves and any accumulated non-distributed profits.

The total amount for **RBSEB** evolves as follows:

Clearly, shareholder equity is going down dangerously. This is a sign of non-sustainability of the organisation and if the situation continues as-is it is questionable whether **RBSEB** can still be considered as a going concern.



4.8 Overall appreciation of the Financial Evolution of RBSEB

An overall appreciation of the situation is as follows:

| Rose Belle Sugar Estate Board | fye |
|---|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| (Rs '000) - unadjusted | 31-Dec-02 | 31-Dec-03 | 31-Dec-04 | 31-Dec-05 | 31-Dec-06 | 31-Dec-07 | 31-Dec-08 | 31-Dec-09 | 31-Dec-10 | 31-Dec-11 | 31-Dec-12 |
| | (Audited) | (Unaudited) |
| Cash, deposits, liquid securities | 58,753,081 | 69,331,546 | 96,447,929 | 119,247,212 | 80,176,263 | 313,743,755 | 140,329,500 | 151,059,639 | 77,183,527 | 37,402,448 | 11,153,152 |
| Accounts receivable | 83,516,379 | 86,678,918 | 105,138,087 | 105,536,133 | 105,835,909 | 91,760,571 | 83,920,679 | 65,952,287 | 57,675,122 | 66,690,227 | 69,938,237 |
| Other | 80,662,946 | 84,310,997 | 88,801,255 | 73,454,672 | 78,585,980 | 21,874,985 | 23,608,656 | 7,626,336 | 15,576,418 | 17,640,910 | 18,783,525 |
| Current Assets | 222,932,406 | 240,321,461 | 290,387,271 | 298,238,017 | 264,598,152 | 427,379,311 | 247,858,835 | 224,638,262 | 150,435,067 | 121,733,585 | 99,874,914 |
| Land | 146,710,479 | 146,671,940 | 145,549,698 | 145,479,491 | 144,249,661 | 128,929,107 | 122,942,812 | 119,805,707 | 110,434,999 | 109,843,982 | 109,843,982 |
| Buildings and equipment | 12,941,022 | 12,667,146 | 14,408,119 | 14,048,460 | 21,582,692 | 23,644,382 | 22,085,918 | 36,382,010 | 37,748,512 | 28,521,386 | 20,321,241 |
| Other non-current assets | 206,196,173 | 171,599,811 | 181,951,080 | 101,273,113 | 103,866,817 | 106,279,740 | 150,252,444 | 153,470,789 | 163,922,116 | 160,490,974 | 146,321,931 |
| Non-Current Assets | 365,847,674 | 330,938,897 | 341,908,897 | 260,801,064 | 269,699,170 | 258,853,229 | 295,281,174 | 309,658,506 | 312,105,627 | 298,856,342 | 276,487,154 |
| Total Assets | 588,780,080 | 571,260,358 | 632,296,168 | 559,039,081 | 534,297,322 | 686,232,540 | 543,140,009 | 534,296,768 | 462,540,694 | 420,589,927 | 376,362,068 |
| Current Interest-Bearing Debt | 7,154,532 | 25,288,866 | 39,479,736 | 37,132,415 | 46,614,070 | 194,898,185 | 84,893,081 | 91,549,513 | 103,110,224 | 98,130,924 | 95,626,404 |
| Other Current Liabilities | 56,494,925 | 62,495,388 | 102,108,452 | 77,524,720 | 96,274,207 | 80,021,035 | 161,690,586 | 160,877,955 | 155,822,311 | 127,676,692 | 123,090,117 |
| Total Current Liabilities | 63,649,457 | 87,784,254 | 141,588,188 | 114,657,135 | 142,888,277 | 274,919,220 | 246,583,667 | 252,427,468 | 258,932,535 | 225,807,616 | 218,716,521 |
| Non-Current Interest-bearing Debt | 200,516,337 | 185,603,623 | 175,987,153 | 240,664,991 | 215,149,944 | 189,304,097 | 106,851,143 | 86,934,527 | 68,591,678 | 87,676,993 | 88,131,410 |
| Other Non-Current Liabilities | 149,390,000 | 156,240,000 | 238,161,841 | 192,810,633 | 96,001,742 | 54,303,900 | 54,406,393 | 58,167,893 | 60,595,035 | 63,577,123 | 67,015,890 |
| Provision for Infrastructure VRS 1 | | | | | 11,479,557 | | | | | | |
| Total Non-Current Liabilities | 349,906,337 | 341,843,623 | 414,148,994 | 433,475,624 | 322,631,243 | 243,607,997 | 161,257,536 | 145,102,420 | 129,186,713 | 151,254,116 | 155,147,300 |
| Total Liabilities | 413,555,794 | 429,627,877 | 555,737,182 | 548,132,759 | 465,519,520 | 518,527,217 | 407,841,203 | 397,529,888 | 388,119,248 | 377,061,732 | 373,863,821 |
| Shareholders' Equity | 175,224,286 | 141,632,481 | 76,558,986 | 10,906,322 | 68,777,802 | 167,705,323 | 135,298,806 | 136,766,880 | 74,421,446 | 43,528,195 | 2,498,247 |
| Total Liabilities + Shareholder's Equity | 588,780,080 | 571,260,358 | 632,296,168 | 559,039,081 | 534,297,322 | 686,232,540 | 543,140,009 | 534,296,768 | 462,540,694 | 420,589,927 | 376,362,068 |
| Core operations income | 179,064,408 | 181,159,223 | 182,975,405 | 199,240,425 | 207,916,777 | 182,983,930 | 172,138,148 | 144,643,106 | 112,701,957 | 133,441,578 | 130,274,585 |
| Non core operations income | 16,586,319 | 20,283,877 | 20,178,400 | -825,706 | 32,101,154 | 163,272,115 | 20,137,057 | 50,405,809 | 33,187,970 | 40,309,375 | 30,548,837 |
| Interest income | 5,627,333 | 7,740,907 | 7,256,103 | 6,514,608 | 7,559,396 | 10,123,600 | 15,402,838 | 9,864,689 | 7,362,253 | 3,058,312 | 777,653 |
| Total Revenue | 201,278,060 | 209,184,007 | 210,409,908 | 204,929,327 | 247,577,327 | 356,379,645 | 207,678,043 | 204,913,604 | 153,252,180 | 176,809,265 | 162,848,743 |
| Expenses from core operations | 135,401,360 | 147,966,167 | 156,811,488 | 156,082,501 | 158,566,250 | 158,866,250 | 168,442,801 | 162,405,945 | 171,631,046 | 167,013,837 | 168,665,813 |
| Interest expense | 16,337,311 | 16,453,336 | 21,568,727 | 12,550,228 | 27,241,585 | 11,784,589 | 34,666,706 | 10,926,304 | 16,449,953 | 11,893,396 | 13,686,196 |
| Depreciation expense | 9,542,742 | 11,069,539 | 12,058,829 | 13,857,676 | 15,336,694 | 17,482,469 | 24,511,831 | 27,055,438 | 33,585,136 | 31,094,921 | 25,844,807 |
| Other expenses | 15,522,533 | 16,086,353 | 15,286,479 | 16,386,661 | 15,466,177 | 14,227,000 | 12,609,438 | 9,702,940 | 2,469,114 | 2,399,835 | 3,781,690 |
| Total Expenses | 176,803,946 | 191,575,395 | 205,725,523 | 198,877,066 | 216,610,706 | 202,360,308 | 240,230,776 | 210,090,627 | 224,135,249 | 212,401,989 | 211,978,506 |
| Income Tax Expense | 0 | 220,240 | 0 | 0 | 0 |
| Net Operating Profit After Tax | 43,663,048 | 33,193,056 | 26,163,917 | 43,157,924 | 49,350,527 | 24,117,680 | 3,695,347 | -17,983,079 | -58,929,089 | -33,572,259 | -38,391,228 |
| Net Operating Return on Equity | 24.92% | 23.44% | 34.17% | 395.71% | 71.75% | 14.38% | 2.73% | -13.15% | -79.18% | -77.13% | -1536.73% |
| Consolidated profit (loss after tax) | 24,474,114 | 17,608,612 | 4,684,385 | 6,052,261 | 30,966,621 | 154,019,337 | -32,552,733 | -5,397,263 | -70,883,069 | -35,592,724 | -49,129,763 |
| Consolidated return on Equity | 13.97% | 12.43% | 6.12% | 55.49% | 45.02% | 91.84% | -24.06% | -3.95% | -95.25% | -81.77% | -1966.57% |
| Asset revaluation (net for the year) | | | | | | | | | | | 109,843,982 |
| Total debt guaranteed by MoF (for 2012 only) | | | | | | | | | | | 101,026,950 |
| Salaries and wages (for 2012 only) | | | | | | | | | | | 122,847,598 |



Strategic Review of Rose Belle Sugar Estate Board



| Rose Belle Sugar Estate Board | fye | fye | fye | fye | fye | fye | fye | fye | fye | fye | fye | fye |
|---------------------------------------|-------------------|-------------------|--------------------|-------------------|-------------------|-------------------|--------------------|--------------------|--------------------|--------------------|--------------------|-------------|
| (Rs '000) - unadjusted | 31-Dec-02 | 31-Dec-03 | 31-Dec-04 | 31-Dec-05 | 31-Dec-06 | 31-Dec-07 | 31-Dec-08 | 31-Dec-09 | 31-Dec-10 | 31-Dec-11 | 31-Dec-12 | |
| | (Audited) | (Audited) | (Audited) | (Audited) | (Audited) | (Audited) | (Audited) | (Audited) | (Audited) | (Audited) | (Audited) | (Unaudited) |
| OTHER CURRENT LIABILITIES | | | | | | | | | | | | |
| TRADE AND OTHER PAYABLES | | | | | | | | | | | | |
| Trade Payables | 2,873,619 | 2,033,874 | 1,971,125 | 2,487,981 | 5,462,125 | 8,425,672 | 5,775,397 | 4,936,518 | 5,227,217 | 5,804,311 | 8,216,479 | |
| S I F B Premium | 15,522,031 | 16,219,064 | 15,286,479 | 16,386,661 | 17,307,145 | 14,277,000 | 12,609,438 | 9,702,940 | 2,469,114 | 2,399,835 | 3,781,690 | |
| Interest Accrued (MOF & ADB) | 15,821,659 | 21,262,784 | 28,628,689 | 34,065,589 | 42,270,296 | 47,158,738 | 57,438,636 | 62,672,437 | 69,942,686 | 75,709,076 | 82,196,742 | |
| Deposits for 300 Arpents Scheme | 0 | 0 | 0 | 0 | 474,140 | 0 | 0 | 0 | 0 | 0 | 0 | |
| Provision for VRS 2 | 0 | 0 | 0 | 0 | 0 | 0 | 75,158,874 | 74,248,474 | 64,995,003 | 23,198,960 | 17,437,895 | |
| Accruals and Other Payables | 22,277,616 | 22,979,666 | 56,222,159 | 24,584,489 | 30,760,501 | 10,159,625 | 10,708,241 | 9,317,586 | 13,188,291 | 20,564,510 | 11,457,310 | |
| TOTAL TRADE AND OTHER PAYABLES | 56,494,925 | 62,495,388 | 102,108,452 | 77,524,720 | 96,274,207 | 80,021,035 | 161,690,586 | 160,877,955 | 155,822,311 | 127,676,692 | 123,090,117 | |

| (Rs '000) - unadjusted | fye | fye | fye | fye | fye | fye | fye | fye | fye | fye | fye | fye |
|--|----------------------|----------------------|----------------------|----------------------|----------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|-------------------|
| | 31-Dec-02 | 31-Dec-03 | 31-Dec-04 | 31-Dec-05 | 31-Dec-06 | 31-Dec-07 | 31-Dec-08 | 31-Dec-09 | 31-Dec-10 | 31-Dec-11 | 31-Dec-12 | |
| | (Audited) | (Audited) | (Audited) | (Audited) | (Audited) | (Audited) | (Audited) | (Audited) | (Audited) | (Audited) | (Audited) | (Unaudited) |
| EQUITY | | | | | | | | | | | | |
| GENERAL FUND | 98,844,217 | 98,844,217 | 98,844,217 | 98,844,217 | 98,844,217 | 98,844,217 | 98,844,217 | 98,844,217 | 98,844,217 | 98,844,217 | 98,844,217 | 98,844,217 |
| CAPITAL AND OTHER RESERVES | | | | | | | | | | | | |
| Capital Reserve | 7,767,467 | 7,767,467 | 7,767,467 | 7,767,467 | 7,767,467 | 7,767,467 | 7,767,467 | 7,767,467 | 7,767,467 | 7,767,467 | 0 | 0 |
| Fair Value Reserve | 4,110,716 | 7,218,202 | 7,799,824 | 9,924,132 | 13,361,581 | 10,998,579 | 10,744,795 | 17,610,132 | 26,147,767 | 30,847,240 | 20,164,832 | |
| Surplus on Revaluation of Agricultural Lands | 127,075,588 | 127,039,614 | 140,589,255 | 140,523,051 | 140,523,051 | 0 | 0 | 0 | 0 | 0 | 0 | |
| Development Fund Reserve | 2,318,998 | 2,318,998 | 2,318,998 | 2,318,998 | 2,318,998 | 2,318,998 | 2,318,998 | 2,318,998 | 2,318,998 | 2,318,998 | 0 | 0 |
| Modernisation & Agricultural Diversification Reserve | 62,552,079 | 69,333,617 | 69,333,617 | 69,333,617 | 69,333,617 | 0 | 0 | 0 | 0 | 0 | 0 | |
| TOTAL CAPITAL AND OTHER RESERVES | 203,824,848 | 213,677,898 | 227,809,161 | 229,867,265 | 233,304,714 | 21,085,044 | 20,831,260 | 27,696,597 | 36,234,232 | 30,847,240 | 20,164,832 | |
| REVENUE DEFICIT | (127,444,779) | (170,889,634) | (250,094,392) | (317,805,160) | (263,371,129) | 47,776,062 | 15,623,329 | 10,226,066 | (60,657,003) | (86,163,262) | (116,510,802) | |
| TOTAL EQUITY | 175,224,286 | 141,632,481 | 76,558,986 | 10,906,322 | 68,777,802 | 167,705,323 | 135,298,806 | 136,766,880 | 74,421,446 | 43,528,195 | 2,498,247 | |
| DEBT | | | | | | | | | | | | |
| NON CURRENT LIABILITIES | | | | | | | | | | | | |
| Borrowings | | | | | | | | | | | | |
| Obligation Under Finance Lease | 0 | 0 | 0 | 0 | 551,036 | 4,181,862 | 4,046,493 | 15,045,733 | 18,000,173 | 11,695,567 | 5,331,337 | |
| Loan from Sugar Industry Pension Fund | 600,000 | 400,000 | 200,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | |
| Loan from African Development Bank | 33,014,187 | 36,158,616 | 40,933,016 | 41,705,863 | 47,724,530 | 14,784,001 | 11,689,033 | 5,335,234 | 0 | 0 | 0 | |
| Loan from State Bank of Mauritius Ltd | 125,000,000 | 107,142,857 | 97,142,202 | 159,152,086 | 127,067,336 | 84,821,239 | 61,784,112 | 39,317,163 | 25,540,215 | 49,335,243 | 58,358,018 | |
| Loan from I | 41,902,150 | 41,902,150 | 37,711,935 | 39,807,042 | 39,807,042 | 31,426,613 | 29,331,505 | 27,236,397 | 25,141,290 | 26,646,183 | 20,951,075 | |
| Loan Sugar Reform Trust | 0 | 0 | 0 | 0 | 0 | 54,090,382 | 0 | 0 | 0 | 0 | 0 | |
| Loan from Ministry of Finance - Hydroponic Loan | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 3,490,980 | |
| Deferred Income | 7,500,000 | 7,500,000 | 7,513,943 | 7,624,362 | 13,362 | 12,200 | 11,619 | 11,038 | 10,457 | 9,876 | 9,295 | |
| Provision | 70,000,000 | 70,000,000 | 144,977,898 | 88,908,594 | 11,479,557 | 0 | 0 | 0 | 0 | 0 | 0 | |
| Total Borrowings | 278,016,337 | 263,103,623 | 328,478,994 | 337,197,947 | 226,642,863 | 189,316,297 | 106,862,762 | 86,945,565 | 68,602,135 | 87,686,869 | 88,140,705 | |
| Retirement Benefit Obligations | 71,890,000 | 78,740,000 | 85,670,000 | 96,277,677 | 95,988,380 | 54,291,700 | 54,394,774 | 58,156,855 | 60,584,578 | 63,567,247 | 67,006,595 | |
| Total NON CURRENT LIABILITIES | 349,906,337 | 341,843,623 | 414,148,994 | 433,475,624 | 322,631,243 | 243,607,997 | 161,257,536 | 145,102,420 | 129,186,713 | 151,254,116 | 155,147,300 | |
| CURRENT LIABILITIES | | | | | | | | | | | | |
| Borrowings | | | | | | | | | | | | |
| Obligation Under Finance Lease | 0 | 0 | 0 | 0 | 97,114 | 911,694 | 3,099,349 | 4,318,831 | 6,715,456 | 6,389,584 | 6,361,300 | |
| Loan from Sugar Industry Pension Fund | 200,000 | 200,000 | 200,000 | 200,000 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | |
| Loan from African Development Bank | 6,729,587 | 7,231,723 | 7,231,723 | 4,633,984 | 5,302,725 | 34,496,003 | 46,756,137 | 50,097,979 | 57,166,960 | 56,035,161 | 55,524,801 | |
| Loan from State Bank of Mauritius Ltd | 0 | 17,857,143 | 27,857,798 | 27,857,857 | 29,971,303 | 95,558,940 | 22,466,950 | 22,466,950 | 22,466,948 | 16,850,212 | 12,680,208 | |
| Loan from Ministry of Finance - Local Loans | 0 | 0 | 4,190,215 | 2,095,108 | 2,095,108 | 10,475,537 | 12,570,645 | 14,665,753 | 16,760,860 | 18,855,967 | 20,951,075 | |
| Loan from Ministry of Finance - Hydroponic Loan | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 109,020 | |
| Loan Sugar Reform Trust | 0 | 0 | 0 | 0 | 0 | (43,031,102) | 0 | 0 | 0 | 0 | 0 | |
| Bank Overd | 224,945 | 0 | 0 | 2,345,466 | 9,147,820 | 96,487,113 | 0 | 0 | 0 | 0 | 0 | |
| Total Borrowings | 7,154,532 | 25,288,866 | 39,479,736 | 37,132,415 | 46,614,070 | 194,898,185 | 84,893,081 | 91,549,513 | 103,110,224 | 98,130,924 | 95,626,404 | |
| Total CURRENT LIABILITIES | 7,154,532 | 25,288,866 | 39,479,736 | 37,132,415 | 46,614,070 | 194,898,185 | 84,893,081 | 91,549,513 | 103,110,224 | 98,130,924 | 95,626,404 | |



Assessing the business performance of **RBSEB**, we are also using some fundamental ratios.

4.9 Return on Equity

It is impossible to assess business performance or profit growth properly without relating them to the amount of funds (the capital) employed in making the profits. An important profitability ratio is the Return on Capital Employed, which states the profit as a percentage of the amount of capital employed.

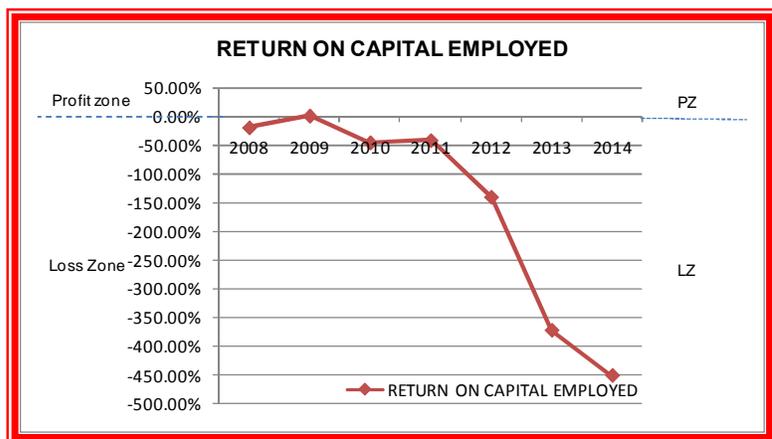
The Return on Capital Employed for **RBSEB** is a measure of the performance of the company compared to the amount of funds invested in the business. It contrasts what has been given to the company as funds compared to what the company is giving back as returns on these funds.

Profit is usually taken Profit after Tax, and capital employed is Shareholders capital plus long-term loans. This is the same as total assets less current liabilities. The underlying principle is that we must compare like with like, and so if capital means share capital and reserves plus long-term liabilities and debt capital, profit must mean the profit earned by all this capital together.

| Return on Equity | | | | | | | |
|---|---------------------|--------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| Year | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 |
| | Audited | Audited | Audited | Audited | Unaudited | Unaudited | Forecast |
| Profit/(Deficit) for the Year | (32,152,733) | (5,397,263) | (70,833,069) | (35,592,724) | (50,377,431) | (37,434,092) | (55,609,600) |
| Prior Year Adjustments | (253,784) | 6,865,337 | 8,537,635 | 4,699,473 | (10,682,363) | 0 | 0 |
| Profit for the Year after Prior Year Adjustments | (32,406,517) | 1,468,074 | (62,295,434) | (30,893,251) | (61,059,794) | (37,434,092) | (55,609,600) |
| Year | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 |
| | Audited | Audited | Audited | Audited | Unaudited | Unaudited | Forecast |
| General Fund | 98,844,217 | 98,844,217 | 98,844,217 | 98,844,217 | 98,844,217 | 98,844,217 | 98,844,217 |
| Reserves B/F | 68,861,106 | 36,454,589 | 37,922,663 | (24,422,771) | (55,316,022) | (116,375,816) | (126,229,103) |
| Exceptional Item | 0 | 0 | 0 | 0 | 0 | 27,580,805 | 39,716,400 |
| Capital Employed | 167,705,323 | 135,298,806 | 136,766,880 | 74,421,446 | 43,528,195 | 10,049,206 | 12,331,514 |
| RETURN ON CAPITAL EMPLOYED | -19.32% | 1.09% | -45.55% | -41.51% | -140.28% | -372.51% | -450.96% |

The return on capital employed has thus been calculated by taking the profit for the year as a percentage of the funds employed, the latter comprising of general funds, reserves of the year in addition to further exceptional items in 2013 and forecasted profit on land parceling in 2014.

There is a clear case of a worsening negative return on Capital Employed. Although erratic in the earlier years, there is, since the last five years, a clear consistent negative trend of the Return on Capital Employed for **RBSEB**. This has very substantially worsened in the year 2013 to reach a very alarming figure of -372.51% and forecasted, after profit on sale of the land parceling, to reach -450.96% in 2014 as illustrated below. This is clearly a situation where doing same is no more of an option for **RBSEB**.





RBSEB has seen a fall in its return on capital employed from years 2008 to 2013 and forecasted 2014. In 2008 a return on capital employed of -19.32% was achieved with a slight positive improvement to 1.09% in 2009 due to profit of Rs 1,468,074. Apart from the year 2009, the return on capital employed is negative since the year 2008. From 2010 onwards **RBSEB** has produced more substantial negative returns on capital employed, including a drastic negative increase from 2012 to 2013. The declining ROCE year on year suggests that Shareholders' capital investments are not being used to achieve a reasonable level of profits and shareholder value is being consistently destroyed.

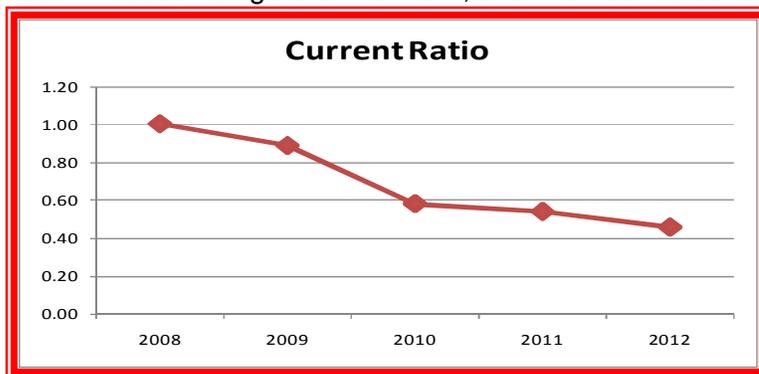
4.10 Current Ratio

The current ratio is a standard test of liquidity, and is obtained as the ratio of a company's total current assets to its current liabilities. A company should have enough current assets that gives a promise of cash to come to meet its commitments to pay its current liabilities. Hence, a ratio in excess of 1 is considered reasonable. Otherwise there would be the prospect that the company might not be able to pay its debt on time.

This ratio for **RBSEB** over the years is as follows:

| Year | 2008 | 2009 | 2010 | 2011 | 2012 |
|---|--------------------|--------------------|--------------------|--------------------|--------------------|
| | Audited | Audited | Audited | Audited | Unaudited |
| Current Assets | | | | | |
| Cash, deposits, liquid securities | 140,329,500 | 151,059,639 | 77,183,527 | 37,402,448 | 11,153,152 |
| Accounts receivable | 83,920,679 | 65,952,287 | 57,675,122 | 66,690,227 | 69,938,237 |
| Other | 23,608,656 | 7,626,336 | 15,576,418 | 17,640,910 | 18,783,525 |
| Total Current Assets | 247,858,835 | 224,638,262 | 150,435,067 | 121,733,585 | 99,874,914 |
| Current Liabilities | | | | | |
| Current Interest-Bearing Debt | 84,893,081 | 91,549,513 | 103,110,224 | 98,130,924 | 95,626,404 |
| Interest Accrued | 57,438,636 | 62,672,437 | 69,942,686 | 75,709,076 | 82,196,742 |
| Trade and Other Payables | 104,251,950 | 98,205,518 | 85,879,625 | 51,967,616 | 40,893,375 |
| Total Current Liabilities | 246,583,667 | 252,427,468 | 258,932,535 | 225,807,616 | 218,716,521 |
| Current Ratio (Current Assets/Current Liabilities) | 1.01 | 0.89 | 0.58 | 0.54 | 0.46 |

RBSEB's current ratio was already weak in 2008 at a figure of 1.01 to 1, and this has worsened to 0.46 to 1 in the year 2012. The cash balance has been continuously depleting since 2008, when it amounted to Rs 140,329,500 to reach only Rs 11,152,153 as at 2012 and turns out to be negative in 2013. Out of the current liabilities, **RBSEB** is not paying the current interest-bearing debt and interest accrued. They are cumulating as current liabilities but **RBSEB** has no means to pay these.



Clearly, **RBSEB** has a continuously weakening current ratio and there is no strategy so far to make a turnaround of this situation. It has tried to get the government to write-off its debts and accrued interest thereon, but the government has refused.

As at today, there is no strategy on the part of **RBSEB** to improve this current ratio.

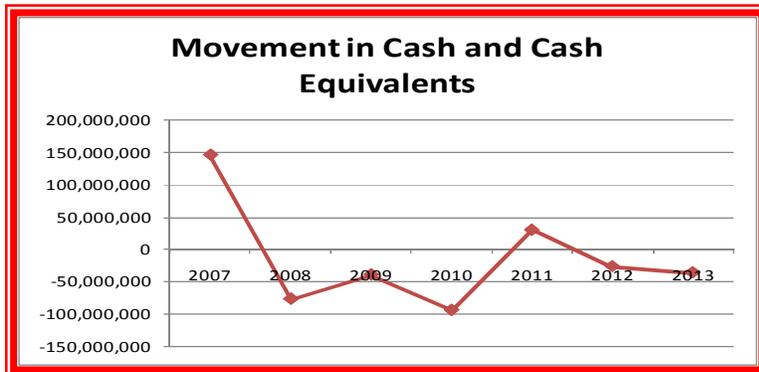


4.11 Cash Flow Analysis

The cash flow indicates the liquidity position of **RBSEB**. Cash and cash equivalents represents the most liquid source of short-term finance in a company and is generally used to fund the repayment of current liabilities and that of daily expenses of a company.

| Year | 2007 | 2008 | 2009 | 2010 | 2011 | 2012 | 2013 | TOTAL |
|---|--------------------|---------------------|---------------------|---------------------|-------------------|---------------------|---------------------|---------------------|
| | Audited | Audited | Audited | Audited | Audited | Unaudited | Unaudited | |
| Net cash generated from / (used in) operating activities | (37,910,230) | 29,505,111 | 21,246,555 | (38,830,899) | (43,406,536) | | | |
| Net cash from investing activities | 102,668,993 | (1,283,759) | (47,256,222) | (39,527,234) | 58,387,643 | | | |
| Net cash generated from / (used in) financing activities | 81,469,436 | (105,148,495) | (13,260,184) | (15,517,979) | 15,237,814 | | | |
| Increase / (decrease) in cash and cash equivalents | 146,228,199 | (76,927,143) | (39,269,851) | (93,876,112) | 30,218,921 | (26,238,000) | (35,640,000) | (95,503,986) |
| Movement in cash and cash equivalents | | | | | | | | |
| As at January 1 | 71,028,443 | 217,256,642 | 140,329,499 | 101,059,648 | 7,183,536 | 37,402,000 | 11,164,000 | 585,423,768 |
| Increase / (Decrease) during the year | 146,228,199 | (76,927,143) | (39,269,851) | (93,876,112) | 30,218,921 | (26,238,000) | (35,640,000) | (95,503,986) |
| As at December 31 | 217,256,642 | 140,329,499 | 101,059,648 | 7,183,536 | 37,402,457 | 11,164,000 | (24,476,000) | 489,919,782 |

The movement in cash and cash equivalents for the year is obtained as a total of cash generated from (or used in) operating activities and financing activities and the net cash from investing activities. A cash flow analysis includes solely cash inflows and outflows and omits all non-cash items of the financial statements, such as depreciation and amortisation costs and gains or losses from changes in fair values.

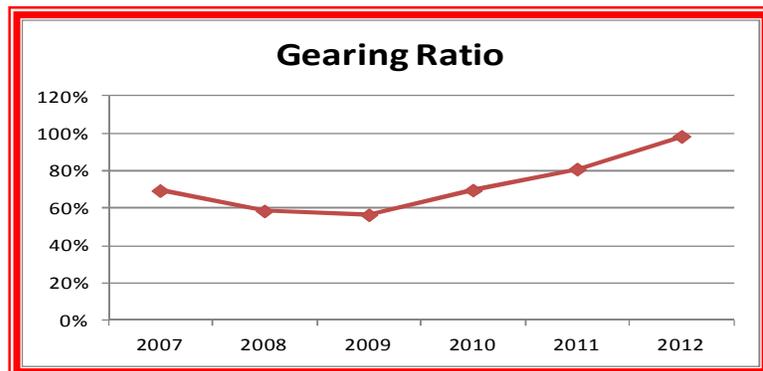


RBSEB has realised a drastic decrease in its net cash and cash equivalents over the seven years to 2013, representing an accumulated net cash deficit of Rs (95,503,986). From a positive cash and cash equivalent of Rs 146,228,199 in 2007 when there was a substantial land parceling project in **RBSEB**, the situation has shown a continuous worsening liquidity position for **RBSEB**.

If nothing is done to feed **RBSEB** with more cash, the liquidity situation will be catastrophic for **RBSEB**. Already, it is facing severe obstacles to honour its monthly wage bill.

4.12 Gearing Ratio

The gearing ratio is the measure of the financial risk of a company's capital structure as it measures the equity investment in comparison to the loans and other long-term liabilities of the company. It is calculated as the percentage of Interest-bearing debt to the total Interest-bearing debt and equity. The greater is the percentage, the greater is the reliance of the company in loans.





Gearing thus measures the relationships between shareholders' capital and reserves, and long-term borrowings and liabilities.

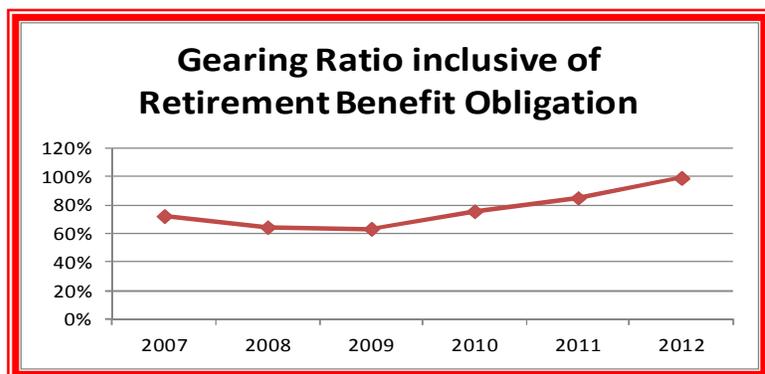
Over the last four, the gearing ratio has been worsening, reaching 98.66% in 2012 as a result of a rapid decline in equity and reserves of **RBSEB**. The total shareholders' equity and reserves stood at only Rs 2,498,247 in 2012, with resulting gearing ratio of 98.66%. A high gearing percentage indicates that **RBSEB** has a high level of loans compared to shareholders' funds.

The evolution of equity and long-term liabilities for **RBSEB** is as follows over the last years:

| Year | 2007 | 2008 | 2009 | 2010 | 2011 | 2012 |
|---|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| | Audited | Audited | Audited | Audited | Audited | Unaudited |
| Obligation Under Finance Lease | 911,694 | 3,099,349 | 4,318,831 | 6,715,456 | 6,389,584 | 6,361,300 |
| Loan from Sugar Industry Pension Fund | - | - | - | - | - | - |
| Loan from African Development | 34,496,003 | 46,756,137 | 50,097,979 | 57,166,960 | 56,035,161 | 55,524,801 |
| Loan from State Bank of Mauritius Ltd. | 95,558,940 | 22,466,950 | 22,466,950 | 22,466,948 | 16,850,212 | 12,680,208 |
| Loan from Ministry of Finance - Local Loans | 10,475,537 | 12,570,645 | 14,665,753 | 16,760,860 | 18,855,967 | 20,951,075 |
| Loan from Ministry of Finance - Hydroponic Loan | - | - | - | - | - | 109,020 |
| Loan from Sugar Reform Trust | -43,031,102 | - | - | - | - | - |
| Bank Overdraft | 96,487,113 | - | - | - | - | - |
| Total Current Interest-Bearing Debt | 194,898,185 | 84,893,081 | 91,549,513 | 103,110,224 | 98,130,924 | 95,626,404 |
| Non-Current Interest-bearing Debt | 189,304,097 | 106,851,143 | 86,934,527 | 68,591,678 | 87,676,993 | 88,131,410 |
| Total Interest-Bearing Debt | 384,202,282 | 191,744,224 | 178,484,040 | 171,701,902 | 185,807,917 | 183,757,814 |
| Shareholders' Equity | 167,705,323 | 135,298,806 | 136,766,880 | 74,421,446 | 43,528,195 | 2,498,247 |
| Total Debt and Equity | 551,907,605 | 327,043,030 | 315,250,920 | 246,123,348 | 229,336,112 | 186,256,061 |
| Gearing | 69.61% | 58.63% | 56.62% | 69.76% | 81.02% | 98.66% |

The above calculation of gearing does not include retirement benefit obligation in the net figure for long-term borrowings and liabilities. As per **IAS 19**, Employee Benefits is a non-current liability reflecting the future obligation payable to employees after the completion of employment. The retirement benefit is a liability of uncertain timing and amount and is thus classed as a provision. The retirement benefit obligation stood at Rs 54,303,900 in 2007 and has constantly increased for the following five years.

Given the aggravating liquidity situation of **RBSEB**, if a Voluntary Retirement Scheme (VRS) were implemented, employees will have to be compensated at the date of voluntary retirement and a liability will be capitalised for the provision of employee benefits. A liability is defined as an obligation of an entity to transfer economic benefits as a result of past transactions or events.



If the gearing ratio is recalculated as the percentage of interest-bearing debt plus retirement benefit obligation to the total equity and liabilities will be shown below:



| Year | 2007 | 2008 | 2009 | 2010 | 2011 | 2012 |
|---|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| | Audited | Audited | Audited | Audited | Audited | Unaudited |
| Obligation Under Finance Lease | 911,694 | 3,099,349 | 4,318,831 | 6,715,456 | 6,389,584 | 6,361,300 |
| Loan from Sugar Industry Pension Fund | - | - | - | - | - | - |
| Loan from African Development | 34,496,003 | 46,756,137 | 50,097,979 | 57,166,960 | 56,035,161 | 55,524,801 |
| Loan from State Bank of Mauritius Ltd. | 95,558,940 | 22,466,950 | 22,466,950 | 22,466,948 | 16,850,212 | 12,680,208 |
| Loan from Ministry of Finance - Local Loans | 10,475,537 | 12,570,645 | 14,665,753 | 16,760,860 | 18,855,967 | 20,951,075 |
| Loan from Ministry of Finance - Hydroponic Loan | - | - | - | - | - | 109,020 |
| Loan from Sugar Reform Trust | -43,031,102 | - | - | - | - | - |
| Bank Overdraft | 96,487,113 | - | - | - | - | - |
| Total Current Interest-Bearing Debt | 194,898,185 | 84,893,081 | 91,549,513 | 103,110,224 | 98,130,924 | 95,626,404 |
| Non-Current Interest-bearing Debt | 189,304,097 | 106,851,143 | 86,934,527 | 68,591,678 | 87,676,993 | 88,131,410 |
| Retirement Benefit Obligation | 54,303,900 | 54,406,393 | 58,167,893 | 60,595,035 | 63,577,123 | 67,015,890 |
| Total Interest-Bearing Debt | 438,506,182 | 246,150,617 | 236,651,933 | 232,296,937 | 249,385,040 | 250,773,704 |
| Shareholders' Equity | 167,705,323 | 135,298,806 | 136,766,880 | 74,421,446 | 43,528,195 | 2,498,247 |
| Total Debt and Equity | 606,211,505 | 381,449,423 | 373,418,813 | 306,718,383 | 292,913,235 | 253,271,951 |
| Gearing | 72.34% | 64.53% | 63.37% | 75.74% | 85.14% | 99.01% |

Clearly today **RBSEB** is not in a position to repay its long-term liabilities within the current set-up.

These figures relate to the audited accounts up to 2011 and the unaudited accounts of 2012.

The year 2013 resulted in an operational loss, after exceptional items, of Rs 48,286,600 as per the unaudited accounts of the year. This loss will further reduce the 2012 Shareholder Equity of Rs 2,498,247 to a negative equity of Rs 45,788,285. The budget figure for the year 2014 shows an operational loss of Rs 47,253,400 on the core activities of **RBSEB** and a budgeted profit of Rs 58,021,300 on land parceling, thus netting-off to an operational profit of Rs 10,737,800. Ceteris Paribus, this will reduce the cumulated negative equity of Rs 45,788,285 to Rs 35,020,385.

Clearly, **RBSEB** is in a negative equity and a gearing of more than 100%. This is not an acceptable situation for any commercial undertaking.

A company cannot operate with a negative equity. These figures of gearing shows a clear situation that **RBSEB** has not been able to refund loans made to it over the years.

This gearing is worsened because, not only **RBSEB** is not in a position to pay its long-term liabilities but, it is also not even in a position to pay the annual interests due on these loans. In fact, the current liability shows that these interests are being cumulated over the years and that **RBSEB** has not been able to repay them in any year.

Clearly, this is a financially very dramatic situation, the more so as the government, as we understand from the **Ministry of Finance** and the **OPSG**, is not willing to put in fresh Capital in **RBSEB**.

RBSEB is not in a position to pay the interests due on the loans. This interest due is cumulated in the item of trade and other payables as follows:



Total Current Liabilities:

| Year | 2007 | 2008 | 2009 | 2010 | 2011 | 2012 |
|---|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| | Audited | Audited | Audited | Audited | Audited | Unaudited |
| Current Interest-Bearing Debt | | | | | | |
| Obligation Under Finance Lease | 911,694 | 3,099,349 | 4,318,831 | 6,715,456 | 6,389,584 | 6,361,300 |
| Loan from Sugar Industry Pension Fund | - | - | - | - | - | - |
| Loan from African Development | 34,496,003 | 46,756,137 | 50,097,979 | 57,166,960 | 56,035,161 | 55,524,801 |
| Loan from State Bank of Mauritius Ltd. | 95,558,940 | 22,466,950 | 22,466,950 | 22,466,948 | 16,850,212 | 12,680,208 |
| Loan from Ministry of Finance - Local Loans | 10,475,537 | 12,570,645 | 14,665,753 | 16,760,860 | 18,855,967 | 20,951,075 |
| Loan from Ministry of Finance - Hydroponic Loan | - | - | - | - | - | 109,020 |
| Loan from Sugar Reform Trust | -43,031,102 | - | - | - | - | - |
| Bank Overdraft | 96,487,113 | - | - | - | - | - |
| Total Current Interest-Bearing Debt | 194,898,185 | 84,893,081 | 91,549,513 | 103,110,224 | 98,130,924 | 95,626,404 |
| Trade and Other Payables | | | | | | |
| Trade Payables | 8,425,672 | 5,775,397 | 4,936,518 | 5,227,217 | 5,804,311 | 8,216,479 |
| SIFB Premium | 14,277,000 | 12,609,438 | 9,702,940 | 2,469,114 | 2,399,835 | 3,781,690 |
| Interest Accrued (MOF & ADB) | 47,158,738 | 57,438,636 | 62,672,437 | 69,942,686 | 75,709,076 | 82,196,742 |
| Deposits for 300 Arpents Scheme | - | - | - | - | - | - |
| Provision for VRS 2 | - | 75,158,874 | 74,248,474 | 64,995,003 | 23,198,960 | 17,437,895 |
| Accruals and Other Payables | 10,159,625 | 10,708,241 | 9,317,568 | 13,188,291 | 20,564,510 | 11,457,310 |
| Total Trade and Other Payables | 80,021,035 | 161,690,586 | 160,877,937 | 155,822,311 | 127,676,692 | 123,090,116 |
| Total Current Liabilities | 274,919,220 | 246,583,667 | 252,427,450 | 258,932,535 | 225,807,616 | 218,716,520 |

The accumulated non-paid interests on loans has reached Rs 82,196,742 as at 31.12.2012 and is increasing at the rate of some six million rupees annually.

RBSEB has failed financially.



5. Lack of good management practices

5.1 Borehole Project

Included in accounts receivable is an amount of Rs2.9m relating to expenses incurred on the borehole project. We understand, that the amount is receivable from the eventual leaseholders of the 800 arpents scheme for hydroponics planters.

We also noted that during the year the Board received a loan from the **Ministry of Finance** for the borehole project. The loan has a moratorium period of 2 years with semiannual interest. At December 31, 2011 an amount of Rs 68k has been paid by **RBSEB** as interest charges which have been expenses in the Estates account instead of being claimed back from the hydroponics planters.

Furthermore, no formal agreements have been reached with the planters in respect of the above project and as to the repayment of the expenses including interest on the loan taken to finance the borehole project.

The Risks and impacts show that there is a lack of follow up of debtors and high potential bad debts.

5.2 Accounts Payable

Long outstanding payables

| Payable | Amount(Rs) |
|----------------------------|------------------|
| subscription | 233,342 |
| Accruals payable RBSM | 15,000 |
| Surveyor fees | 60,000 |
| Business Park of Mauritius | 1,077,192 |
| Blue print | 2,908,622 |
| TOTAL | 4,294,156 |

While scrutinizing other payables, we noted that an amount of Rs4, 294,156 as listed above are still payable since previous years and are yet to be settled.

The amount of Rs 2,908,622.08 therein, represents amounts received for Blueprint Compensation and not disbursed by **RBSEB**. The details are as follows:

| | Rs |
|---------------------------|-----------------|
| Cash Compensation Payable | 76,347,037.14 |
| Cash Compensation Paid | (73,438,415.06) |
| Difference | 2,908,622.08 |

It is arrived at as follows:

| PAYMENT BLUE PRINT – YEAR 2002 | | | |
|--------------------------------|-------|---------------|--|
| | | RS | |
| Staff RBSM | (4) | 5,1468,902.50 | |
| Workers RBSM | (133) | 61,951,387.14 | |
| Staff RBSEB | (2) | 3,724,215.42 | |



| | | | |
|---|-----|------------------------|---------------------------------|
| Workers RBSEB | (5) | 2,662,110.00 | |
| | | 73,5069,615.00 | |
| Adjustment:- | | | |
| RAJ RAMADOO | | 16,000.00 | Paid June 2002 |
| | | 73,522,615.06 | |
| | | (68,200.00) | Roland Moonsamy- |
| | | 73,454,415.06 | (amount not paid but generated) |
| be 76,347,037.14 instead of | | 76,347,036.14 | |
| | | 16,000.00 | Raj Ramadoo |
| | | 76,363,036.14 | |
| | | (73,454,415.06) | |
| | | 2,908,621.01 | |
| Difference | | 1.00 | |
| | | 2,908,622.08 | |
| | | | Rs |
| Total Compensation in cash as per statement DA-bpsumfinl-12-12-01 | | | 72,431,274.00 |

It is clear that **RBSEB** should have cleared thus amount since years.

5.3 Reconciliation

Out of 10 non-agricultural workers, who had opted for re-deployment, 7 opted for immediate compensation, as follows:

| | Rs | |
|------------------------------------|--------------|--------------|
| Cash Compensation | 2,165,972.14 | |
| Training Grant (7 Rs 6,200) | 43,400.00 | |
| Business Plant Grant (7 Rs 62,000) | 434,000.00 | |
| Revision in years of service/MSA | 65,210.00 | 2,708,582.14 |

Additional costs for those who opted for immediate compensation:

| | Rs | |
|-------------------------------------|------------|--------------|
| Training Grant (134 Rs 700) | 93,800.00 | |
| Business Plant Grant (134 Rs 7,000) | 938,000.00 | |
| Revision in years of service / MSA | 585,745.00 | 1,617,545.00 |



One non-agricultural worker, who had originally opted for compensation, opted for re-deployment, as follows:

| | Rs | |
|---------------------|------------|------------------------|
| Cash Compensation | 349,865.00 | |
| Training Grant) | 5,500.00 | |
| Business Plan Grant | 55,000.00 | (410,365.00) |
| | | 76,347,036.14 |
| Difference | | 1.00 |
| Per Statement | | 76,347,037.14 |
| Paid | | (73,438,415.06) |
| | | 2,908,622.08 |

Clearly, **RBSEB** should have disposed of this amount.

5.4 Sale of land – Year 2003 to date

RBSEB has, at different times in the last decade, sold land to third parties at very preferential rates:

The Estate has sold, from the year 2003 to-date, the following lands at the following amounts:

| Company | Status | Sales Proceeds (Rs) | Areas in Arpents | Region |
|-------------------|------------------------|-----------------------|------------------|-------------|
| S.I.T | Under VRS 1 | 79,251,818 | 57.20 | Rose Belle |
| M.O.H & Lands | Compulsory Acquisition | 677,600 | 1.210 | Union Park |
| EREIT | Cabinet Decision | 37,000,000 | 200 | Rose Belle |
| M.O.H & Lands | Under VRS 1 | 39,094,400 | 12.860 | Rose Belle |
| C.W.A | Sale of Land | 4,000,000 | 0.6034 | Rose Belle |
| M.O. Agriculture | Compulsory Acquisition | 1,395,000 | 5.570 | Le Val |
| Indian Consortium | Under VRS 1 | 36,413,000 | 28.010 | Rose Belle |
| B.P.M.L | Cabinet Decision | 60.62 | 60.62 | Gros Billot |
| Total | | 197,831,878.62 | 306.0734 | |

The above sales have not been done at Market Values.

5.5 Revenue Foregone on Disposal of Land to accommodate Government policies from Year 1984 to 2007

From year 1984 to 2007, the Government had acquired lands as detailed below from **RBSEB** without adequate compensation.



| Year | Acquisition | Average Market Value | Amount Received | Total Loss Suffered |
|--------------|----------------------|----------------------|----------------------|------------------------|
| | | Rs | Rs | Rs |
| 1984 - 2001 | Government - 162A37P | 182,946,692 | 56,000,000 | (126,946,692) |
| May 2002 | BPML - 60A32P | 217,152,000 | 60.32 | (217,151,940) |
| Feb 2007 | EREIT - 200A | 720,000,000 | 37,000,000 | (683,000,000) |
| Total | | 1,120,098,692 | 93,000,060.32 | (1,027,098,632) |

The total loss (manque a gagner) suffered by **RBSEB** is Rs 1,027,098.632 which is very substantial and critical in the current critique financial set-up of **RSBEB**.

5.6 Sale of Land on request

Most of the sale of land by **RBSEB** has been done on the basis of requests. In fact, apart from the sale of land to **SIT**, the rest have all been made through requests rather than open tenders as shown below:

| SALE | |
|--|--|
| BY REQUEST | BY TENDER |
| Business Park of Mauritius Ltd . Sale of 60 A 31.58 P | - |
| | 272 m2 to Michel Peechen (6.4P) |
| | 295 m2 to Gaytree Jhugroo (7.0P) |
| Sale of 200 Arp. of land to EREIT | - |
| | S.I.T . Sale by tender . 57 A 20 P launched in June 2006 |
| 28 Arp. 01 to Indian Consortium Ltd | |
| 0.6034 A to CWA for regional office | |
| 40 acres of land at Mare Anguiles- Leval Greyhound | |
| Mr. Haman Mathoorah . Ex-camp house on 5.3 perches at Union Park | - |
| Mr. Clency Nadal . Ex camp house on 3.2 perches | - |
| Mr. Steven Rosette . Ex-Camp house on 9.6 perches | - |
| Mr. H.K. Sumputh | - |
| Continuity Mauritius 5 Arpents | |

Such a practice does not allow **RBSEB** to get the best deal out of these transactions.

5.7 Mismanagement of land sold

We have also noted acute mismanagement on the sale of land by **RBSEB** to third parties. These include the following cases-:



5.7.1 Sale of Land to Sugar Investment Trust (SIT)

On 07.06.06 there was a Tender notice, inviting tenders for the sale of two plots of land of:

- a) 57A74 at Gebert Road, Rose Belle
- b) 140 Arp. at Cluny Road, Union Park

On 20.06.06, three tenders were received as follows:

- i. **SIT Property Development Ltd**
- ii. **Betonix Ltd**
- iii. **Indian Consortium Ltd**
 - **Betonix Ltd** did not submit bid security and was rejected
 - **SIT's** project for Rs 80.0 M
 - **Indian Consortium Ltd** quoted for Rs 45.0M

On 23.06.06, the Board approved to sell the plot of land of 57A74 to **SIT Property Development Ltd**.

On 21.07.06, the Ministry's approval was obtained.

On 20.02.07, the Approval for the excision of the plot of land from the Grand Port/Savanne District Council was obtained.

On 27.07.07, the deed of sale was signed.

On 30.10.07, **SIT Property Development Ltd (SPDL)** wrote to Rose Belle Sugar Estate Board to inform that the deed of sale refers to an area of 57A20 P only instead of 57A74 P.

Hence **SPDL** requested to refund an amount of Rs 748,182. - representing overpayment for difference of 54 perches.

On 11.04.09, the board resolved that as only half of the agreed price of Rs 80.0 M was paid three months after the sale was effected, **SPDL** should make good for the interest foregone, i.e. Rs 1,687,671.

The board agreed to claim from **SPDL** an amount of Rs 939,489 made up as follows:

| | RS |
|--------------------------------------|----------------|
| Interest accrued | 1,687,671 |
| Claim for the shortage of 54 perches | 748,182 |
| Total | 939,489 |

On 04.06.09, **SPDL** declined the claim made and suggested that the matter be resolved in cordial terms.

On 25.06.09, **SPDL** requested for a meeting with the **Rose Belle Sugar Estate**.

On 17.07.09, a meeting was held with the management of **Rose Belle Sugar Estate**, where the representation of **SPDL** reiterated its claim of Rs 748,182 for the shortage of 54 perches. The General Manager of **Rose Belle Sugar Estate Board** stated that he has taken note and would have to bring the matter to the board.



On 03.09.09, the Parent Ministry was informed of the Situation.

On 10.10.09 the board agreed to refund an amount of Rs 748,182 to **SPDL** as the plot of land sold was short of 54 perches.

On 10.03.10 the Refund of Rs 748,182 was made to **SPDL** and the quittance signed.

Thus, the Board and Management of **RBSEB** failed to negotiate the interest of the late payment of some Rs 40M due from **SPDL**.

5.7.2 Sale of land to the Indian Consortium

There has been a sale of land that has been extremely mismanaged. Its history is as follows:

1. As per a Letter of Intent of 2/9/06, **RBSEB** had approved the proposal of **Indian Consortium LTD** where **RBSEB** was minded only to sell land to the extent of 20A in light upon the strict condition that **Indian Consortium Ltd** would set up a Shopping Complex and a Major Hotel.
2. It was clearly stipulated that the Promoter would satisfy **RBSEB** as to the financial viability of the project, the more so as the business plan had already been provided.
3. By virtue of a Letter dated 14/9/06, the promoter confirmed his acceptance to all the conditions of the Letter of Intent without any qualification or reservation. In fact, it even termed it *Little India Projects*.
4. The Board of the **RBSEB** had requested for the evaluation of the said plot of land by the Government Valuer and the figure quoted was Rs 50.4 million for the whole plot of the land in lite.
5. The *compromis de vente* between **RBSEB** and **Indian Consortium Ltd** speaks of a price of Rs 36,413,000 . which is way below the quotation of the Government Valuer which was at 50 M.
6. **RBSEB** was, at the material time, facing serious cash flow shortage and it was urgent that the Hotel project and shopping mall starts.
7. Astonishingly, the sale deed to **ICL** does not make any mention of the purpose for which the land was being sold to **ICL**.
8. Today, there is concrete information that **Indian Consortium Ltd** has parceled and sold the said land for residential purpose. It would appear that there is a clear case of misrepresentation by **Indian Consortium Ltd** towards **RBSEB** to extract a sale of land from the latter.

This is a clear case of total mismanagement of the assets of **RBSEB**.

5.8 Sale of Lands to recoup costs – VRS I

In order to recoup the expenditure incurred in the implementation of the **VRS I**, the Section 23 of the **Sugar Industry Efficiency Act** of 2011 as amended provides for the exemption of payment of land conversion tax where the applicant undertakes to use the proceeds arising from the sales in relation to the **Voluntary Retirement Scheme**.



In this context, nine (9) sites were identified for sale in collaboration with the Mauritius Sugar Authority to recoup the costs and the applications for **Land Conversion Permit (LCP)**.

The sale of lands for the purpose of cost recovery has been initiated as follows:

| | Site | Location | Area in Arpents | Status |
|--------------|----------------------------|-----------------|-----------------|------------|
| 1 | Chemin Gebert | Rose Belle | 57.20 | Sold |
| 2 | Junction road | Rose Belle | 13.71 | Sold |
| 3 | Junction Road | Rose Belle | 27.51 | Sold |
| 4 | Camp Bouvet along Highway | Rose Belle | 62.18 | Unsold |
| 5 | La Vigie-Lamusse | Nouvelle France | 53.35 | Unsold |
| 6 | Cluny | Union Park | 10.00 | 5 A Leased |
| 7 | J.Nehru Hospital Link Road | Rose Belle | 4.38 | Unsold |
| 8 | La Chapelle Road | Rose Belle | 3.83 | Unsold |
| 9 | Mare Tabac, Gros Billot | New Grove | 19.46 | Unsold |
| TOTAL | | | 251.62 | |

Two (2) portions of lands parceling projects have obtained Board's approval. Management had initiated preliminary works and surveying works have been completed and submitted to Morcellement Board for necessary permits.

However, the Estate decided to use **Rs 155 Million** from the Estate's working capital to finance the said project. This is very poor financial management that has drained the cash flow of **RBSEB** and its effects on the cash resources of **RBSEB** are being acutely felt today.

5.9 Other Land Sales

Sale of Lands to recoup costs – VRS II

The Estate also identified similar plots of lands to be sold for such projects to recoup under the **VRS II** scheme.

5.9.1 Sale of Lands under the 800 arpents scheme

The **Ministry of Agro Industry Food Security** provides to all land-owners under the **800 Arpents Scheme**, a ratio of land conversion 1:2; free of charge on these converted lands. Such revenue generated, has been used primarily for renewal of fleet of vehicles and I.T project.

The Estate had an outstanding leasing facility for the replacement of its fleet of vehicles and explored the possible benefits under this scheme to repay its outstanding leasing facilities undertaken to-date.

Two portions of lands of **7 Arpents 6 Perches** and **18 Arpents 67 Perches** opposite the Cemetery at Union Park had been identified for sale under this scheme.

5.9.2 Land under compulsory acquisition

Since Year 1973 to-date, the Estate has played its economic and social roles fully in line with Government policy. Several major infrastructural developments have taken place in the region on lands belonging to the Estate namely:



| | Project | Area in Arpents |
|---|--|-----------------|
| 1 | The Jawaharlal Nehru Hospital | 22.52 |
| 2 | La Vigie Airport Highway | 97.80 |
| 3 | Sookdeo Bissondoyal State Secondary School, Rose Belle | 2.00 |
| 4 | Youth Centre and Sport Complex (Football Stadium) | 5.00 |
| 5 | Housing Developments | 16.47 |
| 6 | Traffic Centre | 3.50 |
| 7 | Cremation grounds and Social projects | 7.04 |
| 8 | Market Fair | 9.50 |
| | Total | 163.83 |

The Estate collaborated and has responded too positively to requests the various socio-cultural organisations. It has also helped in community services and in this respect; the Estate has leased lands to several socio-cultural organisations.

Moreover, the Estate has completed its phasing out of Estate camps and the choice has been given to either purchase the house occupied by the dwellers or to purchase a plot of land of about 5-6 perches. These houses were sold at a nominal price of Rs 500 each and the plot of land at a nominal price Rs10 each.

However, the end results of all this has been a depletion of the land assets **RBSEB**.

5.9.3 Land sold but not monitored

At times land has been sold for a specific area but the new owner has occupied an area which is larger than the plot acquired by him.

One example is the plot of land where the new owner is occupying a large area then sold to him as shown in the map:





5.10 Lease of Land

RBSEB has been continuously leasing land and buildings to third parties quite regularly.

As at 31/12/13, the following were the leases made by RBSEB:

| Name | Area | Start | Period | Purpose of Lease | Location | Yearly Rental-Rs |
|------------------------------|-------------|--------------|---------------|---|-----------------|----------------------|
| BUILDING | | | | | | |
| Jean Paul Adeline | 6P | 1/6/2001 | 5 Years | Residential | Astroea | 9,600.00 |
| Omnicanne Ltd | 202M2 | 2002 | | Commercial | Rose Belle | 116,352.00 |
| S. Boodhoo | | | | Residential | Rose Belle | 33,600.00 |
| V. Moothy | | | | Residential | Rose Belle | 116,400.00 |
| MSPCA | | | | Animal Hospital | Union Park | 60,000.00 |
| Rose Belle Boxing Club | | | | Boxing Club | Rose Belle | 3,000.00 |
| Human Service Trust | 26,61P | 12/2/2008 | 3 Years | Ayurvedic Centre | Rose Belle | 72,000.00 |
| SKC Dairy Fresh Ltd | | | | Residential | Le Val | 81,600.00 |
| Cheng Cheng Mix Farming | 448 M2 | 1/1/2009 | 15 Years | Milk Pasteurisation Unit | Rose Belle | 26,400.00 |
| Total Building | | | | | | 518,952.00 |
| LAND | | | | | | |
| Seeparsad Duttoo | 3A75 | | | Sugar Cane Metayer | Rose Belle | 8,000.00 |
| Lakhan Keejoo | 81P | | 8 Years | Sugar Cane Metayer | Bananes | 3,000.00 |
| MSIRI | 3A | 1/5/1996 | 12 Years | Sugar Cane cultivation | Union Park | 480,000.00 |
| S. Domah | 1A09 | 1/5/1999 | 25 Years | Commercial Activities | Rose Belle | 65,340.00 |
| La Rocaille | 7A | 24/05/2008 | 5 Yrs 7 Mts | Stone Crushing, Rock Quarry | Beemanique | 175,000.00 |
| La Rocaille | 10A54P | 16/05/2008 | 15 Years | Rock Quarry and related activities | Beemanique | 316,200.00 |
| Omnicanne Ltd | 0.78A | 2002 | | Land Lease | Rose Belle | 35,100.00 |
| Omnicanne Ltd | 3A25 | 2002 | | Land Lease | Rose Belle | 292,500.00 |
| Brama Vidya | 1A90P | | 25 Years | Cultural, Soial & Religious activities | Rose Belle | 1,900.00 |
| Ramayana Center | 1A50 | 21/10/2004 | 25 Years | Cultural, Soial & Religious activities | Union Park | 1,500.00 |
| MSG Consulting Ltd | | 15/10/2010 | 1 Year | Billboards | Beemanique | 60,200.00 |
| Centre du Vieux Moulin | 3A89P | 25/09/2007 | 30 Years | Commercial Activities | Rose Belle | 1,200,000.00 |
| Jai Hind Sabha | 42.19P | | 25 Years | Construction of a shivala | New Grove | 422.00 |
| Andra Maha Sabha | 50P | 4/4/2008 | 25 Years | Construction of a Temple | Rose Belle | 500.00 |
| SKC Dairy Fresh Ltd(Land) | 234A32P | 15/09/2008 | 15 Years | Setting up of an industrial dairy project | Le Val | 1,171,600.00 |
| Avantime | 2A | 10/10/2007 | 15 Years | Production of liquefied fuel | Beemanique | 25,000.00 |
| Marathi Shri Krishna Mandir | 20P | 04/0/42008 | 15 Years | Construction of a social hall | Cluny | 200.00 |
| Etchelle papers | 5A | 22/07/2008 | 15 Years | Paper Recycling Plant | Cluny | 400,000.00 |
| Notre Dame du Refuge | 15P | 9/3/2009 | 25 Years | Construction of a Chapelle | Rose Belle | 150.00 |
| Vita Rice Ltd- Land | 424A91 | 14/09/2010 | 18 Years | Rice Plantation | Cluny | 3,587,290.00 |
| Vita Rice Ltd- Land | 262A75 | 14/12/2009 | 18 Years | Rice Plantation | Cluny | 2,218,200.00 |
| Vita Rice Ltd - Land | 14A56 | 1/6/2009 | 18 Years | Rice Plantation | Cluny | 1,122,920.00 |
| Name | Area | Start | Period | Purpose of Lease | Location | |
| Betonix Ltd | 4A72P | 15/05/2008 | 15 Years | Stone Crushing, Rock Quarry | Beemanique | 141,600.00 |
| Betonix Ltd | 30A | 1/7/2010 | 15 Years | Stone Crushing, Rock Quarry | Beemanique | 900,000.00 |
| Gebert Kali Mata Mandir | 261 M2 | 25/11/2009 | 15 Years | Kalimata Mandir | Rose Belle | 62.00 |
| Balisson Muslim Society | 15P | 17/11/2009 | 10 Years | Construction of a madrassa | Balisson | 150.00 |
| Gamma Civic | 61A54P | 1/12/2009 | 15 Years | Stone Crushing, Rock Quarry | Beemanique | 1,846,200.00 |
| Colas (Maurice) Ltee | 33A56P | 18/10/2011 | 15 Years | Stone Crushing, Rock Quarry | Beemanique | 2,013,600.00 |
| Gajanand Ashram | 50P | 26/08/2003 | 25 Years | Construction of temple | Rose Belle | 500.00 |
| Grand Port D. Council | 495 M2 | 21/09/2004 | 25 Years | Cultural Center | Bananes | 117.30 |
| Grand Port D. Council | 211 M2 | 21/09/2004 | 25 Years | Parking Area | Union Park | 50.00 |
| Omnicanne Ethanol Production | 4A91 | 2012 | Short term | Ethanol Plant | Rose Belle | 1,582,680.00 |
| Total Land | | | | | | 17,649,981.30 |
| GRAND TOTAL | | | | | | 18,168,933.30 |

RBSEB has been in this process of leasing its land to third parties since a few years back. However, the process of these transactions has mostly been done through requests rather than open tenders. Many of the lease contracts are for periods of 15 years and there are no contractual provisions for increases in rent.

The picture of those lands, leased by request, is as follows:

| LEASE | |
|---|-----------|
| BY REQUEST | BY TENDER |
| Midlands cremation ground - 407.48 m2 (9.6p) | |
| Cressoniere at eau bleue -3a58 | |
| Ramayana centre -50p | |
| Alcodis Ltd - 4a19 land and building for ethanol production | |
| Gajanun ashram 34.6p+15.4p for mandir | |



| | |
|--|---|
| Rose Belle hindu navyuvak samelan sabha- 15.3p | |
| Ramayana centre - 1a50p | |
| Grand port savanne district council at bananes -11.7p | |
| Grand port savanne district council at Union Park - 5p | |
| Dhanush stone products - 10a54 | |
| Jai hind sabha - 43 p - shivala hall | |
| Bramha vidya yoga society 1a90 | |
| G.port telegu federation/ Mauritius andra maha sabha- 50 p | |
| 61 arp. 54 to gamma materials Ltd for stone crushing and rock quarrying | |
| 34 arp. 72 to Betonix Ltd for stone crushing and rock quarrying | |
| 2 arp. To Avantime Ltd . production of liquefied fuel | |
| 6 arp. To Sotratch Ltd together with Avantime Ltd | |
| Rose Belle boxing club - 20p | |
| H.sumputh - 35p | |
| | 25 a 31 to sustainable properties management Ltd for an integrated development project |
| | 170 arp. 62 to aqua marine & leisure park for eco-tourism project |
| | Ex-factory building & premises to centre commercial du vieux moulin & cie. Ltée |
| Notre dame du refuge & ste famille- 15p | |
| MSPCA ex house - for animal hospital - (60.11)p | |
| Human service trust (ex chief electrician house) | |
| Eco beton Ltd 30 arp | |
| Cluny shri krishna marathi mandir- 20p | |
| Etchelle papers . 5 arp. For paper recycling mill | |
| Serre de palma . 6 arp for agricultural production | |
| 232 arp. 34 to skc dairy fresh for a dairy farm | |
| Gebert kali mata mandir . 6 perches for | - |



| | |
|--|--|
| extension of an existing kalimaye | |
| Innovative craft . 5 perches | - |
| Mixed farming cooperative society 12 p | - |
| Davyland properties . commercial development | - |
| Klm . construction of shopping mall and hotel | - |
| Mr. N. Ramnawaz . construction of a hydroponic village | - |
| Skc dairy fresh - house at LeVal - 50 p | |
| Balisson muslim society . construction of a madrassah - 15 p | - |
| Dyp worldwide Ltd . setting up of a medical college and associated building. 25 arp | - |
| Coffor group . rock quarry and stone crushing activities | - |
| Vita rice Ltd . cultivation of rice seeds | - |
| Lease of 25 arp. Of land to Dyp Worldwide Ltd . setting up of a medical college and associated building | - |
| Renewal of lease to human service trust . lease of a building for ayurvedic centre | - |
| Sathya sai centre- construction of a shri sathya sai centre | - |
| Arya sabha . construction of a new dav college | - |
| | Colas . setting up of a stone crushing plant and rock quarry |
| Omnican for loading zone 4a03 | |
| House at Rose Belle leased to Mrs. s. Boodhoo (widow of ex-chemist of RBSMCL - 25 p | |
| House at astroea, leased to j. Paul adeline | |
| House at camp bouvet leased to mr v. Moothy ex-agronomist of RBSEB - 50 p | |

These are clearly no good business practices. A list of land leased is in Appendix 17.

5.11 Poor Management of debtors and dues to RBSEB

RBSEB has not managed its debtors properly. Debtors Management is an issue of great concern at **RBSEB**. Some examples are as follows:



5.11.1 Debtors

RBSEB is in a very critical cash flow critique situation and the timing of each rupee due to it is of critical importance as it is accumulating high daily interest rates on its loans and overdrafts.

The amount due to **RBSEB** as at 31.12.2013 is as follows:

| ROSE BELLE SUGAR ESTATE BOARD | | | | | | | | | | | | | |
|---|-----------------|---------------|-----------------------|---|---------------------------------------|-----------------------|------------------|-----------------------|--|----------------------|-----------------|-------------|-----------------------|
| DETAIL STATUS OUTSTANDING DEBTS AS AT 31ST OCTOBER 2013 | | | | | | | | | | | | | |
| Payee | Contracted Date | Maturity Date | Contracted Amount(Rs) | Particulars | Actual Paid as at To-date(31/10/2013) | | | | Outstanding Balance as from 01/11/2013 | | | | |
| | | | | | Capital Rs | Interest Rs | Bank Charges Rs | Total Rs | Capital Rs | Interest Rs | Bank Charges Rs | Total Rs | |
| Ministry of Finance | 02/08/1991 | 02/08/2011 | 51,075,496.00 | ADB (Foreign Loan) - Ref LN380 | 11,331,722.28 | 21,282,156.76 | 0.00 | 32,613,879.04 | 52,655,949.54 | 39,388,349.58 | | | 92,044,299.12 |
| Ministry of Finance | 30/06/2001 | 30/06/2022 | 41,902,150.00 | Local Loans - Ref LN169/FL149 | 0.00 | 4,599,711.64 | 0.00 | 4,599,711.64 | 41,902,150.00 | 37,711,935.00 | | | 79,614,085.00 |
| Ministry of Finance | At 06/09/1982 | 30/06/1986 | 14,500,000.00 | To clear Overdraft with SBM | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 6,623,835.80 | | | 6,623,835.80 |
| Ministry of Finance | 12/08/2011 | 30/06/2028 | 3,600,000.00 | Hydroponic Loan | 0.00 | 341,824.00 | 0.00 | 341,824.00 | 3,600,000.00 | 0.00 | | | 3,600,000.00 |
| TOTAL GOM/MOF | | | 111,077,646.00 | | 11,331,722.28 | 26,223,692.40 | 0.00 | 37,555,414.68 | 98,158,099.54 | 83,724,120.38 | 0.00 | | 181,882,219.92 |
| SBM LEASING | | | | | | | | | | | | | |
| | 20/12/2006 | 09/03/2012 | 648,150.00 | PM's Car | 648,150.00 | 243,009.84 | 0.00 | 891,159.84 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| | 04/06/2007 | 19/07/2012 | 4,970,300.80 | Atlas Cane Loader | 4,970,300.80 | 1,837,503.03 | 0.00 | 6,807,803.83 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| | 26/11/2008 | 02/03/2009 | 45,362.69 | Accidented Lorry 6929NV08 | 45,362.69 | 33,800.26 | 0.00 | 79,162.95 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| | 26/11/2008 | 30/11/2013 | 1,213,650.00 | Lorry 6567NV08 | 1,176,235.40 | 338,125.51 | 0.00 | 1,514,360.91 | 37,414.60 | 0.00 | 0.00 | 0.00 | 37,414.60 |
| | 04/03/2009 | 28/02/2014 | 3,069,709.00 | MF6495 787FB09 | 2,782,309.17 | 1,008,085.02 | 0.00 | 3,790,394.19 | 287,399.83 | 0.00 | 0.00 | 0.00 | 287,399.83 |
| | 04/03/2009 | 28/02/2014 | 884,382.00 | Heavy Disc Duty Arrow | 801,582.17 | 290,428.91 | 0.00 | 1,092,011.08 | 82,799.83 | 0.00 | 0.00 | 0.00 | 82,799.83 |
| | 10/04/2009 | 30/03/2014 | 2,095,690.00 | Funky Bell Cane Loader | 1,862,696.20 | 677,562.81 | 0.00 | 2,540,259.01 | 232,993.80 | 0.00 | 0.00 | 0.00 | 232,993.80 |
| | 16/04/2009 | 30/04/2014 | 464,785.00 | Furrower & Subsoiler | 400,817.96 | 154,089.91 | 0.00 | 554,907.87 | 63,967.04 | 0.00 | 0.00 | 0.00 | 63,967.04 |
| | 12/06/2009 | 30/05/2014 | 9,998,340.00 | MFS495 - (2025 - 2027/29) | 8,484,016.36 | 3,181,110.48 | 0.00 | 11,665,126.84 | 1,514,323.64 | 0.00 | 0.00 | 0.00 | 1,514,323.64 |
| | 19/05/2010 | 30/05/2015 | 3,496,088.00 | Trailers 15 Tons(2343,46,47 & 52) | 2,134,882.40 | 1,004,299.20 | 0.00 | 3,139,181.60 | 1,361,205.60 | 0.00 | 0.00 | 0.00 | 1,361,205.60 |
| | 14/06/2010 | 30/05/2015 | 4,929,454.00 | MFS385 -(2876/77JU10) | 3,095,488.48 | 1,030,929.92 | 0.00 | 4,126,418.40 | 1,833,965.52 | 0.00 | 0.00 | 0.00 | 1,833,965.52 |
| | 21/12/2010 | 30/12/2015 | 2,032,240.00 | Hydraulic Trailer - 3239/40JU10 | 1,027,442.64 | 381,758.40 | 0.00 | 1,409,201.04 | 1,004,797.36 | 0.00 | 0.00 | 0.00 | 1,004,797.36 |
| | Oct 2013 | Sept 2013 | 6,128,620.25 | New Atlas TW150 Cane Loader | 0.00 | 0.00 | 0.00 | 0.00 | 6,128,620.25 | 0.00 | 0.00 | 0.00 | 6,128,620.25 |
| Total SBM LEASING | | | 39,976,771.74 | | 27,429,284.27 | 10,180,703.29 | 0.00 | 37,609,987.56 | 12,547,487.47 | 0.00 | 0.00 | 0.00 | 12,547,487.47 |
| SBM | | | | | | | | | | | | | |
| | 31/12/2001 | 31/12/2008 | 125,000,000.00 | VRS (1) - Cash Compensation | 125,000,000.00 | 48,936,044.84 | 4,342.22 | 173,940,387.06 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| | 15/12/2005 | 30/09/2012 | 89,867,800.00 | VRS (1) - Infrastructure Costs | 89,867,800.00 | 28,714,435.49 | 7,086.45 | 118,589,321.94 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| | | | 214,867,800.00 | TOTAL VRS (1) | 214,867,800.00 | 77,650,480.33 | 11,428.67 | 292,529,709.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| SBM | | | | | | | | | | | | | |
| | 29/10/2010 | 31/10/2017 | 55,000,000.00 | VRS (2) - Infrastructure Costs | 9,253,259.76 | 10,227,872.63 | 3,383.92 | 19,484,516.31 | 45,746,740.24 | 0.00 | 0.00 | 0.00 | 45,746,740.24 |
| | 24/01/2012 | 31/07/2017 | 17,800,000.00 | VRS (2) - Infrastructure Costs | 3,022,017.97 | 1,512,396.80 | 1,423.63 | 4,535,838.40 | 14,777,982.03 | 0.00 | 0.00 | 0.00 | 14,777,982.03 |
| | | | 72,800,000.00 | TOTAL VRS (2) | 12,275,277.73 | 11,740,269.43 | 4,807.55 | 24,020,354.71 | 60,524,722.27 | 0.00 | 0.00 | 0.00 | 60,524,722.27 |
| TOTAL SBM | | | 327,644,571.74 | | 254,572,362.00 | 99,571,453.05 | 16,236.22 | 354,160,051.27 | 73,072,209.74 | 0.00 | 0.00 | 0.00 | 73,072,209.74 |
| Sugar Reform Trust | | | | | | | | | | | | | |
| | 31/12/2007 | 31/12/2010 | 88,899,765.50 | VRS (2) - Cash Compensation | 0.00 | 5,101,713.13 | 0.00 | 5,101,713.13 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| TOTAL SRT | | | 88,899,765.50 | CAP repaid by Govt(European Union) | 0.00 | 5,101,713.13 | 0.00 | 5,101,713.13 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |
| TOTAL | | | 527,621,983.24 | | 265,904,084.28 | 130,896,858.58 | 16,236.22 | 396,817,179.08 | 171,230,309.28 | 83,724,120.38 | 0.00 | 0.00 | 254,954,429.66 |

Some debtors to whom land has been sold at preferential prices are still not paying their dues to **RBSEB** on a timely basis. These include:

| Company | Acreage | Amount Payable - Rs | Amount Outstanding - Rs | Date Payable | Actual Date of Payment | Remarks |
|--------------|-----------|---------------------|-------------------------|------------------------------|---|--------------|
| Vitarice Ltd | 110.91 Ha | 2,218,200.00 | 2,218,200.00 | Before 14 December each year | Proposed Rs1m on 20/12/2013 | Not received |
| | | | | | Balance of Rs 1,218,200.00 by end on January 2014 | |
| SKC | 234A32P | 1,171,600.00 | 652,300.00 | Before | Is paying Rs | |



| | | | | | | |
|---------------------|----|------------|------------|---|---|--|
| Dairy Fresh Ltd | | | | 14 September each Year | 200,000.00 monthly | |
| Etchelle Papers Ltd | 5A | 400,000.00 | 400,000.00 | Before 1 st November each Year | Full payment will be effected before 1 st Nov 2014 | Rs 250,000.00 are still outstanding on previous year rental. |

Moreover, some of these debtors are arguing on road access so as not to pay the full amounts due.

For example, the contract with **SKC Dairy Fresh Ltd** is for the lease of 234 A 320 p at Rs 5000 per arpent yearly. The amount outstanding of Rs 879.500 is not being paid as the lessee says there is an amount for road access. As the road access has not been tarred, the lessee is not paying the full amount. The same applies for the lease to **VITA RICE Ltd** who is not paying the full amount of the lease contracted with **RBSEB**.

5.11.2 Land Acquisition for the improvement of Chapel Lane

In August 2006, the Government of Mauritius informed the **Rose Belle Sugar Estate Board** that a plot of land of an extent of 4,429.14 m2 was being retrieved from **the Rose Belle Sugar Estate Board** as from the 29th August 2006 for the purpose of the improvement of Chapel lane.

The agreement to the land acquisition and payment of compensation of the amount of Rs 5,049,219.60 was conveyed to the Ministry by a letter dated 15 September 2006.

However, as the relevant compensation was not settled by June 2008, the **Rose Belle Sugar Estate Board** sent a reminder on 19th June 2008.

By way of a letter dated 12 September 2008, **RBSEB** informed that due to the presence of Winners, the whole layout would be reviewed and acquisition procedures will subsequently be finalized.

As it was subsequently mentioned that traffic generated by ~~Winners~~ in the ~~Le Vieux Moulin~~ Complex has no impact whatsoever on the ~~Camp Road~~ acquired for the purpose of servicing the Sookdeo Bissoondoyal State Secondary School by the Government in 2006.

This amount has been claimed only once by **RBSEB** and no follow-up done.

It is only on 27th of July 2013 that the new General Manager is claiming this amount from the **Ministry of Housing and Lands**.

5.11.3 Land Acquisition for roundabout

A plot of land of the extent of 1225.80m2 situated at New Grove has been retrieved by the **Ministry of Housing and Lands** for the construction of a roundabout under the Nouvelle



France . Plaine Magnien Second Carriageway project in January 2002. **RBSEB** was invited to submit a claim for compensation.

This has never been done, though the value of the land was estimated at Rs 232.314.00.

It is only in July 2013; the new General Manager is picking up on this and has written to the said Ministry to claim back this amount.

5.11.4 Land retrieved for the setting up of a male and female ward for detainees at the J. Nehru hospital

In the year 2010, the **Ministry of Housing and Lands**, has retrieved a plot of land of an extent of 24,152.0 m² (i.e. 5A72) and vested same to the Prime Minister's office, the verbal offer was for Rs 800.000 valuation.

The land identified to house the above project is very well located along the highway and can easily be developed for a high value project. Furthermore, the **Rose Belle Sugar Estate** has the facility to convert about 120 Arp of agricultural land to residential/commercial use free of charge under the 2:1 scheme, for land sold to **Business Park of Mauritius Limited** at Re. 1.00/ Arp. This portion of land was among those identified for conversion and would thus have fetched a much higher price.

On the 7th February 2011, the **Rose Belle Sugar Estate Board** strongly objected to the verbal offer of Rs 800,000.00 per arpent as compensation and drew the attention that similar lands in the vicinity had been valued at Rs 2.95 Millions per arpent in 2008.

A valuation report dated 6th may 2008 drawn up by a Government Valuer and a plan showing the land valued at Rs 2,665,000.00 per arpent

Until now no payment has been effected for this retrieval of land.

The General Manager has claimed this amount in July 2013 and so far nothing has been received. The 5A72 is valued at more than Rs 15,000,000 rupees. The Government, on 26.12.2013, is now proposing a total sum of Rs 3,660,800 which is even less than the Rs 800,000 proposed.

5.11.5 Land Acquisition for a new divisional headquarters at Rose Belle

The Government of Mauritius intends to acquire from **Rose Belle Sugar Estate Board** a plot of land of an appropriate extent of 1 A 53 or 6,463.81 m² at the price of Rs 6,800,000.00 (Rupees six million and eight hundred thousand only) for the construction of a new divisional headquarters at Rose Belle since 28th March 2011.

As the amount offered as compensation was very low, the **Rose Belle Sugar Estate Board** has made several appeals to the **Ministry of Housing and Lands** for its review so that the compensation reflects its actual and real price.

As the **Ministry of Housing and Lands** is unwilling to review the amount of compensation on the advice of the Valuation Department, the Board has at its meeting of 20th April 2013 resolved to sell the land at the proposed price subject to interest at the legal rate being paid to **Rose Belle Sugar Estate Board** as from the date of the offer for acquisition, i.e. since the 28 March 2011 up to the time of signature of the deed of sale.



It is only in November 2013 that the **Ministry of Housing and Lands** has revised the amount offered as compensation to Rs 18, 360,000.00 as per a letter dated 30th October 2013.

The Honourable Minister's approval has been sought for the sale of the relevant plot of 1 A 53 to the Government of Mauritius for the price of Rs 18,360,000.00.

The terms of payment had not been mentioned at all.

All the above have not been accounted for in the accounting records. Consequently:

1. The Fixed Assets are overstated by these amounts.
2. Debtors were understated by these amounts.
3. Revenue was understated by these amounts.
4. The deficit was overstated by these amounts.

The whole issue is one of a system failure in the processes of **RBSEB**.

More examples of debtors' mismanagement are in Appendix 8.

The list of provision for bad debtors is in Appendix 9.

5.11.6 Further Mismanagement of Debtors

The following are other examples of Debtors' mismanagement:

We noted that a long outstanding receivable of Rs621k from the **Ministry of Agriculture** exists since 2007 and 2008 relating to 68.123 tons of molasses at Rs 2300/ton and 161.689 tons of molasses at Rs 2,875/ton delivered to **Richelieu Livestock Station** for account of the Ministry, for which invoices have not yet been issued pending delivery notes.

No follow up has been made in the past to recover the amount and only following the management letter of **BDO** addressed to management, a correspondence has been subsequently sent to the Agriculture Superintendent to notify of the long outstanding balance.

The **livestock feed factory** to whom molasses was delivered has thus a long-outstanding debt of Rs 621,538.78. This amount has never been recouped.

The **Development Bank of Mauritius** was to pay an amount of Rs 532,038.01 for Tea land. This amount is also outstanding since several years.

The same applies for an amount of Rs 377,519,00 due by the **DWC** which is still outstanding since long.

As at the date of this report, an analysis of the following cash receipt vouchers was carried out by Mr. Joy Pydiah and the payroll coordinator, who is also responsible for debtors' collection:

| Cash Sale vouchers number: | |
|-----------------------------------|-----------|
| From | To |
| 3351 | 3600 |
| 3601 | 3650 |
| 3651 | 3700 |



| | |
|------|----------|
| 3751 | 3800 |
| 4001 | 4050 |
| 4451 | 4500 |
| 4551 | 4600 and |
| 4601 | 4650. |

Note: The following vouchers are missing in the above series:

| | |
|------|------|
| From | To |
| 3701 | 3750 |
| 3801 | 4000 |
| 4051 | 4450 |

It reveals that a sum of Rs 1,482,624.00 collected and for which receipts have been issued have not been received by the cashier of **RBSEB** for land lease under the 500 Arpents Scheme, flowers, potatoes, Eucalyptus Poles, Venison etc.

This amount is arrived at as follows:

| Summary of analysis of 8 cash sales vouchers found in the office of mr dharam pydiah | | | |
|--|---------------------|-------------------|---------------------|
| Voucher Number | Amount - Rs | | |
| | Receivable | Received | Missing |
| 3551-3600 | 134,050.00 | 31,530.00 | 102,520.00 |
| 3601-3650 | 370,350.00 | 108,720.00 | 264,630.00 |
| 3651-3700 | 85,220.00 | 55,990.00 | 29,230.00 |
| 3751-3800 | 275,465.00 | 33,205.00 | 242,260.00 |
| 4001-4050 | 93,610.00 | 38,720.00 | 54,890.00 |
| 4451-4500 | 319,055.00 | 0.00 | 319,055.00 |
| 4551-4600 | 238,924.00 | 54,175.00 | 184,743.00 |
| 4601-4650 | 398,020.00 | 109,730.00 | 288,290.00 |
| TOTAL | 1,914,694.00 | 432,070.00 | 1,482,624.00 |

The details are in Appendix 10.

We believe that the actual amount collected are not remitted in the bank account of **RBSEB** could be much more than this if all the transactions of **RBSEB** are scrutinized.

There is currently no detailed comprehensive report on the debtors. Some of these debtors may even not appear in the books of **RBSEB**. We doubt the completeness of the amounts due to **RBSEB** as they appear in the records.

The job description of the Payroll Co-coordinator according to the review of pay structure of **RBSEB** as per the commissioner Dirkiissoon Domun in his last report is as follows:

1. Prepare monthly staff payroll as well as agricultural and non agricultural workers;
2. Check monthly deductions that have been made on the monthly salaries of employees in respect of direct payment to financial situations such as Banks, Mauritius Housing Corporation and Unions and process the payments to the respective bodies;
3. **In charge of the debtors module and follow up of debtors;**



4. Prepare and submit monthly statutory return such as the VAT, the PAYE and NPS returns;
5. Preparation of various Lead Schedules . office management;
6. Retrieving of info for Financial Controller , for statutory bodies;
7. In charge of all the purchases of the Estate.
8. Any other cognate duties as may be assigned by the Management.

Clearly, the payroll coordinator is expected to follow up **all** debtors.

The current situation is that there is a very poor follow-up and chasing of debtors. This in turn has affected the Cash Inflows of **RBSEB** and directly accentuated the negative cash flow of **RBSEB**.

There is a clear case of poor management of debtors at **RBSEB**.

5.11.7 Unclear Payments

We have also noted a series of unclear payments made to the government valuer. In fact, payments to Mr. Yodhun Bissessur, Government Valuer, have been made for an amount of Rs 1,036,750 over the years for valuation of specific plots of land. These fees were paid for the following valuations:

2006

| | Purpose | Value of the property (Rs) | | Amount Paid (Rs) |
|----|---|----------------------------|---------------|------------------|
| | | Capital | Rental | |
| 1. | 2.79 arp. leased to Alcodis Ltd for the setting up of Ethanol Production plant at Rose Belle | | 200,000/yr | 5,750.- |
| 2. | 25 Arp. of sugar cane land for creation of Endemic Park at Le Val. The project did not materialize. | 6,250,000 | | 5,750.- |
| 3. | 50 arp. of mountain reserve for creation of Endemic Park at Le Val. <i>The project did not materialize.</i> | 1,000,000 | | 23,000.- |
| 4. | 40 Arp. for green tourism and hotel development at Cluny. <i>The project did not materialize.</i> | | 2.5 M/yr | 23,000.- |
| 5. | 40 Arp. for cattle rearing and milk production at Le Val. <i>The project did not materialize.</i> | | 450,000.- /yr | 5,750.- |
| 6. | 5 Arp. for poultry production at Le Val. <i>The project did not materialize.</i> | | 75,000.- /yr | 5,750.- |
| 7. | 8 Arp. of land for production | | 100,000.- | 40,000.- |



| | | | | |
|------------------|--|-----------|--------------|------------------|
| | of liquefied fuel by Avantime Ltd. 8 Arp. of land at Beemanique has been leased to Avantime Ltd and Sotratch Ltd. 6 Arp. has been retrieved from Sotratch Ltd. | | /yr | |
| 8. | 0.6034 A of land sold to C.W.A for setting up of regional office at Rose Belle. | 4,000,000 | | 28,750.- |
| 173.3934A | | | TOTAL | 137,750.- |

2007

| | Purpose | Value of the property (Rs) | | Amount Paid (Rs) |
|----|--|----------------------------|----------------------------|------------------|
| | | Capital | Rental | |
| 1. | 2.891 A Small scattered plots of land at Rose Belle and at New Grove. None of the plots have been sold yet. | 5.825 M | | 55,000.- |
| 2. | 40 Arp. for eco-tourism and hotel development at Cluny. The sale value of the land was requested. <i>The project did not materialize.</i> | 14.0 M | | 13,000.- |
| 3. | 20 Arp. for the construction of a university (Birla Institute of Technology) at La Vigie Road, Nouvelle France. The land was leased but subsequently, the lease was cancelled as the lessee did not start the project. | | 1.2 M/yr | 25,000.- |
| 4. | 0.053 perches at Union Park in ex-camp at Chimney road, Union Park. The land has been sold. | 150,000 | | 5,000.- |
| 5. | 5 Arp. at Union Park for the setting up of an industrial park. <i>The project did not materialize.</i> | 12.5 M | | 17,250.- |
| 6. | 0.70 A Housing accommodation rented to an ex-Staff at Camp Bouvette who retired on VRS 2 | | 4,180/month to 9,700 month | 11,500.- |
| 7. | 3 A 20 - General Managers | | 36,000.- | 11,500.- |



| | | | | |
|-----------------|---|--|--------------|------------------|
| | residence at Camp Bouvette. <i>The property has not yet been rented.</i> | | per month | |
| 8. | Ex-office of 50 perches at Astroea for the setting up of a saw mill. <i>The project did not materialize.</i> | | 40,000/yr | 10,000.- |
| 9. | 6 Arp. at Eau Bleue leased to Serre de Palma. The lease has been cancelled and land retrieved for non occupancy. | | 32,000/yr | 10,000.- |
| 10. | 5 Arp. at Cluny Road leased to Etchelle Papers. A paper mill has already been set up. | | 400,000/yr | 25,000.- |
| 11. | Arbitration case at M.C.C.I. Following a dispute on value of land following factory closure between Rose Belle Sugar Estate Board and SUDs. | | | 125,000.- |
| 12. | 25 Arp. leased to Sustainable Properties Ltd at Rose Belle for an Integrated Development Project (leased) | | |) |
| 13. | 27 Arp. of land to be sold to an Indian Consortium for the development of a commercial complex at Rose Belle (sold) | | |) |
| 14. | 170.62 Arp. at Le Val to be leased for an Eco-tourism Project | | |) |
| 15. | Lease of ex-factory premises for a commercial complex at Rose Belle | | |) 125,000.- |
| 365.964A | | | TOTAL | 433,250.- |

2008

| | Purpose | Value of the property (Rs) | | Amount Paid (Rs) |
|----|--|----------------------------|--------|------------------|
| | | Capital | Rental | |
| 1. | Land and building at Rose Belle . 1 A 09 P. ex Rose Belle Multi-purpose Cooperative Supermarket, | 8.5 M | | 28,750.- |



| | | | | |
|-----|--|------------|---------------|--------------------|
| | where Rose Belle Sugar Estate Board wanted to purchase the building, <i>but did not materialize.</i> | | | |
| 2. | 2 A 50 P at Union Park. To be sold to Mauritius Telecom, <i>but the project did not materialize.</i> | 7.5 M | | 17,250.- |
| 3. | 200 Arp. at Le Val for land leased to SKC Dairy Fresh Ltd. The project has materialized and is on-going. | | 1.5 M/yr | 28,750.- |
| 4. | 62 Arp. at Camp Bouvette of land earmarked to recoup costs of VRS 1 and to be sold. <i>The project did not materialize.</i> | 165 M | | 46,000.- |
| 5. | 50 Arp. at Lamusse of land earmarked to recoup cost CRS 1. Has not been sold yet. | 115 M | | 46,000.- |
| 6. | Office compound at Le Val to be leased to Endemic Park. <i>But did not materialize.</i> | | | 11,500.- |
| 7. | Store at Le Val leased to Vita Rice Ltd. Was leased for 2 years and returned to Rose Belle Sugar Estate Board. | | 4,000/monthly | 11,500.- |
| 8. | 5 Arp. of land at Cluny to be purchased by development Bank of Mauritius Ltd for an industrial park. <i>Project did not materialize.</i> | 10,625,000 | | 17,250.- |
| 9. | 0.05 A - Small building at morcellement orchidées . Rose Belle to be leased for a small and medium enterprise. <i>The project did not materialize.</i> | | 1,000/monthly | 11,500.- |
| 10 | 0.096 A Building at Camp Bouvette, an ex-camp house sold. | 500,000.- | | 17,250.- |
| 11 | 35 perches of land at Gros Billot, New Grove earmarked for sale. Sale not yet effected. | 1.0 M | | 17,250.- |
| 12. | 0.106 A at Morcellement Orchidées, Rose Belle for the setting up of a milk | 635,000 | | No claim submitted |



| | | | | |
|---------|----------------------|--|-------|-----------|
| | pasteurization unit. | | | |
| 321.192 | | | TOTAL | 253,000.- |

2009

| | Purpose | Value of the property (Rs) | | Amount Paid (Rs) |
|----|--|----------------------------|------------------|------------------|
| | | Capital | Rental | |
| 1. | Factory premises 5 A 49 P of land at Rose Belle proposed to be leased to Centre Commercial Du Vieux Moulin & Cie. Ltée. <i>The project has not materialized.</i> | | 210,000.- /month | 17,250.- |
| 2. | 53 Arp. at Lamusse, Nouvelle France for sale for the creation of a hospital by Saudi German Hospitals group. <i>The project has not materialized.</i> | 135 M | | 46,000.- |
| 3. | 0.053 A at New Grove for the setting up of a Palm Tree Tower by EMTEL. <i>The project has not yet materialized.</i> | | 10,000/yr | 11,500.- |
| 4. | 0.007 A at Rose Belle of additional land to be leased to Centre Commercial Du Vieux Moulin & Cie. Ltée. <i>The project has not materialized.</i> | | | 11,500.- |
| 5. | 118.45 Arp. Ha. to Vita Rice, Cluny. Project is on-going. | | 1,477/Ar p/yr | 57,500.- |
| 6. | 50 Arp. at Rose Belle to be leased to DYP Worldwide. <i>The project has not yet materialized.</i> | | 100,000.- /month | 28,750.- |
| 7. | 0.50 Arp. at Le Val of a housing accommodation leased to SKC Dairy Fresh Ltd. <i>The project has materialized.</i> | | 10,000.- /month | 11,500.- |
| 8. | Placing of billboards along highway at Rose Belle. | | 36,000.- /yr | 11,500.- |
| 9. | General Managers residence at Camp Bouvet for rental on a long term. <i>Project has not materialized.</i> | | 50,000.- /month | 17,250.- |



| | | |
|--------|-------|---------|
| 230A25 | TOTAL | 212,750 |
|--------|-------|---------|

The striking issue is that **most of these projects have never been materialized**, and it should be questioned why these valuations were made and paid for.

5.12 Revaluation of assets surplus as at 31.12.2006

The last revaluation of land and buildings was performed in 1985 by Mr. Raj Ramlakhan, Chartered Valuer. However **IAS 16** stipulates the following, *‘Land and buildings, held for use in the production or supply of goods or for administrative purposes, are stated at their fair value, based on periodic, but at least triennial valuations, by external independent valuers’*, for the sake of the financial statements. The auditors have considered that deemed cost was adopted since inception of **IFRS** and they have therefore released the revaluation surplus to revenue reserve as prior year’s adjustment.

The Value of the land asset of **RBSEB** in the balance sheet does not represent its fair value.

We recommend that the Board undertakes steps to carry out a revaluation of its land and buildings in line with **IFRS** and that the revalued amount be reflected in the financial statements so as to enhance the net assets and balance sheet of **RBSEB**.

However, although this will increase the revaluation and the value of assets in the balance sheet, it does not reflect a surplus arising out of efficiency of **RBSEB** on its core business. So, our recommendation in that, though the land assets could be revalued, the responsibility of the shareholders, the Board and Management to roadmap a transformational strategy for **RBSEB** is not at all absolved through this revaluation.

5.13 Diversification Projects undertaken by RBSEB

Failure of RBSEB’s diversification strategy

RBSEB has failed in most of its agricultural diversification projects.

5.13.1 Garlic Production on the Estate

In the context of embarking in various agricultural projects, a pilot project of garlic production was earmarked. Technical support was sought from **AREU** as they have all the necessary expertise and logistics for these types of projects.

The fields where potatoes were earmarked were prepared mechanically by **SPMPC**. Beds were raised at the heights of 30 cm for garlic as for onion plantation. Field no. 3090 was used. All operations were carried out under the guidance and the recommendations of **AREU**. Soil pH was amended by the application of cement.

250 kg of garlic seeds were purchased from Marketing Board and the garlic cloves were planted manually in May 2012 at the recommended distances. After planting, herbicide was applied and the germination rate was satisfactorily about 95%, two weeks after plantation.

Field visits and supervision were conducted regularly as and when required by officers of **AREU**. The **Plant Pathology Division** of **AREU** was monitoring diverse incidence and control. Diverse insect and pest control were performed regularly as per guidelines of **AREU**.



The fact that the region is humid and it was raining almost every day, there was an infestation of leaf miner despite all preventive measures taken and followed.

Field visits were conducted regularly on a fortnightly basis and as and when required by officers of **AREU**. The **Plant Pathology Division (PPD)** of **AREU** was monitoring disease incidence and control. Disease, Insect and Pest Control was performed regularly, as per guidelines of **AREU** by permanent labour using a mist blower sprayer. Being in a humid zone where it was raining every day all preventive measures were taken. There was an infestation of leaf miner and all recommended measures were followed.

After one month the garlic plants were 3-4 leaf stage and part of the plants (about 25% of the plantation) showed symptoms of yellowing together with rotting of the cloves upon uprooting.

The officer of **Plant Pathology Division** of **AREU** recommended the removal of the rotted plants and the application of foliar fertilizer. As at mid-August there were about 60% of the plants with 8-9 leaves.

Harvest was carried out on 11/10/12 and 12/10/12. The garlic cloves have been kept for drying in a shade house at Camp Bouvet.

Quantity of seed planted: 250 Kg

Total expenses Rs 67,909.00

Quantity harvested: 142.5 Kg

Total revenue: Rs 10,200.00

Total lost: Rs 57,709.00

It appears that climatic conditions have been very unfavorable during the growth phase. Continuous rainfall have led to water-logged conditions that were not conducive to proper growth and bulking. Production was very bad and due to the impaired quality marketing problems were faced. Finally this was sold to workers of the estate.

5.13.2 Breadfruit Production

In July 2013, **RBSEB** started a project of breadfruit production on the Estate. Actually there is a high demand for breadfruit, both for local and export.

AREU has put 60 plants at the disposal of **RBSEB** and these had been planted in July in a field at Le Val.

This project was being monitored by officers of **AREU**.

Production was not for the time being. According to **AREU** guidelines, production would start 3 to 6 years after plantations.

5.13.3 Orchid Project on the Estate

The orchids project started in 1992 with the help of foreign expertise from the Taiwan Government. An expert in orchid production was attached to the project till 1995.



Six shade houses were built to house the plants which were received from the country. All materials including shade house were donated to the Estate. Formerly, these shade houses were near the main office and have now been transferred to Camp Bouvet.

In 2006, 3000 plants were ordered from Mr. T. Baldowoo, La Serre de Palma as the existing plants were too old.

In 2007, the plants reached Mauritius in January and it was released by the National Plant Protection Unit one month later. 2585 plants were delivered.

Apart from importing some plants, some of the older plants were multiplied by using vegetative propagation techniques. Most of the plants are quite old. Thus, replantation of these old plants is being done regularly so as to build up production.

All the production is being sold on the local market as follows:

- (a) Sale of cut flowers to the flower shops and to the public in general on an as and when available basis.
- (b) Lease of potted plants to various Ministries and Labourdonnais hotel at a rate of Rs 800/month/plant.

| | | | |
|---|---|---|-----------|
| ➤ Ministry of Housing and Lands | - | 1 | pot/plant |
| ➤ Ministry of Environment | - | 4 | % |
| ➤ Ministry of Tourism | - | 1 | % |
| ➤ Ministry of Social Integration | - | 2 | % |
| ➤ Ministry of Land Transport and Shipping | - | 1 | % |
| ➤ Ministry of Business Enterprise | - | 3 | % |
| ➤ Ministry of Foreign Affairs | - | 2 | % |
| ➤ Ministry of Social Security | - | 1 | % |
| ➤ Ministry of Public Utilities | - | 1 | % |
| ➤ Ministry of Civil Service | - | 2 | % |
| ➤ Beemanique Stone Crusher | - | 1 | % |
| ➤ Labourdonnais Hotel . Port Louis | - | 7 | % |

Clearly, such a small scale production is insignificant in the context of survival of **RBSEB**.

5.13.4 The Production of Onion by the Estate

In 2012 the Estate decided to embark itself in some agricultural diversification projects. In this context a pilot project of onion on one arpent of land was earmarked. Technical support was sought from **AREU**.

The land was prepared mechanically and beds were raised to heights of more than 30 cms in field no. 3090 with equipment from the **SPMPC**. All operations were carried out under the guidance and recommendations of **AREU**. Two commercial onion varieties namely NUN 7272 and Star 5517 were recommended for cultivation. Soil pH was amended by the application of cement.

The seeds of the two varieties were sown directly on the beds by a pneumatic seeder on 23/05/2012. Immediately after herbicide Parabat was applied at 1.0 lt/arpent. Two weeks after sowing, a germination rate of more than 95% was observed for both varieties and an application of Proplant and Topsin was recommended against damping . off on onion.



Field visits were conducted regularly on a fortnightly basis and as and when required by officers of **AREU**. The Plant **Pathology Division (PPD)** of **AREU** was monitoring disease incidence and control. Disease, Insect and Pest Control was performed regularly, as per guidelines of **AREU** by permanent labour using a mist blower sprayer. Being in a humid zone where it was raining almost every day all preventive measures were taken. There was an infestation of leaf miner and all recommended measures were followed.

After seven weeks, the onion seedlings were at 1- 2 leaves stage with a very slow growth rate. In some parts of the plot, there was yellowing of seedlings and an application of CAN was recommended. An accumulation of water was noted in the path of the beds.

Climatic conditions have been very unfavorable during the growth phase. Continuous rainfall have led to water-logged conditions that were not conducive to proper growth and bulking.

Upon the recommendation of **AREU**, harvest was carried on 30.10.2012 to 01.11.2012 and 497 Kg of onion was harvested. This was stored in an unoccupied orchid shed at Camp Bouvet. Many prospective buyers were contacted but due to the impaired quality of onions we faced marketing problems. Finally this was sold to workers of the Estate and the revenue amounted to Rs 5,855.00

Quantity of seeds planted: 1.8 Kg

Total cost: Rs 57,940.00

Quantity harvested: 497 Kg

Total revenue: Rs 5,855.00

Total loss: Rs 52,095.00

5.13.5 The Production of Seed Potatoes by the Estate

In 2012 the Estate decided to embark itself in some agricultural diversification projects. In this context a pilot project of five tons of seed potato was earmarked for 1st season planting.

Some available fields were identified and a bacterial wilt test was performed on soil from those different fields by the **M.S.I.R.I.** and two fields were found free from bacterial wilt . one at Le Val and another at Union Park .Taking into consideration the distance field no.3090 situated at Union Park was chosen.

All operations - from land preparation to harvest - were closely monitored by Mr. N. Mawlah of the Plant Pathology Department, with the collaboration and support of other scientific officers from the **M.S.I.R.I.**

The planting program was scheduled for May. Due to rainy period prevailing during that period, this was postponed to June. Five tons of potato seeds Spunta were planted on the 8th and 9th of June. Germination was very good and no soft rot was observed. Earthing up was carried mechanically with equipment from the **M.S.I.R.I.** Monitoring and inspection was being carried regularly by myself and scientific officers of the **M.S.I.R.I.**

Disease, Insect and Pest Control was performed regularly, as per guidelines to Seed Potato Production and other recommendations of the **M.S.I.R.I.** by permanent labour using a mist blower sprayer. Being in a humid zone where it was raining every day all preventive measures



were taken and we have been able to control late blight from attacking the seed plantation. There was an infestation of leaf miner and all recommended measures were followed

Harvest started on 3/10/10 - completed on 17/10/12 and 11.580 tons was produced out of which 11.090 tons was sent to the Agricultural Marketing Board as seed. The other remaining 0.490 ton was sold as 2nd Grade.

The field being in a humid zone where it was raining every day and having water logging areas with less sunshine period there has been a negative impact on yield.

The total revenue is Rs346,472.00.

The total Expenses is Rs318,775.00

Total Profit Rs 27,697.00

Observations:

The project was fruitful and beneficial particularly as it has helped **RBSEB** build a team for future similar projects. But unfortunately during the plantation period, it appears that it was raining almost every day and that continuous rainfall led to water logging which was not conducive to proper growth. There was less sunshine period. Also the field chosen was F soil type which is not suitable during continuous rainy period and there was a negative impact on the field. Field of B soil type in Rose Belle Section is more suitable for potato plantation. These fields have to be well prepared.

6. Organisational Structure

6.1 The current organisational structure

An organisational structure defines how activities such as task allocation, coordination and supervision are directed towards the achievement of organisational aims. It can also be considered as the viewing glass or perspective through which individuals see their organisation and its environment.

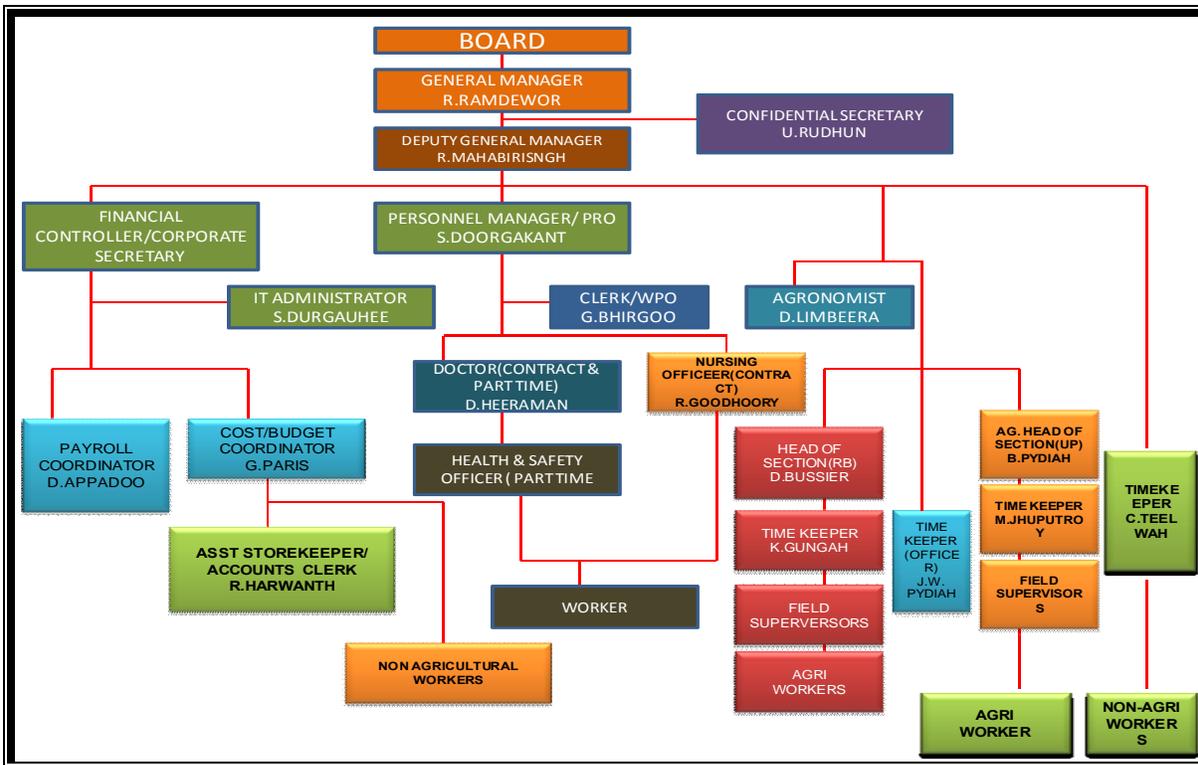
An organisation can be structured in many different ways, depending on its objectives. The structure of an organisation will determine the modes in which it operates and performs.

Organisational structure affects organisational action in two big ways. First, it provides the foundation on which standard operating procedures and routines rest. Second, it determines which individuals get to participate in which decision-making processes, and thus to what extent their views shape the organisation's actions.

Another major weakness of **RBSEB** is its current organisational structure.

RBSEB suffers from an organisational structure that is not at all conducive for it to face the challenges ahead.

The current Organisation Chart of the **RBSEB**, as given to us, is as follows:



There are several flaws in the organisational structure.

The meetings, the working group sessions and our analysis helped to identify the causal factors that underpinned the **RBSEB's** low efficiency and underachievement over the past few years. These factors cut across all departments and directly impact on the organisation. An overview of the causal factors and their impact in the organisation is presented.

6.2 Wrong hierarchical set-up

In the current organisational chart, the support services have overtaken priority in the organization. The core business units have been subordinated to the support functions in the hierarchical set-up. It seems that the support functions have hijacked the organisational set-up.

Clearly, this is a very flawed organisational structure and it is not at all conducive for a dynamic and fast-moving, efficient organisation.

The weaknesses in the organisation structure highlighted trickle down on the people, the processes and the services offered, and does not lead to efficient outcomes.

Not all outcomes are due to structural issues. The employee culture of **RBSEB** has yet to be aligned to a private environment conditioned by competition, operational and financial performance, and operational excellence. The heaviness and slowness in executing processes, the dispersed knowledge, authority and power, the inadequacy of the internal services delivery, the internal conflicts and permanent backbiting have reduced the overall organisational performance.

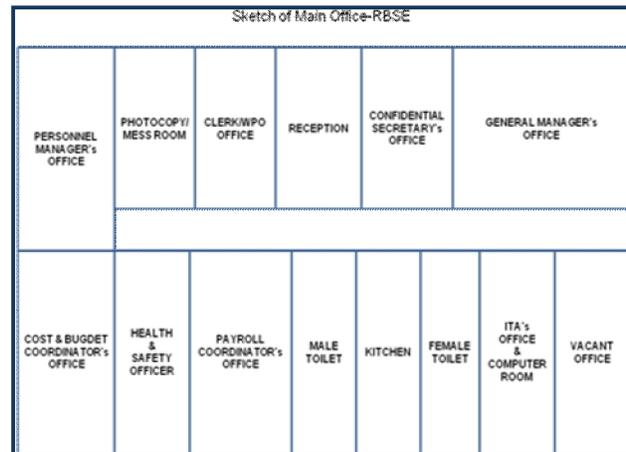
Performance is characterised by high bureaucratic procedures coupled with a lack of coordination and absence of an integrated approach to meet desired needs. The fragmented



hierarchical structure and dispersed power and actions have in turn resulted in slow response and processing time due to diluted authority and limited decision-making power at the lower levels.

6.3 SILO layout

RBSEB has a silo based structure and the Managers are supposed to report directly to the General Manager. The linkages between the departments are weak, and a central cause of this weakness is the fragmented decision-making, action-planning and resource allocation and the reporting lines arising from a Silo arrangement. The prevailing corporate culture of **RBSEB** enforces this silo attitude and creates disconnected entities and groups within a single organisation.



While all silo managers may be working on their individual schedules, the performance of the organisation as a whole is somehow of a no man's land because there is no team, no shared priorities, no coherent action planning and execution, and no collective responsibility.

The Silo mentality is reinforced by an obsolete office layout as shown in the diagram where every manager is closed in their office and seem to surf in their own turfs. This physical set-up has accentuated the lack of communication, backbiting and absence of a team.

6.4 Coordination challenges

In theory, a Silo structure can work if there is perfect information and work flow, as well as flawless cooperation between decision making points across the different silos. In practice this is seldom the case, and **RBSEB** is no exception.

In the present state, such a structure can only be coordinated by the General Manager because he is expected to oversee all the operations and all reporting lines should ultimately converge to him, rather to someone else, all this in line with the code of Corporate Governance.

However, in practice, this is not the case at **RBSEB**.

6.5 Lack of skills integration

The objective of **RBSEB** should be to become an operationally efficient and financially strong and sustainable organisation. This objective is to be achieved in a business model of growing complexity as the Product Portfolio of **RBSEB** has necessarily to evolve to new heights.

The development and sustainability of an organization like **RBSEB** in the challenging environment described above requires a blend of skills between corporate leaders, managers, planners, marketing and operations experts, and a set of support services blended with the right processes and state of the art technology. The lack of integration of these skills under the current set-up makes it difficult to coordinate planning & development and marketing and operations in a way that meet stakeholder requirements.



6.6 A Review of the organisational structure of RBSEB

The most seductive image of the organisation of **RBSEB** is the self-managed network. It conjures up visions of many highly motivated departments, each with a focused expertise, interacting in a creative, bureaucracy-free and cohesive manner. Hierarchy and internal politics are at a minimum. The organisation operates like a market, but is more effective than a market due to a set of relationships, ties, commitments, and shared intent that make it a purposeful entity.

This image is seductive because it contrasts so vividly with today's inefficient corporate organization which is the **RBSEB** structure. The current set up of **RBSEB** impedes decision-making with its ambiguity, kills creativity with its rules and procedures, and saps energy through the heavy hand of hierarchy.

The successful organization of the future will have two organizational structures: a Hierarchy, and a more teaming, egalitarian, and adaptive Network. Both are designed and purposive. While the Hierarchy is as important as it has always been for optimizing work, the Network is where big change happens. It allows an organisation to more easily spot big opportunities and then change itself to grab them.

Network forms of organisation, with reciprocal patterns of communication and exchange, are alternatives to hierarchically or product based governance structures; they are more suited to describing players involved in an intricate latticework of collaborative ventures with other institutions and playmates over an extended period of time.

Network organisations are more social than markets and hierarchies, they are dependent on relationships, mutual interests, and reputation.

Markets offer choice, flexibility, and opportunity. Reduction of uncertainty, fast access to information, reliability, and responsiveness are paramount concerns that motivate organizations in network organisations. Successful networks involve complementarity and accommodation. Reputation, interdependence, and altruism are integral. Taking a long term perspective enhances reciprocity. Know-how, the demand for speed, and trust are critical components of successful network organisations.

The ideal situation for **RBSEB** is to move towards this network, intelligent, performing organization which is best practice, where there is a seamless fluidity of performance that encompasses several independent but complementarily-positioned nodal players in the value chain of the industries in which **RBSEB** would be active.

The challenge is also to bring within the same fluid process flow different units with different sizes, different forms and status, some private, some public, some profit driven and other motive driven. This approach not only implements the best practices in organisational reviews and provides the tools for rigorous decision performance outcomes, but also helps to create the network-like organization that is so much desired. Such organisations balance self management with structure.



The organisational structure of **RBSEB** should be reviewed in the above perspective; framework and result based desired performance. We are mapping the causes of the organisational inefficiencies of **RBSEB** along the four elements of structure, people, processes and technology. The root causes of the organisational inefficiencies of **RBSEB** are thus as follows:

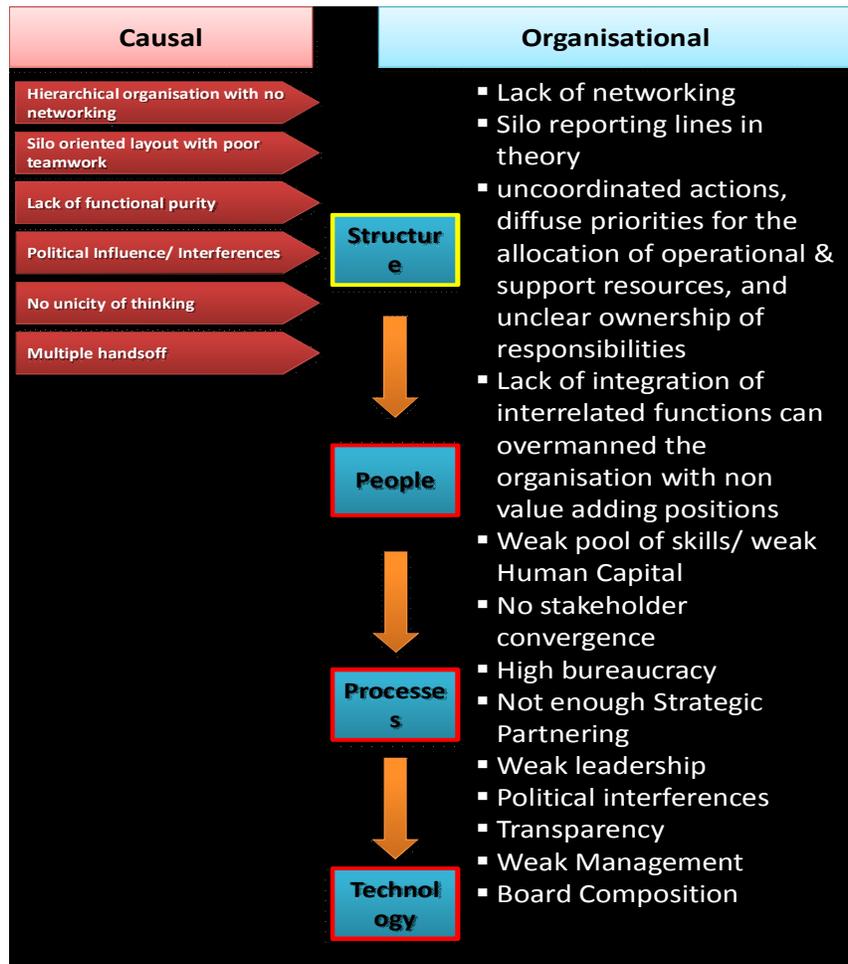
The organisational weaknesses have been analyzed so as to lead to the causal roots of the structural problems of **RBSEB**. The weaknesses identified lead to the following casual roots:

- Hierarchical organisation with no networking
- Silo oriented layout with poor teamwork
- Lack of functional purity
- Political Influence/ Interferences
- No unicity of thinking
- Multiple handsoff

The current structure does not favour or stimulate communication, coordinator and networking. This accentuates the SILO mentality and a sub-optimal organisational set-up.

Furthermore, there are multiple hands-off on assignments/events. We have ourselves experienced these multiple hands-off in the organisation of the workshops in for the current assignment. This also leads to a lack of functional purity where different persons are trying to do the same thing. It is evident that this also culminates in a lack of unicity of thinking and gossiping. Office politics differs from office gossip in that people participating in office do so with the objective of gaining advantage, whereas gossip can be a purely social activity. However, the two are somewhat related. Office gossip is often used by an individual to plave themselves at a point where they can control the flow of information, and therefore gain maximum advantage. The secretive nature of organisational politics differentiates it from public gossip and thus, may be more harmful to **RBSEB**. Both can cause one to doubt the intentions of co-employees which create a hostile work environment. Office politics also refer to the way co-employees act among each other.

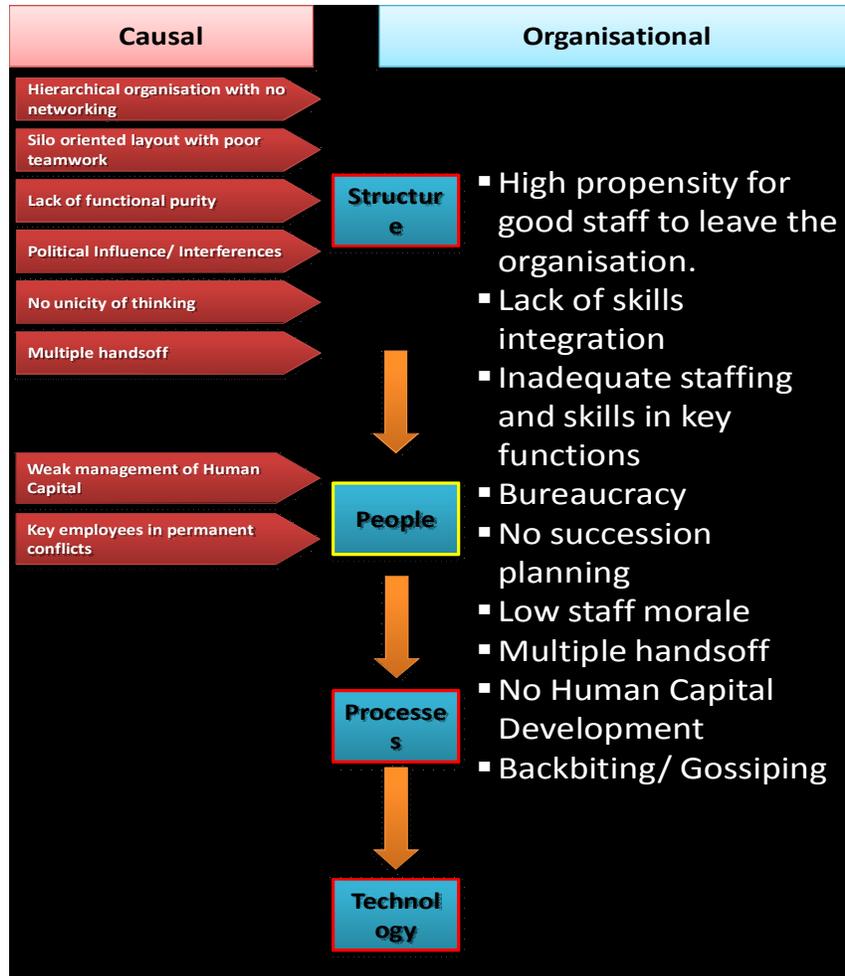
We will propose organisational re-design principles to address these causal costs of inefficiency in **RBSEB**.





Increasingly, executives are aware of the risks in not managing an organisation's human capital well. An annual study by Aon in Australia found companies rated human resources as the number three risk concern in 2009/10 (previously rated the fourth, fifth or sixth risk). However, research by Aon and others continues to find that people issues are not given the attention and priority of senior management that one would expect given these results.

McKinsey went even further, finding that the influence of HR departments was actually declining and they are not seen as making a valuable contribution. The majority of line managers do not regard HR as a strategic business partner (60%) and they say that HR lacks the capabilities to develop talent strategies aligned with business objectives (58%)



To be accepted as a strategic business partner, HR departments must be able to measure the value of their contribution.

All companies realise the importance of nurturing a talented workforce. With it, everything is possible. The sky is the limit! Without it, one can count on numerous unsuccessful strategic efforts-one after another. Among the wide range of organisational processes related to retaining high-performing employees, corporate competencies have become a focal point, helping successful organisations understand where to focus resources such as coaching and training programs. By clearly identifying the right competencies, organisations can make sure they are recruiting and managing talented people in the most strategic way, putting the right people in the right jobs with the abilities to perform at their maximum potential every day. This is not a reality in **RBSEB**.



We cover more of the manpower management of **RBSEB** later in the report. However, it is important to mention that the causal roots of the issues identified for Human resources Management at **RBSEB** clearly shows a very weak nurturing and management of human capital. Given the environment and eternal conflicting blocks of manpower at **RBSEB**, it is clear that key employees are in permanent conflicts and backbiting.

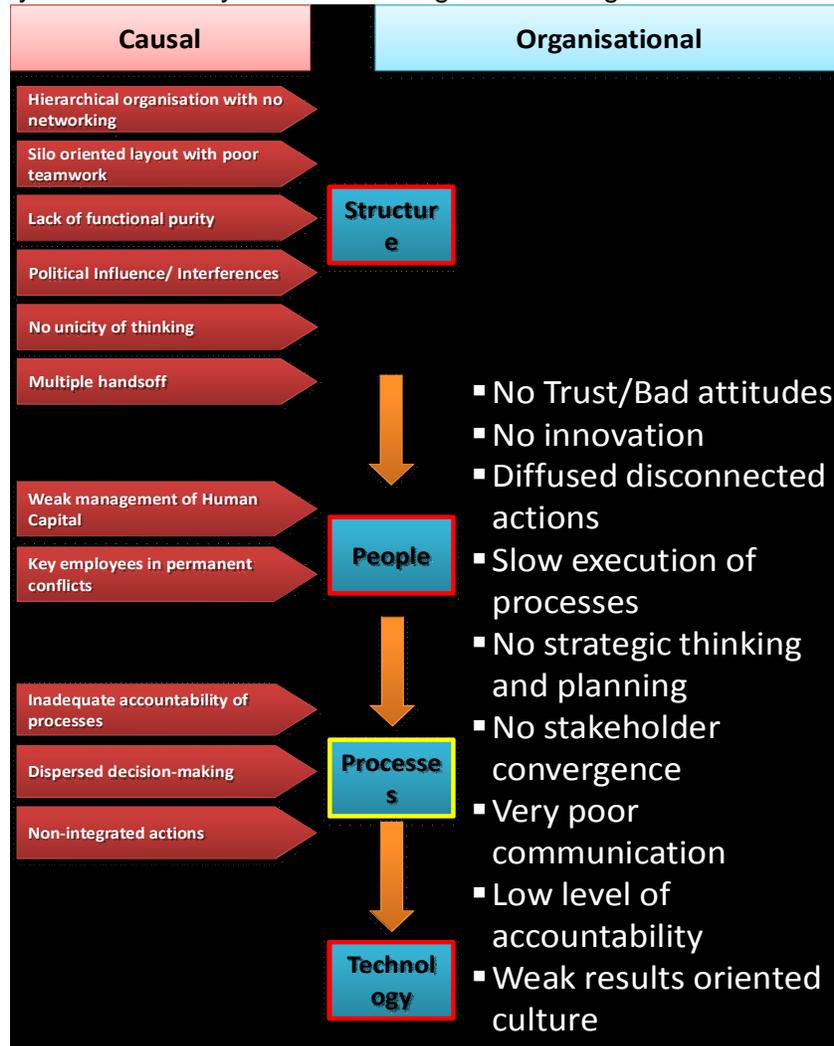
This is not at all conducive for the future of **RBSEB**.

Organizing and managing **RBSEB** needs a carefully worked out and applied processes. These processes involve determining what work is needed to accomplish the goal, assigning those tasks to individuals, and arranging those individuals in a decision-making framework (organisational structure). The end result of the organising process is an organisation . a whole consisting of unified parts acting in harmony to execute tasks to achieve goals, both effectively and efficiently.

A properly implemented organising process should result in a work environment where all the team members are aware of their responsibilities. If the organisational processes are not well implemented, the results may yield frustration, loss of efficiency and limited effectiveness. This is the case for **RBSEB**.

Management is often described as the art of getting things done. But because organisations are complex social institutions with widely distributed responsibility and resources, unilateral action is seldom sufficient. Managers therefore spend the bulk of their time working with, and through, other people. They face a range of challenges: how to get the organisation moving in the desired direction, how to gain the allegiance and support of critical individuals, and how to harmonize diverse group interests and goals. In the broadest sense, these are questions of process: they involve how things are done, rather than the content or substance of ideas or policies.

The weaknesses identified as process weaknesses lead to causal roots of non-intergrated actions and dispersed decision-making, thereby also resulting in inadequate accountability of processes.





Managers today are enamored of processes. It is easy to see why. **RBSEB's** organisation is structured functionally and hierarcally. It suffers from isolated departments, poor coordination, and limited lateral communication. All too often, work is fragmented and compartmentalized, and managers find it difficult to get things done.

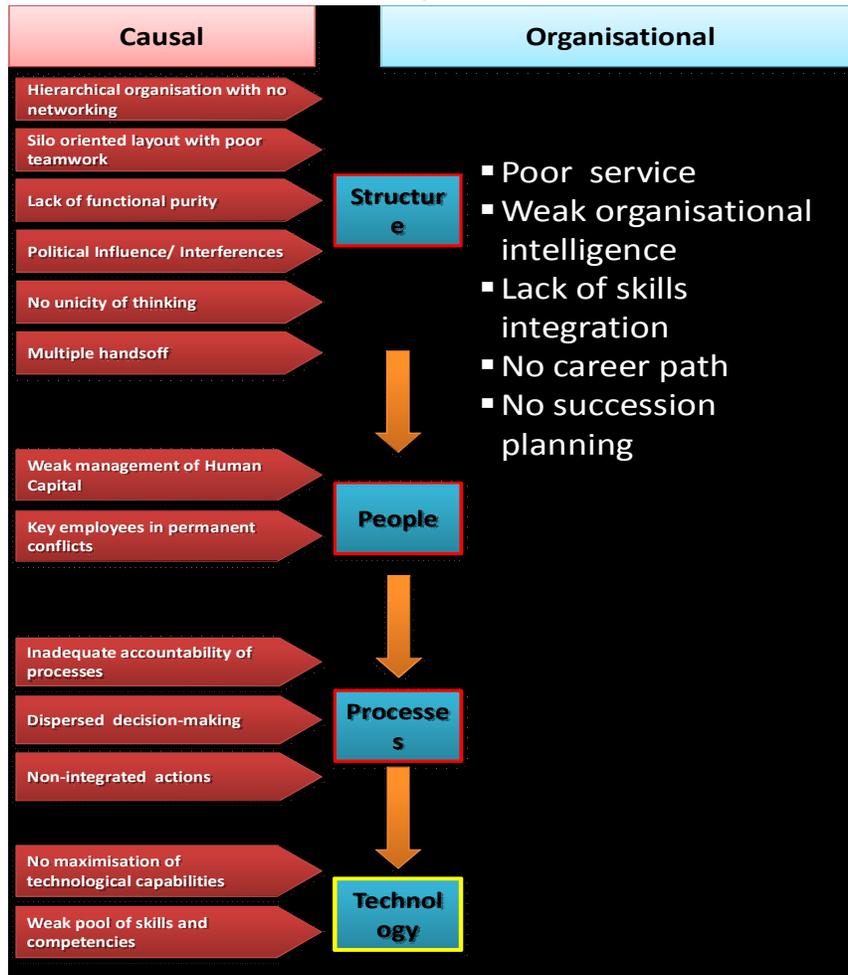
In a recent survey article in *The Economist*, John Browning (1990) wrote: 'Information technology is no longer a business resource; it is the business environment.' His statement is not far from truth. Ongoing advances in information technology (IT), alongwith increasing global competition, are adding complexity and uncertainty of several orders of magnitude to the organisational environment.

We are observing a strong trend of convergence of the technologies of computing and telecommunications (McFarlan and McKenney, 1983). Changing technology economics, merging of formerly disparate technologies with different managerial traditions, and the problems of managing each of the phases of IT assimilation in different ways calls for a major reappraisal of the organisation structures designed for yesteryears.

Effective implementation of IT would decrease vulnerability by reducing the cost of expected failutres and enhance adaptability by reducing the cost of adjustment.

The use of the whole potential of the current IT infrastructure of **RBSEB** is not optima. There are some very interesting modules (for example the one for the garage) that could have led to a more efficient management of the activities of **RBSEB**. The current CEMIS software at **RBSEB** is specifically designed for Sugar Estates. Many other Sugar Estates in Mauritius and overseas are using it. It allows the export data to excel and this allows for multiple and critical analysis for better planning, controlling and decision-making.

This leads to a situation where there is no maximisatoin of the technological capabilities of **RBSEB**.





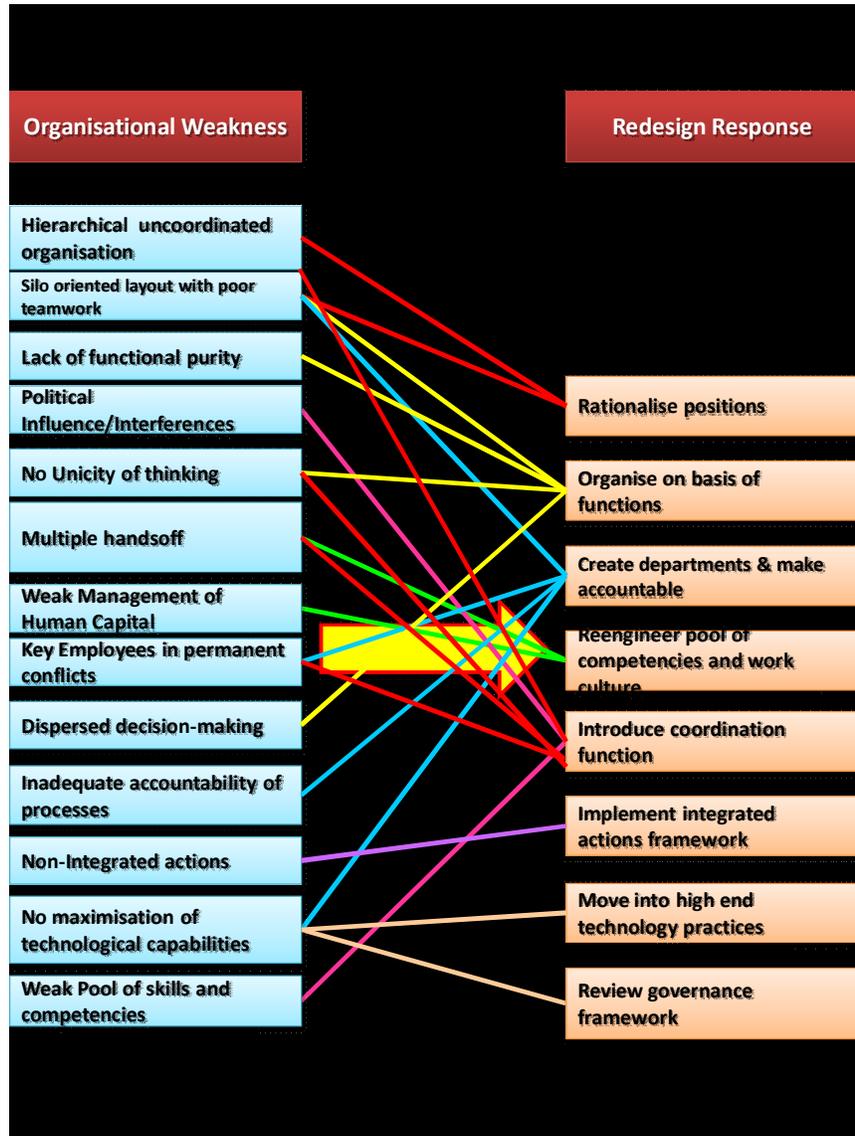
6.7 Organisational Architecture and Culture

Strategies can only be executed in a suitable organisational architecture and cultural context. The relationship between strategy and organisational architecture has been fully emphasized by leading renowned experts. **RSBEB** should adopt a clear and comprehensive business strategy and fashion a customized organisational architecture to support its new endeavours.

Strategy drives structure. But for achieving its strategy, **RBSEB** should view two key components of structure . the organization's architecture and its culture . as vital foundations to be created, built, nurtured, and certainly not taken for granted. **RBSEB** should create the organisational architecture and culture out of the whole cloth because it initially has so little of either.

We recommend that the following redesign responses be used to address and mitigate the organisation weaknesses of **RBSEB**.

This will require extra work, but, it will also liberate **RBSEB** in many cases from the burden of legacy structures, whether in personal practices or in the company pyramid. **RBSEB** has to invent its own new structure to work with fresh ways of creating value.



6.8 Innovative Structure and Strategy

Taken together, organisational architecture, company culture, and competitive strategy lie at the operational heart of the successful **RBSEB**. And they do so in ways and combinations that could creatively respond to the market conditions and opportunities at home and abroad.

Our review has also enabled us to identify the following causes for the poor performance of the **RBSEB**:



6.9 Manpower

The Human Capital Management of **RBSEB** is very poor and is operating in a SILO mentality and is in a very defensive state of mind. **RBSEB** has never ever had any strategy of building a high performing team capable of developing innovative strategies to address the challenges facing **RBSEB**. The current pool of talent is very weak on the overall. The public sector attitude is predominant and the overall result is a poor organisational work culture and performance.

6.9.1 Very Poor/ Inexistent Human Resource Management

RBSEB is characterised by a climate of gossiping, back-biting and non-performance accelerated by the absence of any credible Human Resource Development Strategy. This has resulted in an unbelievable work environment characterised by the lack of team work, and lack of controls, resulting in a total lack of accountabilities. Efficient work culture is totally non-existent and some of the staff is still in the lordship+mood of the old Sugar Industry. Training of the personnel in relation to the challenges faced by **RBSEB** is inexistent. The resulting pool of competencies is very weak and when this is coupled with heavy bureaucracy, lack of communication and accountabilities, the end result is explosive.

The weaknesses of **RBSEB** that came out of our anonymous process during the Strategic Thinking Session on Human Resource is as follows:

- | | |
|---|---|
| <ul style="list-style-type: none"> • No performance appraisal • No training • Big allowances for certain • Bias salary commission • Nous avons les moyens mais veulent pas coopérer • Large labour force No planning • Too much procedures • Non compliance of procedures • No diversify creation programme • Late to take rapid decision • Poor performance • Environment malpropres extra • Laziness • Chatting on phone in working hours • Pilferage of materials and others • No proper planning • Oppression • To eliminate wastage • Wastage of public resources • No equal treatments • Pas de personnes d'expériences • Multi valencies of competence • Poor technology • Knowledge gap • Lack of qualities professional in all department • No performance appraisal of staff & no recognition • Aging staff- no replacement policy • No promotion | <ul style="list-style-type: none"> • Too long procedures • No strategy • No good governance (finance land & others) • Many staff have know how in agriculture products/ services • Too much favoritism • No proper supervision in fields • No strategic plan • No meritocracy • Part timers know all the problems encountered by permanent staff and participation in back biting • Slow decision making process • Lot of wastage regarding paper work • No control on vehicle • No control on fuel • No employee appraisal • No knowledge of finance • Jack of all trades master of none • Masters in %manager+ • Staff capabilities • Managers recruit staff on contract basis • Lack of competencies • No improvement • No recognition • Nobody is satisfied with salary • No control on recruitment • No control on labour • Too much political intervention • Work overload |
|---|---|



| | |
|--|---|
| <ul style="list-style-type: none">• No do it well the first time strategy• Too much time to solve problem• No protocol• No staff meeting held• No Control on overtime• Too many general managers• Too less work more gossiping• Procedure problems• One-eyed chairman• Bad relations among staff• No recognition of hard work• No one wants to take responsibility• Good governance does not exist• Not abiding to rules and regulations• Vested interests• No new ideas & strategies• Not well-paid• Not good working environment• Conflicting atmosphere, too much grapevine• Should have good planning• Should organize workshop on regular basis• No business plan• No policy decision | <ul style="list-style-type: none">• Not up-to-date with new technology concerning agriculture• Heavily regulated• No need of the ministry of agro industry.• No fineness-Difference between chairman and manager• Slow in decision making• Protection and politique chairman• The company of private property• Decision making very slow• No proper control at the level of Rose Belle• Non prioritization of deliverables |
|--|---|

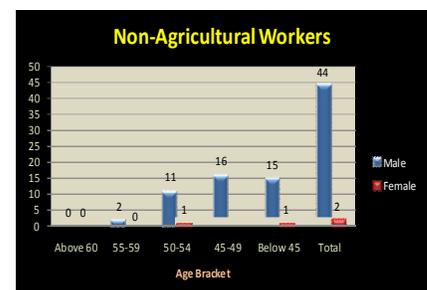
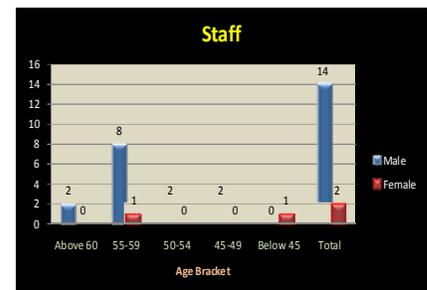
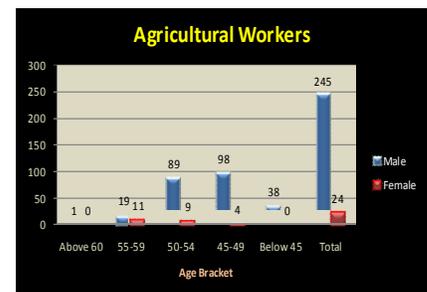
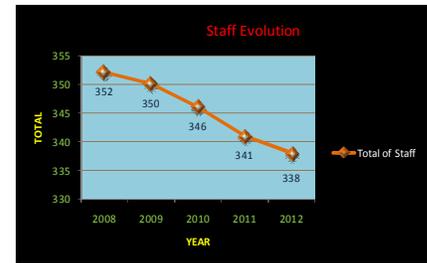
6.9.2 The qualification's profile of the staff

Out of the 16 full-time members of staff, only three hold a degree, another four holds a diploma and the rest are either certificate holders or part . secondary school educated.

RBSEB today has a total of 335 permanent employees on its manpower force. These are spread as follows:



| Labour Force – Month of November 2013 | | | |
|---|--------------|------------|------------|
| BOARD | LABOUR FORCE | | |
| CULTIVATION | | | |
| AGRICULTURAL WORKERS: | | | |
| | RB | UP | TOT |
| – Male | 118 | 99 | |
| – Female | 15 | 9 | |
| MESSENGERS: | | | |
| – Male | 2 | 1 | |
| WATCHMEN: | | | |
| – Grade 1 | | - | |
| – Grade 11 | 11 | 3 | |
| FIELD SUPERVISORS | 7 | 6 | |
| JUNIOR FIELD SUPERVISORS | 2 | | |
| GARDENERS | 2 | | 2 |
| STAFF | | | 8 |
| TOTAL CULTIVATION EMPLOYEES | 279 | | |
| TRANSPORT DEPARTMENT | | | |
| Mechanics . Chief | | 1 | |
| –superior Grade | | 1 | |
| Mechanics -Grade1 | | 2 | |
| Mechanics -Helper | | 1 | |
| Welder Sup grade | | 1 | |
| Electrician Grade 1 | | 1 | |
| Filter Sup. Grade | | 1 | |
| Blacksmith Grade 1 | | 1 | |
| Tyre Repairer | | 1 | |
| Drivers . Sup Grade | | 6 | |
| Drivers . Grade 1 | | 9 | |
| Helpers | | 9 | |
| Watchman - Grade 1 | | 1 | |
| STAFF | | 1 | |
| TOTAL TRANSPORT | | 36 | |
| FINANCE DEPARTMENT | | | |
| MESSENGERS: | | | |
| –Chief Messenger | | 1 | |
| –Other Messengers | | 4 | |
| Store Attendants | | 2 | |
| Telephone Operator | | 1 | |
| STAFF | | 5 | |
| TOTAL FINANCE | | 13 | |
| <i>General Manager & Confidential Secretary</i> | | 2 | |
| PERSONNEL/HOSPITAL DEPARTMENT | | | |
| Hospital Attendant | | 1 | |
| STAFF | | 4 | |
| TOTAL PERSONNEL/HOSPITAL | | 5 | |
| GRAND TOTAL | | 335 | |





The degree holders, diploma and certificate holders are as follows:

| Degree Holders | | |
|---|-----|--|
| POST | AGE | QUALIFICATIONS |
| Agronomist | 59 | <ul style="list-style-type: none"> B.A. (GENERAL) Certificate in Sugar Cane Agronomy |
| Clerk/Word Processing Operator | 29 | <ul style="list-style-type: none"> BA (Hons) Business Studies |
| Acting head of Section . currently suspended | 57 | <ul style="list-style-type: none"> B.COM Association of Cost & Executive Accountants (Level 3) |
| Personnel Manager | 55 | <ul style="list-style-type: none"> BA (General) Diploma in Personnel Management and Industrial Psychology |
| Safety & Health Officer (part-time) | 60 | <ul style="list-style-type: none"> Bsc (Hons) Social Work Diploma in Social Work and Personnel Management Diploma in Occupational Health & Safety |
| Medical Officer (part-time/on contract) | | <ul style="list-style-type: none"> MBBS |

| Diploma Holders | | |
|------------------------|-----|---|
| POST | AGE | QUALIFICATIONS |
| Deputy General Manager | 55 | <ul style="list-style-type: none"> Diploma in Agriculture & Sugar technology Diploma in Management studies |
| Assistant Storekeeper | 55 | <ul style="list-style-type: none"> Diploma in Stores Management and Stock Control |
| Confidential Secretary | 57 | <ul style="list-style-type: none"> Diploma in Secretarial Duties |
| I.T Administrator | 49 | <ul style="list-style-type: none"> Diplome en Technologie Informatique |
| General Manager | | <ul style="list-style-type: none"> Certificate in land surveying Diploma in land surveying Appointed to work as land surveyor by the President of the Republic |



| Certificate Holders | | |
|---|-----|--|
| POST | AGE | QUALIFICATIONS |
| Head of Section | 57 | <ul style="list-style-type: none"> School Certificate Certificate in Tropical Agriculture |
| Payroll Coordinator | 55 | <ul style="list-style-type: none"> Advanced Certificate in Business Management |
| Cost & Budget Coordinator | 57 | <ul style="list-style-type: none"> Certificate in Management Studies Intermediate Level of Certified Accounting Technician |
| Nursing officer (part-time/on contract) | | <ul style="list-style-type: none"> Certificate in Nursing |

| School Certificate | | |
|--------------------|-----|--|
| POST | AGE | QUALIFICATIONS |
| Timekeeper | 52 | <ul style="list-style-type: none"> School Certificate |
| Timekeeper | 51 | <ul style="list-style-type: none"> 4 subjects at SC |
| Timekeeper | 49 | <ul style="list-style-type: none"> School Certificate |
| | | |

| Form III | | |
|------------|-----|--|
| POST | AGE | QUALIFICATIONS |
| Timekeeper | 61 | <ul style="list-style-type: none"> Form 3 |

RBSEB also benefits from the services of three part-time contributors, namely the Safety and Health Officer, the Medical Officer and the Nursing Officer.

Clearly, this is overall a very weak human capital base to take **RBSEB** into the future in these challenging times.

6.9.3 Inadequate Human Capital management

As stated earlier, we noted that there is an absence of an integrated approach to a genuine Human Capital Development scheme that is dynamic, up-to-date, competitive and performance based. The current HR department is headed by a Personnel Manager with limited means and



totally taken up with day-to-day basic HR transaction processing. The department is strictly involved in transactional processing. It is very weak and talking of a world-class strategy for Human capital development seems very utopic in the current chemistry. There is currently no strategy for either talent development or management or for Human Capital Development. Talent development has never been on the agenda. There is clearly no strategy of Human Capital development within **RBSEB**.

There is a lack of competent skills and competencies within **RBSEB**. There has never been a strategy of investment in Human Capital Development. Aggressive, relevant and up-to-date training and development has not been on the agenda of **RBSEB**. There is a lack of competent professionals. In the current skills basket, there is no pool of talents that can match the challenges ahead for **RBSEB** except for one or two positions.

6.10 Training and Development

Over the last years, only very basic training has been provided to the personnel as follows:

- Balanced Scorecard
- eAgriculture Action Plan
- Data centre Transformation
- Roadmaps to Enterprise Cloud Computing
- CEMIS

Details of the training and the attendees are in Appendix 11.

This is clearly too little, too basic and too negligible. There has clearly been a total failure of Human Capital development. **RBSEB** is still operating in a mindset of the past. Everyone is on the defensive line and the resulting fact is that most of the current talents at **RBSEB** are obsolete with regards to the challenges ahead facing the company.

Hiring the right people for the right position defines the success of an organisation. The human resource is the most important asset of a company. It plays a major role in helping it achieve its mission and vision. It is one of the most cost effective measures because it prevents the expensive and tedious processes that result with a poor pool of human talent. However, the success of any organisation does not just depend on its human resources but would also rely on several factors: clearly defining each of the roles, associating jobs with the company goals and achieving maximum performance and sustaining high productivity levels. All these will be best attained by establishing key competencies needed for the organisation to grow and succeed. It is noted also that at **RBSEB**, no succession planning has put in place nor decided, and it is good to know that the majority of its key population consists of aging staff. No policies as such have been implemented as to how procedures and processes should proceed and on which basis people are hired or fired. The benefits and the schemes of each individual should be made known to them but unfortunately it is not the case at **RBSEB**. Neither strategic planning nor clear vision as to how can an individual move the ladder in **RBSEB** is available. It is equally important at **RBSEB** to constantly inform, evaluate and appraise the employees on their performance, whereby this will set things right and help the employees to be more effective on their jobs. In so doing, gaps and lack of skills and competencies on behalf of each individual could be identified, as well as how far they are making effective use of their competencies. As mentioned, no training needs analysis has been carried out nor has any necessary measure to cater for this been taken. The attitudes of individuals are leading **RBSEB** to its downfall and good governance is the word which lacks power and context within the organisation. Various



initiatives could have been taken to remedy this problem, but the Personnel Management at **RBSEB** is a stagnant one.

Training is very vital in any company or organization that aims at progressing. Training simply refers to the process of acquiring the essential skills required for a certain job. It targets specific goals, for instance understanding a process and operating a certain machine or system. Also, it puts emphasis on broader skills, which are applicable in a wide range of situations. This includes decision making, thinking creatively and managing people. At **RBSEB**, no training facilities exist and no effective training sessions as such are being provided to its personnel. This limits its personnel as well as the organization as a whole to progress.

The absence of a shared vision of the future of **RBSEB** has also resulted in poor management of the Human Capital.

6.11 Performance appraisal

There is no proper appraisal system for the employees in place. There has never been a PMS in place at **RBSEB**.

Leadership and vision

RBSEB is characterised and paralyzed because of a lack of leadership and vision.

It is evident that the current situation of **RBSEB** is the result of lack of vision and leadership. Everyone, from the Board to the employees, is busy trying to manage present issues, and not enough thoughts and actions have been devoted to the future vision of **RBSEB**.

It does not even have a basic shared vision statement to which every party and every stakeholder would adhere to.

Issues from the strategic thinking session that confirms the above are as follows:

- | | |
|--|---|
| <ul style="list-style-type: none"> • No leader with vision • No good leader and manager • Lack of leadership • Lack of leaders with new ideas strategies • No vision, mission & objectives • No prolonging to the firm • Lack of leadership | <ul style="list-style-type: none"> • Lack of good leader • No leadership • No good leader • No strategic thinking for the organisation • Depends only on sugar cane • No business orientation • No future vision |
|--|---|

In a competitive business environment, effective leadership is an essential requirement in order to achieve organizational goals. To do this, leaders must be able to provide inspiration, motivation and clear direction to their teams. Setting a clear vision and communicating it effectively provides employees with an understanding of the organizational direction and allows them to clearly understand their roles and responsibilities. The leaders of **RBSEB** have failed to articulate and share a compelling vision of the organization. Sugar cane is no more a fruitful revenue on a stand alone basis. Thus **RBSEB** should have developed a shared vision of where the company should have been moving to and what strategies should have been implemented for that purpose.



6.12 Management Convergence

There is no management convergence. The Sugar industry is going through tough and difficult times because of the crisis and the elimination of the guaranteed price on the **EU** market.

Currently, our interviews and field visits show that there is no convergence in the roles and responsibilities of each one in **RBSEB** and in many cases, no mutual support to make common front to the challenges ahead. In these difficult moments, it is critically important that the management of **RBSEB** makes a common front with the same shared vision, mission, values and agreed perspectives and priorities as to the roles and responsibilities of each one, and the complementary and synergistic actions each has to take to reach operational efficiency, pre-defined goals and a sustainable growth into the future. Nothing as such exists at **RBSEB**.

6.13 Management

The current management is one which is obsolete for any organisation. There are no proper management practices, lack of controls, different conflicting gangs within the same management structure.

Issues that emerge from our strategic thinking session that confirms the above are as follows:

- Lack of a good management
- No strategic thinking/ management seem not concern
- No proper control from management
- Slow management responsiveness
- Hierarchy not respected even by top management
- No sound day to day management
- Top management lack leadership
- No good management
- Management- formation of groups
- No management
- No management meeting
- Poor management
- Parallel management
- Lack of management
- No proper control from management
- Management incoherence
- Constitute a proactive management team

Management takes part in every step of the evolution of an organization, giving direction and aligning resources in order to achieve goals. Management is the act of getting people together to accomplish shared goals and make effective and efficient use of available resources. Since organizations can be viewed as systems, management can also be defined as human action to facilitate the production of useful outcomes from a system. At **RBSEB**, many weaknesses from its management have been noticed. The management is incoherent and its proper control does not seem to be the plate of anyone. The management is slow to respond to issues that arises, lacks strategic thinking and is not proactive at all. Management meetings are inefficient and there is no proper dissemination of information or procedures. The top management is to direct the bottom down as to how to manage **RBSEB** as a whole, but the hierarchy is very often not



being respected. Parallel management has emerged from some plans which have been formed within the organization.

There is a dire need for a new management breed in terms of mindset, attitude, commitment, and above all, a management culture that is performance-focused and passionate about world-class performance in whichever role they play.

Other ideas that emerged in our structured strategic thinking session regarding management issues are as follows:

- Every decision taken should be in the interest of **Rose Belle Sugar Estate**
- **BDO** assistance in major development
- No internal audit department
- Hierarchy to be respected
- New chairman to be appointed
- Professional and independent directives
- Interact with BOI
- Regular meetings for dissemination
- We need a new GM
- Review procedures
- Management meetings nil
- No more chairman interference in management
- Good management practices
- Management meeting to discuss problems. No good decision making from top management

There is this urgent need for an integrated operational framework where all the managers share a common vision and set of strategies for a shared future. This integral operational framework should share a matrix where every player finds his share. This is a critical need for **RBSEB**, the more so that the landscape is changing and changing very fast.

6.14 Lack of Communication

Poor and inadequate communication seems to have been the hallmark. Interaction and communication within **RBSEB** has not been up to expectations. The absence of a formal stable, consistent and permanent communication strategy is felt by all the key staffs. There is a need for a more professional address to this issue.

RBSEB suffers from a proper and transparent communication structure, process and strategy. In the absence of this, gossiping rumours and backbiting has taken over. We have unfortunately lived this extensively during our interventions in **RBSEB**. The points that also confirm this that came from our strategic thinking session are as follows:

- | | |
|---|---|
| <ul style="list-style-type: none"> • Communication gap • No communication between manager and his immediate subordinates • No communication • Communication • No proper communication • Lack of communication • Flexibilité - Aider son prochain et ne | <ul style="list-style-type: none"> • No flow of information • Aider son prochain(colleague) • Conflict in decision making • Palabres • Groupuscule among staff • Gossips in progress • Gossiping • Board= ping pong- no decision |
|---|---|



| | |
|---|--|
| <ul style="list-style-type: none"> • pas compliquer les choses • Grand gueule • No good relation between colleagues • Reporting time not respected • Too much gossip | <ul style="list-style-type: none"> • No good relation • Noire femme bizin mette jupes • Veuillez to affaire= premier • Decision taking very slow • No proper decision making • No Dialogue |
|---|--|

This list is just unbelievable.

Communication is important in an organization because it helps people perform their jobs and responsibilities. It also promotes motivation by informing and clarifying the employees as well as altering individual's attitudes. Communication should be in a bidirectional way and swift for the good flow of information; nevertheless, it is noticed that groupings have been formed and each of them have their own way of communicating and this is at the detriment of the organization. Gossiping and poking noses in matters not of concern to some individuals, and this leads to ineffective decision making. No communication between the manager and his immediate subordinates, and between and among the managers themselves, leads to inefficiencies in the work progress and inflexibility of individuals to accomplish their task as well as slow decision making.

Effective communication is important in the workplace so as to have a conducive and friendly atmosphere around the workplace. It helps in the increase of productivity and output which leads to the success of the business. Some of the things that hinder effective communication include sarcasm, gossip, and tantrums. Effective communication can be described as communication that is meaningful and successful at creating good relations. This is crudely absent at **RBSEB**.

6.15 Inexistent Teamwork

There are many managers in a management position at **RBSEB** but there is no management team. Ideas generated in our structured thinking session that confirm the above are as follows:

| | |
|---|---|
| <ul style="list-style-type: none"> • No cooperation • No teamwork • Team spirit nil • No team work • Lack of team work | <ul style="list-style-type: none"> • Group sectorial team • There is no team spirit among the employees • No team spirit • No team building |
|---|---|

Team work helps to produce incredible results. It enhances a common vision and has a level of interdependence that requires both verbal and physical interaction to harmonise contributions and work towards a common goal. However, this value is not a shared one within **RBSEB**. It can be noted that the team spirit is not a widespread one in **RBSEB**, thus not leading to cooperation among the managers, resulting in inefficiencies and conflicts in the different tasks as well as in the workplace. There is no leader as such with **RBSEB** who takes the responsibility of uplifting this value.



6.16 People

Issues under this heading that came out are as follows:

- | | |
|---|---|
| <ul style="list-style-type: none"> • Very less people who are cost conscious • Many irresponsible people • Employees mindset sick • No qualified employees • Some employees lack expertise • No committed employees | <ul style="list-style-type: none"> • Still have certain committed employees • Employees not empowered • No motivation for employees to bring new ideas • Money minded employees |
|---|---|

Nowadays the workforce of an organisation is considered as its human asset. The employees that are hired in an organization have a vital responsibility towards the organization and society, at large. Therefore, it is important to induct the right employees in the organization. The traits that these employees personify include teamwork, integrity, commitment, and work ethic. However, at **RBSEB**, the talent pool is very poor and no strategies have been put in place to grow or harmonise and synergise these talents. On the other hand, some employees are not taking their responsibility and are not agreeable that they are accountable for certain issues that arise.

6.17 Attitudes

The issues that emerged on attitudes are just shocking. This attitude factor, as it is in **RBSEB**, is one of the critical issues that have contributed to the downfall of the company. They emerged as follows in our strategic thinking session and are self-explanatory:

- | | |
|--|---|
| <ul style="list-style-type: none"> • No self respect • Decisions of the general manger are often turned down • Pression • No motivation • Non responsiveness to timeliness operations • Deprived of our rights because we voice out our frustration • Pas d'appartenance • Comprehension • No positive mind set • Incomprehension • No respect • No sincerity • No willingness • Less motivation • Abusive intervention • Do not mess in other affairs • Criticize others • No confidence • Favoritism to selected members of staff | <ul style="list-style-type: none"> • No self esteem • Is sometimes penalized because we say what we see • Mesquinerie • Change of employer mindset • Blaming others attitude • Mind set issues • No sincere discussion • No innovation • Non cooperative • Low staff morale • Nepotism • No punctuality for certain • Bad attitude • Lack of collaboration among colleagues • Negative attitudes • One group oppressor • One group oppressed • Self gain attitude • Lack of motivation • Super husband (%Grand Mari+) |
|--|---|



| | |
|---|--|
| <ul style="list-style-type: none"> • Lack of authority & discipline • Super zorros-lors coquin • Staff not corporative • Should change mind set • No disciplines • Lack o f respect • Absence of right decisions • Late comers • No willingness to service. • Favoritism among staff • Racist • Haine | <ul style="list-style-type: none"> • Laisser aller • No sympathy • Jalousie • Foupamal • No trust • Assez bez cash lor commission • Slackness in getting work done fast • No willingness to change • Back biting among staff and this is encouraged • Guerre des clans • Communal |
|---|--|

The attitudes of employees in the workplace have a significant effect on **RBSEB** as a whole. Attitude is one of the hidden, hard-to-measure factors that end up being crucial to the success of a company. Whether for better or for worse, employee attitudes tend to have a drastic impact on the productivity of an organisation, both directly and through the effect on other job-related factors. In **RBSEB**, the attitudes of various employees are to be taken into account. Sub-groups and gangs have been formed within the organisation whereby one group is considered as the oppressor while the others are oppressed. Favoritism is perceived to be prevailing for selected members of staff instead on merit basis. Lack of work ethics and ethical values has led to low morale, lack of motivation, lack of comprehension and lack of collaboration of certain key employees within **RBSEB**.

6.18 Financial Management

The concept of financial management and financial efficiency has been non-existent at **RBSEB**. Issues that came out in our strategic thinking session, include:

| | |
|--|--|
| <ul style="list-style-type: none"> • Growth in wages • Revenue from cane is no enough, need other sources of revenue • No project to generate additional revenue • Every single cent expend should be justified • Sugar price down fall | <ul style="list-style-type: none"> • Price of sugar going down • Finance situation • Cash flow problem • Lack of finance • Finance is major problem • No cost cutting • High cost of production |
|--|--|

Financial management is one of the most important matters when it comes to businesses. Financial management is defined as taking financial decisions with the goal that they should maximize the stakeholder’s wealth. The organisation’s ultimate goal is to maximize the stakeholders profit but this goal is aligned with smaller goals and they collectively increase the profitability of the organization. At **RBSEB**, finance is a major problem since the revenue from cane is not enough as the price of sugar is gradually going down; **RBSEB** is suffering from a high cost of sugar production which in the long run has led to a weak financial situation. However, the management could have oriented itself towards new projects to generate additional revenues. Financial and project Management have been very poor, if not totally inexistent at **RBSEB**.

One crucial example is the financing of the VRS 1 through the working capital of **RBSEB**.



6.19 Backbiting – the hallmark of RBSEB

Backbiting means to speak badly about another person without that person's knowledge. By insulting the opposing person, the backbiter diminishes them and, by doing so, restores their own self-esteem. Shockingly, such gossip is common on almost a daily basis in **RBSEB** as people seek to divert blame and establish their place in the power structure.

Another reason for backbiting is to get into the inner circle of the higher level management and leadership structure because many of them encourage it to establish an intelligence network within the organization. **RBSEB** seems to be a case where this practice is highly cultivated. But this is a short-sighted strategy. Others who are whispered about behind their backs sense it and try to avoid any interaction with the backbiters. They also lose respect for the persons who encourage it.

If this continues unchecked, the greatest sufferer and loser is **RBSEB**, the organization. The atmosphere is vitiated and gives rise to negative vibes; trust amongst peers and across various levels is seriously hampered. The solution is simple but requires discipline, sustained efforts and perseverance. The personnel should separate gossip from genuine grievance and also give a clear message that speaking about another in either case without his knowledge is not acceptable.

As more and more instances of such questioning happen in **RBSEB**, it starts building a structure which progressively reduces the freedom and immunity with which the actors of this backbiting can operate, because all are interconnected one way or the other. Slowly but surely it becomes part of the organizational culture. Once that happens, it has a powerful effect not only on the existing employees but even on the new ones who joins **RBSEB**.

Lack of business development skills

Heads of sections do not form a management team. Although there are individuals in management positions, there is no management team with a unicity of thinking and a common line of command.

A well structured, networked and fully fledged and well performing business development department which is essential to make of **RBSEB** an intelligent organization is lacking as at today. This business development department would have been a vital source for strategic information and the organizational and business development of **RBSEB**. It would have been drawing on an impressive array of outstanding resources and market intelligence. It would have been responsible for creating the necessary intelligence that would have allowed **RBSEB** to take innovative and rewarding measures to penetrate new business segments and diversify to become financially sound and sustainable as an organization.

It is clear from this nomenclature that **RBSEB** is in dire need of a very performing quality business development Manager that can research, process and convert into business intelligence the necessary information to consolidate and grow further the activities of **RBSEB**. It should aim to make **RBSEB** an intelligent organization.

An undermined General Manager

The role, responsibilities of the General Manager has often been undermined. The following are a few instances of this:



- It appears that, in the process of handing over of the title deeds to VRS beneficiaries, the whole organization required expenses in relation to tent rentals, snacks, etc. and these expenses were incurred without the knowledge and approval of the General Manager.
- It also appears that cane loader was purchased from **SCOMAT Ltd** under a tendering exercise. The GM was not involved in subsequent negotiations which were held between the Deputy General Manager and **SCOMAT**.
- It appears that the recruitment of casual workers is effected without the participation and contribution of the General Manager.

These practices do not help to create trust and teamwork. It rather creates room for suspicion and division.

If **RBSEB** is to survive, all heads and employees should align to one line of Command under the General Manager whose status and powers are clearly spelt out in the **Rose Belle Sugar Estate Board Act**.

6.20 Bureaucracy

RBSEB, given its statutory stand as a government-owned company, and created by an Act of Parliament, has been prone to heavy bureaucracies, to a lack of agility and heavy time consuming procedural flaws. The work culture, given the long and cumbersome procedures and the involvement of several units and organs overloads the work processes and flows. There is a need for a more flexible agile and speed **RBSEB**.

The extent of the current bureaucratic heaviness is not conducive for an agile and speed organization.

6.21 Political

It is perceived that political interferences, favoritism, poor Board composition and performance and lack of independence are quite present in **RBSEB**. Political interventions are perceived as strong roadblocks to a performing **RBSEB**. The political interventions and interferences are perceived as a major issue of concern by both the board and the employees.

6.22 Partnering

Strategic partnering, to make **RBSEB** a networked and performing organization, has not been a reality. **RBSEB** has not at all been able to rope on board, in its strategic and operational framework, Key Partners that could help diversify and generate new sources of revenues. This issue of partnering is a matter of concern. There is a need to ensure that diverse and performing strategic partners, with proven experience and track record are roped in by **RBSEB** in its various activities and positioning.

6.23 Structure

Structural issues such as lack of drive, competencies, and complacency, lack of KPIs etc are quite relevant at **RBSEB**. They are strong weaknesses. The current structure and set of competencies are not to the standard. Bureaucracy and the level of performance of some key staff do not add value to the structural performance. There is a need for a more performing structure.



6.24 Leadership

Leadership is strongly perceived as a weakness. Current leadership can be rated from weak to poor. The General Manager seems to be caught up in a performance framework that does not allow for any leadership space to be present. The Institutional framework, coupled with the absence of a compelling shared motivating vision, and set of objectives, further impacts on the leadership performance. There is a need for a stronger and more compelling leadership of at **RBSEB**.

6.25 Planning

Planning is a major weakness at **RBSEB**. Current planning is perceived to be poor and short of international standards. The lack of planning is very much felt by the stakeholders who have a feel of always doing things at the last minute. This is further aggravated by the quality of people, processes and overall performance. There is a need for sharper planning at the **RBSEB**

6.26 RBSEB as the depository of knowledge

It is extremely and critically worrying to know that the whole knowledge spread of the land assets of **RBSEB** lies in the head of the Deputy General Manager and two field officers.

As the knowledge of the boundaries of the various plots of the land of **RBSEB** lies in the heads of the Deputy General Manager and these two field officers, in their absence, no other officer has knowledge about this.

It is a matter of extreme concern that there is no domaine book supported by a register of the land assets of **RBSEB**. There are no precise cadastral records of all the land belongings of **RBSEB**.

RBSEB is not the depository of knowledge that it should be.

6.27 Court cases

RBSEB has a regular set of ongoing court cases. Over the years, these have costed money to **RBSEB** as shown hereunder:

| YEAR | NO. OF CASES | AMOUNT PAID RS |
|--------------|--------------|-------------------|
| 2006 | 8 | 137,750 |
| 2007 | 15 | 433,250 |
| 2008 | 12 | 253,000 |
| 2009 | 9 | 212,750 |
| 2010 | Nil | Nil |
| 2011 | Nil | Nil |
| TOTAL | 45 | 1,036,750 |

Currently, **RBSEB** has several court cases which are currently ongoing and these could lead to a potential liability of Rs 29,529,379.75, as follows:



| CASE | Amount (Rs) |
|---|--|
| Chemical House v/s R.B.S.E.B (supreme court) August 2007 | 2,319,455.00 |
| Sookdeo mooneeram v/s Rose Belle Sugar Estate Board (Industrial Court) October 2010 | 477,830.00 + Interest + Cost for unjustified dismissal |
| R. Ratacharen v/s Rose Belle Sugar Estate Board (supreme court) March 2011 | 1,922,326.75 |
| Ajay Kumarsingh Ramdin Vikashsingh Ramdin Baboo Arjoonsingh Ramdin Reena Ramdin MRs Arjoonsingh Ramdim v/s Mauritius Sugar Authority (supreme court) July 2011 | 23,052,597.00 |
| T.Somna v/s Rose Belle Sugar Estate Board. (Industrial Court) March 2012 | 1,757,171.00 |

Details of these cases are as follows:

| | | |
|--|---|---|
| Chemical House v/s R.B.S.E.B (supreme court) August 2007 | A <i>mise en demeure</i> has been served on the R.B.S.E.B. claiming: i. Rs 1,654,050.00 for having failed neglected and/or refused to pay for herbicides supplied. ii. Rs 165,405.00 as Attorney's Commission of 10%. iii. Rs 5,000,000.00 for damages, inconvenience, prejudice and loss of profit. | The case was heard on the 10 March 2010. Judgment delivered on 23 February 2012 to pay the plaintiff the sum of Rs 1,654,050.00 less what would have been due for 2 . 4D (Amine Salt) and Diuron, i.e. Rs 1,011,350.00. Not satisfied with the judgment, Chemical House has lodged an appeal. The matter was fixed for the 18 March 2013. It had now been postponed to 3rd October 2013 . The appeal has been heard on 3 rd October and Judgment has been reserved. |
| Sookdeo mooneeram v/s Rose Belle Sugar Estate Board (Industrial Court) | A plaint with summons has been served, claiming an amount of Rs 477,830 + Interest | A preliminary point in law was raised on the 13 March 2013 and ruling has been reserved to 7th June 2013 . The point of law has not been retained by the court |



| | | |
|--|---|--|
| | + Cost for unjustified dismissal | and the case was fixed for the 2 nd September 2013 for merits. Case postponed to 27th January 2014 . |
| October 2010 | | |
| R. Ratacharen v/s Rose Belle Sugar Estate Board (supreme court) March 2011 | A plaint with summons has been served on the Estate, claiming an amount of Rs 1,922,326.75 | The fixed for trial and is awaiting matter. |
| Ajay Kumarsingh Ramdin Vikashsingh Ramdin Baboo Arjoonsingh Ramdin Reena Ramdin MRs Arjoonsingh Ramdim v/s Mauritius Sugar Authority (supreme court) July 2011 | A plaint with summons has been served on the Mauritius Sugar Authority for loss of profits of Rs 23,052,597.00 as a result of work done under the <i>Field Operation and Regrouping Project</i> . The Ministry of Agro Industry, Food production and Security and the Rose Belle Sugar Estate Board have been assigned as Co - Defendants | The matter came on pro . forma on 21 July 2011 and is being followed by our Legal AdviseRs The case was fixed for the 11 September 2012 for mention. The case is awaiting its turn to be fixed for trial. |
| T.Somna v/s Rose Belle Sugar Estate Board. (Industrial Court) March 2012 | A plaint with summons has been lodged against the RBSEB claiming the sum of Rs 1,757,171.00 for unjustified termination of his employment. | The case has been fixed for trial for the 9 November 2012 and has now been postponed to 17 May 2013. Trial has now been fixed for the 12 February 2014. |
| Sustainable Properties Management Ltd v/s Rose Belle Sugar Estate Board. (1692/12) (Supreme Court) November 2012 | Application for an interim writ of injunction against retrieval of a plot of land of 25 A 31 P leased to SPML. | Case has been fixed at Chambers for the 10 th day of December 2012. This matter which was fixed for hearing for the 16 th day of October 2013 has been postponed. Case was fixed for the 23 January 2014 for hearing. |
| Rose Belle Sugar Estate Board v/s Sustainable properties Management Ltd | Application for a writ of injunction to prohibit SPML from carrying on any construction works | This matter which was fixed for hearing for the 165 th day of October has been postponed. Case has now been fixed for the 23 January 2014 for hearing. |



| | | |
|--|--|--|
| (1832/12) (supreme Court) December 2012 | on the said plot of land. | |
| Rose Belle Sugar Estate Board v/s Sustainable Properties Management Ltd (supreme court) MAIN CASE | A main case has been lodged against Sustainable Properties Management Ltd in August 2013 | The case is still at <i>pro forma</i> stage. |
| Sustainable Properties Management Ltd v/s Rose Belle Sugar Estate Board (Supreme Court) MAIN CASE | A main case has been lodged against Rose belle Sugar Estate Board in November 2013 | The case is still at <i>pro forma</i> stage. |

RBSEB does not have a good history of winning cases in courts.

6.28 The I.T plan

6.28.1 The Basics

The previous Hardware and Software backbone of **RBSEB** dated back since the year 1995. They were beyond economic repairs and too obsolete to accommodate the recent I.T upgrades. The Computer system needed to be replaced urgently in view of its limited life, taking into consideration the unavailability of spare parts on the market and the unrecoverable data likely to arise through disk damages.

Management needs accurate and immediate information to make strategic decisions and to exercise greater control of the use, cost and maintenance of assets. Thus, it was decided to implement a totally integrated system solution with a view to improve the overall efficiency of the day-to-day operations of the Estate while increasing productivity.

The scope was also to meet the requirements of the Estate, considering the ever-changing and inevitable dynamic heaps of progress that the I.T industry has undergone in the recent past.

Besides, the overall objectives of the I.T systems are:

- to respond to information needs at all levels of the organisation, namely:
 - EXECUTIVE
 - MANAGERIAL
 - OPERATIONAL
- to provide reporting mechanisms for **responsibility accounting**, whereby the performance of departments may be measured, compared and controlled.
- to be **adaptable to the organisation methods and practices**, e.g. agricultural practices may vary according to the Estate location, climatic conditions, management priorities etc.
- to **focus on major cost areas** of a typical Sugar Estate, e.g. transport & mechanisation, cultivation and labour.



- to **decentralise the data capture at source and provide direct access** to the end users while guaranteeing a high level of security and control.
- to provide a **high degree of systems integration** so as to streamline the work procedures and avoid unnecessary duplication.
- to build a **database of relevant current and historical data** that will be easily accessed by authorised users.
- to cater for the reporting needs of various **external institutions and organisations** that interacts with the Sugar Industry.

The initial assignment of the I.T project comprised of two (2) phases: the Hardware Components and the Software Applications including Oracle Systems and the upgrade of Corporate Management Information System (**CEMIS**).

However, during the exercises of a Technical Evaluation Committees, the project was re-visited and re-tendering exercises on certain particular I.T Equipment were performed. As such, the assignments for the I.T project were then comprised of three (3) different phases as described below.

Phase I – Hardware/Software – Servers & Oracle Products as follows:

- Supply, installation and configuration of Database/Application Server with Solaris 10 Operating System.
- Supply, installation and configuration of latest version of Oracle Database (11g) for 25 client access users (Oracle Standard Edition One and Oracle Application Server-Forms and Reports) running under Operating System Solaris 10 version.
- Supply, installation and configuration of a File Server, which will act as the Domain Controller with Windows Server 2008 Standard Edition including 25 Client Access Licenses (CALs).
- Supply, installation of a Proxy/Firewall Server to protect the existing LAN
- Supply, installation and configuration of a Manageable Anti-Virus Server to protect the LAN from external threats.

Phase II – Hardware/Software – PCs & Printers as follows:

- Supply and installation of 22 New PCs and 1 New Laptop with Windows XP Edition or higher version (Windows 7 Edition)
- Supply and Installation of a Centralised Line Printer and Centralised Office Laser Printer and accessories.



Phase III – System Software – Upgraded version as follows:

- Supply, installation, configuration and implementation of an upgraded version of **Corporate Estate Management Information System (CEMIS)** under ORACLE version 11g.

6.28.2 Committees & implementers

State Informatics Limited (SIL) was awarded the supply, installation and configuration of the Hardware components and Oracle 11 g as follows:

| Services | | Qty |
|---|---|-----|
| Database Application Server . SUN Sparc Enterprise T5220 by UltraSPARC T2 system on a chip processor | : | 1 |
| Domain Controller/File Server . IBM System x3650 M3 . quad-core computing on Intel Xeon 5500 series processors | : | 1 |
| Proxy/Firewall Server . IBM System x3550 M2 on Intel Quad Core | : | 1 |
| Manageable Anti-virus Server . IBM System x3550 M2 on Intel Quad Core | : | 1 |
| Rack 42 U . IBM For accommodation of rack-mounted Servers | : | 1 |
| PC . Lenovo ThinkCentre A70 Tower+Monitor 19+Wndows 7 Professional Edition 32 version + Symantec Software | : | 22 |
| Dot matrix Line Printer . Tally T6215 | : | 1 |
| Centralised Laser jet Printer . HP Laser P30105 | : | 1 |
| Operating System . Solaris version 10, Windows Server 2008 R2) and other software (Anti-virus Symantec software, MS-Office 2010, Symantec Backup Exe) | : | LOT |
| Oracle 11g Database for 25 Client access users (Oracle Standard Edition One and Oracle Application Server . Forms & Report | | LOT |

Considerable delay had been observed in the delivery of the I.T Equipment and this has also impacted heavily in the implementation plan.

DCDM Consulting (DCDMC) was awarded the contract for the upgraded version of **Corporate Estate Management Information System (CEMIS)**. The **CEMIS** is a tailored solution for the Sugar Industry and is a best suited software as described in the Functional Specification Report of **RBSEB**.

The project was expected to span over a period of five months for the package implementation. However, **DCDMC** has estimated 40-man days for development of specific functions and for the



customisation of reports as per **RBSEB** requirements. Upon completion of the Project, **DCDMC** delivered to **RBSEB**.

- A fully integrated application package (**CEMIS**) configured to the needs of **RBSEB**
- Specific functions that require development as identified during implementation
- Application and system backup/restore procedures
- Training of personnel to use the System/modular applications
- Documentation and manuals.

The project consists of the following Segments/Phases:

- Confirm User Requirements
- Pre-Implementation Plan
- Data Conversion Plan
- Training Plan
- Implementation Plan
- Software Support & Maintenance
- Project Management and Quality Assurance
- Documentation and manuals

Overview – Hardware

The upgrade of the I.T Infrastructure at the **Rose Belle Sugar Estate Board** consists of 3 IBM x Series, 1 Sun SPARC T5220, 22 Lenovo PCs and 2 Network Printers

Windows Server 2008 R2 Operating System has been installed on each IBM server and the following roles have been assigned respectively:

- Domain Controller
- Proxy Server
- Anti-Virus Server

Domain Controller

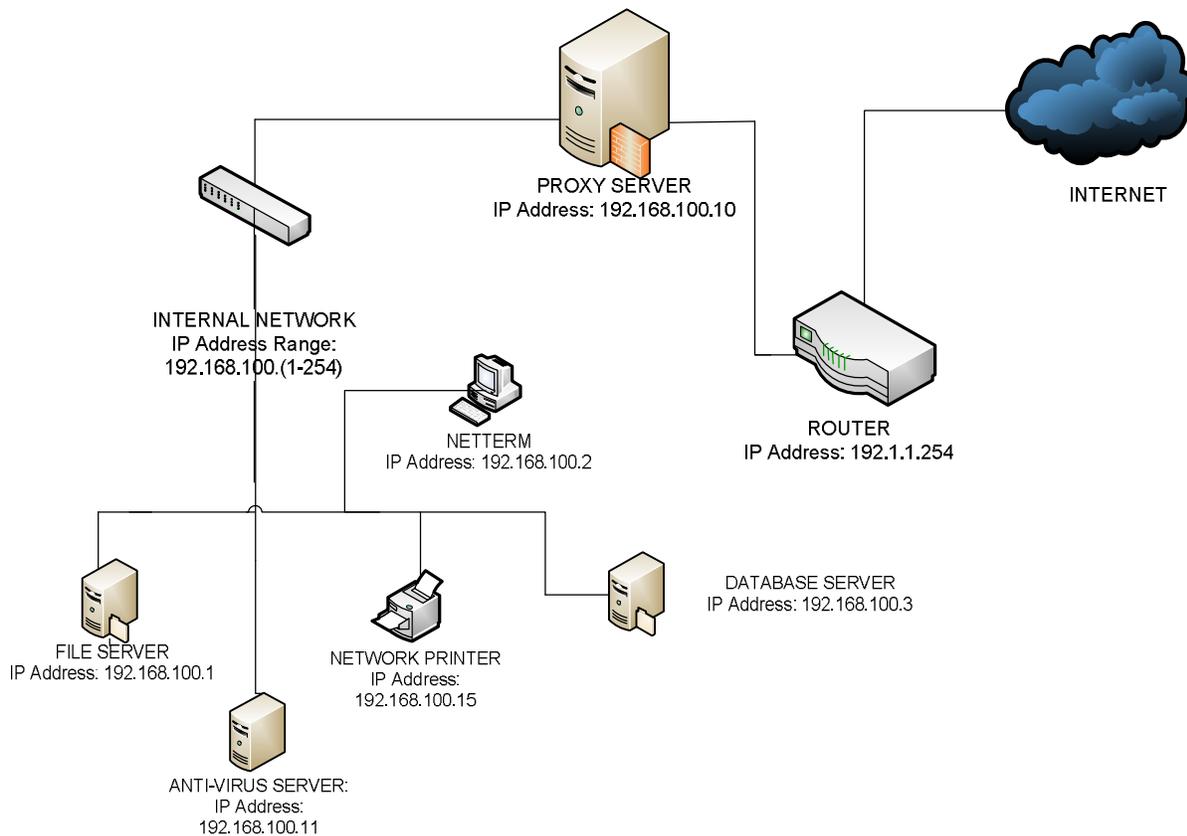
IBM Server System X 3650M2 is acting as the Domain Controller. It has been configured with Active Directory Services (ADS) so that it responds to security authentication requests such as logging in onto the domain, checking permissions, etc

Also, in addition to the ADS Role, DNS Server role and File Server Role have also been assigned to this server.

The network topology is as follows:

6.28.3 RBSEB's network topology implemented

RBSEB's NETWORK TOPOLOGY



There are 4 HDDs: 2x 146GB and 2x 300GB, in which the first two, have been mirrored for use for Operating System and the last two have been mirrored and are used for data storage.

Shared drive S: has also been given access to end-users for sharing of information and for knowledge sharing among each user.

6.28.4 Backup

Symantec Backup Exec 2010 R2 has been installed on this server so that daily and weekly backup can be carried out.

The backup execution has been configured to run incremental backups from Monday to Thursday and a full backup and verification of the data on Friday scheduled at 6pm.

6.28.5 Proxy Server

IBM Server X3550M2 is acting as the Proxy Server (TMGC). Microsoft Forefront Threat Management Gateway 2010 has been installed and configured so that users are allowed to safely and productively use the Internet for business without worrying about malware and other threats.

It provides multiple layers of continuously updated protections that are integrated into a unified, easy to manage gateway, while reducing the cost and complexity of Web security.



6.28.6 Configuration

Access to the following was to be allowed on the TMGC:

- **Net Term** . IP Address: **192.168.100.2**
- **CEMIS – IP Address: 192.168.100.3**
- POP3/SMTP Outlook Mail
- Yahoo Mail
- Google, etc.

However, accesses to all certain explicit sites have been denied to end-users.

6.28.7 Anti-Virus Server

IBM server X3550M2 is acting as the Anti-Virus Server. Symantec Endpoint Protection Manager 11.0.0.6 has been installed and configured. In addition, DNS Server Role has also been assigned to this server.

6.28.8 Network Printer

The **RBSEBAV** acts as the Print Server. The HP LaserJet P3015 has been configured/ added on the **RBSEBAV** Server.

6.28.9 LENOVO PCs

Windows 7 Professional Operating System has been installed and activated on the client PCs.

The end-users PCs have been joined to the Domain Server domain and respective user accounts have been created.

All the PCs on the **RBSEB** network have their network drives mapped to Z: **User's Folder (home repository folder)**.

Programs/ Software that have been installed:

- Office 2010
- WinRAR
- Client Anti-Virus
- NetTerm
- Microsoft Outlook 2010

6.28.10 Database Application Server

Sun Sparc Enterprise T5220 by UltraSparc T2 system is acting as the Database Application Server. It has been configured with the latest version of Oracle Database (11g) running under Operating System Solaris 10 version.

An upgrade version of Corporate Estate Management Information System (CEMIS) under ORACLE version 11g has been implemented by **DCDM Consulting**. End-users are accessing the **CEMIS** thru web-enabled environment.



All data as from year 1995 from the old Sun Server V250 running under Solaris 8 and Oracle RDBMS 7.3 have been converted and uploading into the new **CEMIS**.

Thus, end-users can access these data for querying purposes and also for making strategic decisions

6.28.11 User Friendliness

The I.T infrastructure is very interactive and provides all end-users with a common method of operation irrespective of the module. This facilitates user training as opposed to software from various sources where the interface changes from one application area to the other.

Facilities available include:

- menu driven system
- standard user interface across all modules
- on-line help
- meaningful system messages
- easy table look up facility to select items
- in-line printer selection

6.28.12 I.T

The I.T system provides for several modules which are detailed and comprehensive. They provide relevant and reliable data for planning controlling and decision-making.

For example, the fleet and workshop management module covers:

- **Vehicle Basic Data:** Static information for each vehicle is maintained, including various technical data submitted by the manufacturers.
- **Work in Progress:** The various works are precisely defined and monitored on a day-to-day basis using the following documents.
 - Job Description Card: supports all the jobs that have to be carried out on a vehicle admitted to the Workshop.
 - Working instructions Slip: supports the jobs of a specific worker and his helper, for a vehicle. This job is identified on the Job Description Card of the vehicle.
- **Breakdown Analysis:** The main objective of this module is to reduce the time during which vehicles are immobilized in the workshop, by analyzing the types of breakdown and the time taken to fix the vehicles.
- **Lost Time Analysis:** Monitoring the time lost while waiting for spare parts or for labour.
- **Worker efficiency Analysis:** Comparisons between the standard times allocated to jobs and the actual time spent, will give the efficiency of a worker, a group of workers or the work-force as a whole.
- **Vehicle History:** Repairs can be historised so as to have readily available the main jobs carried out on vehicles, their cost and the spares used.
- **Follow-up of Tyres:** Comparisons among makes and types of tyres helps decision making as regards buying policy.



- **Payroll Data:** The workshop module automatically transfers payroll data to the payroll module every day.

Unfortunately, this module is not being implemented in practice.

In the absence of a reliable system, and from our observations of the garage, we fear that much inefficiency is inherent in the current set-up and framework and that these could have been eliminated through an optimal use of the IT system.

We are of the opinion that the uses of the whole IT potential is not being maximised by the personnel of **RBSEB**.

6.28.13 Flexibility & Openness

The system flexibility and openness resides in its reporting capability to meet both recurrent and one time information needs. Apart from standard reports, the user can produce its own reports as follows:

- Database information is retrieved through an easy report generator available to all users. Reports may be viewed on screen or printed on paper. This facility will be used for individual adhoc queries without the need for additional programming effort.
- Selective database elements may be down loaded to the most common PC spreadsheet software for local manipulating and end-user own modeling.
- The various applications versions are easily portable on many hardware platforms.

All the facilities and potential of the above IT system are not being explored and used by the personnel of **RBSEB**.

Clearly, the current IT system is not used optimally and the following could be the reasons why, even though training on the IT system has been provided to the staff, yet they are just making optional use of the system:

- Low qualified staff
- Slow learning curve of some staff
- Unwillingness to learn more
- Unwillingness to share knowledge and information
- Mindset of IT culture / electronic sharing is almost inexistent
- There is a lack of project management philosophy with **RBSEB**; hence no efficiency in usage of IT tools in day-to-day management.
- Each one is trying to protect his surf.
- There is no HR development vision.

6.29 Institutional issues

Other Key issues regarding sustainability challenges for **RBSEB** include:

- A clear long-term plan with strategies that vigorously addresses the sustainability challenges that **RBSEB** now faces;
- Ensuring that **RBSEB** maintains a distinct identity in the face of increased competition.
- Potential expansion of the role and activities of **RBSEB** and its budget, coupled with additional sources of funding;



- Careful analysis of current and potential originating opportunities to ensure maximum benefit for investment spend;
- Mechanisms to address internal deficiencies.

6.30 Lack of vision, Mission and Core Values

The current organisational chart is not conducive for a dynamic and fast-moving, efficient organisation. In the future, in its wake for survival, **RBSEB** will have to open new unprecedented corridors of development. It needs a bold new vision to sustain the organization.

The unethical behaviours reported by the brainstorming session are due to an absence of shared vision, mission and values, and poor leadership and management of the organisation.

The lack of shared vision, mission and core values to which each and every employee of **RBSEB** could attend and live by are critically absent. **RBSEB** has never developed any shared vision or mission statements which would have allowed all the employees to converge and anchor into the future.

Vision Statements and Mission Statements are the inspiring words chosen by successful organisations to clearly and concisely convey the direction of the organization. By crafting a clear vision statement and mission statement, **RBSEB** can powerfully communicate its intentions and motivate the organization to realise an attractive and inspiring common journey and destination into the future.

Given that such an exercise has never been carried out, each employee had their own image of what it could be.

In fact, the current state of affairs depicts a total absence of shared vision, mission and values which, if it were to exist, would unite, synergise and guide the day to day behaviour of all the different employees of **RBSEB**. **RBSEB** has not developed a set of core values. Values provide a foundation for guiding the behaviour of people across organisations. **RBSEB** is made up of a network of relationships where attitudes and behaviour are among the very basic elements that are needed to maintain and consolidate these relationships and create the required synergy for future success.

The soul of any organization or structure depends on its values, which in turn drives its culture and operational practices. Values underpin everything we do. It is a strategic tool for guiding the behaviour of all stakeholders. It impacts on the way the stakeholders manage their organizations so as to be responsible corporate citizens.

Values are thus the beliefs and timeless guiding principles that dictate common standards which specify desirable and undesirable operations with respect to a specific purpose. They provide every stakeholder with rules that help them make choices ethically and professionally. They unify a diverse set of stakeholders and makes of a structure what it is, irrespective of location and the specific roles of different stakeholders. They are causal and correlational to achieving set goals.

Core values thus represent the principles that all stakeholders in **RBSEB** should practice in their day-to-day behaviour to attain the desired goals. The total absence of shared values among the different employees should have been a matter of concern well before this exercise.

It is only the intellectual and emotional honesty and energy of all the employees of **RBSEB** that can make it move forward.



All employees of **RBSEB** must become living examples of the organisation's value. Otherwise the values become totally meaningless. It is absolutely useless to claim to have core values but to fail to live up to them. **RBSEB** can only succeed if a culture that systematically lives the values that they could develop and agree upon all levels.

Building a value-based structure is an activity for marathoners, not sprinters. It is vital to stay on the course once begun. Values and culture underpin everything we do. They are strategic tools and the current situation demands that all employees of **RBSEB** leave the gravitational pull of the past and stretches themselves with speed and perseverance to live new values in every decision and action that they take every day. It demands a change in mindset and attitudes.

6.31 Governance issues

6.31.1 Internal Control

One of the key aspects necessary to protect the assets of the organisation is a proper control environment and a well functioning system of internal controls.

The board is responsible for the system of internal control and must set appropriate policies to provide reasonable assurance that the control objectives are attained.

The board must satisfy itself that the system of internal control is functioning effectively and that the system manages risk in the manner approved by the board.

Management is responsible for the design, implementation and monitoring of the internal control system.

The board should also ensure that, as part of its internal control procedure, the company has an effective mechanism in place which facilitates and encourages the reporting of any lack of, or breach of internal controls and any unethical or irregular behavior concerning the company.

The current internal Control System is weak at **RBSEB**.

It is clear and evident that, if ever **RBSEB** is no more within framework of the current long and straining bureaucratic procedures, there should be very strong internal controls to safeguard the assets and resources of the organisation.

6.31.2 Internal Audit

RBSEB, surprisingly, does not have an internal audit function.

RBSEB should have an effective internal audit function that has the respect, confidence and co-operation of the board, the management and the stakeholders.

The board may delegate the responsibility for managing the internal audit function and for receiving internal audit reports to the audit committee.

The internal audit function is responsible for providing assurance to the board regarding the implementation, operation and effectiveness of internal controls and risk management. It is not responsible for the implementation of controls or the management and mitigation of risk, which responsibilities remain with the board and operational management.



The internal audit should report directly to the General Manager so as to allow this vital function to fully accomplish its responsibilities. The head of internal audit should have ready and regular access to the chairperson of **RBSEB** and the chairperson of the audit committee.

6.32 Good Governance Practices

Another of our recommendations to improve the strategic and operational framework of **RBSEB** is the implementation of a good governance structure.

The significance of corporate governance is now widely recognized, both for national development and as part of international architecture, as a lever to address the interests of corporate citizenship, and social and environmental responsibility. It is an effective mechanism for encouraging efficiency and combating abuse and corruption. International guidelines have been developed by the **Organisation for Economic Co-operation and Development (OECD)**, the **International Corporate Governance Network**, and the **Commonwealth Association for Corporate Governance**. The four primary pillars of fairness, accountability, responsibility and transparency are fundamental to all the international guidelines of corporate governance.

We emphasize the critical need to implement strong good governance practices within the **RBSEB** so as to prevent any potential abuse. The performance of **RBSEB** can only be optimized if there are strong governance principles and practices implemented within the organization so as to prevent undue abuse of the system. The current governance structure and practices of **RBSEB** has to be realigned to best practices.

Effective governance is in fact essential to **RBSEB**. It is the process whereby those entrusted with the future of **RBSEB**, namely the Board, management and employees, exercise oversight and perform their duties and responsibilities within ethical, transparent and fair practices. Closely related to governance is compliance - adhering to approved policies, rules, and procedures and regulations. Compliance means more than just following the rules. It means adhering to the highest standards of ethical and honest behavior, proper and efficient management of **RBSEB's** resources, and maintaining accountability. Thus, these two concepts - governance and compliance - are closely related and intertwined. Governance provides the expectations for proper behavior, and compliance delivers on that behavior.

Good governance is thus about trust and stewardship in and by the corporate leaders and managers of **RBSEB**. The principles of good governance are not in conflict with the essential purpose and mission of **RBSEB**.

6.33 Accountability

Accountability is a major weakness at **RBSEB**. There is no accountability and commitment to organizational objectives. This goes to the extent of a perception of waste of Funds. Both the personnel and the organization should be more accountable.

The absence of legitimacy, competence, transparency and accountability gives room to bad governance which hinders the development of any organization. Good governance and accountability is the essential framework within which **RBSEB** should operate. A good corporate governance and accountability image will enhance the reputation of the **RBSEB** and make it more attractive to stakeholders as the perception of good corporate governance is also an important ingredient of the image of an organization, whether public, private, or nonprofit.



The Government also has indicated that they wish state-owned enterprise to practice good governance.

Within the governance practices, there is a great need for accountability. **RBSEB** has suffered from a lack of accountability. When there is reduced or no accountability, individuals lose alignment with the organization's goals and future. Personal priorities begin to emerge as senior to organizational priorities. Failure to meet goals and objectives, if they are even established, no longer creates pressure to improve. People do what they want to do, rather than what they must do. Moreover, not being held accountable for results or stewardship of resources creates an insidious side-effect.

Everyone within **RBSEB** should be accountable.

6.34 Good Practices

The good practices that **RBSEB** needs to implement for good governance also includes the following:

6.34.1 Boards and Directors

The Board performances, as well as the qualities of some of the Board members, coupled with political interferences, have emerged as a material item in the weaknesses of **RBSEB** during our structures strategic thinking session, as shown hereunder:

- | | |
|--|--|
| <ul style="list-style-type: none"> • Political interferences • Lack of efficient members of the board • Board members not effective • The chairman of the board often in the company of selected members of the staff • Personal problems of the staff are sometimes brought in the Board • Government owned • No one cares, this is government owned • Lack of qualified members on the board • Chairman should not be familiar to staff, thus creating a negative feeling to others | <ul style="list-style-type: none"> • The General Manager should be given the opportunity to work freely • Need to put qualified people on the board and replace less qualified board members • Ignorant politics • Too much political intervention • Political involvement • Too much political interference • Ministers of Agro should answer promptly to requests of Rose Belle |
|--|--|

The board of directors has very defined roles and responsibilities within the business organization. The Chairman should be an independent. The General Manager should be given the opportunity to work freely and take some initiatives of his own to control the management of Rose Belle. The board should take a strategic function in providing leadership together with the vision, mission and goals of the organization, as well as establishing the policies and strategies to be followed. Strategy starts inside the Boardroom. **RBSEB** is in need of an entrepreneurial Board. In short, some of the mains function of the Board should be to:

- Review and evaluate present and future opportunities, threats and risks in the external environment and current and future strengths, weaknesses and risks relating to **RBSEB**
- Create a shared vision and prospective of the future
- Determine strategic options, select those to be pursued, and decide the means to implement and support them
- Determine the business strategies and plans that underpin the corporate strategy



- Ensure that the company's organizational structure and capability are appropriate for implementing the chosen strategies
- Monitor performance to ensure that Board-set objectives are actually attained.

We have perused the Minutes of the Board Meetings of **RBSEB**. A summary of these is in Appendix 12. What is surprising from these Board minutes is that the Board has been managing the present but has failed to create the future through innovative development strategies and projects that would transform **RBSEB**. There is no vision of the future of **RBSEB** either at Board level or at management level.

6.34.2 Lines of demarcation

We are providing demarcation lines between the Board, the chairman and the General Manager in our governance section of this report.

The compulsory role and function of the Board of **RBSEB** has to be reviewed. The board is the link between government, the markets and **RBSEB**. As such, **RBSEB** should be headed by an effective board which can both lead and control the organization, and which can vision and implement transformational change for sustainability. The chairman of the board should be a real entrepreneurial leader who can manage complex issues and who has a good knowledge and grasp of new opportunities and venture to which **RBSEB** should tap and structure itself to attain sustainability. However, we recommend that the Chairman be appointed for a three year renewable period.

6.35 Board Composition

6.35.1 Entrepreneurial versus a compliance Board

The two approaches to governance were nicely delineated by Thomas Perkins, founder of the Silicon Valley venture capital firm Kleiner Perkins Caufield Byers. Perkins drew a distinction between what he termed a compliance board and entrepreneurial board. The latter should, characterize how boards actually operates. Directors serving on the first primarily saw their role as enforcing regulatory rules and strictly monitoring management. Directors serving on the second primarily viewed their role as a partnership with management to create new businesses and grow the company.

Nonexecutive directors in entrepreneurial boardrooms take up more of a strategic partnership role with company executives, akin to the role of working with management to create and market new businesses and comparatively less of shareholder-monitoring or rules-based role. Instead of functioning solely as the eyes, ears, and enforces for absent shareholders, the directors should take on the additional role of working with **RBSEB**'s executives to set the right directions and strategies for the sustainability of the company.

The board should have independent members who can support the company and the objective leadership of a chairperson to ensure a continuously successful performance within a framework of good governance so as to serve the interests of all the stakeholders of **RBSEB**, whilst at the same time sustaining the organization into the future.

The current realities of **RBSEB** in the context of an unprecedented new world economic order dictate the need to review the current board composition so as to be more pro active and innovative and entrepreneurial. There is a need of a board which is in equilibrium with the



nomenclature of the **RBSEB**, its current operational deficiencies and its operational and sustainability challenges.

6.35.2 Recruiting independent nonexecutive Directors

The need to strengthen the oversight role of independent nonexecutive directors by increasing their quality and numbers on the board, expanding their influence over audit and compensation, and making their role more transparent should be envisaged. The reality is that the board members should be recruited for more of their entrepreneurial mindset rather than their monitoring potential. With the emphasis on entrepreneurship and collaborating with management, experience and expertise should rank high up on the list in the nomination process.

A survey done by Peter Capelli, Harbir Singh, Jitendra ISngh and Michael Useem, in India on the criterias used by the most successful companies in choosing non-executives directors, reveals the following:

Question: %What are the two most important criterias you have used in selecting non-executive directors?+

The nonexecutive component of Mahindra & Mahindra's board provides an example of how

these survey results play themselves out of practice. Of the twelve directors, of this company, eight are independent, and they bring extensive background in banking and finance (Depak Parekh, chairman of **HDFC Ltd.**, and Narayanan Vaghul, chairman of the board of **ICICI Bank Ltd**); manufacturing (Nadir Godrej, developer of the animal feed, agricultural inputs, and chemical business of **Godrej Soaps** and other associated companies); technology and research (m.m. murugappan, a **Murugappa Group**

| Criteria for selecting nonexecutive director | Percentage |
|--|------------|
| Professional experience, diversity of experience | 38 |
| Reputation, credibility, track record, stature | 26 |
| Domain or functional expertise | 15 |
| Independence of thought | 10 |
| Integrity and character | 5 |
| Commitment to serving on the board | 6 |

of companies, responsible for technology and research); consumer products (A.S Ganguly, chariman of **Hindustan Unilever Ltd.** From 1980 to 1990 and a member of **Unilever's** main board from 1990 to 1997); law R.K kulkarni, senior partner of **Khaitan & Company**, one of the India's leading law firms); strategy consulting (Anupam Purin, Thirty years with **Mckinsay & Company**; and insurance Thomas Mathew, managing director of **Life insurance Corporation of India**.

None of these nonexecutive board members brought to the post special experience or expertise in monitoring management for shareholder value. What they added, instead, was broad and substantive knowledge of the business world generally and of special niches in particular.

RBSEB could inspire itself from this set of criteria in the choice of its Board directors.



The **RBSEB** should have a board comprising of members who have an appropriate mix of competencies, experience, skills and independence that commensurate with the current realities, challenges and need for venturing into hitherto unexplored chartered territories.

It is critically important that all members of the board be individuals of integrity who have a good knowledge and who can bring a blend of skills, objectivity, experience and commitment to the board, with the skills to create new strategies hitherto not considered by **RBSEB** but whose end result is the sustainability of **RBSEB**.

There should be no distinction between directors and alternate directors in terms of their duties and responsibilities.

The Board and Management should connect on strategy.

6.35.3 Other Governance issues - Role and functions of the Board

We strongly recommend that the Board limits itself to Board matters

The board is the focal point of the corporate governance system and is ultimately accountable and responsible for the performance and affairs of **RBSEB**. It follows that it should be the board's responsibility to provide effective corporate governance within **RBSEB**. This involves a set of relationships between the board, the management of the organisation, its main relevant stakeholders, in a manner whereby the board should:

- a. Determine **RBSEB**'s purpose, strategy and values.
- b. Exercise leadership, enterprise, intellectual honesty, integrity and judgment in directing **RBSEB** so as to achieve sustainable prosperity for both **RBSEB** and its employees.
- c. Ensure that procedures and practices are in place that protects **RBSEB**'s assets and reputation. Therefore, the board should regularly review processes and procedures to ensure the effectiveness of **RBSEB**'s internal control systems.
- d. Consider the necessity and appropriateness of installing a mechanism by which breaches of the principles of corporate governance could be reported.
- e. Monitor and evaluate the implementation of new and existing strategies, policies, management performance criteria and business plans. In effect, the board must provide guidance and maintain effective control over **RBSEB**, and monitor management in carrying out the board's plans and strategies.
- f. Define levels of materiality, reserving specific powers for itself and delegating other related matters with the necessary written authority to management. These matters should be monitored and evaluated by the board on a regular basis.
- g. Identify key risk areas and key performance indicators of **RBSEB** in order for it to generate growth and sustainability in the long term.
- h. Ensure that **RBSEB** complies with all relevant laws and regulations.
- i. Determine a policy for the frequency, purpose, conduct and duration of its meetings and those of its formally established committees.
- j. Ensure that there are efficient and timely methods for informing and briefing board members prior to meetings.
- k. Identify, monitor and report regularly on the non-financial aspects relevant to the business of the **RBSEB**;
- l. Ensure that the board communicates with relevant stakeholders (internal and external) openly and promptly with substance prevailing over form.



Ensuring performance requires the development of a commensurate enterprise culture within **RBSEB** so that performance is maximized, while respecting the interests of other stakeholders.

The entire board must contribute fully in developing and sustaining that enterprise culture. Therefore the board should be constituted in a manner that provides a balance between enterprise and control.

6.35.4 Role and Functions of the Chairperson

We feel that it is equally important to delineate the role and functions of the Chairperson of **RBSEB's** board.

RBSEB should be subject to the firm and objective leadership of a chairperson who brings out the best in each director. The Chairperson should bring independence of mind and intellectual honesty to his/her role.

The chairperson's primary function is to preside over meetings of the Board and to ensure its smooth functioning in the interests of good governance.

The following are the core functions which should be performed by the Chairperson:

- a. providing overall leadership to the board without limiting the principle of individual responsibility for board decisions. The chairperson should also encourage and ensure active participation of each board member in discussions and board matters;
- b. overseeing a formal succession plan for the board, General Manager and senior management;
- c. ensuring that monitoring and evaluating of the board and board member appraisals are carried out; ensuring that all the relevant information and facts are placed before the board to enable the board members to reach informed decisions;
- d. maintaining sound relations with the stakeholders and ensuring that the principles of effective communication and pertinent disclosure are followed.

The titles, functions and roles of chairperson and General Manager of **RBSEB** must be kept separate as a cornerstone of good governance.

6.35.5 Role and Functions of the General Manager

The title, functions and role of the General Manager must be separate from that of the Chairperson

Important functions that the General Manager should fulfill are to:

- a. Develop and recommend to the board a long-term vision and strategy for **RBSEB** that will generate satisfactory levels of stakeholder value and positive, reciprocal relations with relevant stakeholders;
- b. Develop and recommend to the board annual business plans and budgets that support **RBSEB's** long-term strategy. In the development of these plans, it is essential that the General Manager ensures a proper assessment of the risks under a variety of possible or likely scenarios is undertaken and presented to the board
- c. Strive consistently to achieve **RBSEB's** financial and operating goals and objectives, and ensure that the day-to-day business affairs of **RBSEB** are appropriately managed and monitored so as to foster in sustainable tourism industry;



- d. Serve as the chief spokesperson for **RBSEB** on all operational and day to day matters. The chairperson and General Manager should discuss and agree with the board the division of responsibilities for communication to stakeholders.
- e. Direct, co-ordinate and manage the general functioning of **RBSEB** to attain its mission, goals and objectives ensuring such accountability and transparency.
- f. Set viable marketing objectives for **RBSEB**, formulate market-driven policies and strategies, and identify new demands and opportunities.
- g. Exercise proper management and control on **RBSEB's** assets and accounts; and ensure judicious allocation and application of financial and human resources;
- h. Regularly supervise the work and operation of **RBSEB's** staff.
- i. Perform any other duties as may be assigned by the Board and act in accordance with such directives as he may receive from the Board.

The General Manager should maintain a positive and ethical work climate conducive to attracting, retaining and motivating a diverse group of top-quality employees at all levels of **RBSEB**. In addition, it is incumbent on the General Manager to foster a corporate culture that promotes ethical practices, rejects corrupt practices, offers equal opportunities, encourages individual integrity, and meets social responsibility objectives and imperatives.

6.35.6 Board Committees

The board is the focal point of the corporate governance system and is ultimately accountable and responsible for the performance and affairs of **RBSEB**. Delegating authority to board committees or management does not in any way discharge the board from its duties and responsibilities. Board committees are a mechanism to assist the board and its members in discharging their duties through a more comprehensive evaluation of specific issues, followed by well-considered recommendations to the board.

In establishing board committees, the board must determine their terms of reference, life span, role and function. The terms of reference for each committee should cover:

- objectives, purpose and activities
- composition
- delegated authorities including extent of power to make decisions and/or recommendations (if any)
- tenure
- reporting mechanism to the board
- agreed procedure for seeking independent outside professional advice when necessary.

There should be transparency and full disclosure from the board committee to the board. However, time should not be wasted on repeating a committee's deliberations at board level.

It may be necessary, where certain board committees fulfill a specialized role, to co-opt specialists as permanent members of such committees. Such co-opted persons should contract not to disclose confidential information.

RBSEB should have, at a minimum, a tender committee, a staff committee, an audit committee and a corporate governance committee.

The overriding principle is that the board must establish committees that are responsive and relevant to the nature of **RBSEB's** business, and their potential contribution towards a sustainable **RBSEB**.



A secretary should be appointed for each committee and minutes of each meeting recorded.

6.36 In closing

The past and present experiences of **RSBEB** point the company toward a different enterprise model.

It is critical that all departments of **RSBEB** which are currently separate components be integrated into a coherent model. This will demonstrate the power of collective calling over private purpose. The ability to perform this integration stems from the leaders, who act as the equivalent of choreographers or conductors, knitting these components together through their ability to articulate the mission and a shared vision, communicate them to employees, manage organizational architecture, and more generally set priorities. In this way, the whole of **RBSEB** will become greater than the sum of its individual departments.

7. The good side of RBSEB

The good and positive element **RBSEB** is its land assets and its prime location.

Geographically located, Robe Belle Village is positioned in a key strategic area, with a well-developed centre and Plaisance Airport being nearby. Road facilities, land surrounding high way are available all around the village connecting people in the southern growth pole. The soil of Rose Belle is very fertile and the region also acts as a catchment area. Rose Belle constitutes of a prime agricultural land, whereby the possibility of various diversification projects on a large scale could potentially be envisaged. Since it is located near to the airport, one prospectus would be to revisit Le Val for eco-tourism projects or Leisure Park. The idea of making Rose Belle a hub like Ebene has also been envisaged, but how far this idea is feasible is still questionable. Since land is available, high value residential projects together with high commercial complexes could be taken into consideration in the very longer term. The lands of Rose Belle have high market value; the consideration of developing these lands into profitable business should be of key concern to **RBSEB**.

Strengths of the potential of **RBSEB** that emerged during our strategic thinking session are as follows:

- Le Val revisited for eco-tourism projects
- Strategic geographical position
- Location geographical
- Lands well located
- southern growth pole
- land in prime area
- strategic location of the estate
- Road facilities
- Good land to develop into flower business no need to irrigate soil
- High value residential projects
- Availability of land
- Land
- Our prime land-surrounding highway, old route
- Large sugar estate



- Land/asset in strategic places
- Nature view
- 3000 hectares of land
- prime agriculture land
- Rose Belle has a large catchment area
- catchment area in the south
- A good village
- Good environment
- Near airport
- Prime land
- High market value land



8. New Business focus

8.1 Finding new Avenues for RBSEB

The multiple-constituency ideology of **RBSEB** should appear as a driving commitment in a range of other business practices, from competitive strategy to company culture, and from talent management to personal leadership.

Finding new avenues for **RBSEB** is not an easy task. We need to point at that there is, as at today, no such project that can be implemented that will generate millions of rupees of profits overnight. **RBSEB** has reached too far down the abyss in terms of poor structure, lack of vision and strategy, human capital deficiencies and operational inefficiency. This has resulted in a stressful and chaotic financial situation. Turning around such a situation is quite a mammoth task. We are proposing alternatives that range from a %do-nothing strategy on the one extreme to a series of potential untraditional projects for **RBSEB** that would eventually make a difference in the longer term in terms of profitability and sustainability.

After careful analysis, and taking into account the specifics of the **RBSEB**, we have come up with alternatives that would help get **RBSEB** back, in the longer term, on a profit and sustainability momentum.

Each and every potential alternative or project has its own cycle and time profile. They impact differently on the time horizon, profits and cash flow. They are presented independently on a stand alone basis in our report so that the decision-makers can choose any combination or mix.

8.2 The options

As at today, based on our findings, the shareholders of **RSBEB** have 6 main alternatives as regards the future of the company. The recent statement of the **Honourable Prime Minister**, in the margin of the EU . Africa Summit, to the effect that the EU would wish that Mauritius undertakes a study to explain the importance of sugar in Mauritius is of particular importance for the study . This study would be used to secure grant money for the country's Budget to cope with the forthcoming wave of reform in the EU sugar market.

This element adds a new dimension to the choice of the alternatives. Firstly, it would be incongruous , to say the least ,that **RBSEB** , as a Government owned company , opts out of sugar production; and secondly, it now becomes even more imperative to field the best corporate structure with the best action plan to revamp the sugar activity.

The various alternatives which were worked out prior to this statement are nonetheless examined but as can be seen the one recommended by **BDO** fits well with the consideration of Government and the European Union.

| FUTURE ALTERNATIVES FOR RBSEB | |
|-------------------------------|---|
| 1. | Continue As-Is, i.e. a do-nothing strategy which means continuing current as-is sugar and sale of sugar reform land , collection of rent and termed later on as scenario A. |
| 2. | Lease the Estate to a more efficient sugar operator |



3. Implement a full VRS and rent the land of **RBSEB**
4. Merge **RBSEB** with another more efficient government institution
5. Rent to another operator who would remove all cane plantations and replace it by say, Arundo Donax or other gramineae
6. Morphing into something new, i.e. move into a transformational expansive strategy and develop a new focus for **RBSEB** for its long-term sustainability. That means re-engineered sugar, sale of sugar reform land, collection of rent, VR3 at end of 2014, diversification in non-sugar agriculture and non-sugar projects.

8.3 Alternative 1: A do-nothing strategy

The first, easiest and most careless solution to today's hurdles and chaotic state of affairs of **RBSEB** as described in our findings for this company is a do-nothing strategy.

This would mean that the organizational continuous non-performance and annual loss of some Rs 50M will continue in the future. Cash flow will be as chaotic and as strangling as ever, if not more. Everyone at **RBSEB** will remain as-is and the current organisational dislocation and dysfunctioning will continue to perpetuate.

Such a do-nothing strategy will take **RBSEB** further down into shareholder value destruction and deep down in a financial abyss from where it will not be able to come back again.

We estimate the loss of **RBSEB**, if nothing is done now, to be more than Rs 600 m in its core business by the year 2020 if performance continues as-is. **RBSEB** would be totally illiquid and it might not also be solvent by that time, unless there is a massive disposal of its land assets. **RBSEB** will eventually end up in liquidation under this alternative.

So, we strongly recommend that this alternative should not at all be envisaged nor chosen by the shareholders.

8.4 Alternative 2: Lease the estate to another more efficient Sugar Operator

The shareholders could, as an alternative to a do-nothing strategy, opt to lease the estate to another more efficient Sugar Operator. **RBSEB** could thus choose to lease the whole of its land assets to a more efficient sugar operator who would continue the sugar cane plantation and agricultural diversification activities.

There are effectively other sugar cane operators who are making profits out of the sugar cane plantation. Some of those we have met work under tight operational targets and operate in a different mindset and work culture, both financially and operationally.

This alternative would mean that **RBSEB** should implement a VRS for its entire staff and then rent the whole estate of **RBSEB** to another more efficient Sugar Operator to produce cane for milling; the basic activities would be the same as today. The only difference would be that the Operator would be no more the **RBSEB**. The company would simply be a rent seeker.



However, **RBSEB** does not only have an economic dimension but it also has a social, political and probably an emotional and national one. For these reasons the Shareholders of **RBSEB** should be very careful if ever this alternative is chosen.

8.5 Alternative 3: Implement a full VRS and rent the land of **RBSEB**

An alternative to the above 2 options is to convert **RBSEB** into a full land rent seeker for all its land assets. This would mean that **RBSEB** would cease all its current operations and convert into a new source of revenue generation from land lease business.

This implies that **RBSEB** will have to implement a full VRS and recruit a small performing team to manage the rental of the land assets of **RBSEB**. This rental could be to different parties for different purposes.

We believe that, though this is another alternative, it does not create challenge and does not take good value out of the land assets of **RBSEB**, over and above the fact that Rose Belle is geographically well-positioned and can be, in association with key strategic partners, a more profitable company in the longer term. Moreover, nothing guarantees that the rented land will be put to fruitful use. From past experience, the rental of land has not been very successful in **RBSEB**, as shown by the following:

| Sale/rental | Conditions | What has happen and what are the consequences |
|---|--|--|
| 60 arpents to BPML | Rs1 for land which was at the time some Rs1 M/arpent | BPML is yet to develop the land |
| 200 arpents to EREIT as per paragraph 51 of the 2004/05 Budget Speech | Rs 185 000 per arpent for land | EREIT has not yet undertaken any development |
| Rental of 500 ha to a private company for rice production | Rs 20 000/ha compared to Rs 44 000 as per CGV | A yearly manque a gagner of Rs 12 m, but had RBSEB used this land for cane cultivation, it would have incurred losses |
| Rental of land to small planters for food crops | Highly concessionary rent granted to the planters | Started in 2006, all the land rented in a state of advance abandonment which neither cane nor food crops |
| Milk production is one of the valleys of the le Val region | Concessionary rent | The farm is a source of pollution and will present a hazard in case the pristine valleys are to be put to use in the context of an up market property development or a health development or a health/ tourism cluster |



Consequently, this alternative would make of **RSBEB** a rent seeker but does not guarantee that new lessees will make efficient use of the land, and create value. Moreover, past experience has shown to what extent some leases have been mis-managed as well as the mismanagement of the debtors and dues for the leases of **RBSEB**. This poor scenario could repeat itself.

8.6 Alternative 4: Merge with another institution

There exists other government owned institutions which are today making profits out of their sugar cane plantations whilst at the same time developing their non-sugar land with property development projects. **RBSEB** could be absorbed by such institutions.

For example, **RBSEB** could merge with another government institution such as the **State Land Development Company Ltd**. It could thus be possible to merge **RBSEB** with this government owned institution that is making profits in cane cultivation and property development. However, if the current leadership and Management team of **RBSEB** is maintained in the deal, then such a merger might not allow for financial performance and sustainability. The end consequence would be that the whole inefficiency and non-performance of **RBSEB** would be shifted to that new institution.

We therefore recommend that **RBSEB** be cleared up with a VRS before if such an alternative is implemented.

8.7 Alternative 5: Rental to another operator for alternative use

A further alternative is the rental of the whole land assets **RBSEB** to another operator who would remove all cane plantations and replace it by something else. In this alternative, **RBSEB** would cease all its agricultural activities and lease its land to another operator for the production of something else.

Again, **RBSEB** becomes a rent receiver and receives rent on land leased as opposed to the loss it incurs in respect of the cane activity and it also escapes the forthcoming threats on the sugar sector as from 2017. The land to be leased would amount to the actual area under cane, some 1400 ha, less land to be used by **RBSEB** to recoup the cost of sugar reform past and forthcoming. Some 125 ha may be concerned and some 1275 ha of land would be available for lease. In this case all the projects to be undertaken under what would be described hereunder as Scenario B would not be undertaken.

8.7.1 Implications

8.7.1.1 Un-encumbered land

Any lessee would wish to have a clean slate before entering into a lease. This would mean that the land leased would have to be un-encumbered and none of the debts of **RBSEB** would be passed over. Regarding the employees, two issues are relevant, the continued employment and the pension and related benefits.

The package of the VRS is such that employees, as in the past, would readily accept it and leave the employment of **RBSEB**.

Any lessee could take up the employees, undertake a VRS and make arrangements for the safeguard of other benefits. However, the cost thereof and the difficulties for companies having undertaken the sugar reform to obtain land conversion permits and the subsequent



administrative delays are such that potential lessees would rather have **RBSEB** undertake a VRS and take on board all other employee rights and lease a fully un-encumbered land to an operator.

8.7.1.2 Type of operator

Bearing in mind the dismal failure of the 300 arpents scheme, the operator(s) would have to be carefully chosen on objective criteria and would have to be companies of standing having a proven track record in agriculture and should not be ones that are contemplating to carry out experimental ventures. The risk is that payment of rent would be problematic and worse could even stop leaving **RBSEB** with no other option but endless litigation.

The amount of the lease would have to be negotiated between **RBSEB** and prospective operators.

8.7.1.3 Type of activity: Sugar cane much better for forex and cheaper for the CEB and the consumer

Two activities have been mentioned, Sugar cane and Arundo Donax. The latter has been presented as a project to the **RBSBEB**. The following is relevant for sugar cane:

- (a) Some 10 000 tonnes of sugar are produced from the canes grown by **RBSEB** , in addition , molasses , bagasse and scums as fertiliser are obtained there from; when all the by-products are taken into account , the net exports (exports less imported inputs) is more than 90% of the total exports;
- (b) In 2012 (as per the Annual Report 2012/13 of the MSS), the average fobs price was Rs 23 000/t , meaning net exports of Rs 20 700/t; this in the case of **RBSEB** amounts to Rs 207 M of net exports; this amount is quite significant to build up the **food procurement capacity of a country that has no other choice but to import most if not all of its rice, wheat, edible oil, maize and oilcake (for poultry and eggs) , meat , dairy products, spices and pulses, in short nearly all that it consumes;**
- (c) The facts enunciated in paragraph 60 of the **Multi Annual Adaptation Strategy (MAAS)** are particularly pertinent on the importance of the cane plant in the protection and preservation of the environment and in its very low usage of pesticides compared to other crops:

60. Sugarcane cultivation and processing has a relatively low negative impact on the environment (and indeed several beneficial impacts) in comparison to other land-uses, and can therefore contribute to environmental protection. For instance, it uses relatively low doses of agro-chemicals, through inter-alia recourse to biological control, breeding and adoption of cane varieties resistant to pests and diseases, in comparison to other tropical crops such as fruit and vegetables; it is wind resistant and its strong root system binds the soil. Being a perennial crop, it maintains the soil structure untouched for several successive years and is thus a very effective in controlling soil erosion. Modern processing methods have been adopted resulting in a very clean and efficient industry in comparison to other industries, with a range of cost-effective options for recycling and re-using waste streams.



Arundo Donax, and for that matter other gramineae such as Giant Elephant Grass and Miscanthus , are considered as possible energy plants and there are some possible operators who may wish to replace cane by any of these gramineae , say Arundo Donax .

The large scale use of the latter plant has to yet to withstand the scrutiny of several key aspects, namely:

- (a) Will it result in more foreign exchange than sugar cane, Arundo Donax will displace coal and save forex , whilst the cane plant provides sugar, an export commodity, molasses , used to produce ethanol , exported or displacing gasoline, and bagasse , displacing coal; it appears that on the forex side sugar cane is more attractive form the forex point of view;
- (b) Can Arundo Donax be burnt in existing boilers : at what efficiency, what would be the impact of soil brought about with Arundo Donax that has been mechanically harvested, does it contain silica and more particularly chlorine which can cause irreversible damage to boilers and would insurance companies agree that boilers burn bagasse, Arundo Donax and coal and would there be higher insurance premia or no insurance policy;
- (c) What would be the KWh price paid to the power operator by the **CEB**, the opportunity cost of displacing coal;
- (d) Currently, the **CEB** pays Rs 0.40 /KWh for bagasse electricity to **Omnican Ltd** and that price includes handling charges and the Bagasse Transfer Price;
- (e) Would the **CEB** price paid to the operator and retroceded to the provider of Arundo Donax after deduction of electricity production costs and operating margin be sufficient to meet the Arundo Donax provider costs of land rental , production, harvesting , transport and possible processing before burning of Arundo Donax in boilers;
- (f) Would the rental payable by the Arundo Donax provider be equivalent to the rental of Vita Rice or otherwise?

From the forex perspective, sugarcane from the lands of **RBSEB**, parcelling and other development land excluded, would provide, some 90 000 t of cane or 9 000 t sugar priced now at Rs 23 000 fob and Rs 20 500 fob later (value addition strategy); some 710 000 litres of ethanol, at Rs 22 per litre after adjusting for the calorific capacity of ethanol compared to that of landed mogas; and 9.9 GWh of electricity displacing some 5350 t of coal @ Rs 3000/t cif. Overall in 2017, forex from the sugar cane of **RBSEB** would be bringing or saving the following forex amounts:

- | | | |
|-----|-----------------|-------------|
| (a) | Sugar: | Rs 161.10M; |
| (b) | Ethanol: | Rs 15.6 M; |
| (c) | Coal displaced: | Rs 16.1M ; |
| (d) | Total: | Rs 192.8 M. |

A literature search on the web has shown that yields of some 30 t of matter at 10 to 15% humidity can be obtained per ha from Arundo Donax and one tonne of this material can, if the boilers of **Omnican Ltd** can burn Arundo Donax without any damage and full insurance cover, displace 0.65 tonnes of coal. For 1275 ha (average of 1300 and 1250 ha) that could be leased, some 37 500 t of Arundo Donax would be produced displacing some 24 000 of coal and allowing the saving of Rs 72 M.



When one KWh from bagasse displaces one KWh from coal at **Omnican Ltd**, the **CEB** stops paying Rs 1.75 /KWh and pays Rs 0.40/KWh.

All costs of plantation, harvest, transport and processing of bagasse are met by sugar and in fact, the only cost associated to bagasse are storage and handling. The same is not true for Arundo Donax which would have to bear all costs from land rental to the preparation of the material for efficient burning in a boiler.

In the **EU**, biomass, that would also include bagasse, electricity is entitled to substantial subsidies passed on to the consumer. In the case of Arundo Donax, on the assumption that it poses no boiler hazards, it can only thrive if subsidies are granted to it.

Nonetheless, the forex balance is far more interesting for sugar than for Arundo Donax, there is a 3 to 1 ratio. The sugar based forex is concrete whilst the Arundo Donax forex can be hypothetical and may never materialise.

In such circumstances, leasing the land for cane cultivation to an operator with a proven track record would be more appropriate and in the national interest. Last but not least, the assumption of sugar prices at Rs 11 000 /t made by the operator who came to see **BDO** are not expected to materialise.

8.8 Political dimension

It has to be reckoned that **RBSEB** is perceived, right or wrong, to have much more than an economic dimension by many members of the current board and other stakeholders. It is thus considered to have, over and above an economic dimension, an emotional and political dimension.

At some point in time a balance must be struck between economic interests and emotional/political ones and the financial implications thereof and a decision taken.

8.9 Alternative 6: Morphing into something new

8.9.1 The Need

RBSEB is the only state owned sugar planter on such a scale. It has a social, regional and national dimension. In this perspective, **RBSEB** can only ambition to become profitable, have a strong capital structure and be at the helm of a flourishing economic development pole. It would create substance and diversion for the inhabitants of the southern part of the Island.

For these reasons, we believe that **RBSEB** should rather move on a transformational strategy. **RBSEB** needs to be morphed into a new and different incarnation in the wake of a new roadmap.

So far, in the current board and management set-up, there is no firm idea for any business of substance on the horizon, which could be turned into a going concern for **RBSEB** overnight in the true sense of the world.

If **RBSEB** is to survive, it needs to change its business model fast. **RBSEB** will not survive in the long term by relying exclusively on cane growing. The company will accumulate losses and deplete its only meaningful asset, i.e. land. Diversifying into other lines is imperative. **RBSEB's** chance of survival depends on its ability to exploit its resources and the absence of financial burdens.



Bureaucracy is too endemic in **RBSEB's** life. The story of **RBSEB's** dramatic economic shift from the slow-going loss making past to a fast moving profit making future is a complex and multifaceted one.

This is the alternative that can help **RBSEB** embark into a transformational strategy and morph itself into something new.

8.9.2 Creative value propositions

In the context of this transformational strategy, **RBSEB** would need creative value propositions.

Given the large and immensely competitive market with discerning and value-conscious customers, **RBSEB** has to learn to be highly creative in developing its value propositions. Though steeped in an ancient culture, **RBSEB** should invent entirely new product and service concepts to satisfy the needs of demanding consumers and to do so with extreme efficiency.

8.9.3 Fresh ideas, Long – Haul Thinking

RBSEB should emphasize a broader vision, mission and purpose that enhance both the corporate agenda and sustainability.

But, when it comes to competitive advantage, **RBSEB** should give birth, through a more entrepreneurial board and a more efficient management team, to fresh ideas that combine a transcendent company vision, fresh value propositions, innovative value chains and a strong emphasis on building architectural and cultural capabilities for the long haul.

A transformation process is therefore necessary to guarantee **RBSEB's** future viability.

These changes will challenge stakeholders and executives at **RBSEB** to be more bold, adaptive and responsive. At the same time, it will present them with enormous opportunities, as the business grows and becomes fully-fledged and profitable business entities.

During a workshop facilitated by **DCDM** early May 2002, diversified business opportunities, such as land parcelling, eco-tourism and agricultural diversification had been identified as the only few available business opportunities to **RBSEB**, in view of its limited financial potential.

However, each of the above-mentioned business opportunities presents their own constraints:

Land Parcelling . This is one . off business (though can be repeated) which would bring in liquidity to the organisation but cannot be regarded as operating profit from **RBSEB's** core business, unless **RBSEB's** business changes to that of a property developer. In fact, it is more the recouping of expenditure incurred in undertaking sugar reform.

Eco Tourism . This project is a capital-intensive one and requires major investments and strategic partners with good know-how and credentials of the business.

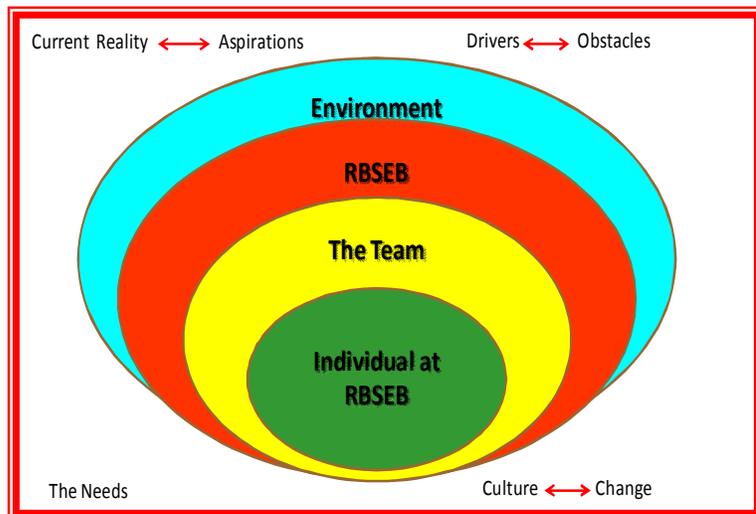
Agricultural Diversification . This project is labour . intensive and would deal with perishable goods mostly.

8.10 RBSEB: An urgent need for Expansive thinking from the Board to morph it into something new

RBSEB can thus roadmap to become successful, but if it is still locked in the same restrictive thinking and actions that got it where it is, then there is no future. To live up to new dreams and become the best it needs to be in practice, it has to sharpen its expansive thinking consistently and considerably. There is a need for Expansive Thinking with a new breed of mindset, attitude, talents and commitment.

Expansive is all about being able to get **RBSEB** to grow or get larger. An *expansive* piece of land is large; an *expansive* mind is one that is always thinking of the big picture, an *expansive* strategy is one that holds lots for big actions.

Expansive thinking is the ability to develop **RBSEB's** creative thinking process more to find different solutions, and to help it grow as an organisation. It's about latching on, and staying connected to the ideas and strategies that stretch the organisation that makes it stay on top of the game. It's about thinking outside of the box.



The four couplets that surround the circle herein represent tensions that shape the thinking and behaviour in and between the orbits. Current reality represents today's state versus aspirations for the future. Drivers and obstacles are those forces which should motivate the **RBSEB** to move forward against the obstacles it is encountering and expecting.

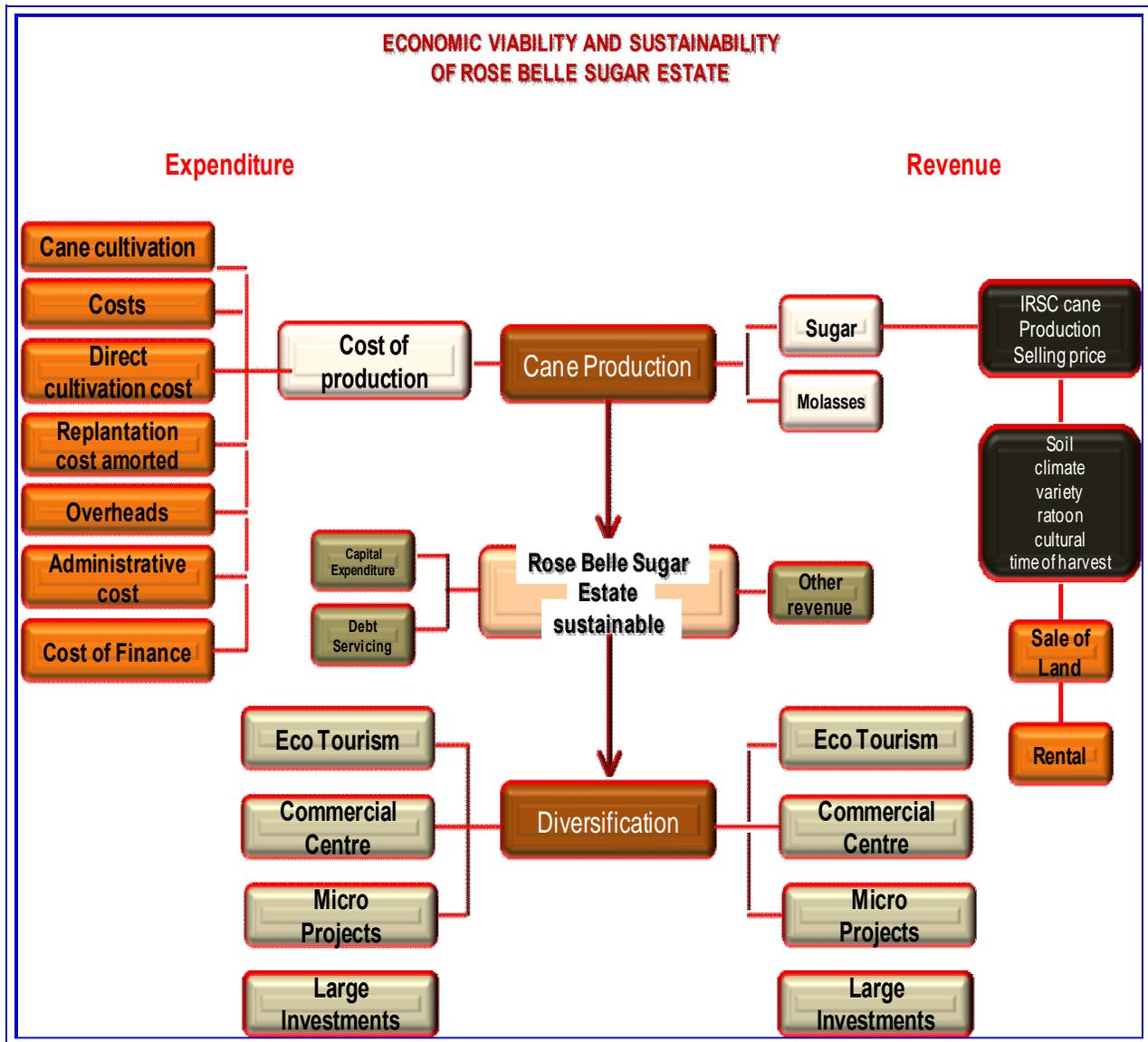
In order to grow as an organisation, it is critical for **RBSEB** to practice expansive thinking and place a premium on strategy. The most important component of the architecture is the top team of **RBSEB**.

9. Why Working Wider?

9.1 Value Creation

Value creation has moved from the centre of the company to its edge and beyond. Today people are working and collaborating beyond home base to create value, including outside their organisation and traditional core businesses. This phenomenon is known as *Working Wider*. It dramatically changes the world of work, what defines leadership, and how to compete and win.

The economic viability of **RBSEB** depends on morphing into something new where annual revenue consistently exceeds the annual costs along the following schema:-



RBSEB's way out is to seek strategic partners for the development of business and projects where extensive land area is a pre-requisite. As the company is facing cash flow problems, the land could go in as the equity participation, while potential strategic partners could participate in terms of financial injection. However, before entering into any negotiations, the land of **RBSEB** has to be revalued so as to make its assets reflect a fair market value.

In order to improve the situation of **RBSEB** and embark on this transformational strategy expansive strategy, **RBSEB** has to devise a set of twin-fold strategies that will on the one hand increase revenues and on the other hand reduce costs.



Projects identified under each of these two avenues are as follows:

| | Increasing revenues | Reducing costs |
|--------------------|--|---|
| AGRICULTURAL | Value addition on sugar | Implement a VRS 3 and shifting to job contractors |
| | Diversification in non-sugar agricultural activities | Close the Hospital Close the Garage |
| NON - AGRICULTURAL | Camp Bouvet | |
| | Commercial Centre | |
| | Le Val Ecotourism | |
| | Morcellements | |
| | Rental of Land | |
| | Large Investments of High Tech Agriculture | |

9.2 Time lines for financial fluxes

The issue of timelines of the cash inflows and outflows for these projects is critical. There is no project that can generate millions of profits overnight for **RBSEB**. **RBSEB** is not in a liquidity position to-day and the nature of the projects identified is long-haul for the sustainability of **RBSEB**.

There is a need to conceptualise these projects, carry out feasibility studies for some, and comply with lengthy government procedures for others.

For example, land parceling project can only be started in around 18 months if the morcellement permit is applied for here and now. The nature of the lengthy process for a Morcellement Permit is given in Appendix 16.

Consequently, there will be a timeline difference of cash inflows and outflows for these projects.

9.3 Increasing Revenues

One of the several avenues for increasing revenues, the first one, is about value addition in sugar plantation.

9.4 Sugar, by-product prices and SIFB data

9.4.1 The Project rationale

Sugar will still be a major player in our economy for some time. We are therefore proposing that **RBSEB** remains in sugar activities under two scenarios A and B. In both cases, the current cultivation practices are maintained but A & B are different in quite a few aspects as shown in the table above. The main objective of scenario B is to optimise to the maximum the sugar cane activity:

- (a) At cost reduction level by undertaking a VRS 3 at the end of 2014 with the maximum possible retrenchment , 67%, this is expected to impact on cost reduction as from 2015; an early harvest .



- (b) Yield gains by using the best varieties from the **MSIRI** but also by importing Reunion varieties would give better performance.
- (c) Shortening the cane crop cycle in Union Park would mean better yield.
- (d) Enhancing revenue by moving away from the **MSS/Südzucker** lower value addition approach to a higher value addition approach, as currently envisaged by **Medine Ltd** and **Omnicanne Ltd**.

9.5 Scenarios

As can be seen, the scenarios chosen revolve around the sugar cane activity. In the first case, **RBSEB** stays in a business as usual mode coupled with the sale of land that accrue to **RBSEB** pursuant to the provisions of the **Sugar Industry Efficiency Act** relating to the recouping of costs incurred in the context of the successive sugar reform plans. In the second case, **RBSEB** makes major structural changes to its cane activity and undertakes a series of projects, including the sale of land to recoup sugar reform costs, destined to fully valorise its strategic location and land assets. In the third and fourth cases, opts out of cane and undertakes the non-cane activities of the first and second scenarios respectively.

9.5.1 The Concept

The concept is to keep some cane cultivation on the land of **RBSEB** but under a different nomenclature. The cultural practices, cane varieties and institutional and operational frameworks have to be revamped and the costs have to be reduced.

9.5.2 Sugar Sales – The Landscape

9.5.2.1 European Union Market

Sugar has been exported from Mauritius to **EU** markets under the market access arrangements between the **EU** commission and ACP countries signatory to the **Economic Partnership Agreements (EPAs)** which have replaced the **ACP/EU** sugar Protocol since October 2009. These arrangements provide for duty-free and quota-free market access for **LDCs**, and a complete duty free and quota-free market access quality for non-LDC ACP suppliers subject to the application of a double trigger transitional safeguard mechanism which would cap their suppliers at the agreed **Regional Safeguard Threshold (RST)** when the total ACP/LDC supplies exceed 3.5 m tons **WHITE SUGAR EQUIVALENT (WSE)**. Mauritius is a member, within the **EPA**, of the Eastern and Southern Africa (ESA) region, for which the RST, which has been established on the basis of the traditional supplies of the non-LDC ACP suppliers from this region to the **EU** market, has been set at 632,851 tons wse in the 2011-12 and thereafter.

Of late it has become clear that the commonality of interests which existed between EU beet sugar producers and ACP cane sugar producers no longer holds and that the beet majors are bent on creating conditions for a beet sugar only EU.

In such circumstances, Mauritius has to focus on those markets which can and will accommodate cane sugar and if so with a high level of value addition in what would be termed the branding/retail/filière trilogy. Equally, there are small beet operators who have already expressed interest to source sugar from Mauritius. As will be shown later, the current beet producer based strategy is fraught with danger and consequently losses whilst the alternative strategy does yield profits.



9.5.3 World market

The Mauritius Sugar Syndicate has diversified its export market base and supplied special sugars from the 2012 crop to 25 different destinations outside the **EU** and **US**. With the support of its buyers, it already enjoys for these specialty products a leadership position in a number of such markets despite fierce competition from new origins. Total export of special sugars from the 2012 crop to world market destinations reached 27616 metric tons, compared with 17429 metric tons supplied during the previous marketing year, resulting especially from growing interest for these sugars in the regional market. Sales to world market destinations comprised some 370 metric tons of Fair-trade sugars

9.5.4 Sugar Price

Crop year 2012-2013 has no doubt provided some relief to sugar producers in Mauritius as they obtained an ex-syndicate price of Rs 17,573 per metric ton of sugar compared with Rs 16,020 in the previous year. Achievement of such a price level has been made possible by the marketing strategy adopted by the syndicate to shift the totality of its exports into higher value-added products compounded by the exceptionally high prices obtained in its markets during the years. However this increase should not lead to complacency given that it has achieved nothing more than restoring the price to a level which prevailed in the years preceding the 36 percent cut in the **EU** institutional prices. Considering the inflationary trend in cost of inputs over the past period, producer share the view that profitability of both growing and milling operations within the industry remains precarious; further progress needs to be achieved both on the revenue side and in terms of productivity for the industry to be in a safer zone. The year 2013 has witnessed a sharp drop in the world market prices for sugar. Both the New York No. 11(raw sugar) and London No 5(White sugar) reference markets have over the period extending from July 2012 till time of writing in August 2013, suffered a significant decline of no less than 25 and 21 percent respectively. This trend reflects the profound change that has occurred in certain key market fundamentals, the most critical one being the swing from a global deficit of 12.9m tons raw value in year 2008-2009 to a global surplus.

A major landmark during the year has been the decisions taken by the **EU** in July 2013 to terminate beet sugar and isoglucose production quotas in September 2017. The decision, which is part of a vast package of measures adopted in the context of the post-2014 reform of the **Common Agriculture Policy (CAP)**, has been the outcome of a long process of trilateral consultations between the **EU** Agricultural Council, the **EU** Parliament and the **EU** Commission following Submission by the latter in October 2011 of a proposed co-decision of Council and Parliament for legislative proposal on CAP reform

9.6 Revenue aspects

9.6.1 Sugar price determination

Sugar obtained from canes produced and supplied by a planter, i.e. a person other than the miller, is apportioned between the planter and the miller pursuant to the former section 31 of the Cane Planters and Millers Arbitration and Control Board Act, now section 39 of the **Mauritius Cane Industry Authority Act**, with the planter receiving 78% of the sugar produced and the miller 22%. Thus the 100 000 t of canes of **RBSEB** allowed the production of some 10 000 t of sugar and **RBSEB** as a planter had a sugar accrual of 7800 t. Additionally, the planter is entitled to receive 100% of the molasses and scum (filter cake) obtained in the course of the



milling of his canes. He is also entitled to Rs 100 / t of bagasse used for purposes other than the manufacture of electricity.

The vastest proportion of the bagasse is burnt to produce steam which is used in co-generation for sugar manufacture and export to the grid. The payment of the proceeds for the use of bagasse for electricity production is paid by the **Central Electricity Board** to the **Mauritius Sugar Syndicate (MSS)**, in other words it is the final consumer who pays for the deemed cost of bagasse. The proceeds are then distributed to various categories of operators according to an out of Supreme Court settlement in the year 1999 between Government and the **Mauritius Sugar Producers Association**.

The **Mauritius Sugar Syndicate**, subject to the three year notice that has to be given by any of its members wishing to leave it and have recourse to other market arrangements, markets all the sugar produced and processed in Mauritius and after deducting marketing, administrative and statutory expenses determines a sugar price termed the ex- Syndicate price. In 2012, a combination of high **EU** market prices combined with a reasonable Rs/Euro exchange rate resulted in an ex-Syndicate price of Rs 17 573/t (Annual Report 2012/13 MSS). In actual fact, the price available for payment was Rs 18 530 / tonne but Rs 950/t was used to fund the cost of the cess reform or Rs 400 Million for the sugar producers the adjusted price for 2012 thus comes to Rs 18 530 /t. For the computation of the prices for the 2018 to 2020 period, the Rs 18 530 will be used as starting point and subsequently discounted by the forecasted price reductions.

Planters are entitled to two further payments related to molasses. Firstly, they are entitled to all the molasses produced from their sugar; and secondly, they are entitled to some Rs 300 / t of sugar payable by distiller bottlers on molasses used to produce potable alcohol destined for the local market.

The price of molasses in 2012 amounted to Rs 2500/t. One tonne of molasses is equivalent to 300 Kg sugar. Therefore the price of molasses converted in sugar price equivalent comes to Rs 750 / t of sugar. In 2012, the accruals to a planter amounted to Rs 17 575 + Rs 300 + Rs 750 i.e. Rs 18 625 / t of sugar. This to any reckoning was a good sugar price. In time, the combined sugar . molasses price of 2012 has only been surpassed in 2007/08 Rs 18 620 for sugar, Rs 410 for sugar equivalent of the molasses price i.e. a total of Rs 19 030. The potable alcohol fee did not exist in 2007/08.

9.6.2 Institutional sugar prices

9.6.2.1 Existing mechanism

As from 2007, the **MSS** and the **Mauritius Sugar Authority (MSA)** cognizant of the risks of the disappearance of the Sugar Protocol and the 36% decrease of **EU** institutional prices came up with a dual strategy, firstly, shifting production from raw to white sugar in a short time span and secondly, engaging with a **EU** partner that would allow Mauritius to access the **EU** market price.

This strategy proved fruitful and as from 2010/11, Mauritius was able to export 100 % of its production in the form of value added sugars. At the same time, the refining contract with Tate & Lyle was terminated and a new **Long Term Partnership Agreement (LTPA)** was concluded in 2009 between the **MSS** and Südzucker ending on 30 September 2015. Under the **LTPA**, the **MSS** was entitled to a cif price obtained by deducting from the **EU** market price in the markets where Mauritian sugars were exported, essentially to industrial users in Southern Europe, firstly,



marketing, handling and associated costs in the **EU** and secondly, 50 % of the gross margin as this was to be shared between the **MSS** and Südzucker.

The **EU** market price depends on the demand/supply situation in the **EU**. Short production in 2010 and 2011 in the **EU** led to a tight supply situation in 2011 and 2012, this coupled with high world market prices resulted in quite high **EU** internal prices and the consequential high ex-Syndicate price mentioned above.

The situation is quite different now, higher production in 2012 and the accumulation of stocks, the entry of duty free raw sugar, some 300 000 t, under Free Trade Agreements between the **EU** and certain Central and South American countries as from 1 January 2013 and lower world market prices have led to a different market environment and market prices have dropped by at least 150 Euros /t.

9.6.2.2 The new tender of the MSS and the letter of intent to Südzucker

In the light of the decision of the **EU** to abolish all **EU** country sugar quotas, the **MSS** engaged in consultations with potential buyers, six of them, and finally decided to issue a **letter of intent** to Südzucker for a new contract that would on 30 September 2017 i.e. on the eve of the decision to abolish the aforementioned sugar quotas. The main reason to choose Südzucker was that it could frontload benefits to the **MSS** in 2013 and 2014. Only this company could do so as it already had an ongoing contract for these two crop years with the **MSS**. All other bidders could only buy sugar as from the 2015 crop i.e. after the end of the 2009 **LTPA**.

Under the new **LTPA** coming in force as from 2013, Südzucker has agreed to move from a profit share mechanism to a commission based system as from the 2013. According to the **MSS**, the commission is expected to result in it leaving a lower share of the gross margin to Südzucker.

It now appears that Südzucker will not be able to frontload the amounts that had been mentioned in the tender exercise. Accordingly, the representative of the **MSS** indicated in a meeting, 18 February 2014, on the future of the sugar sector chaired by the **Minister of Foreign Affairs and International Trade** that the letter of intent was not binding and that the **MSS** was contemplating other marketing arrangements. He also admitted in the same meeting that the 50/50 market margin sharing ratio had resulted in Südzucker obtaining " 155/ t or some Rs 6350/ t of white sugar.

A major drop in **EU** market prices from 2012 to 2013 has led to a situation where the forecasted frontloading for the 2013 crop from Südzucker has not materialised. As a consequence and in spite of a stronger Rs/ Euro exchange rate in 2013 , the estimated ex Syndicate price for 2013 would be closer to Rs 16 000 compared to Rs 17 573 (and the pre-cess contribution price of Rs 18 530)in 2012 i.e. a drop of 13.6% year on year.

9.6.2.3 Impact of the abolition of quotas and health threats

Currently, major fluctuations of the demand/supply situation the **EU** market are avoided on account of the orderly arrangements of the Sugar Regime. The existence of **EU** country quotas and the possibility to have a certain level of carry forward of quantities, represent the linchpin of this Regime. It may be reasonable to assume that **EU** market prices would be more or less stable for the 2014 crop to the 2016 one and this would be more or less equal to Rs 16 000/t



However, the agreed abolition of the EU country quotas, effective as from the 2018 crop year, is expected to increase volatility in the market and bring down prices even as from 2017 and in the 2018 to 2020 period.

The recent positive conclusion of the World Trade Organisation Ministerial Conference in Bali, Indonesia on 7 December 2013 means that there is a likelihood of pressure building up on sugar prices in the EU most probably towards the end of this decade and this would coincide with the above mentioned EU country quota abolition.

Risks of sugar consumption reduction recommendations from the WHO may come up as already a group of experts working in the margin of the WHO has recommended a *reduction of free sugars intake to 5% or less of total energy* (re Sunday Times UK of 29 December 2013 "World health experts want to halve sugar consumption). Such threats have existed in the past, in 2003/04, the then MSA and the Mauritius Missions in Geneva and Rome were instrumental in preparing the briefs and strategy which finally led to the rejection by the FAO and the WHO of similar recommendations by a group of experts working in the margin of the WHO.

This time also, it is assumed that the MCIA, as the then MSA, will act promptly and decisively to ward off this *health inspired* threat. Accordingly, no price movement is assumed for this element.

9.6.2.4 Commission Prospects document.

The consequence of the abolition of EU country quotas has been variously assessed. The European Commission has in December 2013 come up with a document entitled *Prospects for Agricultural Markets and Income in the EU 2013-2023+* inter alia includes an analysis on the evolution of sugar prices till 2023.

The Report presents in its Table 6.15(page 72) its estimation of sugar prices. Based on 2012 being taken as 100, Table 5 shows the evolution compared to 2012.

| Table 5: Projected Price Evolution | |
|------------------------------------|----------|
| Year | 2012=100 |
| 2012 | 100 |
| 2013 | 86 |
| 2014 | 80 |
| 2015 | 82 |
| 2016 | 79 |
| 2017 | 56 |
| 2018 | 57 |
| 2019 | 58 |
| 2020 | 57 |

9.7 At a glance

Can this Report be given a literal interpretation and its figures factored tel quel in the analysis of the economic situation of RBSEB? The Report, as is the case for most reports of this nature emanating from the European Commission, embodies cautionary notes. Two of them are quite pertinent, namely

- (a) *The outlook, covering the period between 2013 and 2023, provides projections for major agricultural markets and income in the EU based on specific assumptions regarding macroeconomic conditions, the agricultural and trade policy environment, weather conditions and international market developments deemed plausible at the time of the analysis. Thus, these projections should be seen as a tool for medium-term market and policy analyses, but not for forecasting or monitoring of short-term market developments;*



- (b) *The projections are not intended as a forecast of future outcomes, but instead as a description of what may happen given a specific set of assumptions and circumstances deemed plausible at the time of the analysis*

The basic tenet of the study is that **EU** internal prices would be equal to cif world prices as from 2017; sugar imports would go down and sugar production would remain more or less constant. This tenet responds more to a philosophical belief that all **EU** prices must be aligned on world market prices than on an analysis of all factors. Indeed, the study omits a major element, namely the tariffs at the border which still exist and are not going to be reduced in the time horizon under study. The limitation of imports means that the **EU** has no intention of reducing its very effective border protection. Had it been otherwise, imports would have surged, albeit from Non ACP sources.

These new developments call for a new approach to future marketing arrangements that would have to privilege *new grades/types of sugars, supply of sugar in small packs, branding and Fair-trade labelling* in other words the retail segment of the market should be prioritised.

It also came out forcefully in the above mentioned meeting of 18 February that Mauritius should not put its entire stakes in the hands of beet producers who as from 2017 would in respect of Mauritius and the **ACP** have completely diverging, not to say conflictual, interests. In the same meeting, the substantial price reduction forecasts of the December 2013 **EU** document *Prospects for agricultural markets and income in the EU 2013-2023+* were referred to. The representative of the **MSS** indicated that according to what Südzucker, most probably based on its own view of Mauritian sugars, had informed the **MSS**, prices would be between " 500 to 600/t in the post 2017 period .

9.8 Fines for Anti-Trust practices

On 18 February 2014, Südzucker came up with a press release indicating that it had received a notice for a fine of " 195.5 for past practices that had been found to contravene Anti-Trust laws of the Federal Republic of Germany. Pfeifer & Langen another bidder from Germany in the **MSS** tender exercise has also been fined by the same German institution. Two other companies to whom bids had been sent by the **MSS**, namely Tereos of France and British Sugar of the UK are still under investigation by the **EU** Anti-Trust authorities.

The remaining two other bidders namely, Real Good Food, owned up to 25% by **Omnican** (itself owned by the SIT 24.5% and the NPF 10%) and Crystal Union of France are not under any Anti-Trust investigation and are engaged in retail.

9.9 Sugar Insurance matters

9.9.1 The amendments of 2012 and the quasi-impossibility to receive compensation

Formerly, **Sugar Insurance Fund compensation** received and premium paid netted off over a long time period and these elements were not taken into account in economic factor analysis.

Following an actuarial review, the **Sugar Insurance Fund Act** has been amended in 2012 with new rules applicable to premium and compensation. Thus premium has been reduced to 50% of what it would have been previously. Compensation is now payable only if the island production percentage (sugar production/ total insurable sugar) is below a certain threshold, now fixed at 75 %. This means a loss of more than 25%. This percentage may be brought to 80% subject to an actuarial review.



In 2013, the sugar accruing /total insurable sugar ratio amounts to 92% and there are no chances that the **Sugar Insurance Fund** declares 2013 as a year having suffered from drought, cyclone or excessive rainfall. This means that any computation pointing out to the receipt of compensation by **RBSEB** for 2013 is incorrect and in contradiction with existing legislation.

9.9.2 The Actuarial Review of 2014

Over 54 years, 1960 to 2013, island losses have exceeded 25% on only 5 occasions, 1960 (62.4%), 1975 (35%), 1980(34.7%), 1994 (28.7%) and 1999 (47.1%). After taking into account the fact that figures of 1960 were unreliable, the construction of the Midlands dam, the existence of cane varieties which have greater resistance to cyclones and the movement of canes away from highly cyclone and drought prone areas, it has been found that losses in excess of 25% would only occur in 2 years out of 54.

This point was forcefully made to the 2011 Actuarial Consultant of 2011 by **BDO &Co** on behalf of its client the Mauritius Chamber of Agriculture but was not retained by the Consultant. In 2013, management of the **SIFB** undertook an in-depth analysis and confirmed the findings/assertions of **BDO** and the board of the **SIFB** decided to commission a new Actuarial Review.

Although it is too early and premature to predict the recommendations of the new Actuarial Consultant, it is abundantly clear that henceforth compensation would be payable. The amount, extent and mode of calculation are not known as yet. For this analysis, it is assumed that premium and compensation would be equal over the 2014-2020 time horizons.

The premium for any insured is defined according to his ranking and the premium varies between 2.75% (ranking of 15) and 4.40 % (ranking of 5).

The ranking moves yearly according to the compensation/premium ratio. For sake of simplicity and on the assumption that no compensation would be receivable for the whole 2013 to 2020 period, a premium percentage of 2.75%, and the lowest in the premium table, on total insurable sugar is assumed.

The **Total Insurable Sugar (TIS)** in the **Sugar Insurance Fund** system is the weighted average of the three best yields out of the last eight years preceding the year in which an insurance assessment. By virtue of its constituent elements, the **TIS** is nearly all the time higher than the sugar accruing. This fact is assumed for the analysis.

Details are provided in the various scenario analysis.

9.10 Other Income

The audited and unaudited accounts of 2011 and 2012 show significant amounts under the item **Other Income**, namely Rs 40 M and 31.5 M respectively. This item includes rent of land , former cane land, and buildings, the former premises of Rose Belle sugar factory ; the bagasse transfer price; the sale of cane setts; and the refund of transport costs by **Omnican**, an agreement signed in 2001 at the time of the closure of the sugar factory by the then Executive Chairman.

The amounts involved are for 2012 which have a relation to sugar production, land lease and lease of the premises of the ex-sugar factory of Rose Belle and which have to be included in the analysis are:



- (a) Rent: Rs 23.2 M;
- (b) Bagasse transfer price : Rs 0.8 M;
- (c) Sale of cane setts : Rs 0.3 M;
- (d) Refund of transport: Rs 5.9 M;
- (e) Services to SUDS now **Omnican** Milling: 0.2 M.

Interest received, once an important item on account of mainly the refund by **MOFED** for land taken by Government and the good financial post VRS 1 performance , Rs 10.1 and 15.4 M in 2007 and 2008 respectively, is no longer in the income sheet.

Items (b), (c), (d) and (e) amounting to Rs 7.2 M are assumed to vary with production over 2013 to 2020. The main component of rent arises from the rice project whose rent will move as follows:

- (a) First six years : Rs 20 000/ha;
- (b) Second six years : Rs 25 000/ha;
- (c) Thereafter: Rs 44 000/ha (the value computed by the Chief Government Valuer as the initial rent value).

The rent for the rice project will increase by 20% as from 2017, the same rate and timing is assumed for the rent item. Under the rice project, it was earmarked that the private profit making operator would lease 500 ha, he has so far rented only 350 arpents.

The private operator is trying to rent land in other areas where he expects to obtain better yields than in **RBSEB** and consequently, it is assumed that he would not increase the extent of land leased, which would remain at 350 ha.

9.11 Milling Rights

Milling rights are generally negotiated when a sugar factory closes and the owner of the closed factory is entitled to the payment of what are termed milling rights. This payment is generally intended to compensate an owner for the closure of his mill and at the same time encourage him to remain in business. It appears that no such rights are accruable to **RBSEB**. However, it is noted that **RBSEB** has negotiated for the payment of some Rs 5.9 M tonnes for the refund of transport costs of conveying canes to the sugar factory sited at La Baraque. This amount represents Rs 60 / t of cane.

9.12 Further value addition

Agronomic alternatives for RBSEB

There are two such alternatives. The **five year cane crop cycle** and a closer **field monitoring** system.

The category yield profile of Union Park can allow a shift in the first instance to a 5 year crop cycle. The complete shift will take 6 years as from now and is expected ,provided the proper varieties are available, to increase yields by some 1 tonnes per year over the six years or 1.4 % yearly gain compared to current yields.

The situation at Rose Belle is more complicated as the depression in ratoon yield is due to a varietal mismatch and addressing it may take longer than expected and consequently gains are not taken into account in this analysis.



Over the 2011 to 2013 period, Union Park accounted for some 46 % of the cane weight produced by **RBSEB**, on this basis; the adjusted yearly gains for **RBSEB** will be 0.6% yearly.

The shift implies that the rate of cane replantation would increase from the current 12.5% to 20%. The putting in place of the logistics and cane setts is expected to take one year and the new system will be operational as from 2015, the six years leading to 2020.

A closer field monitoring whereby inputs, in particular, will be closely monitored is also expected to bring about gains. The net yearly productivity gain of the two agronomic alternatives is assumed to be of 1% yearly.

The canes of **RBSEB** are milled by the sugar factory of **Omnicanne** which is part of the sugar cluster which comprises a sugar refinery. In preparation of the future shocks in the **EU** market and with a view to optimise value addition, **Omnicanne** has entered into a partnership with Real Good Food of the UK which is a company engaged in the premium UK market and in the retail segment of this market. All these activities are more remunerative than the outright sale of sugar to Südzucker and thereon to industrial users in the low premium market of Southern Europe. There is merit in **RBSEB** engaging in discussions with **Omnicanne** for an eventual strategic alliance as from 2018 onwards.

This would imply that **RBSEB** leaves the MSS and gives notice thereof at latest by September 2014. **RBSEB** can still quash its notice if negotiations with **Omnicanne** are not conclusive. Pour mémoire, **Omnicanne** has since 30 September 2013 given notice to the MSS of its intent of leaving the Syndicate as from 1 October 2016.

The provisions of section 7 of the **MCIA Act**, brought forward from the provisions incorporated in 1979 in the **Mauritius Sugar Terminal Corporation Act**, confer a monopoly status to the MSS and discourage efforts at higher value addition.

In 1979, sugar accounted for more than 25% of the **GDP** and employment and nearly 70 % of net exports. In 2018, when the **EU** sugar quotas will be abolished, sugar will account for some 0.5% of **GDP**, less than 1% of employment and probably some 10% of net exports. Rules of yesteryears will no longer be feasible and it would be time for sugar to be treated as any other activity, say textiles and clothing or tourism and leisure.

9.13 The 2012 Annual Report of the office of Public Sector Governance (OSPG) Annual Report (AR) on RBSEB

Paragraph 9.3.4 of the **OSPG** AR points out that:

9.3.4 The Rose Belle Sugar Estate Board has decided that cane plantation is no longer profitable and diversification becomes imperative. RBSEB has not been able to come forward with a new business plan and a credible cost reduction plan to restore its financial viability. Thus, it is recommended that RBSEB recruits a consultant to carry out a study and advise on its future orientation.

<http://opsg.gov.mu/English//DOCUMENTS/ANNUALREPOR2012.PDF>

What can be inferred from the comments of the OPSG? It is a fact that sole reliance on cane sugar activities is not sustainable now and in the future, the more so given the forecasted



price decrease as from 2018. Diversification thus becomes imperative. **Not for a second is it thinkable** that **RBSEB** ceases its sugar activity, for the following reasons:

- a) Some 10 000 tonnes of sugar are produced from the canes grown by **RBSEB** , in addition , molasses , bagasse and scums as fertiliser are obtained there from; when all the by-products are taken into account , the net exports (exports less imported inputs) is more than 90% of the total exports;
- b) In 2012 (as per the Annual Report 2012/13 of the MSS), the average fobs price was Rs 23 000/t , meaning net exports of Rs 20 700/t; this in the case of **RBSEB** amounts to Rs 207 M of net exports; this amount is quite significant to build up the **food procurement capacity of a country that has no other choice but to import most if not all of its rice, wheat, edible oil, maize and oilcake (for poultry and eggs) , meat , dairy products, spices and pulses, in short nearly all that it consumes;**
- c) The facts enunciated in paragraph 60 of the **Multi Annual Adaptation Strategy (MAAS)** are particularly pertinent on the importance of the cane plant in the protection and preservation of the environment and in its very low usage of pesticides compared to other crops:

60. Sugarcane cultivation and processing has a relatively low negative impact on the environment (and indeed several beneficial impacts) in comparison to other land-uses, and can therefore contribute to environmental protection. For instance, it uses relatively low doses of agro-chemicals, through inter-alia recourse to biological control, breeding and adoption of cane varieties resistant to pests and diseases, in comparison to other tropical crops such as fruit and vegetables; it is wind resistant and its strong root system binds the soil. Being a perennial crop, it maintains the soil structure untouched for several successive years and is thus a very effective in controlling soil erosion. Modern processing methods have been adopted resulting in a very clean and efficient industry in comparison to other industries, with a range of cost-effective options for recycling and re-using waste streams.

As a consequence, diversification, non-sugar and non-agricultural, has to be undertaken cautiously with land being used in the most judicious manner.

9.14 Sugar, by-product prices and SIFB data

9.14.1 Project rationale

RBSEB remains in sugar activities under two scenarios A and B. In both cases, the current cultivation practices are maintained but A & B are different in quite a few aspects as shown in Table 1. The main objective of scenario B is to optimise to the maximum the sugar cane activity in terms of productivity gains and cost reductions

Table 1: Comparison between scenarios A and B

| Item | Scenario A | Scenario B |
|---|------------------|------------------|
| VRS 3 | End of 2016 | End of 2014 |
| Extent of VRS | 67% of employees | 80% of employees |
| Yield gains by using best varieties from the MSIRI but also by importing from Reunion | No | Yes |
| Shortening the crop cycle in the Union Park section | No | Yes |



| | | |
|---|--------------|--|
| Productivity gain approach | No | Yes |
| Different supplies procurement and different store policy | No | Yes |
| Closing down of garage | No | Yes |
| Light and effective mechanisation | No | Yes |
| Marketing strategy | MSS approach | Omnican Ltd approach is possible as from 2015 |

9.14.2 Assumptions 1: Sugar Prices and SIFB Premium and Compensation

The sugar price received by the producer would depend on the marketing strategy adopted. There are two such strategies, the first one, the **MSS** approach, privileges sales to Südzucker which markets the sugar in the less remunerative South European countries. The second one, the **Omnican Ltd** approach, is based on the branding/retail/filière model which provides higher value addition and lesser volatility thereby higher and more predictable prices.

Adopting the **Omnican Ltd** approach implies that **RBSEB** gives notice now to leave the **MSS** in three years that is as from the 2017 crop. In case, arrangements are possible for **Omnican Ltd** and some other companies to leave the MSS as from 2015, benefits would accrue as from that year.

The following are assumed for **sugar prices**:

- (a) sugar prices in 2014 to 2016 , same as in 2013 , Rs 16 000 for both scenarios except if **Omnican Ltd** approach as from 2015;
- (b) Prices from 2017 to 2020 to decrease from the 2012 level, which is made up of the Rs 17 573 paid by the MSS plus the cess reform refund of Rs 400 M expressed per tonne of sugar i.e. Rs 18 500/t;
- (c) The export model chosen for scenario A is expected to witness a Euro price drop of between 25 to 30% , 27.5% is taken, from 2017 to 2020 ;
- (d) The export model chosen for scenario B which implies sales to premium markets and full recourse to value addition is expected to witness a price reduction that is 25 % lower than that of scenario A 20.5% (0.75 of 27,5) ;
- (e) The reduction of **MSS** expenses is expected to limit the price reduction by some 6%, applicable to both options;
- (f) The reduction of cess of scenario A will represent a 2% a reduction limitation of some 2%; the figures for B is 3%;
- (g) Thus net price reduction for scenario A will be $30-6-2 = 22\%$ and for scenario B will be $20.6-6-3 = 11.5\%$;
- (h) In Rupee terms , prices 2017 to 2020 for A would be Rs 14 893 and for B 16 373/t;
- (i) No provision is made for exchange rate movements;
- (j) In case, sugar companies can leave the MSS as from the 2015 crop, the sugar price would Rs 16 800, 5% increase, instead of Rs 16 000.



Table 2 gives the sugar prices for A and B for 2014 to 2020.

Table 2: Sugar prices

| Year | Scenario A Rs/t | Scenario B Rs/t |
|------|-----------------|-----------------|
| 2014 | 16 000 | 16 000 |
| 2015 | 16 000 | 16 800 |
| 2016 | 16 000 | 16 800 |
| 2017 | 14 893 | 16 373 |
| 2018 | 14 893 | 16 373 |
| 2019 | 14 893 | 16 373 |
| 2020 | 14 893 | 16 373 |

9.14.3 SIFB Premium:

- (a) The provisions of the **Sugar Insurance Fund Act** introduced as from 2012 are such that the premium previously payable has been reduced by 50% and compensation is payable only if island loss exceeds 25% ;
- (b) Such a loss percentage is unattainable in most cases except for a Gervaise type of cyclone;
- (c) As a consequence , **SIFB** premium has become a cost element whereas before 2012 compensation and premium generally netted off each other over a ten year period;
- (d) Following representations made by producers and system review by the management of the **SIFB** , a new actuarial review has been launched and its recommendations would apply for the 2014 crop onwards;
- (e) The review is expected to allow compensation to become payable but the terms and conditions are not known at this stage and it is assumed that premium will be equal to compensation on a yearly basis;
- (f) In 2014, the average island premium payable would be 3.32 % ;
- (g) Premium is determined as follows : Total Insurable Sugar (TIS) * Premium percentage * sugar price;
- (h) The premium per tonne of insurable sugar has to be converted into Rs per tonne of sugar accruing;
- (i) From 2001 to 2013 , the average island ratio of sugar produced to island TIS has been 0.86;
- (j) The premium percentage for sugar accruing has thus to be determined and would be (3.32/0.86) 3.86%;
- (k) The fact that premium and compensation are assumed to be equal means that the figure of 3.86% would remain the same.

9.14.4 Assumptions 2: By products and overall revenue per tonne of sugar

9.14.4.1 Molasses and bagasse revenue and overall revenue per tonne of sugar:

- (a) Molasses revenue has two components ;
- (b) The first one was determined by the Cane **Planters and Millers Arbitration and Control Board (CPMACB)** and now by the independent division of the **MCIA** that has taken over the tasks of the **CPMACB** ;



- (c) The price based over past data and taking into account the adjudication of the **CPMACB** IN December 2011 on molasses to be purchased by **Omnican Ltd** for its ethanol project comes to Rs 2500 / t of molasses;
- (d) One tonne of cane yields 103 kg of sugar and 31 kg of molasses , therefore to convert a sugar price into a molasses one , it is necessary to multiply by 3.3 and to do the reverse, the factor is 0.3;
- (e) The Rs 2500 is converted to a sugar price by the SIFB , Rs 750 (Rs 2500*0.3) and the result added to the sugar price and the end product used as sugar price to compute the **SIFB** premium;
- (f) An additional amount of Rs 300 is paid per tonne of sugar to all planters for molasses used to produce potable alcohol destined to the local market; this revenue is not taken into account for **SIFB** premium purposes;
- (g) In 2014 , the price for premium computation would be Rs 16 000+750 or Rs 16 750/t , the premium / t of sugar accrued would be Rs 647 and so would be the compensation;
- (h) Planters in the category of **RBSEB** earn Rs 100 / t of sugar for bagasse used for purposes other than sugar manufacture;
- (i) The net revenue from sugar, molasses and bagasse would be Rs 16 000+750+300+100 = Rs 17 150 / t of sugar.

Table 3 shows a model of the sugar revenue computation.

Table 3: Model of sugar revenue computation, 2014, scenario A, figures in Rs /t.

| Year | Sugar price | Molasses expressed in sugar price | Price for SIFB Premium | SIFB Premium | SIFB Compensation | Potable alcohol credit | Bagasse revenue | Net revenue per t of sugar |
|------|-------------|-----------------------------------|------------------------|--------------|-------------------|------------------------|-----------------|----------------------------|
| 2014 | 16 000 | 750 | 16 750 | 647 | 647 | 300 | 100 | 17150 |

9.14.5 Assumption 3: Cash flow facts on sugar

Costs are incurred in the calendar year, year one, whilst revenue is received to the tune of 70% in year one and 30% in year two. Premium and compensation are paid and receivable in year two.

9.14.6 Assumption 4: Sugar costs

An analysis of costs shows that there are two components to cost: remuneration and supplies. In **RBSEB**, they represent 70 and 30% respectively of the total.

It is assumed that remuneration would cover permanent as well as casual and seasonal workers.

Remuneration and supplies do not increase at the same rate. Remuneration if nothing is done is expected to increase at 5% yearly. The implementation of a major VRS coupled with the closure of the garage would result in a cost reduction of 40% for scenario B .The VRS would represent a reduction of 20% for A.

Productivity gains through the various measures mentioned in Table 1 are expected to result in a yearly productivity gain of 2% for scenario B resulting in a yearly cost escalation factor of 1.03.



Supplies are expected to increase by 2% yearly for scenario A and on account of the measures enunciated in Table 1, there would be a cost decrease of 1.5% yearly as from 2015 with costs in 2014 equal to those of 2013.

This VRS cost reduction applies in the year succeeding the one in which a VRS has been carried out. Thus reductions for a VRS done in 2014 apply as from 2015. However cost escalation applies on whatever cost remains.

BDO has basing itself on the cost figures of 2012 and 2013, come up with a cost per tonne of sugar of Rs 22 500/ t in 2013, made up of Rs 15 750 /t for remuneration and Rs 5750/t for supplies. Table 4 starts with 2013 =100 and works out the cost escalation for remuneration from 2014 to 2020.

Table 4: Cost escalation for A and B

| | Scenario A ,VRS 3 in end 2016, yearly cost escalation 1.05 | Scenario B , VRS 3 in end 2014, yearly cost escalation 1.03 as there are productivity gains |
|------|---|--|
| 2014 | 1.05 =1.05 | 1.03 |
| 2015 | 1.05 ² =1.10 | 0.6*1.03 ² =0.64 |
| 2016 | 1.10*1.05=1.16 | 0.64*1.03=0.66 |
| 2017 | 1.16*0.8*1.05=0.97 | 0.66*1.03=0.68 |
| 2018 | 0.97*1.05=1.02 | 0.68*1.03=0.70 |
| 2019 | 1.02*1.05=1.07 | 0.70*1.03=0.72 |
| 2020 | 1.07*1.05=1.13 | 0.72*1.03=0.74 |

9.14.7 Assumption 5: Sugar Accruing.

As revenue and costs are worked out per tonne of sugar, it is essential to have the sugar accruing on a yearly basis. Table 5 is relevant.

Table 5: Sugar Accruing over time.

| Year | Sugar Accruing t | Sugar Accruing t | |
|------|------------------|------------------|---|
| | Scenario A | Scenario B | |
| 2013 | 6800 | 6800 | This figure is needed as some revenue of 2013 accrues in calendar year 2014 for cash flow purposes |
| 2014 | 7800 | 7800 | No change in acreage |
| 2015 | 7620 | 7560 | 30 ha converted for recouping costs of past reform , the famous 3 times 70 arpents spread over three years 10 ha commercial centrent, Vieux Moulin extension |
| 2016 | 7440 | 7260 | Same as for 2015 plus 20 ha large investment , in all 50 ha |
| 2017 | 7260 | 6960 | Same as for 2016 plus 20 ha large investment , in all 50 ha |
| 2018 | 7260 | 6960 | |
| 2019 | 7260 | 6960 | |
| 2020 | 7260 | 6960 | |



9.15 Fund raising

The projects under any of scenarios A or B, albeit to a higher extent for B, would imply recourse to external funding. This can take various forms, shareholder loans that could be subsequently be converted into equity or loans from banks. The first mode of funding does not have the favour of the **OPSG**.

Accordingly, the focus shifts to commercial banks and to this end two operations have to be immediately and concurrently undertaken once the board of **RBSEB** and the parent Ministry approve the **Report of BDO**. Firstly, a revaluation of the land of **RBSEB** to reflect its true or its fair value and thereby give a true and proper standing to the balance sheet of **RBSEB** which now has a negative equity. Secondly, present the business plans for the future to prospective, genuine investors of repute and standing, local and foreign.

The difference between loan rates, 8 to 12%, and deposit rates, 3.5%, are quite high and it would be opportune that whenever possible that **RBSEB** uses its own funds as opposed to more expensive loans.

Scenario is the cultivation of sugar cane only.

| | | SCENARIO A- Cash Flow (Sugar) | | | | | | |
|--------------------------|------------------------|-------------------------------|--------------|--------------|--------------|--------------|--------------|--------------|
| | | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 |
| | | MUR | MUR | MUR | MUR | MUR | MUR | MUR |
| EXPENDITURE | | | | | | | | |
| <u>Expenditure Sugar</u> | | | | | | | | |
| Remuneration | | 128,992,500 | 132,316,538 | 135,650,498 | 111,189,650 | 116,749,132 | 122,586,589 | 128,715,918 |
| Supplies | | 52,650,000 | 51,435,000 | 50,220,000 | 49,005,000 | 49,005,000 | 49,005,000 | 49,005,000 |
| SIFB Premium | | - | 4,927,283 | 4,810,890 | 4,694,498 | 4,694,498 | 4,694,498 | 4,694,498 |
| | | 181,642,500 | 188,678,820 | 190,681,388 | 164,889,147 | 170,448,630 | 176,286,086 | 182,415,416 |
| INCOME | | | | | | | | |
| <u>Revenue Sugar</u> | | | | | | | | |
| Revenue received | 70% Current Yea | 93,638,591 | 91,477,700 | 89,316,809 | 81,527,604 | 81,527,604 | 81,527,604 | 81,527,604 |
| | 30% Next Year | 34,985,847 | 40,130,825 | 39,204,729 | 38,278,633 | 34,940,402 | 34,940,402 | 34,940,402 |
| | | 128,624,438 | 131,608,524 | 128,521,538 | 119,806,236 | 116,468,006 | 116,468,006 | 116,468,006 |
| SIFB Compensation | | - | 4,927,283 | 4,810,890 | 4,694,498 | 4,694,498 | 4,694,498 | 4,694,498 |
| Receipt from Omnicane | | 5,900,000 | 5,763,846 | 5,627,692 | 5,491,538 | 5,491,538 | 5,491,538 | 5,491,538 |
| | | 134,524,438 | 142,299,653 | 138,960,120 | 129,992,272 | 126,654,042 | 126,654,042 | 126,654,042 |
| Net Cash Flow | | (47,118,063) | (46,379,167) | (51,721,267) | (34,896,875) | (43,794,588) | (49,632,045) | (55,761,374) |



| SCENARIO B- Cash Flow (Sugar) | | | | | | | | |
|--|--------------|-------------|-------------|-------------|-------------|-------------|-------------|-----|
| | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | |
| | MUR | MUR | MUR | MUR | MUR | MUR | MUR | MUR |
| EXPENDITURE | | | | | | | | |
| <u>Expenditure Sugar</u> | | | | | | | | |
| Remuneration | 126,535,500 | 75,792,818 | 74,968,721 | 74,026,965 | 76,247,774 | 78,535,208 | 80,891,264 | |
| Supplies | 52,650,000 | 50,264,550 | 48,269,925 | 46,275,300 | 46,275,300 | 46,275,300 | 46,275,300 | |
| SIFB Premium | - | 4,888,485 | 4,694,498 | 4,500,510 | 4,500,510 | 4,500,510 | 4,500,510 | |
| | 179,185,500 | 130,945,853 | 127,933,144 | 124,802,776 | 127,023,584 | 129,311,018 | 131,667,074 | |
| INCOME | | | | | | | | |
| <u>Revenue Sugar</u> | | | | | | | | |
| Revenue received 70% Current Year | 93,638,591 | 94,991,003 | 91,221,519 | 85,369,255 | 85,369,255 | 85,369,255 | 85,369,255 | |
| 30% Next Year | 34,985,847 | 40,130,825 | 40,710,430 | 39,094,937 | 36,586,823 | 36,586,823 | 36,586,823 | |
| | 128,624,438 | 135,121,828 | 131,931,949 | 124,464,191 | 121,956,078 | 121,956,078 | 121,956,078 | |
| SIFB Compensation | - | 4,888,485 | 4,694,498 | 4,500,510 | 4,500,510 | 4,500,510 | 4,500,510 | |
| Receipt from Omnicane | 5,900,000 | 5,718,462 | 5,491,538 | 5,264,615 | 5,264,615 | 5,264,615 | 5,264,615 | |
| | 134,524,438 | 145,728,774 | 142,117,985 | 134,229,317 | 131,721,203 | 131,721,203 | 131,721,203 | |
| Net Cash Flow | (44,661,063) | 14,782,921 | 14,184,841 | 9,426,541 | 4,697,619 | 2,410,186 | 54,130 | |

9.16 Summary of findings for sugar

The most salient findings are as follows:

- (a) The net equity of **RBSEB** in 2014 would be negative and once again net assets will be lesser than net liabilities;
- (b) The **RBSEB Act** is not conducive to compliance with fiduciary responsibility requirements;
- (c) The Board and management has not acted in the best interests of **RBSEB** in dealings leading to the sale or lease of land and in fact has in many important cases transferred value, which **RBSEB** could have otherwise secured, to Government owned or sponsored profit making entities and to private operators;
- (d) **RBSEB** is marginal in terms of cane production and is subject to the vagaries of the climate;
Whilst its cane plantations are well maintained and its replantation schedule conform to industry norms, it is beset by the lack of appropriate mid-maturing varieties and the lengthening of the sugar harvest have a natural consequence of the essential sugar reform;
- (e) Varieties and the lengthening of the sugar harvest have a natural consequence of the essential sugar reform;
- (f) On the one hand, the recourse to traditional forms of mechanisation has several constraints and on the other hand, labour will become scarce in the future; the use of small machines may offer a useful alternative;
- (g) A shift to a 5 year crop cycle is possible at Union Park but will take some 6 years to be fully implemented;
- (h) Based on reasonable sugar price reduction, Rs/” exchange rates, an as is situation in terms of business set up, the losses per tonne of cane are significant as from 2014 and increase as from 2018 in any scenario: minima, average and maxima;
- (i) Adequate value addition implies leaving the **MSS** as from 2016 and teaming up with **Omnicane**; this option is expected to generate surpluses as opposed to heavy losses in a beet producer based business as usual scenario;



- (j) Leasing of land to small planters has been a dismal failure and the cultivation of should be done more efficiently for **RBSEB**;
- (k) The non-sugar activities of **RBSEB** should be explored.
- (l) The track record of the Board of **RBSEB** is at the very opposite of the principles laid down in section 143 of the Companies Act;
- (m) **RBSEB** should in the case of residential Morcellements undertake the task itself and reap the full benefits instead of going the Rose Garden or SIT routes where **RBSEB** was not even able to recoup the full value of its land conversion rights , let alone the value of the land;
- (n) Such sales would allow **RBSEB** to recoup its VRS costs not matched by funds from the Sugar Reform Trust;
- (o) Rental opportunities from land should be explored.
- (p) The recourse to value addition, diversification and the large investment project is expected to improve the situation as from 2017;
- (q) Cash flow support would be needed for 2014 to 2015.

10. Implementing a third VRS

10.1 The Concept

The **Voluntary Retirement Scheme (VRS)** is one of the main components the sugar Sector Strategic Plan 2001-2002, and aims at reducing the operating cost of production of sugar in Mauritius, for which labour represents a high percentage. One of its main objectives is to right size the labour of **RBSEB**.

To that effect, the **Sugar Industry Efficiency (SIE) Act**, which is the legal framework governing sugar activities in Mauritius, as well as relevant labour and pension laws, were amended to cater for the implementation of the VRS

The scheme offers a package to all employees of the sugar industry, wishing for an early retirement. Priority is given to those aged 50 and above. The package includes, among others, compensation in terms of cash payment as well as land entitlement (7 perches, i.e. about 300m²) exemption from income tax in respect of the cash and land compensation payable and housing loans at preferential rates.

Moreover, a package of support measures has been implemented, among which, awareness campaigns, training courses for younger VRS leavers, counselling units, medical cover schemes, and scholarships awarded to children.

The implementation of a partial/full VRS is evident for **RBSEB** today. It represents the only way to reduce the excessively high percentage of labour costs in the total annual expenditure of **RBSEB**.

10.2 Project rationale

A third VRS would allow **RBSEB** to reduce costs to the minimum and have recourse to job contractors and light mechanisation so as to have a lower net operating cost.

10.3 Description of the VRS

Several items characterise the VRS:



- (a) The cost thereof , costs comprise cash compensation, land with infrastructure and minor items;
- (b) The schedule of disbursement of these costs;
- (c) The funding of the social package : loans and the repayment schedule and interest rate associated thereto bearing in mind that **RBSEB** which has no cash reserves and an *%upside down*+balance sheet is a high risk customer for bankers
- (d) The land conversion entitlement accruing from the implementation of a VRS;
- (e) The schedule to recoup costs and the matching of land development and infrastructure;
- (f) The sale percentage of the land developed ;
- (g) The revenue stream schedule;
- (h) The translation of the price of sellable area into price per developable area;
- (i) The cost of infrastructure

The VRS for all employees is expected to be Rs 216 M if undertaken end of 2014, Rs 248 M, if undertaken at the end of 2015 and Rs 282 M, if implemented at the end of 2016. Details are in Appendix 13.

The cash compensation is payable immediately and represents some 75% of the total in the year in which the VRS is undertaken, 2014 for B and 2016 for A. This in this case is year one. Land development takes some time depending on the obtention of permits and the undertaking of infrastructural works. The disbursement take place 10% in year three and 15% in year four.

Given the financial predicament of **RBSEB**, a bit lesser if it has a proper business plan and a revalued balance sheet to better reflect the value of land, loan terms are expected to be quite tough. A 5 year loan @ 8% is assumed.

RBSEB as any other company undertaking the sugar reform is entitled to convert 1 ha of land without payment of the land conversion tax (LCT) for every Rs 5.5M of incurred expenditure. Under scenario B, an expenditure of Rs 144 M ($0.67 \times \text{Rs } 216$) would allow the conversion of some 26 ha or 62 arpents. Scenario one would provide the same figures ($\text{Rs } 282 \times 0.5$).

The recouping of costs is a lengthy process. Firstly, the promoter requires the Land Conversion Permit and secondly, parallel applications for the obtention of a Letter of Intent from the Microelement Board and an EIA certificate from the **Ministry of Environment**. Once these authorisations/letters are obtained, the promoter undertakes the tender, contractor process. From the decision to seek a land conversion permit to the sale with title deeds, some 3.5 years may lapse. This time lag comes to three years if a land conversion permit has been obtained.

Currently, **RBSEB** holds some 200 arpents or some 85ha of land conversion permits. The Morcellement Act allows a holder of a letter of intent to take deposits, upon obtention of a bank guarantee, to the extent of the cost of infrastructure works required.

Net revenue accrues when the actual sale takes place i.e. at the time of title deed is transferred. The road corridor is a high demand area and it is assumed that all residential lots will find a buyer and the revenue stream would flow in the three years following the title deeds. Table 5 shows the fund movement over time.



Table 5: Fund movement in recouping costs

| Year | Event |
|------|--|
| 1 | Land conversion permit sought and obtained |
| 2 | EIA and letter of intent obtained. Deposit amounting to 30% of sale value taken and corresponding infrastructural works undertaken |
| 3 | Deposits equivalent to 30% of sale value taken and all infrastructural work completed |
| 4 | Morcellement permit obtained and 25% of sale value obtained |
| 5 | 10% of sale value obtained |
| 6 | 5% of sale value obtained. |

For the **RBSEB** region, a developed arpent for a Morcellement is assumed to generate Rs 7.5 M per arpent. The price per toise would be Rs 10 000 net of tax but only 75% of the land is sold and an adjustment between sellable and developable land has been made.

Infrastructural costs will represent Rs 4M per arpent in 2013/13, Rs 4.5 M in 2015/16 and Rs 5.0 M thereafter - and the figure of Rs 4.5 M /arpent is taken for computations of costs.

The project will be implemented in phases, phase one starting in 2015 and phase 3 in 2017.

11. Diversification in non-sugar agricultural activities

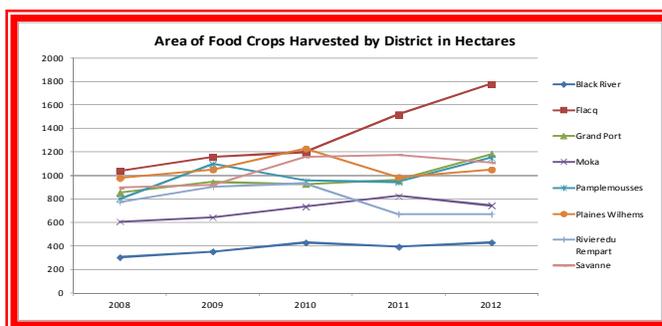
11.1 The Potential

The potential for non-sugar agricultural activities in Mauritius is high, especially under the Food Security Scheme set-up by the government of Mauritius.

11.2 Current trends in the production of food crops

The area harvested and production of food crops has continuously evolved over the years:

| Year | Area harvested and production of Food Crops by district | | | | | | | | | |
|---------------------|---|------------------------|--------------------|------------------------|--------------------|------------------------|--------------------|------------------------|--------------------|------------------------|
| | 2008 | | 2009 | | 2010 | | 2011 | | 2012 | |
| | Area (Hectares) | Production (Tonnes) | Area (Hectares) | Production (Tonnes) | Area (Hectares) | Production (Tonnes) | Area (Hectares) | Production (Tonnes) | Area (Hectares) | Production (Tonnes) |
| Black River | 304.7 | 5974 | 354.3 | 7,366 | 430.1 | 9,215 | 394.5 | 7,634 | 431.6 | 7,483 |
| Flacq | 1,041.70 | 16,279 | 1,159.60 | 20,818 | 1,198.50 | 18,830 | 1,518.90 | 25,223 | 1,778.20 | 28,977 |
| Grand Port | 857 | 11,181 | 943.3 | 13,083 | 929.2 | 12,588 | 960.7 | 11,386 | 1183.9 | 12,203 |
| Moka | 608.6 | 9,583 | 645.7 | 11,250 | 735.7 | 11,130 | 825 | 12,298 | 744.9 | 11,251 |
| Pamplemousses | 805.7 | 9,382 | 1,098.80 | 12,847 | 954.9 | 11,127 | 947 | 12,400 | 1,149.70 | 15,799 |
| Plaines Wilhems | 979.8 | 17,409 | 1,052.70 | 21,589 | 1,230.80 | 23,200 | 985.5 | 17,709 | 1,051.30 | 17,352 |
| Rivieredu Rempart | 773.6 | 7,961 | 906.2 | 9,848 | 932.3 | 10,116 | 674 | 8,197 | 675.2 | 8,599 |
| Savanne | 894.7 | 15,252 | 922.2 | 17,142 | 1158.3 | 18,638 | 1178.2 | 21,087 | 1109.5 | 19,443 |
| Whole Island | 6,265.80 | 93,021 | 7,082.80 | 113,943 | 7,569.80 | 114,844 | 7,483.80 | 115,934 | 8,124.30 | 121,106 |

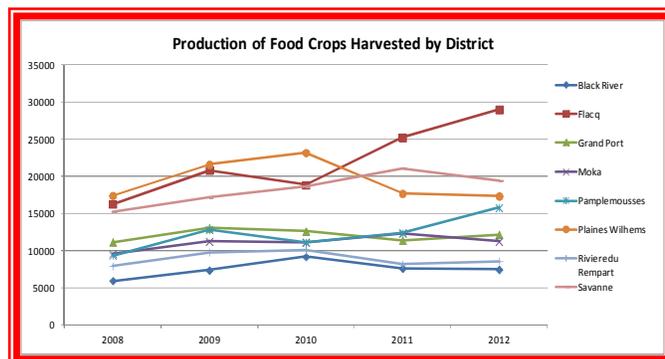


The total production of food crop in Mauritius has been on a gradual increase from 2008 to 2012 for six of the eight Mauritian districts, whereas the districts of Black River and Plaine Wilhems has seen an increased production between 2008 and 2010 followed by a decrease for the following two years.

In fact, the years 2008, 2009, 2010 and 2012 have seen increases in every district

in terms of area of foodcrops harvested. The year 2011 has seen a drop therein. If area under harvest for foodcrops has been increasing, it is to be noted that the region of Flacq has yielded the maximum foodcrops for both the years 2011 and 2012, with a total production of 25,223 T and 28,977 T respectively.

As a result of the above, the production of foodcrops has increased overall, except for some decreases in certain districts in 2010 and 2011; and according to latest studies it was found that a total of 8,189





hectares under foodcrops was harvested in 2013, representing a rise of 0.8% over a figure of 8124.30 hectares in 2012. However, the production decline by 2.5% from 121,106 tonnes to 118,123 tonnes, mainly explained by a decrease of 19.5% and 14.8% in the production of potato and tomato respectively in 2013 compare to 2012.

The potential is more than what the actual production is.

11.3 Diversification under the food security fund – The Context and potential

In the context of the food security fund and with a view to diversify the products of **RBSEB**, the company could engage in selected value adding diversification under the provisions of the Security Fund. Within the need to review the **Non-Sugar Sector Strategic Plan (NSSSP)** and complementary to the **Multi Annual Adaptation Strategy (MAAS)** in the sugar sector, and also to review the government's food policy, the strategic option in crop diversification and lives stock sector+ report 2007-2015 proposes a programme for the non-sugar agriculture for the period 2007-2015. It takes into account Government policy for promoting access to agricultural land, agribusiness, good agricultural practice, improving food quality and safety, reducing dependency on import, promoting export, and ensuring food security.

The overall goal of the programme is to significantly increase food and agricultural production in a competitive and sustainable manner by the year 2015 through innovative production methods, novel products development while opening access to new markets.

11.3.1 Aim of the Programme

The objective is to provide a much-needed strategic direction to stakeholders in the non sugar agriculture. It takes account of the new environment (increasing tourist number, globalisation, and climate change among others) which warrants a fresh look and approach towards diversification for the period 2007 to 2015.

Thus the specific objective of this plan is to map out strategies to enhance the role of agriculture and in particular the non-sugarcane sector in the economy and society, with a view to:

- a) Improving standards of living of the population and the increasing demand for better quality and safer food products;
- b) Enhancing the level of self-sufficiency in a number of selected agricultural products;
- c) Revitalising the livestock sector;
- d) Developing a modern agricultural sector in tune with the sophistication taking place in other sectors of the Mauritian economy;
- e) Economically and technically empowering the agricultural community especially the younger skilled generation by giving them opportunities and appropriate support to enable them to emerge as agricultural entrepreneurs;
- f) sharpening our competitive edge on the export front with quality and diversified products taking into account the trade liberalisation and globalisation process and cross border initiatives; and
- g) Seizing all opportunities on the regional front to develop Mauritius into an agro-business hub.



11.4 Overall Challenges of the Non-Sugarcane Agricultural Sector

The non-sugarcane agricultural sector in Mauritius is faced with several challenges. On the domestic front, the non-sugarcane sector which comprises of horticulture, livestock, and agro-industry faces weaknesses at production, marketing and institutional levels, which needs to be addressed.

11.5 Vision for Non-Sugar Sector

The Country Strategic Plan of the Government of Mauritius (GoM) identifies the readaptation of the sugar sector, the need for technological maturity in the non-sugar sector as its key priorities for the agricultural sector. The governing principle of the GoM in these sectors is to restructure and consolidate, with a view towards exploiting new profitable opportunities, and venturing into the exploration of new technological avenues to engender economic growth, and by implication reduce poverty level. Thus, although the manufacturing, tourism, services and ICT sectors have gained important ground in presenting the back-bone of the Mauritian economy, agricultural development nonetheless remains a strategic priority as per following opportunities offered in the Government programme:

- Assist entrepreneurs in improving their productivity, quality and output.
- Assist agro-producers in marketing their products
- Assist stakeholders in the agro-industry in an export-oriented agro production, including conservation techniques, value-addition, packaging techniques and market research and access.
- Access to land for the farming community and agro-entrepreneurs.

It is envisaged that land under sugarcane will be released at a greater pace consequent to the drastic reduction in sugar price. It is expected that by 2015, some 7 000 ha, now under sugarcane, would be available for agricultural and other uses. These include some 5 000 ha that are classified as difficult areas as they are found in highly rocky and sloppy regions or mountain slopes. These lands are cultivated by small planters and metayers.

It is considered vital for environmental and social reasons to keep these areas under cultivation in these regions. Soil erosion from less stable land use may cause sedimentation and eutrophication in downstream lagoons or water bodies. The implications on the coral reef would be particularly significant. Hence the maintenance of these lands under cultivation of fodder, trees and soil conservation species producing high biomass has been recommended.

Within the agricultural sector, the following main priority areas for medium term investment programme can be identified.

Priority I: Modernisation and Competitiveness of Agriculture.

- Promoting value addition to agricultural produce, in particular through agro-processing,
- Promoting modern production techniques,
- Enhancing and monitoring the quality of produce
- Improving the physical and operational conditions of markets Developing niche products through market intelligence



11.6 Horticultural Development Programme

The general objective of the horticultural programme during the planned period is to facilitate commercial production of crops to ensure food security and quality, foreign exchange savings and sustainable development as well as improving the health of the nation. As part of the operational strategy the programme has been divided into three sub-programmes namely foodcrops, fruits and ornamentals. These programmes will be supported by marketing, communication, engineering and crop protection. The specific objectives of the horticultural programme include the production of crops to meet consumption, extending the period of vegetable and fruit production, improve food quality and safety through adoption of Good Agricultural Practice and Good Manufacturing Practice and certification; producing novel and healthy food crops, increase export, strengthening of farmer organizations; improving research, farmer training and extension.

11.6.1 Scope and Opportunities

With the expected increase in land availability, horticultural production is bound to improve.

- Local vegetable production must imperatively be kept at a self-sufficiency level since imported vegetables are costly and may lead to a loss in foreign exchange and opportunities in this sector are expected to broaden.
- Vegetables and fruits produced locally present great scope for minimal processing, transformation and value addition. It is an area where many benefits can be derived if appropriate post-harvest practices are utilized, such as the extension of shelf-life using packaging techniques, pre-cooling and cool chain management.
- The demand for fresh and processed vegetables is increasing in supermarkets, hotels and restaurants.
- Many vegetables can be used either singly or blended with fruits to produce juice.
- The agro-processing industry can utilize available horticultural produce as raw materials to manufacture dried, frozen and canned products.
- To further expand ornamental production.

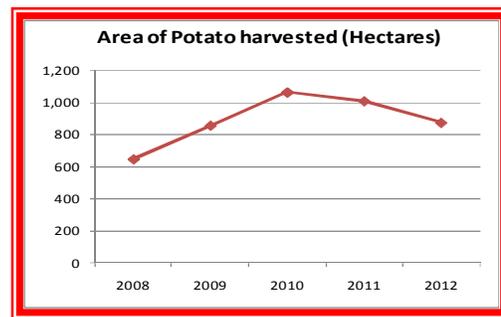
Clearly, this framework should allow the **RBSEB** to move into some diversification projects. However, we need the right people that can generate positive cash flows and profits out of these schemes of diversification under the food security programme.

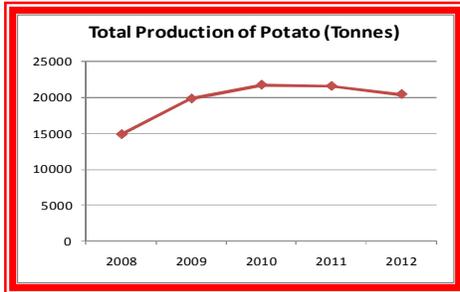
11.7 Food Crop

11.7.1 Potato

Potato is a regularly consumed product both in fresh and processed form. This commodity is still imported to meet local demand during off season. The current consumption is estimated at some 24 000 t yearly. Currently, around 11 000 t (46%) are imported while the rest is produced locally. In addition, the country imports around 1 400 t of potato in processed form either as chips, powder for mash and frozen chips amounting to Rs 137.5 M in 2005. Over the period of 2001-2005, the cost of imports alone has risen by 47%.

Given that the country produces only 54% of its requirement, excluding processed forms, there





is considerable scope to increase production. Thus, with the increase demand in the tourist industry, the processing industry and natural increase in local consumption, the country needs to increase potato production significantly. To attain 70% sufficiency, an additional 13 000 t of fresh potato is needed requiring an additional land area of 625 ha to meet our consumption by 2015. One major limiting factor that needs addressing is the availability of seed potato. Copesud is already investing heavily in potato cultivation.

| Area harvested and production of Potato by district | | | | | | | | | | |
|---|--------------------|------------------------|--------------------|------------------------|--------------------|------------------------|--------------------|------------------------|--------------------|------------------------|
| Year | 2008 | | 2009 | | 2010 | | 2011 | | 2012 | |
| | Area (Hectares) | Production (Tonnes) |
| Black River | 17.4 | 315 | 18.5 | 560 | 40.9 | 995 | 33.6 | 538 | 30.6 | 615 |
| Flacq | 9.3 | 228 | 19.2 | 454 | 24.8 | 488 | 31.6 | 643 | 12.2 | 315 |
| Grand Port | 84.4 | 2,078 | 113.7 | 2,950 | 110 | 2,637 | 101.8 | 2,335 | 111.5 | 2,428 |
| Moka | 93.5 | 1,737 | 121.6 | 2,042 | 116.1 | 1,979 | 156.7 | 2,617 | 89 | 1,735 |
| Pamplemousses | 51.8 | 1,189 | 65.9 | 1,562 | 9.2 | 179 | 35.5 | 628 | 81.7 | 1,666 |
| Plaines Wilhems | 72.7 | 1,920 | 87.9 | 2,045 | 204.7 | 4,337 | 100.2 | 1,737 | 162.4 | 3,723 |
| Riviere du Rempart | 37.4 | 888 | 60.3 | 1,584 | 87.3 | 1,772 | 60.5 | 1,488 | 54.1 | 1,285 |
| Savanne | 281.1 | 6,513 | 370.9 | 8,631 | 472.7 | 9,322 | 491 | 11,575 | 334.4 | 8,675 |
| Island | 647.6 | 14868 | 858 | 19828 | 1065.7 | 21709 | 1010.9 | 21561 | 875.9 | 20442 |

RBSEB has proved that it can generate profits on the production of potato seeds. We recommend that it extends the area previously planted for potato seeds.

11.7.2 Tomato Production and Area Harvested (2008-2012)

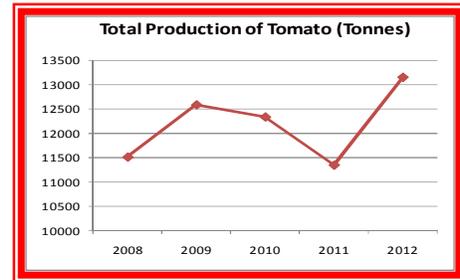
The value of the tomato industry is estimated to be around Rs 300 M with an annual production of 14 700 t over an area of 935 ha and at a market price ranging from Rs 13.00 to 105.00 / kg. The production of salad tomato is estimated to be around 2 000 t yearly. The average per capita consumption of fresh tomato is around 12 kg/year.

| Area harvested and production of Tomato by district | | | | | | | | | | |
|---|--------------------|------------------------|--------------------|------------------------|--------------------|------------------------|--------------------|------------------------|--------------------|------------------------|
| Year | 2008 | | 2009 | | 2010 | | 2011 | | 2012 | |
| | Area (Hectares) | Production (Tonnes) |
| Black River | 37.3 | 1,050 | 50.2 | 1,162 | 54.9 | 1,200 | 48.1 | 978 | 57.3 | 1,255 |
| Flacq | 94.7 | 1,488 | 105.1 | 1,876 | 95.5 | 1,589 | 131.3 | 2,106 | 151.3 | 2,506 |
| Grand Port | 170.2 | 2,395 | 170.9 | 2,742 | 176.2 | 2,511 | 150.6 | 2,182 | 140.5 | 2,084 |
| Moka | 40.8 | 695 | 37 | 738 | 49.3 | 784 | 50 | 845 | 42.7 | 736 |
| Pamplemousses | 102 | 1,459 | 131.1 | 1,795 | 109.5 | 1,408 | 118.7 | 1,518 | 119.5 | 1,764 |
| Plaines Wilhems | 52.2 | 887 | 51.3 | 907 | 72.9 | 1,128 | 53.3 | 1,010 | 61.5 | 890 |
| Riviere du Rempart | 151.7 | 2,331 | 165.3 | 2,280 | 173.1 | 2,355 | 116.9 | 1,472 | 127.7 | 1,888 |
| Savanne | 95.2 | 1,213 | 70 | 1,086 | 98.5 | 1,363 | 92.4 | 1,243 | 126.6 | 2,027 |
| Island | 744.1 | 11518 | 780.9 | 12586 | 829.9 | 12338 | 761.3 | 11354 | 827.1 | 13150 |

Tomato is also consumed in several processed forms like puree, ketchup, juice, canned and peeled tomato and is mostly imported.

11.7.2.1 Scope and Opportunities

- Release of land from sugarcane plantation and the shift to a 5-year cycle in Union Park
- Government policy in terms of support to agro-processing industry.
- Value added to tomato through processing, i.e. production of processed products (whole peeled, paste, ketchup, tomato juice, dehydrated tomato, pickle, crystallised).
- High demand especially to cater for tourist industry (salad and cherry tomato).
- Production of planting material in terms of seed and seedling.

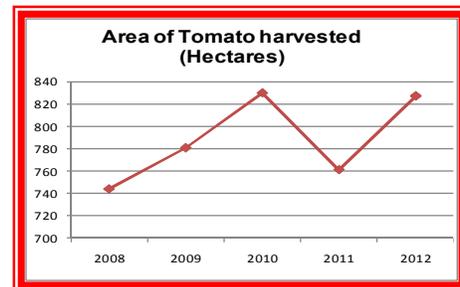


11.7.2.2 Land suitability and suitable areas

Tomato grows on all types of soil, but is best adapted in light, well drained and fertile soils with a neutral to slightly acid pH of 5.5 to 7.0. It can be grown throughout the year round in the Humid and Sub-humid zone. Peak production occurs during the months of November to January.

11.7.2.3 Target production

The local production of tomato should be increased to some 28 000 t by 2015 to meet the increasing demand of the growing population and the boost of the tourist industry taking into account our requirement for fresh consumption as well as for use as raw materials for the processing industry. Thus, an additional 710 ha will be required and the infrastructure for post harvest handling and processing must be provided.



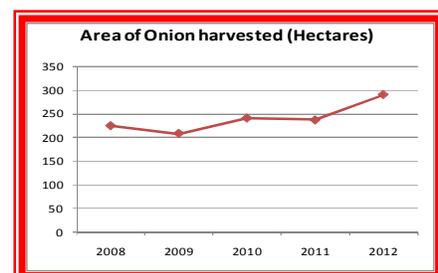
11.7.2.4 Accompanying measures

- Loan facility for diversification programmes (Derocking, installation of irrigation and fertigation, and purchase of machinery).
- Technical support in agronomy, pest and disease control and agro processing.
- Facility for soil analysis by **MSIRI**, and Chemistry Division of the Ministry.
- Availability of planting material (seeds) of locally bred varieties at Barkly ES and other centres and hybrid varieties from several private companies.
- Facilities from **SEHDA** to set up SME in tomato processing.

11.7.3 Onion

11.7.3.1 The Sector

The onion industry represents an annual value of Rs 126 M. The crop is grown over some 300 ha with an average production of about 9 000 t. The annual per capita consumption of onion in Mauritius is around 8-10 kg.





The local consumption of onion has been increasing over the recent years and is presently at 14 000 t/year. Some 30% of our requirement is produced locally and the rest is met through imports worth some Rs100 M annually.

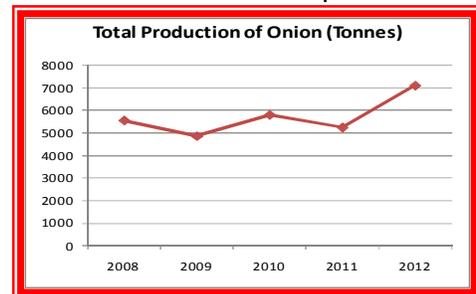
| Area harvested and production of Onion by district | | | | | | | | | | |
|--|--------------------|------------------------|--------------------|------------------------|--------------------|------------------------|--------------------|------------------------|--------------------|------------------------|
| Year | 2008 | | 2009 | | 2010 | | 2011 | | 2012 | |
| | Area (Hectares) | Production (Tonnes) |
| Black River | 61.6 | 1,590 | 64.3 | 1,603 | 100 | 2,757 | 90.9 | 2,382 | 81.1 | 1,914 |
| Flacq | 79.6 | 1,481 | 77.5 | 1,440 | 73.8 | 1,313 | 79.6 | 1,289 | 89.6 | 1,712 |
| Grand Port | 9.2 | 147 | 7.9 | 110 | 13.4 | 216 | 8.3 | 158 | 6.9 | 187 |
| Moka | 1.1 | 30 | - | - | - | - | 1 | 18 | 5 | 87 |
| Pamplemousses | 5.5 | 146 | 5 | 117 | 3.7 | 74 | 10.1 | 185 | 14.5 | 244 |
| Plaines Wilhems | 59.8 | 1,975 | 47.1 | 1,430 | 44.5 | 1,270 | 41.9 | 1,080 | 67.6 | 2,254 |
| Riviere du Rempart | 1.9 | 34 | 1.6 | 40 | 2.1 | 48 | 1.9 | 33 | 15.1 | 372 |
| Savanne | 6.2 | 155 | 5.4 | 115 | 3.6 | 119 | 2.9 | 96 | 11.8 | 328 |
| Island | 224.9 | 5558 | 208.8 | 4855 | 241.1 | 5797 | 236.6 | 5241 | 291.6 | 7098 |

Onion is produced locally using sets as well as from seedlings. The quality of onion in Mauritius has been improving significantly through the use of better performing onion varieties, appropriate water and fertiliser management, pest and disease control and post harvest management.

11.7.3.2 Opportunities/Scope

Onion has a good potential as an import substitution crop since 70% of the local requirement is imported. The commodity is commonly used as dried bulbs or green onion. However, it can also be widely used in the agro-processing industry to make value-added products such as onion pickles, flakes and powder especially if supported by proper marketing.

The local production can be increased by making greater use of sets for early onion production and use of suitable varieties that allow for an extension of the usual growing season. The crop also offers a great potential in terms of opportunities for the mechanisation of production activities where equipment such as direct seeding machine, the bed former and the onion harvester can be used.



New onion growing areas with optimal agro-climatic conditions have been identified especially in the Northern districts to widen the scope for onion production. The crop is supported by a local breeding programme and new varieties are available to boost the production.

To substitute partly for imports and to cater for the growing local and tourist population, a target production of 19 000 t of onion is envisaged by 2015. This will require some additional 350 ha for cultivation.

11.7.3.3 Land suitability and suitable areas

Onion requires a fertile, well drained soil with pH of 6.0 to 6.8 and a temperature range of 20 to 25 oC for optimum production. It can be grown on various soil types such as Latosollic Brown Forest, high clay Latosol and sandy loamy to dark magnesium clay.



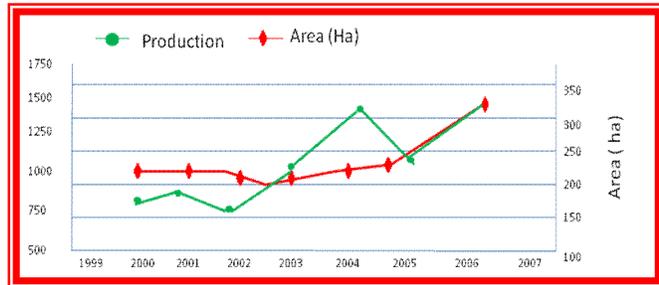
11.8 Chillies Production and Area Harvested (2000-2007)

11.8.1 The Sector

An average annual production of 1 200 t of chillies over an area of some 230 ha has been produced over the last 5 years.

11.8.2 Scope and Opportunities

Some 7 t annually of processed chilli products in the form of sauce, paste or as chilli powder or preserved in brine, oil and vinegar and in pickles have been exported to different countries in the past. However, a large volume of about 400 t of chilli in the dried form and processed products (import value of Rs 8 M in 2005) is also being currently imported. This clearly indicates its potential as an import substitution commodity. Its utilisation as raw materials for the agro-processing industry already exists and this can be further enhanced as it holds numerous opportunities for transformation and value addition for the local and export markets.



Chilli can be cultivated on lands released from the sugarcane industry and also presents some opportunities for specialized activities such as seed and seedling production.

The local chilli production averages 1 200 t annually. A target production of 3 000 t has been set for 2015 to cater for the increasing demand. This will require a total of 600 ha of land.

11.8.3 Land suitability and suitable areas

Chilli grows well on all types of soils provided it is light, deep, well drained, rich in organic matter and slightly acid (pH 5.5-6.5). The crop can be grown all year round in the humid and sub-humid zone provided irrigation facilities are available.

11.9 Crucifers

11.9.1 The Sector

The most common locally grown crucifers are cauliflower, cabbage and broccoli. The annual per capita consumption is around 4-5 kg and 2-3 kg for cabbage and cauliflower respectively and the local production is around 6 000 t. Mauritius is self-sufficient in all these commodities, import is allowed only when there is post-cyclone shortage in vegetables. A significant amount is imported as frozen and as baby vegetables.

11.9.2 Crucifers Production and Area Harvested (2000-2007)

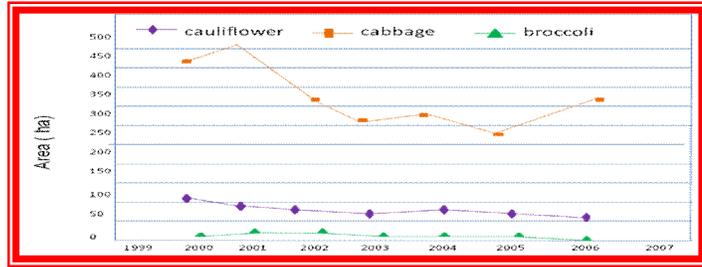
11.9.2.1 Scope and opportunities

With the growing health concern and awareness about the anti-cancer properties of crucifers, the increasing population and tourist industry an annual production of some 7 420 t is being targeted by 2015. This would require an additional 90 ha of land under crucifer cultivation.



Summer varieties are under evaluation to cater for the period when production is limited. Opportunities exist for minimal processing and frozen products.

11.9.2.2 Land suitability and suitable areas



The crucifers prefer a Humic Ferruginous Latosol soil type and are particularly adapted to the climate of the central plateau and the southern districts. They are seasonal and thrive best under cool to warm conditions of 15 to 25 oC with high humidity. Optimum growth occurs at a

11.10 Carrot

11.10.1 The Sector

The per capita consumption of fresh carrot averages 4 kg annually with a local demand of around 4 300 t annually. Carrot is also consumed in several processed forms like frozen, juice, canned and pickles. Around 3-4 t are imported annually in processed forms. However, special import permit for fresh carrots is granted to suppliers following bad weather conditions. A production target of 5 600 t can be envisaged by the year 2015. This will require an additional 80 ha to be cultivated.

11.10.2 Carrot Production and Area Harvested (2000 – 2007)

Currently there is an increasing demand for quality produce and consumers are ready to buy imported quality carrot even at higher prices. Thus, there is a need to improve the quality of locally produced carrot. The poor quality of carrots is due to forking, splitting, secondary roots, greening, bruises and carrots of variable size/shape which arise from poor cultural practices at different production stages and unfavourable climatic conditions.



11.10.3 Land Suitability

Carrot prefers light textured soil (sandy/sandy loam soils) with high organic matter. Ideally soils should be deep, friable, fertile stone free and relatively high in organic matter. Uniform soils, in good physical conditions with a soil particle structure providing good nutrient and water holding-capacity, and free of compacted layers are desired attributes. A soil pH of 6.0 to 7.5 is desirable. The climate and soil are particularly suitable in the central plateau, the northern and the southern districts.

11.11 Cucurbits

11.11.1 The Sector

Cucurbits comprise pumpkin, cucumber, watermelon, squash (patisson), zucchini (courgette), melon, chayote (chouchou), bottlegourd (calabash), ridgegourd (pipengaille), bittergourd



(margoze) and snakegourd (patole). Presently, the cucurbits production amounts to 27 500 t over an area of 1 850 ha.

11.11.2 Scope and Opportunities

To cater for the increasing population and the expansion of the tourist industry, a target production of 33 800 t for the main cucurbits (pumpkin, cucumber, squash, chouchou, calabash and watermelon) has been set. This will require some additional 427 ha of cucurbits by 2015.

Most cucurbits can be grown on lands that are marginally suitable such as the ex-tea belt where the production of other vegetables is limited. Cucurbits can be grown on slightly sloping lands for soil conservation and erosion control.

11.11.3 Land suitability

Cucurbits can be grown on a wide range of soil types which are preferably light, well drained and rich in organic matter with a pH of 6.5 to 7.5. They are adapted to warm season and thrive best under temperatures ranging from 23 to 30°C.

11.12 Maize

11.12.1 The Sector

Maize is being grown in both pure stand cropping and in intercropping with sugarcane. It is used for both human consumption and for animal feed. Past production during the 80s was mainly meant for grain maize for the livestock and poultry industry. As from 1986, the area under maize, which peaked 1 800 ha (quantity in t) declined due to cheap imports.

Production has averaged 350 t over the last five years and is limited to green cobs mainly for the local market.

An average of 75 000 t of shelled maize is imported annually from Argentina at a cost of Rs 386 M. Over the last three years, the average price of imported maize c.i.f. was Rs 5 200/t and rose to Rs 8 500/t in 2007.

11.12.2 Scope and Opportunities

Given the escalating price of fuel oil on the international market, major producing countries such as Canada and Brazil are turning to biofuel as part replacement of fuel oil. Maize is actually being given priority for biofuel production rather than other uses. Hence, this may explain the abrupt increase in the import price of maize.

In this context, large-scale production of maize for animal feed can be feasible assuming that the above increasing price trend is maintained and that maize cultivation and processing is fully mechanised. In addition, maize stover once recuperated, is an excellent source of cattle feed due to its nutritive value, digestibility and palatability.

Production of maize as a dual purpose crop both for green cobs and baby corn can be envisaged given the demand for fresh baby vegetables to cater for the ever-increasing tourist market. There is scope for canned baby corn provided that optimal yields are obtained to offset the effect of high cost of production.

In order to achieve 100 % import substitution, 6 000 ha of land would be required. A safe and realistic working hypothesis would be to substitute 10% of total imports at a targeted projection of 7 500 t of maize by 2015 requiring 600 ha of land.



11.12.3 Land suitability

Maize can be grown throughout the year except for the coolest months on the Central Plateau (June . August) and during the cyclonic season (November - March). Optimal yields are obtained in the North, East and South under moderately to highly suitable lands at pH range of 5.0 . 7.5 and with irrigation facilities.

11.13 Soybean

11.13.1 The Sector

A wide range of soybean products is currently being imported including crude oil, soya sauce, dried soybean, soya chunks, burgers, and soybean cake and soybean milk. A total of 37 000 t of cooking oil worth Rs 720 M is imported annually 70% of which consist of soybean oil.

11.13.2 Scope and Opportunities

Soybean has a great potential as an import substitution crop especially for the production of cooking oil for the local market. There is an opportunity to recycle the used oil as fuel.

Soybean is well adapted to our local agro-climatic conditions and a wide range of soil types. It is grown all year round with better yields in summer and requires a low input. Apart from oil production, soybean can be grown as a green vegetable .By-product could be used as feed in the livestock industry. The crop also is processed into numerous value-added products like soy nuggets, soy granules, soy flour, tofu and soymilk.

Vegetable soybean is a nutritive crop with numerous health benefits. It is rich in protein and a good substitute for other pulse crop. These can be used in various dishes. Consequently, the crop holds a good potential for future expansion due to the increasing popular health concern and awareness.

On account of its excellent future prospects, some 20 ha of land can be grown under vegetable soybean by 2015 leading to a production of 200 t.

For industrial uses, the cultivation of soybean over 600 ha per crop cycle (3 crop cycles per annum) can be envisaged to produce 730 t of oil worth Rs 14 M annually. This can yield some 2900 t of meal for livestock production. Soybean can also be grown under the cross border initiative

11.13.3 Implementation plan

Industrial soybean

In the first phase, 3 t of seeds worth Rs 1 M will be imported and sown over 30 ha of land to produce 60 t of planting material. These will be sufficient to cultivate 600 ha and 60 t will be kept as seeds for next planting.

Vegetable soybean

Vegetable soybean, being a new crop, the area under its cultivation will have to increase gradually as shown below:

11.13.4 Expected time frame for soybean cultivation

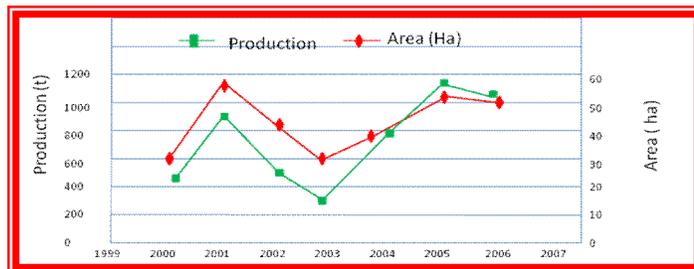
| | 2000 | 2005 | 2010 | 2015 |
|---------------|------|------|------|------|
| Area (ha) | | | 5 | 20 |
| Production(t) | | | 50 | 200 |

11.14 Ginger

11.14.1 The Sector

Ginger production has increased from 498 t over an area of 32 ha in 2000 to 1014 t over an area of 52 ha in 2006. It is being grown mainly for local consumption. Some 7 t are imported annually in processed form.

80-85% of the production of ginger is carried out in the districts of Pamplemousses and Flacq and one of the major production constraints is the susceptibility of our variety to soft rot caused by *Pythium spp.*



11.14.2 Scope and Opportunities

Ginger can be used as raw materials for the agro-processing industry. It can be transformed and utilised for the following:

- Flavoring agent for use in the preparation of foods and beverages (ginger bread, biscuits, cakes, puddings, soups, pickles, ginger beer, ginger wine)
- Supplementary ingredients in curry powder
- In preparation of confectionary ginger products (candied ginger, crystallized ginger, preserved ginger)
- In ginger tea and in medicinal products. Such processed products can potentially be exported through proper market studies.

Due to the high potential for value-addition, the flourishing pickle industry and the growing demand, a production of 2 000 t of ginger over acreage of 100 ha has been targeted by 2015.

11.14.3 Land suitability

Ginger is produced mainly in the regions of Crève Coeur, Long Mountain, Les Mariannes, Congomah and Clemencia on flat to moderately steep/steep grounds. Other regions of the humid and sub-humid zones can also be utilized as ginger thrives best in regions with an annual rainfall of 1500-2500 mm. However, in sub-humid regions, irrigation will be required. Super-humid regions are to be avoided.

The crop requires a temperature of 25 oC and a pH of around 6 for optimum growth and development. It is particularly adapted to loose, deep and well-drained soil types from low humic latosols, humic latosols to latosolic reddish prairie.

11.15 Fruit Sector

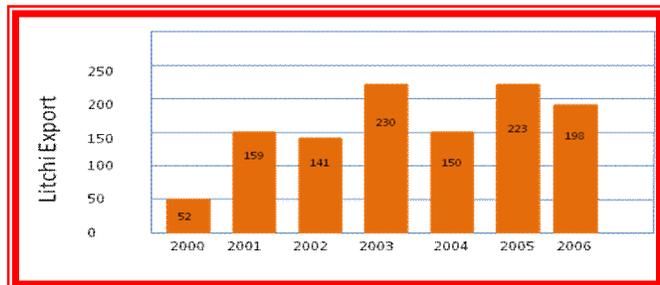
11.15.1 The Sector

Fruit production in Mauritius is confined to backyard except for litchi, banana, and pineapple. As such its contribution of the agricultural economy has remained quite insignificant. Fruits have been grown mostly on land that not suitable for sugarcane and with a limited utilisation of resources such as, irrigation and know-how.

In order to enhance the development of the fruit sector an integrated approach must be applied in a properly devised national plan that would enable optimum utilisation of land suitability and other input factors. Hence the concept of delineating suitable zones for the production of specific fruits is valid.

11.15.2 Litchi

Litchi is the only fruit tree species which has been developed as an export crop for the last 25 years. Indeed the litchi from Mauritius has been fetching the highest price on the European market every year at the beginning of November (9-10 Euro/kg). This is a period when Mauritius is the only country in the world exporting litchi to Europe. Mauritius has this window of opportunity for a very short period (2-3 weeks), before Madagascar sea-freights containers of sulphur-treated litchi to Rungis, France.



Only Mauritian litchi is present during this period because its geographical position and the country's relief contribute to factors which are conducive to early maturity of litchi in a specific zone of the country, i.e. in the north, north east and east. Presently, only around 200 t of litchi are produced in this region over an area of 40 ha, while the European market absorbs 28 000 t yearly. If Mauritius wants to increase its litchi export market, it should encourage the development of as large an area as possible under litchi in that specific zone where litchi matures earliest. Difficult lands to be released in the Roches Noires region would be appropriate.

11.15.3 Opportunities/Scope

Adapted to all local soil types, the litchi is fairly resilient to cyclonic conditions, being able to recover quite fast after a cyclone. It is a low input crop and its cultural practices are well established. Technology developed for short-statured trees can reduce cyclone damage and bat damage while tree manipulation can promote flowering and increase yield. The local variety Tai So is the one presently on the export market and a new variety, the Yook Ho Pow with promising characteristics (earliness, high flesh to seed ratio, high sweetness) has potential for expansion. New export markets for fresh litchi can be exploited in the Middle East (new direct airline to Dubai) and the Far East (high purchasing power). Since technology has been developed for processed litchi (frozen litchi, litchi in syrup, litchi nuts, litchi wine and other sugar based processed products), novel markets for the latter can be tapped.

It is estimated that there are presently 345 ha under litchi trees, out of which 155 ha have been established during the last five years. The present production is estimated to fluctuate between



750 and 1 300 t. To attain a target of 4 000 t of litchi by the year 2015, a new area of 400 ha should be under cultivation by the year 2011.

11.16 Accompanying measures

Land preparation

In order to rapidly convert the identified sugarcane fields into litchi orchards, the uprooting of the sugarcane and the holing for the litchi layers should be mechanized. Appropriate machinery and implements should be invested into.

Planting materials

To establish 100 ha of litchi orchards on an annual basis for a period of 4 years, 15000 rooted layers are required each year. Barkly Experiment Station has the capacity of producing 10 000 layers annually. The additional 5 000 layers can be obtained either from private nurseries or from existing orchards. 200 bearing trees can produce 25 layers each with a total of 5 000 over a 4-month period. A target of 1000 layers of Yook Ho Pow is aimed at in 5 years time.

Irrigation System

Commercial production of quality litchi in the north cannot be envisaged without an appropriate irrigation system, namely, the micro-sprinkler.

Windbreak

The litchi tree being a layer, it is very susceptible to cyclonic winds, while its flowers may be damaged by anti-cyclonic winds. Hence, the importance of adequate windbreak curtains around blocks of trees.

Packhouses

Packhouses with cold rooms respecting international norms have to be set up in order to handle & package the fresh & processed fruit for export. The packhouses will also be used for other fruits & vegetables off-season.

11.16.1 Certification

Proper certification mechanism should be in place to satisfy the export requirements in term of grades and standards.

11.16.2 Sensitisation & Training

Planters traditionally engaged in sugarcane production and VRS will have to be sensitized about the cost effectiveness of the conversion to litchi rather than other activities. Furthermore, the growers will have to be given training on orchard establishment & management, handling & post-harvest of horticultural produce, pest control, and optimum marketing of litchi for higher gross margin. All sugarcane growers are used to sending canes to factories and to receive their return on sugar automatically. Marketing of a perishable horticultural produce like litchi requires a completely different mindset. The **importance of grouping** in order to use common facilities especially procurement of packaging materials, refrigerated transport and packhouse facilities



has to be inculcated. Good Agricultural Practices and Good Management Practices must be encouraged.

11.17 Pineapple

11.17.1 The Sector

The local pineapple, cv Victoria, is the second horticultural produce after Anthurium, with the highest export volume. Indeed, since the early 80s, the Mauritian pineapple has been permanently on the European market in spite of drought and cyclones. The export volume has increased from 10 t in mid 80s to more than 600 t presently and the local variety, Victoria already earns a good name on the European market. Moreover, Baby pineapple is on high demand in niche markets. The technology for its production is already available.

Pineapple is very tolerant to cyclone, can be grown under rain fed conditions, is not a seasonal crop and rational planning of planting and harvesting through judicious use of floral induction, ensures consistent income throughout the year. Cultural practices for pineapple are well established and it is a potential crop for organic agriculture because it does not harbour major pests and diseases which are beyond biological control. It also has enormous processing opportunities (juice, wine, vinegar, dehydrated, crystallised, jam, marmalade, pickles and fruit paste).

Pineapple is therefore an ideal candidate for replacing sugarcane if its marketing structure is improved. Pineapple is grown mainly in two zones, the Camp de Masque/Clemencia region and the Congomah/Les Mariannes region. The pineapple growers have been in this business for 2 to 3 generations, growing on marginal lands (mountain slopes), which were not suitable for sugarcane. Yet, the cultivations have produced fruits whose quality is recognized on the European market. With the release of sugarcane land, pineapple can be grown under more suitable soil conditions. The latter, coupled with the inherent climatic conditions of Les Mariannes/Congomah region would be most appropriate for the establishment of a pineapple zone. Moreover, the topography of the land and its proximity with La Nicoliere Reservoir makes it highly suitable for integration in the agri-tourism concept. The latter will attract visits from tourists so as to encourage on site consumption and sale of pineapple gift boxes (fresh & processed pineapple).

11.17.2 Opportunities /Scope

During the last ten years, there has been a steady increase in the area (x1.5) under pineapple, coupled with a similar increase (x1.5) in yield per hectare. With improved cultural practices, the actual yield per hectare can double (70 t/ha) by 2015. A target of 300 ha under pineapple in 2015 can produce 21 000 t of fresh pineapple for the domestic market, the export market and the processing industry.

Future projection

| Year | 2000 | 2005 | 2010 | 2015 |
|----------------|------|------|------|-------|
| Area (ha) | | 134 | 185 | 300 |
| Production (t) | | 4884 | 9250 | 21000 |



11.17.3 Accompanying measures

Irrigation System

In the identified pineapple zone, supplementary irrigation is required only from October to December. An overhead irrigation system is appropriate being given the morphology of the plant. A mobile irrigation network can be designed to cover the zone at least once per week during the period when rainfall is deficient.

Plastic mulch

The use of black polyethylene sheets as mulch in pineapple plantation has multiple advantages, namely;

- Control of weeds, reduced use of herbicides,
- Conservation of water in the root zone, reducing supplementary irrigation,
- Maintaining a warm temperature around roots, favouring growth & reducing crop cycle length reducing impact of heavy rains on soil structure & helping in soil conservation.

Concentrating the use of the plastic mulch in a specific zone helps in the organized disposal of the waste material.

Packhouses

Packhouses with cold rooms respecting international norms have to be set up in order to handle & package the fresh & minimally processed fruit for export.

11.18 Banana

11.18.1 The Sector

Banana is the most consumed fruit in Mauritius (9 kg/capita/year). However, its unit price is relatively high (average of Rs 1.50 in summer & Rs 2.50 in winter) compared to imported fruits because of supply being often below increasing demand. Indeed, with the increase in standard of living, the rapid establishment of super/hypermarkets, the expanding tourist industry, the demand for quality banana is on the upward trend. With a hypothetical demand of one fruit per person per day from 50% of the local population and one fruit per tourist per annum, the requirements would be 26 350 t of fruit per year. Presently, around 520 ha of marginal land where sugarcane or other crops cannot be grown are producing a maximum of 12 000 t/year. There is potential for producing the additional 14 350 t on 400 ha of non marginal wind-protected land.

The organisation of world banana production and marketing precludes any opportunity for the export of the local Dwarf Cavendish. However, a niche market exists for the ladyfinger types (Gingely types). The tourist market has to be fully explored in the first instance and ultimately the niche high mark-up export market tapped. This target is achievable with the availability of TC planting materials to renew *Fusarium* prone plantations.

A third opportunity exists in the exploitation of banana for the non-fresh fruit market. There are avenues to be exploited in:

- Food products: chips, baby food, vinegar
- Flour for animal feeding: livestock, pigs



- Starch for glue production
- Fibre
- Applications for soap making
- Fertilizer for organic production
- Medical applications
- Wastes for ethanol production
- Bio-plastics
- Paper production

Of these, banana chip production is already an emerging and promising enterprise. Varieties suitable for chip making have been identified. These will have to be planted on a large scale in order to supply the processing units regularly with quality raw material so that the enterprises become profitable & competitive on the export market.

The present yield of commercial banana is 22 t/ ha. A yield of 36 t/ha is achievable by the year 2015 with an improvement in orchard management.

11.18.2 Future Projection

| Year | 2000 | 2005 | 2010 | 2015 |
|----------------|------|-------|-------|-------|
| Area (ha) | 489 | 521 | 560 | 900 |
| Production (t) | 8500 | 11580 | 13800 | 26400 |

11.18.3 Banana Production Area Harvested and Volume Exported

Appropriate zone for banana

In Mauritius, banana should be planted in regions which satisfy the following:

- Protection from prevailing winds either from the natural relief or from natural/established vegetation.
- Soil pH is below 7.
- Absence of water stress during the whole year by supplementary irrigation during deficient period/s.

Such sites can be identified in

- The south & south west to supply processing and ripening unit/s in the south.
- The north & east to supply processing and ripening unit/s in the north.

11.18.4 Accompanying measures

Planting materials

A total of 800 000 tissue cultured plantlets will be required by year 2015.

Irrigation

Low banana yield in Mauritius has been found to be directly correlated to water stress. Therefore, yield optimisation cannot be achieved without appropriate irrigation system.



11.18.5 Capital required

Planting materials: Rs 24 M

Ripening/Processing Units: Rs 20 M

11.19 Other fruit species

Mauritius has a very diverse fruit germplasm, with around 50 species or more grown in the wild or in private yards. The underutilised fruit species (the annona group, papaya, mango, star fruit, guava, avocado, passion fruit, strawberry, acerola etc) and neglected ones (tamarind, jambelon, jambos, jamalac, jamrosat, bergamotte, bilimbi, Coeur demoiselle, fig, pomegranate, breadfruit, jackfruit, mulberry) can be developed according to an agro economic zone plan (whereby farmers are encouraged to grow the right fruit species in the right areas). With the implementation of networking, farmers' competitiveness can be strengthened. Economies of scale can be achieved to provide the critical mass and to reduce production costs.

The minor fruits are likely to play an important role in the initiative of the WHO/FAO (the 5 A DAY programme) to promote fruit consumption which is known to prevent several non communicable diseases such as cardiovascular diseases, type II diabetes and cancer. They could also be the spearhead of ecotourism/agro-tourism development which is on the agenda of the new economic strategy of Government. Their display in rooms, lobby and restaurants could attract the curiosity of the tourists, promote their consumption and hence also induce production for export. Instead of using imported juice, fresh juice from local exotic fruits could be presented in restaurants and for the welcoming cocktail.

The wide range of fruits will also provide raw materials throughout the year for the agro processing sector which is in full expansion. A targeted area of 100 ha under 20 minor fruit species will provide a potential of 3 000 t of exotic raw materials for processing by 2015.

11.20 Promising Crops

11.20.1 Aloe Vera

Aloe Vera commonly referred to as the miracle plant has a significant potential as a diversification crop to sugarcane. It has many applications in the pharmaceutical and cosmetic industry besides being used in health products. It is a low maintenance crop with a crop cycle of 5 to 7 years and may even be grown in marginal lands and difficult areas. Some 25 t of stabilized Aloe Vera gel costing around Rs 1 M is being currently imported on an annual basis excluding imports in other forms such as in juice, pharmaceutical and cosmetic products.

11.20.2 Opportunities/Scope

Aloe Vera has wide range of application in nutritional, cosmetic and pharmaceutical products. The gel can be used as a supplement in many nutritional products such as juice, jam, yoghurt and health drinks. It has a direct potential as an import substitution commodity and as a future agro-industrial crop. In view of the growing concern and awareness about health and diet, the product has steadily gained popular acceptance. An anticipated increase in demand of the gel is consequently foreseen and may attain 300 t by 2015 especially if the product is developed on an agro-industrial scale with the necessary accompanying measures. Some 10 ha of land will



be required to cultivate Aloe Vera, necessitating an aloe Vera processing unit for the production of the targeted quantity of gel.

11.20.3 Pitaya

Pitaya is a new fruit unknown on the local market. It has a good potential as an alternative crop to sugarcane. The fruit is very attractive, refreshing, has a good shelf-life and fetches a high price on the export market (Rs 200/kg). Low grade fruits can be processed into jam and wine. Fruits are obtainable one year after crop establishment and a stable yield of 75 000 fruits/ha may be achieved after 3 years. The crop is not prone to major pests and diseases.

Pitaya is adapted to the humid and sub-humid zones and can be grown on marginal lands with less than 1500mm annual rainfall. The crop can be grown in difficult areas especially in the dry regions.

11.20.4 Ornaments

11.20.4.1 The Sector

Ornamental crop production is an economically important sector. It is dominated mainly by Anthurium whereby 294t of blooms were exported in 2006 with an export value of Rs 96 M. However, during the recent years, a lot of interest has been shown in the production of other ornamental species such as Gerbera, Rose, Orchids, Foliage species, Heliconia, Strelitzia hanging lobster claw, Alpinia, Gladiolus, Liliium and various seasonal flowers. In 2005 cut flowers and foliage were exported for Rs 100 M and ornamental crop species have been imported for some Rs 8.6 M (2004). This indicates that there is a definite potential for the expansion of the ornamental industry for export as well as import substitution. The industry can be promoted through the empowerment of farmers, the provision of infrastructure facilities for intensive cultivation and additional technical know-how.

11.20.4.2 Scope / Opportunities

Our local tropical climate is ideally suited for the production of ornamental crops. With the expansion of the tourist industry, the increasing popular demand for ornaments and its potential scope for export and import substitution, this industry can contribute significantly to the agricultural economy through job creation, provision of additional income to small planters and their families and in terms of earnings.

In addition, the floricultural sector carries the following opportunities:

- Landscaping
- Setting up of nurseries
- Fresh cut flower production
- Production of planting materials
- Bouquet of fresh and dry flower
- Value addition to flower (Dried, pot pourri, press cards, essence),
- Exploiting the technique of Bonsai
- Setting up of orchids / cactus garden.
- Renting and supply of potted flowering plants.

An additional 19 ha of land can be exploited to produce 1 million anthurium blooms, 600 000 units of tropical flowers, 300 000 units of bromeliads, 7 million rosesq stalks and 6 million gerberas stalks.



11.20.4.3 Land suitability

Soil selection is important for ornamental production. The soil pH should be from 5.5 . 6.5, salinity level not more than 1 ms/ cm. The soil should be highly porous and well drained.

Agro-climatic requirements

Ornamental crops can be grown all year round locally in protected conditions in humid, sub humid and super-humid zones. However, in open field conditions, rose, gladiolus and tropical exotics should be grown from end July to October only in sub-humid zone.

Tropical exotics and foliage can be grown whole year round in open field condition in any zone.

11.21 Sustainable agriculture

Under the current intensive foodcrop production systems, farmers rely heavily on use of agrochemicals, particularly pesticides and chemical fertilisers which cause a lot of harm to the environment health (contamination of groundwater, air and lagoon water quality, soil degradation) and agro-ecosystem stability. The increase in price of fertiliser and labour has increased the cost of production while the yield and farm incomes have remained stagnated.

The promotion of sustainable agriculture through innovative and economically viable environmentally safe practices can address these environmental and social concerns conserve our natural resources to meet the challenges of today's agricultural environment, including volatile climatic and market changes and evolving grades and standards.

Sustainable agriculture is an approach that maximise reliance on natural renewable on-farm inputs while ensuring long term environment stability, health benefits and economic stability.

11.21.1 Sustainable land management

Due to the country limited land area, the development of sustainable utilization of land resources for agricultural purposes is crucial to maintain productivity, ecosystem stability and minimize environmental hazards. It can be achieved through

- Capacity building for sustainable land management among farming communities
- Land suitability assessments to identify most appropriate agricultural land
- Utilization soil fertility conservation and management practices e.g. use of cover crop and biofertilisers
- Assessment land quality changes in major agro-ecosystems to assess land degradation
- Regular training of farmers on sustainable agricultural practices, especially in sensitive areas

11.21.2 Development of sustainable fertilization programme

Since the present blanket type fertiliser recommendations do not take into consideration the nutrient availability from organic sources (poultry manure, cattle manure or scum) and the residual fertility in a cropping sequence. This often leads to over-fertilisation resulting in nutrients leaching particularly in the high rainfall areas with risk of environment pollution and health hazards. Hence the development of sustainable fertilization programme based on **Integrated Plant Nutrient System (IPNS)** which considers both inorganic and organic sources of plant nutrients as well as nutrients made available from previous crops or cover crops and use of new technologies to improve nutrient availability should be encouraged among farming



community. It will help to reduce use of mineral fertiliser, hence set of production while sustaining production and minimizing offsite environmental hazards.

Use of organic sources of plant nutrients is to be encouraged through:

1. In-situ composting of crop and animal waste and nutrient recycling.
2. Production and use of biofertilisers which comprise beneficial microorganisms which help to maintain soil productivity through organic matter decomposition, re-cycling of plant nutrients, biological nitrogen fixation, and phosphate solubilisation.
3. Bio-fortification of composts using earthworms or biofertilisers.
4. Customize fertiliser recommendation based on soil analysis and crop requirements.

11.21.3 Irrigation and water management

The use of proper irrigation methods via drip irrigation can help to improve crop productivity while optimising irrigation water use and minimising runoff and risk of salinity.

The drip/ fertigation technology would be promoted among farming community through:

- Introduction of small scale novel drip irrigation /fertigation technologies
- Provision of loan facilities for the setting up of irrigation / fertigation systems
- Technical assistance from **AREU** and Irrigation Authority on the design and establishment of irrigation system, its calibration and determination of crop water requirements based on agro climatic data
- Training of farmers

11.21.4 Integrated Pest Management (IPM)

With the increasing consumer awareness of safer food and environment friendly practices coupled with the implementation of the zero pesticides residue regulations in the European Union, there is an urgent need to encourage an IPM approach for pest and disease control.

- The environment friendly techniques proposed are use of
- Resistant varieties
- Crop rotation
- Biological control organisms
- Biopesticides, pheromones, baits
- Sterile insect technique,
- Protective seed treatments
- Certified seeds and disease-free transplants or rootstock
- Timelines of crop cultivation and improved timing of pesticide applications
- Sanitation
- Training of farmers in safe use of pesticides, crop scouting



11.22 Organic agriculture

11.22.1 The Sector

Organic agriculture refers to the production and processing of crops and livestock without the use of synthetic chemicals. It is based on a minimal use of off-farm inputs and on management practices that restore, maintain and enhance ecological harmony. Though the market for organic products is currently experiencing rapid growth worldwide with the increasing consumer awareness on safer food and environment friendly practices, it is still a new concept in Mauritius. The potential of producing organic fruits and vegetables for tourist industry, agro-processing sector and export market exist in Mauritius. Organic production can help us to differentiate our export horticultural commodities such as litchi, pineapple and access to viable and value-added market niche and benefit from higher market price.

Organic production can also assist in reducing imports of agrochemicals as well as promote waste and nutrient recycling thus minimizing risk of environmental pollution. However, the major constraints in developing organic production locally is the absence of an organic production zone, absence of a national organic food inspection and certification system to encourage legitimate production marketing of organic produce and a lack of information on market demand. Presently there is only one commercial organic production is vanilla destined for a niche European market. Mauritius imports a range of organic processed food products but no official statistics is available.

11.22.2 Opportunities/ Scope and future projection

With the expected increase in number of tourists and the increasing consumer awareness of safe food and environment protection, the market for organic food is bound to grow in the coming years. Moreover, there is also potential to exploit the value-added niche market of organic fruit and vegetables.

11.22.3 Land Suitability and suitable areas

Organic production can be undertaken in all agro-climatic zones of the island provided the soil is well drain, fertile; with high organic matter content and irrigation facilities are available.

The production should be away from the non-organic agricultural zone and residential zone.

11.22.4 Target production

In view of the expected increase in demand for organic food, the area targeted for organic production by 2015 is some 10 ha for an estimated production of 500 t of fruits including banana, pineapple, litchi and local exotic fruits and vegetables such as mainly salad crops, greens, fine herbs and soybean.

11.23 Good Agricultural Practices (GAP)

With the fast changes in market requirements, the adoption of Good Agricultural Practices (GAP) in food production and processing has become increasingly important to ensure food safety and quality and access both the local (tourist, supermarkets) and international markets. GAP is based on HACCP principles and adoption of effective preventive measures programs to minimize risk of contamination. It in-cooperates Integrated Pest Management (IPM) and Integrated Crop management (ICM) practices within the framework of agricultural production so



as to ensure food safety, environment protection, workers safety and welfare and long term sustainability.

11.24 Protected cultivation

11.24.1 The Sector

Open-field cultivation is by far the most important vegetable production system being currently utilised by the local farming community despite major existing constraints such as scarcity of land, labour, water, presence of pests and diseases and adverse climatic conditions. Under this cultivation system, no major improvement in crop productivity as well as product quality has occurred over the recent years. New technologies had to be introduced in view of increasing both yield and quality of locally produced vegetables.

Crop production under controlled environment is a relatively recent concept, which however is gaining momentum. In 1999 there were 6 promoters involved in 25 hydroponics units. This number has consistently increased to 179 promoters producing in some 301 units in 2006.

The current acreage under hydroponics cultivation stands at some 11.56 ha mainly under tomato, sweet pepper, green cucumber, lettuce, melon and ornamentals.

| Year | 1999 | 2000 | 2001 | 2002 | 2003 | 2004 | 2005 | 2006 |
|----------------------------|------|------|------|------|------|------|------|------|
| No of Producers | 6 | 9 | 33 | 41 | 53 | 90 | 150 | 197 |
| Area Under Production (ha) | 1.5 | 2.4 | 3.9 | 4.4 | 5.0 | 6.2 | 10.0 | 11.6 |
| No of units | 23 | 40 | 92 | 109 | 125 | 190 | 250 | 301 |

11.24.2 Scope and opportunities

With the rise in standard of living, purchasing power and with the development of the tourist industry and more sophisticated marketing channel, there is an increasing demand for quality produce in terms of appearance and of higher nutritive value. These can be achieved by adopting vegetable production under hydroponics which will improve both quality and yield per unit area. Decrease in the importation for crops like sweet pepper and melon.

11.25 Livestock development programme

11.25.1 The Sector

The general objective of the livestock programme is to increase production and marketing of locally produced milk, meat and poultry thereby increasing the contribution of the livestock sector to national development. In order to achieve this objective, the strategic plan would be implemented through four sub-programmes which are large ruminants, small ruminants pig & poultry and animal health. The livestock sector, apart from poultry, has been facing several challenges including limited number of commercial farmers; low input system of production and deficient husbandry skills of livestock farmers and insufficient lands allocated to livestock development

- Significant opportunities exist in the livestock sector.
- The strategy is to expand the low market share of milk and meat and taking into account environmental concerns.



and fodder production. However, significant opportunities exist to expand local production for the domestic market. The main objective therefore would be to further expand the market share of meat and milk. However, any livestock development programme has to be organised so that it is environment friendly and sustainable.

11.25.2 Situational Analysis

The dependency on imported meat and milk has been increasing over the last 5 years in 2005, the local meat production (excluding poultry meat) was 1 300 t and met only 6% of our requirement which amounted to 21,800 t. In respect to poultry and egg demand, the country is self sufficient.

Production of fresh milk and milk products is estimated at 400 t for a total requirement of 21 700 t, implying that the country is only 2% self sufficient and the tendency is a continuing downward trend. The overall prices of milk and meat products continue to increase and are expected to be more pronounced in the coming years. This will have a negative impact on the supply on the domestic market.

- Mauritius produces only 6% (21,800t) of our meat and 2% (21,700t) of our milk requirement.

There is therefore an urgent need to stabilise the decline in the national meat and milk production.

11.26 The Finance and Audit (Food Security Fund) Regulations of 2008 clearly provides for the following:

1. There is established for the purposes of these regulations the **Food Security Fund**.
2. The objects of the Fund shall be finance:-
 - a) projects for mobilizing land and aquatic resources, inputs for production, human resources, technology and financial resources to optimize food and livestock production locally for domestic consumption;
 - b) promotion of surplus food production for exports so as to capture the maximum gains from economies of scale;
 - c) projects in partnership with countries in the region such as the Republic of Madagascar, Republic of Mozambique, United Republic of Tanzania and such other countries where opportunities arise to produce food-crops, livestock and marine products for domestic consumption as well as for the regional markets;
 - d) promotion of joint ventures with the support of regional blocs and development partners, both public and private, and with countries including India and China;
 - e) sensitization campaigns to promote healthy eating; and
 - f) such other projects to or conducive to the attainment of any of the above projects.

The above context and landscape of the food security programme shows that the country is in a growing demand for vegetables, fruits and livestock products in Mauritius for the coming years. This creates opportunities for players who are determined, who are efficient and who can properly and profitably manage a diversification project. **RBSEB**, as it is today, clearly shows



that it cannot capitalize on these projects of diversification on its own. It has lost money on previous agricultural diversification projects other than production of potato seeds.

We therefore maintain that a new approach is required for **RBSEB** to create positive shareholder value in such diversification projects.

RBSEB has the land potential for a diversification project, this coming not only from the 300A scheme but also with interline cropping and a shift to a 5-year cane cycle in Union Park. What it needs is a team of dedicated people to execute a profitable diversification strategy.

The past performance of **RBSEB** does not pre shadow that the current structure, Processes and human talent pool can successfully realise the diversification projects in agriculture.

RBSEB will have to network and structure with people who can perform and positively create value out of a challenging industry environment.

Non sugar agricultural activities also termed crop diversification can be considered from four angles. Firstly, the efforts of **RBSEB**; secondly, the lease of land to small and medium planters; thirdly, the hydroponic village; and fourthly, the future options available to **RBSEB**.

The avenue open to sugar estates is the cultivation of crops such as potatoes and engaging in other vegetable production. The policy of Government is to favour the engagement of small growers in vegetables and in addition, sugar estates, apart from Medine or any sugar estate which can fully mechanise all cultural, harvest and post harvest operations, do not have the flexibility of small operators in respect of vegetable marketing.

For example, potato growing can only be undertaken in the second season as plantations in the first season are severely affected by *bacterial wilt*. Cultivation for the 2nd season starts in July and is harvested in November with October being a critical month as bulking of the potato tubers takes place in this month.

In the 1990s, **RBSEB** was able to obtain 7 to 8 tonnes of ware potato per tonne of seed planted. In the recent years, the month of October has turned out to be a very dry month and as **RBSEB** has no irrigation installations, it has not been able to irrigate its plantations. The yield came down to 3 to 4 tonnes of ware for one tonne of seed resulting in losses being incurred. As a consequence, the cultivation of this crop has been abandoned.

The lease of land to small planters has turned out to be a resounding disaster for **RBSEB**. A crop diversification scheme known as the **500 Arpent Scheme** was launched in 2006.

RBSEB was called upon to make the largest contribution. Thus 300 arpents were included in the Scheme, 214 arpents for food crops and 84 arpents for livestock production.

Seven years later, the land leased is in a state of complete abandonment and two metre tall trees can be seen in a certain number of fields. Worse, the costs to rehabilitate such land for cane cultivation are to any reckoning enormous. It seems that this Scheme was neither planned nor, least of all, monitored by its initiators at the level of the **Ministry of Agro Industry**.

In case **RBSEB** moves to a lower cane crop cycle system, a higher extent of land would be available as rotational or interline for crop diversification. This land can be rented out but the rent is very low and may not be the best means to optimise the revenue of an entity which is in a dire financial situation.



The concept of hydroponic villages was first mentioned in the 2005 Budget Speech and referred again in the 2008 Budget Speech, which to date contains the best charter for regional and national food security. The Budget Speech of 2011 (November 2010) specifically mentioned at paragraph 59:

Two hydroponics villages will be set up as pilot projects for small planters in the non-sugar sector to modernise their activities.

One such village was set up on the lands of **RBSEB** and is operational with 30 small operators involved therein. **RBSEB** could explore the possibility of setting up its own hydroponic village.

RBSEB has a bore hole with a production of 1200 m³; half thereof is used by the Central **Water Authority**, 25% by the operators of the hydroponics village. 25% or 300 m³ are available for use by **RBSEB**.

On the one hand, this availability of water and the possibility for **RBSEB** to reduce its cane crop cycle and increase its rotational and interline land availability and on the other hand, the proximity of **RBSEB** to the airport and its cargo terminal offer interesting perspectives for an airborne export activity.

In such activities, the strategic partner is critical and there is merit in **RBSEB** to firstly, initiate an open, transparent and professional process to select a consultant for a feasibility study on this new sphere of activity; and secondly, if the feasibility study is conclusive to select a meaningful and serious strategic partner.

Such an activity may hold promises of a growing stream of revenues in the medium term and every care must be taken to ensure that **RBSEB** secures the best deal. The current shortcomings in respect of the shouldering of the duties of fiduciary responsibility by the current board structure may be serious obstacles to realise such a project.

300A Scheme and the Food Security Programme

The Rationale is the need to integrate **RBSEB** in the National Food Security Programme of the Ministry through the 300 A scheme.

11.27 Implications

The implications are as follows:

- a) the dismal failure of the 300 A lease scheme to planters invites for utmost caution and any project would be undertaken by a new **RBSEB** team in a new corporate setup; indeed, **RBSEB** neither has the team to undertake such a task nor has it the proper framework;
- b) such a venture is quite different from growing vegetables on 25 to 50 perches using mainly labour;
- c) the dearth of labour for cane and more particularly food crops calls for large scale mechanisation of planting, harvest and post harvest operations;
- d) the choice of crops and market destination have to be closely examined and in this regard, the advice and guidance of the Ministry is a sine qua non condition;



- e) Everything will have to be done in a phased manner with lessons drawn at each stage and adjustments should be on-going;
- f) The project requires funding and technical assistance;
- g) Funding would be difficult to obtain from the commercial circuit **RBSEB** up till the time **RBSEB** generates sufficient cash flow i.e. as from 2018;
- h) Until such a time, Ministry would have either to seek GoM guarantee for loans, lend from the Food Security Fund or procure loans from foreign lenders;
- i) The Project can only start once the Ministry gives the go-ahead.

11.28 Timelines

The timelines for this Project are as follows:

2014 . The Ministry clears the financial aspects and gives the green light for **RBSEB** to go ahead; in the mean time **RBSEB** undertakes a proper feasibility study.

2015 . First lands are prepared to cater for food crop production; equipment acquired and installed;

2016 . The production starts with teething problems;

2017 . Revenue stream starts

Once the teething problems are addressed, plantations could proceed by lots of 50 arpents for the next five years and 25 arpents in the following year. The revenue stream will be in the year of plantation.

11.29 Investments

We estimate the investments to be as follows:

Rs 50,000/arpent to prepare land from 2015 to 2017 and Rs 60 000 thereafter

Equipment for planting, harvesting, post harvest operations, Rs 40 M invested in year one itself i.e. upfront.

11.30 Funding

Loans of some 15 years @ 8% with a 3 year moratorium on capital, these terms require the support of Ministry and GoM. NB The commercial circuit would be reluctant to fund a food crop project whilst it would be ready to fund a property development project where returns are higher and cash flows are predictable and steady and not climate, pest and diseases and market dependent as in food crops.



11.31 Revenue in Cash Flow

Given the uncertainty on crops, it is considered more prudent to use net revenue in cash flow computations as opposed to the traditional cost and revenue approach.

On this score, it is estimated that Rs 40 000 would be generated per arpent.

| 300 A Scheme | | | | | | | |
|--|------------|-----------|-----------|-------------|-----------|------------|------------|
| | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 |
| | MUR | MUR | MUR | MUR | MUR | MUR | MUR |
| <u>Cash Revenue</u> | | | | | | | |
| Net Revenue | - | 2,400,000 | 4,400,000 | 6,400,000 | 8,400,000 | 10,400,000 | 12,000,000 |
| Loan for equipment | 40,000,000 | - | - | - | - | - | - |
| | 40,000,000 | 2,400,000 | 4,400,000 | 6,400,000 | 8,400,000 | 10,400,000 | 12,000,000 |
| <u>Costs</u> | | | | | | | |
| Investment Expenditure to prepare land | - | 2,500,000 | 2,500,000 | 2,500,000 | 3,000,000 | 2,400,000 | - |
| Investment in equipment | 40,000,000 | - | - | - | - | - | - |
| Repayment of loan | - | - | - | 2,666,667 | 2,666,667 | 2,666,667 | 2,666,667 |
| Interest on loan for equipment | - | - | - | 2,986,667 | 2,773,333 | 2,560,000 | 2,346,667 |
| | 40,000,000 | 2,500,000 | 2,500,000 | 8,153,333 | 8,440,000 | 7,626,667 | 5,013,333 |
| <u>Net Cash Flow</u> | - | (100,000) | 1,900,000 | (1,753,333) | (40,000) | 2,773,333 | 6,986,667 |



12. Non-agricultural potential

On the basis of the analysis of the sugar sector, it appears that the salvation of **RBSEB** would come from its non-agricultural potential.

12.1 Transforming Camp Bouvet

12.1.1 The Event Venue

An event venue is used for many different types of functions including wedding receptions, anniversaries, retirement parties, birthdays and corporate events. For events venue which have the right set ups and quality of services, they are often booked months in advance, and is a very profitable business. One example is the **Sir Abdool Razack Mohamed Hall** in Phoenix. People all over the Island book this venue for weddings and other events.

12.1.2 The Idea

Whether the event being a high end fashion show, corporate party, fundraiser, sporting event, trade show, wedding, product launch, block party or something similar, the venue should be able to host and quality service the events.

The southern part of the island lacks a conducive venue for major life remembering events. The rational is that there is no events centre as such in the South and the facilities at Camp Bouvet are used by the public which has to undertake substantial expenditure and bear all the hassle. The existing house and yard at Camp Bouvet, belonging to **RBSEB**, are thus rented by the public. Lessees have to erect “*marquises*” or “*salles vertes*” at their own cost and bear all the hassle. It would therefore be opportune for **RBSEB** to establish an events centre similar to the **Abdool Razack Mohammed Centre** in Phoenix. Camp Bouvet is currently being rented out for weddings though the state of the building is far from desired and has clearly lacked proper maintenance. **BDO** is now proposing that Camp Bouvet be converted into a high quality Events Centre.

This would require some investments for Camp Bouvet to reach the right quality standards. It would also require a level of service comparable to the bests in hospitality.

Aggressive marketing would be required to get the venue to be booked at least 80% of year. Works, and investments start in 2014, Revenue stream 2015 onwards. Funding from a 5 year loan at 10% interest with one year moratorium on capital if Government guarantee secured revenue Rs 5 M as from 2015.

Thus, the transformation of Camp Bouvet should convert it into an ideal venue for events of all sizes:

- A unique wedding venue of high class and quality,
- Flexible Conference Venue Halls, Training Rooms, Boardrooms, Breakaway Rooms,
- On Site Catering
- Audio and Visual Equipment

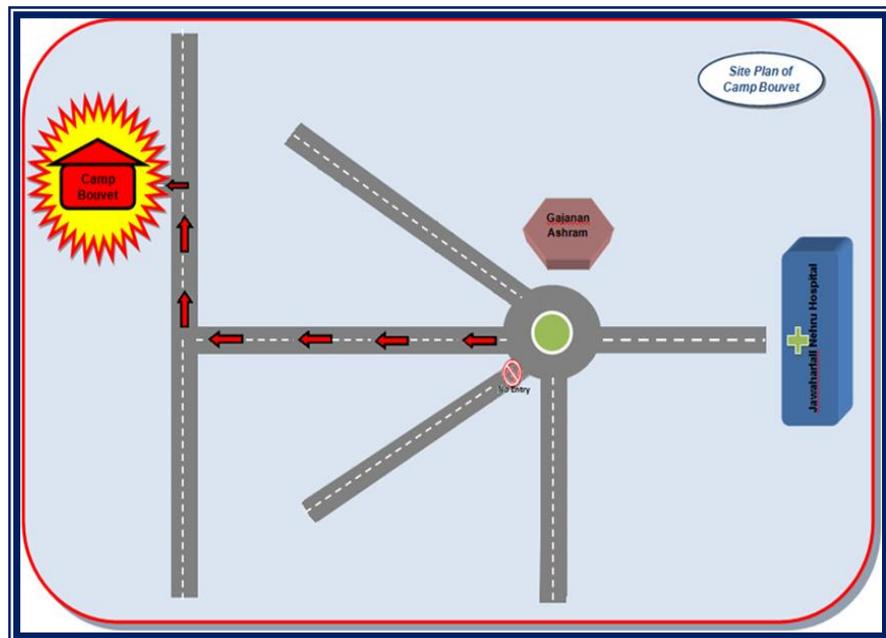
- Ample parking in safe area with CCTV.
- Flexible Opening, rates depending on services offered to each client.
- Budget to Deluxe.

By being comfortable and stylish, with world class facilities, the transformed Camp Bouvet in Rose-Belle should make the most of every event.

With large, flexible spaces to choose from and a seasoned event production staff at the service of clients, the team should be able to produce any event for any occasion on virtually any budget. Whether the event is a high end fashion show, corporate party, fundraiser, sporting event, trade show, wedding, product launch or block party wedding, the team can produce it. This team of event-production specialists should be equipped to handle any and every need, from catering and graphic design to set construction and audio/video services.

MICE buyers see big potential in Mauritius as it has the infrastructure and superstructure to cater for MICE groups, not only during low season but all year round.

As a MICE-friendly destination, Mauritius possesses all the key ingredients that are required for successful meetings, incentives, conferences and events. The quality and variety of accommodation, the attention to detail in service delivery, state-of-the-art conferencing venues, and the vast number of additional activities on offer all guarantee genuine value for money.



Whether someone is interesting in buying for large, medium or small groups and is looking at Mauritius as either a long-haul or a short-haul destination, the team at Camp Bouvet should deliver world-class, MICE venue and an incredibly business-friendly environment in which to hold them.

If the option to convert Camp Bouvet into an events centre is retained, the investment will star and complete in 2014, whilst the Revenue stream 2015 onwards. Funding could come from a 5 year loan at 10% interest with one year moratorium on capital if the Government guarantees the security of thee area. Revenue Rs 5 M yearly can be obtained.

Investments would be effected in 2014 and be completed in that year and there would be a net revenue stream of Rs 5 M yearly from 2015 onwards. Funding would be from a 5 year loan at 10% interest.



The investment Costs represent the costs of conversion of the existing Camp Bouvet, together with the costs of landscaping and a permanent Marquise along with the desirable audio and equipments so as to enable it to be a one-stop-shop for wedding, and other events.

It is assured that the venue would be rented for two thirds of the year (though it would probably be more than that).

The operational costs are being kept at a very minimum and the venue could outsource some services to optimize its costs of operations.

| Camp Bouvet Cash Flow | | | | | | | |
|------------------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 |
| MUR | | | | | | | |
| Revenue | | | | | | | |
| Net Revenue | - | 5,000,000 | 5,000,000 | 5,000,000 | 5,000,000 | 5,000,000 | 5,000,000 |
| Loan | 6,000,000 | - | - | - | - | - | - |
| | 6,000,000 | 5,000,000 | 5,000,000 | 5,000,000 | 5,000,000 | 5,000,000 | 5,000,000 |
| Costs | | | | | | | |
| Initial Investment | 6,000,000 | - | - | - | - | - | - |
| Loan Repayment | - | 1,200,000 | 1,200,000 | 1,200,000 | 1,200,000 | 1,200,000 | - |
| Interest | 600,000 | 600,000 | 480,000 | 360,000 | 240,000 | 120,000 | - |
| | 6,600,000 | 1,800,000 | 1,680,000 | 1,560,000 | 1,440,000 | 1,320,000 | - |
| Net Cash Flow | (600,000) | 3,200,000 | 3,320,000 | 3,440,000 | 3,560,000 | 3,680,000 | 5,000,000 |



13. Potential for a Commercial Centre on the frontage land of RBSEB

13.1 The Benchmarks

The **Espitalier Noël Group (ENL)** has been quite successful in optimising its land resources and generating income and profit; **Omnican Ltd** has launched an airport city; and **Medine Ltd** has been quite successful in property development.

13.2 RBSEB

Can RBSEB go along these lines? Location has been a key parameter in the success of these companies, the motorway for **ENL** at Bagatelle, the airport for **Omnican Ltd** and a growth pole at Flic en Flac for **Medine Ltd**. How about **RBSEB**?

- (a) It is situated next to the South motorway leading to the airport and the Port Louis . Mahébourg road, that is a better situation than Bagatelle;
- (b) It is only a few kilometres away from the airport and is very well connected thereto, the future development of the port of Mahébourg would also be a plus point;
- (c) It is ideally situated as a conurbation between Curepipe and the airport/Mahébourg cluster.

Rose-Belle is thus ideally located in the southeastern part of Mauritius. It has a population of P: 12619 (Aug. 2012) heads. It is located in Grand Port district, ten kilometers west of Grand Port District and well-known Village, Mahébourg. The village has gone through major developments during the past few decades. It is now equipped with several venues, including:

| | |
|--------------------------------------|--|
| • Rose Belle Training Centre (MITD) | • Rotary Club |
| • Rose Belle Transport Limited | • Ice Berg Seafood Limited |
| • Family Welfare and Protection Unit | • Sugar Investment Trust (residences sold out) |
| • Hospital and Dispensary | • Clinic |
| • Rose Belle Business Park (BPML) | • SMEDA |
| • Solution Financial Services | • Domah Commercial Centre |

It currently hosts the Rose Belle Commercial Centre (**Centre Commercial Du Vieux Moulin**) developed by promoters who have rented the space of the former sugar mill of **Rose-Belle Sugar Estate**.

However, the area of Rose-Belle can yet be developed into a more crowd-attractive venue, similar to La Croisette, Bagatelle Mall, Jumbo and others. The southern part if the Island lacks such venues and Rose-Belle can lead the show in this area in the southern part of the island. By pioneering a large Commercial project of high-value, Rose-Belle can also deter other villages such as Mahebourg or Souillac to develop such venues. Whilst at the same time become a major hub, if not the major hub in the Southern Part of the Island.

This would then favour the **Rose Belle Sugar Estate Board** with some regular and stable revenues.



13.3 The current landscape and potential

13.3.1 The “as-is”

The current Commercial Centre in Rose-Belle is the **Centre Commercial Du Vieux Moulin (CCDVM)** which is under the management of ‘**Davy Land Properties Ltd**’. It is situated on the previous **Rose Belle Sugar Estate Mill** area, and they have leased the land from **RBSEB**.

The **CCDVM** Phase I had been completed since long and is operational with 47 outlets. It covers an area of 100 000 square feet over a land of 4A50P. Its construction had cost over Rs. 400M. The phase I is directly and indirectly generating 370 employments and has led to the partial development of the South.

13.3.2 Outlets Found at CCDVM Phase I

Some of the outlets found at **CCDVM** are listed below:

13.3.3 Fast Food

KFC - KFC outlet found at **CCDVM** since 12th January 2009 and it is the most rapid provider in fried chicken pieces, burgers and chips. With its 20 outlets around the island, **KFC** has become today the preferred eating spots, living and amusement spots for Mauritians especially with their catering for particular occasions.

Debonnaires - This restaurant is known for the provision of Pizzas, wraps and Lasagna as the leading one in Mauritius.

Chilli Chop - Chilli Chop is among the first provider of Chinese Fast Food on the island and at the **Rose-Belle Commercial Centre**.

Garam Masala - Among the various outlets, is **Garam Masala**, a renowned restaurant from Delhi which has one of its branches found in the **Commercial Centre of Rose-Belle**.

13.3.4 Eye Wear and Clothing

Pride Mark - Pride Mark is a pioneer retailer of Fashion Clothes and is popular for its large discounts season sometimes amounting to 70% of price reduction on certain clothes.

| Category | Shop |
|---------------------------------|--|
| Fast Food | <ul style="list-style-type: none"> • KFC • Debonnaires • Chilli Chop • Garam Masala |
| Foot Wear, Eyewear and Clothing | <ul style="list-style-type: none"> • Pride Mark • Body & Soul • Jetha Tulsidas • Farouk Hossen |
| Utilities | <ul style="list-style-type: none"> • CEB |



| | |
|-------------------|--|
| Supermarket | <ul style="list-style-type: none"> • Winner\$ |
| Banking | <ul style="list-style-type: none"> • Bank One |
| Insurance | <ul style="list-style-type: none"> • Mauritian Union |
| Telecommunication | <ul style="list-style-type: none"> • Emtel • MTML • Canal Sat |

Body & Soul - Body & Soul is a fashion clothing brand usually targeting the young generation. It has in its display Jeans, T-shirts, Ladiesq Top, among other articles demanded by the adolescents. The shop also comes with the launching of school bags and pencil cases in December for the students to be able to purchase them before the academic year starts over.

Jetha Tulsidas - Jetha Tulsidas Group is offering custom stitching services for saree blouses. **Jetha Tulsidas and Group** is one stop solution for Indian Fashion lovers who are more interested into buying Indian Designer Clothing. Ethnic wear, Asian clothing, latest fashionable designs / patterns, Indian Bridal wear, designer Kurtis, traditional Indian Jewellery, ladiesq handbags and latest saree, is very different from the other clothing shops found at the **CCDVM** with its retails in Indian Clothing, accessories, jewelries and decorations.

Farouk Hossen - Farouk Hossen (Opticians) Ltd was incorporated in July 1972. Mr. Farouk Hossen trained at the City in London and qualified as optician in 1967. He did his post graduate studies in Contact Lenses and worked at Moorfields Eye Hospital under Professor Montague Ruben. He also had the opportunity to work at E. B. Mayorwitz, at 1A Old Bond Street, where he set up the Contact Lens Department. He opened his first practice on the 1st of July 1972. And has one of its branches found at **CCDVM** Rose-Belle.

13.3.5 Utilities

CEB - The Central Electricity Board (CEB) is a parastatal body wholly owned by the **Government of Mauritius** and reporting to the **Ministry of Energy and Public Utilities**. Established in 1952 and empowered by the **Central Electricity Board Act** of 25 January 1964, the **CEB's** business is to "prepare and carry out development schemes with the general object of promoting, coordinating and improving the generation, transmission, distribution and sale of electricity" in Mauritius.

13.3.6 Supermarket

Winner's - The result of a survey conducted by a consulting firm assigns **Winner's** rank number 1. Winner's is now the preferred supermarket Mauritian. To meet all your needs under one roof, Winner's innovates with its concept of snack "**Caze Dousalé.**" Initiated at the entrance of **Winner's** de Flacq, other **Winner's** supermarkets followed suit one after another like in Rose-Belle.

13.3.7 Bank

Bank One - Bank One focuses on customer needs and on building long-lasting relationships with its customers. It caters both for domestic and international markets, and provides financial solutions to all segments . Retail, Corporate as well as Private. These include transactional and



deposit accounts, personal finance, trade finance, corporate finance and capital market services as well as a host of unique banking services. **Bank One** operates with sixteen branches throughout Mauritius including one at **Rose-Belle Commercial Centre**, has a well distributed network of ATM's and a fully. operational Internet Banking platform. Its endeavor is to bring a sharper focus to the requirements of customers and to leverage cutting-edge technology to provide the highest levels of service.

13.3.8 Insurance

Mauritius Union General Insurance - Mauritius Union General Insurance forms part of the **Mauritius Union Group** since January 2011. The company offers a wide range of general insurance products - short term plans for both individuals and corporate bodies. We also offer short-term loans through our specialised Lending & Property Financing team. The **Mauritius Union General Insurance** has one of its branches found in the **CCDVM**.

13.3.9 Telecommunication

Emtel - Emtel Ltd became the first mobile telephony operation in the whole Southern Hemisphere. This major step in Mauritian telecommunications history was the fruit of the collaboration of two pioneering groups . The **Currimjee Jeewanjee Group**, one of the foremost groups in Mauritius, and **Millicom International Cellular (MIC) S.A.**, based in Luxembourg. During these 20 years, **Emtel** has managed to sustain this innovation drive and still today, the **Emtel** brand itself is the synonym of technology, innovation and high quality and has one of its branches found in the **CCDVM** itself.

13.3.10 MTML

MTML-Mahanagar Telephone (Mauritius) Limited, a subsidiary of **MTNL** . A Govt. of India Enterprise, is a CDMA & GSM technology based telecom operator. **MTML** is one of the leading telecom service providers in Mauritius since 2004 and has grown in leaps and bounds since then. It provides a wide range of services like International calling cards, prepaid and post-paid mobile services, Internet and Mobile Broadband etc. With **MTML**’s most affordable tariffs, the rates for the telecom services in Mauritius has drastically come down by more than 80% in the last three years. To serve its more than 100,000 customer base, the company has its customer care centers all over the island and one found in the **CCDVM** as well.

13.3.11 CanalSat

CanalSat is a private satellite broadcaster, which gives access to over 40 TV channels, radios and services in French with cinema, sport, kids programs, discovery, entertainment and music. It is very popular in Mauritius with its various packages

13.3.12 Actual number of visitors to the Centre Commercial Du Vieux Moulin

With the implementation of **CCDVM**, Rose Belle has become more attractive as it has metamorphosed an ancient factory into a commercial centre. It has also liaised with the **Mauritian Tourism Promotion Authority**, to make it a tourism destination.

A study carried out in 2012 revealed that:-

- The average number of people visiting **CCDVM** during weekdays is 2200.
- Weekends are busier with 3500 heads coming.



- Festive seasons and peak times usually accommodate 7000 consumers.
- On a monthly basis, around 75000 people come and go to **CCDVM**, hence showing its success.

13.4 New Rose Belle Commercial Centre – Concept

BDO is now proposing a new commercial complex where **RBSEB** would be not only an investment partner so as to share dividends with some selected high profile strategic partners, but also a management partner so as to benefit from management fees.

The idea is to have a uniquely appealing commercial centre that would make of the **Centre Commercial Du Vieux Moulin-CCDVM** an obsolete venue, whilst at the same time positioning Rose-Belle as the major hub for the Southern Region.

The space that this new Commercial Centre could occupy constitutes of prime land on the main corridor of Rose-Belle. This is a very competitive positioning for a new Commercial Complex as shown on the map on page 224.

Targeted number of visitors to the new commercial centre

The Rose Belle Village is quite populated and is also surrounded by small villages which lack the facilities of a commercial centre. Those villages have a population varying from 325 heads to 7 755 and the nearest town is Curepipe with a population of 77 466 heads at a distance of 22.8 Km. Listed below are most of the villages found around Rose Belle with their respective population headcount as targeted number of visitors.

| | | | | | | | |
|-------------------------------------|-----------------------------|----------------------------|-------------------------|--------------------------------|--------------------------|----------------------------|----------------------------------|
| ROSE BELLE P: 12619 | BANANES P: 660 | BEAU VALLON P: 6904 | BOIS CHERI P: 3482 | BOIS DES AMOURETTES P: 1880 | BRITANNIA P: 1278 | CAMP-DIABLE P: 4796 | CLUNY P: 1549 |
| CUREPIPE / FOREST SIDE P: 77 466 | GRAND BOIS P: 7982 | GRAND BEL AIR P: 1538 | GRANDSABLE P: 2182 | L'ESCALIER P: 7755 | MAHEBOURG P: 15176 | MARE CHICOSE P: 325 | MARE D'ALBERT P: 4666 |
| MARETABAC P: 2731 | MIDLANDS P: 5303 | NOUVELLE FRANCE P: 7165 | NEW GROVE P: 10518 | OLD GRAND PORT P: 2969 | PETIT BEL AIR P: 1186 | PLAINE MAGNIEN P: 10443 | RIVIERE DES ANGUILLES P: 9242 |
| RIVIERES DES CREOLES P: 3066 | RIVIERE DU POSTE P: 2170 | SAINT AUBIN P: 1346 | SAINT HUBERT P: 3153 | SOUILLAC P: 4411 | UNION PARK P: 4907 | TROIS BOUTIQUE P: 7322 | |

The above is a minima of the potential crowd for the new Commercial Centre. However, the idea is to attract people, both locals and tourists, from the whole Island through the uniqueness of the proposed Commercial Centre.

13.5 The Main Concept

The **Rose Belle Sugar Estate Board** should thus envisage creating a leading shopping and retail destination on the main corridor of Rose Belle. It should have a dominant presence and comprehensive retail and leisure options that would attract diverse shoppers from all over the island. It should merge the world's most desirable brands with shopping convenience and entertainment with everyday leisure, all in a majestic and very attractive setting so as to make the current **Centre Commercial Du Vieux Moulin** obsolete.

The mall should be clearly visible being in the main corridor, and should have an easy and convenient access directly from the highway. It should favour shops offering the most comprehensive and compelling lifestyle shopping experience, including the widest selection of specialty shops in Mauritius. It should comprise of food courts with restaurants, cafés and coffee



shops that should serve a wide range of delicacies. The Food Court could be very spacious only to accommodate a variety of stores but also to become a popular venue for a range of promotional activities.

RBSEB should come with a new concept in retail outlets and commercial offices with shops on the ground floor and professional offices as well.

The preparation of the project should commence in 2014 and be finalized by 2017, and from there revenue stream can start to flow.

This concept map brings in the strategies of a dynamic mall having a dominant presence and comprehensive retails.

Leisure options that would attract diverse shoppers from all over the island should also been mentioned and this commercial centre shall surely merge with the world's most desirable brands with shopping convenience for entertaining its visitors.

The majestic and attractive setting shall make the current **Centre Commercial Du Vieux Moulin** obsolete.

The concept map could make of the new concept a must-visit tourist destination with a spectacular architecture, spacious walkways and unparalleled array of local and international retail brands, coupled with the highest level of service.

This unique commercial centre in the south shall be well positioned to grow as the region develops further.

Popular and Demanded Shops of Mauritius

The number of shops present on the island is inexhaustible but the new Commercial Centre should try to include the most demanded ones in different consumption categories into its Shopping Centre. Below are the examples of the most popular shops in the footwear and fast food sector.

Example of Footwear Shops in Mauritius:



Example of Fast Food Restaurants in Mauritius:





13.6 Strategic concept of this new commercial complex

RBSEB has to vision a place where pleasure meets the practical: a place to indulge in one's favorite workout, relax in trendy shops or enjoy a lunch break, meet with friends to watch the latest movie, do groceries or go treasure hunting in one of the several outlets of the shopping mall while also attending to bank transactions.

Exceptional design, this real estate development should harbour several activity surfaces over a large surface area: residential, offices, shopping mall, movie theatre and sports centre. Leisure activities should take a good share of the development. This commercial centre should poise to become the place to be in Mauritius.

Whether it's a fashion show, a competition of sports, entertainment for children, a dance show, and visitors should want to take time to enjoy great performances. The events should reflect the Mauritian culture, hyphen between the holiday tradition of the calendar and the latest trends. The ambition is to stay in tune with the times with a program for all ages and all tastes.

This commercial centre could also uniquely combine pleasure of island living with a modern international lifestyle. The high standard of the residential apartments reflects this bold combination where quality and comfort shoulders with the convenience of being located next door to numerous shops and services.

The venue should offer a lively and vibrant open-air setting, with airy patios, for relaxation and recreation, stunning views, in a lush environment. It should contribute in uplifting the bland agricultural landscape of Riche Terre and in bringing a whole new shopping experience to communities within its catchment area and beyond.

The complex should skillfully combine a fresh and contemporary architectural design with functional convenience, vitality, accessibility and an appealing tenant mix. It should revolutionise shopping behavior in the South.

The need for a competitive and reputed strategic partner with good industry, knowhow & experience is critical for the success of such a project. **RBSEB** will not be able to do this alone.

13.7 Financing

RBSEB has a critical liquidity problem and the idea is for it to partner who is Cash-rich. The land frontage of **RBSEB** should be revalued to reflect its current market value in an equation of optimal use. The land will be offered as equity in the venture. All capital expenditures for building & landscaping the complex will be from the contribution of the strategic partner. This will ease the situation for **RBSEB** and ensure a more regular Cash Flow Income for the company.

We recommend that a high Profile architect be contacted to design the project and that Expressions of Interest be launched to identify potential Strategic Partners.

13.8 Release of Prime Land

The portions of land have a prime commercial value and **RBSEB** can after evaluating their commercial value by renowned professionals leverage this asset as equity for the establishment of a major commercial centre with valued and reputed partners. This would mean that **RBSEB** would not have to undertake any investment funding.



The Prime Land for the development of this high-value commercial complex in the South is available. The **RBSEB** has some 26 A of prime land extremely well suited for commercial development that could be released as follows:

| SN | Approx Area(Arpents) | Owner | Actual use | Notes/Remark |
|----|----------------------|-------|---|---|
| 1 | 6.00 | EREIT | Under cane | EREIT has a morcellement project but at a certain point in time, SIC wanted to swap a plot of. Project can be re-activated. |
| 2 | 0.25 | RBSEB | Idle | Lies along the main road. Can become the footage of any project. |
| 3 | 1.50 | RBSEB | Garage/Workshop | |
| 4 | 2.00 | RBSEB | Bare land/Idle | |
| 5 | 0.50 | RBSEB | Hot Water Treatment Plant. | |
| 6 | 0.50 | RBSEB | Ex Artisan Hall | |
| 7 | 0.20 | RBSEB | Leases to Rose Belle boxing club | |
| 8 | 0.50 | RBSEB | Lawn/Idle | |
| 9 | 0.50 | RBSEB | Estate Dispensary | |
| 10 | 0.50 | RBSEB | Sugar Cane | |
| 11 | 4.03 | RBSEB | Leased to Omnican for Rose Belle loading Zone | Omnican has agreed to move the leading zone |
| 12 | 3.89 | RBSEB | Leased to Centre Commercial Du Vieux Moulin | |
| 13 | 4.19 | RBSEB | Previously leased to Alcodis Ltd will soon be returned | |
| 14 | 1.50 | RBSEB | RBSEB's Head office | |
| 15 | 2.50 | RBSEB | Bare land/ Idle | |
| 16 | 0.50 | RBSEB | Estate store and filling Station | |

The location of these plots is on the map next page.

CONTEXT PLAN

NORTH

Scale 1:2500

EREIT

1
EREIT

Leased to
Brahma Vidya Yoga
Society

Leased to
Vivek Balu
Boxing Club

Billa 1/2007
Proposed to Vivek Sabha - 3/2009
by Organisation - 04/2010
Surplus 2010

7
RBSEB
Bare Land

5
RBSEB
Bare Land

8
RBSEB
Bare Land

4
RBSEB
Bare Land

6
RBSEB
Bare Land

10
RBSEB
Bare Land

3

2
Surplus Land
RBSEB

8
RBSEB
Bare Land

12
Datta Community
Vivek MMA

11
Leased to
DMNIGANE

13

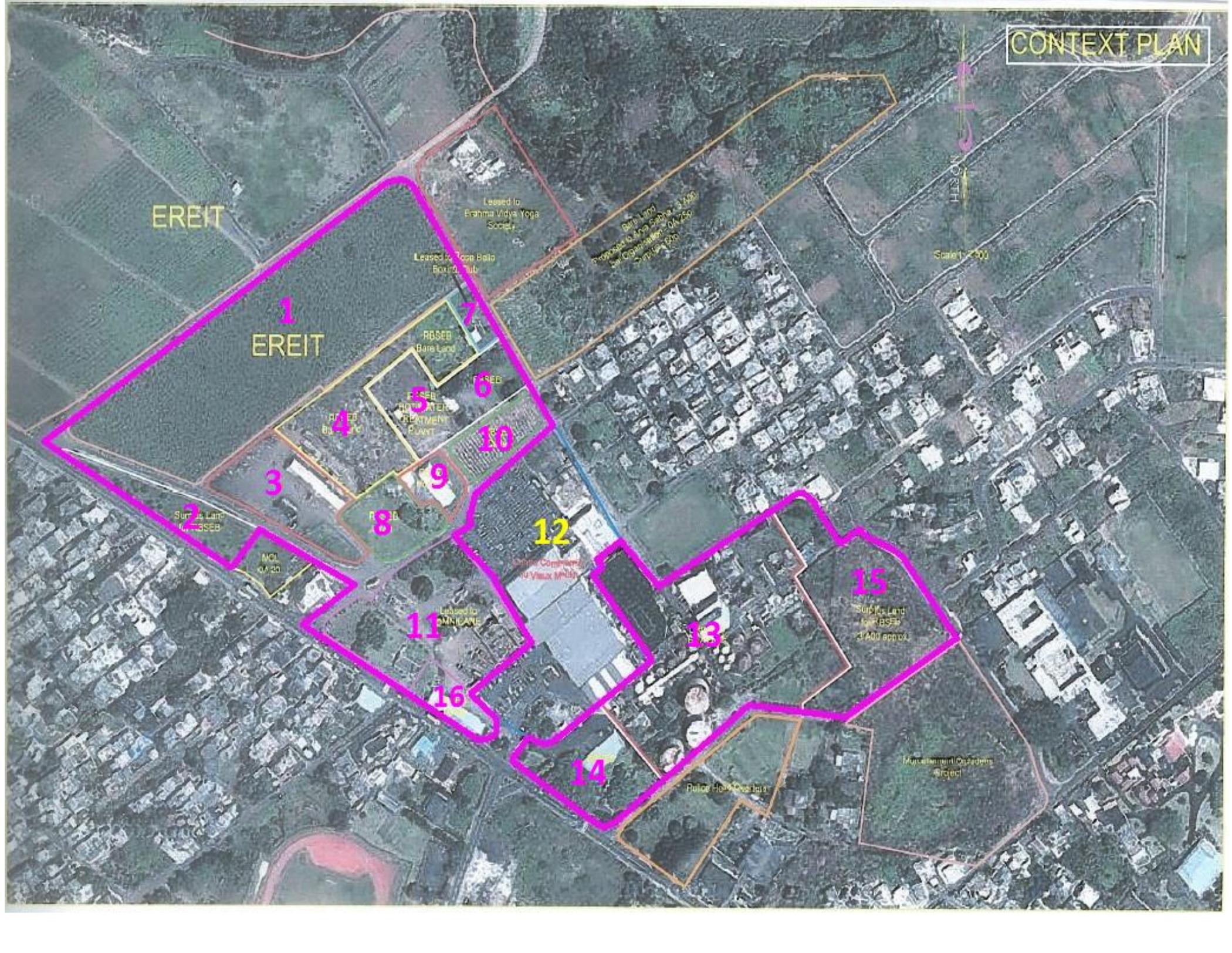
15
Surplus Land
RBSEB
3/400 approx

16

14

Police Home
Quarters

Maintenance
Carpenter
Office





The development of the site of the ex-Rose Belle sugar factory in the form of the so-called Vieux Moulin Project was the first step to transform its commercial vocation. The time has come to launch the next stage of its development by implementing this project that would cover the existing ex-factory yard and an extent of some 26 arpents that are found between the ex-sugar factory and the two major roads.

The total area of 26 arpents comprises rentable space, parking, green spaces, road network and other amenities. The rentable space is assumed to be of the order of 50% of the total i.e. 12.5 arpents.

One of the first questions for **RBSEB** which, today, is a distressed company is how much cash the company has readily available and what its expectations are regarding its future cash flows. The answer will largely determine future negotiations on debt restructuring and the ultimate agreements between strategic Partners. Such a commercial complex prospect can be multifaceted. The cost and resulting rental income depends to a very large extent to the quality of the design, architecture, product and service quality standards, operational efficiency and quality/price equation and many other factors.

There is no one-single figure forecast that can be accurate for such a project. We need a proper market survey feasibility study and architectural design to get closer to the figures.

However, Research has identified significant risk factors and risk variables in forecasting the figure for such projects. These significant risk variables can be grouped under three generic factors of %the design or specifications+, %project complexity+ and %natural inhibition+. The significant risk variables are those ranking high in %extent of occurrence+ and with critical impacts on cash flow forecast. The research further showed that there is no statistically significant difference in the opinions of different categories of contractors regarding the extent of risk occurrence and impacts on cash flow forecast.

We also need to explore the extent of risk occurrence and its impact on construction cash flow forecast from an objective point of view rather than the usual subjective point of view. The epistemic nature of the investigation will make the findings of practical value to the cash flow forecasting.

It is evident that the knowledge of the identified design and architecture provides invaluable information to the construction costs and revenue streams and also as regards what risk variable to focus attention on in cash flow forecasting.

Roughly, investments would be effected in 2014 and 2015 and be completed in that year and there would be a net revenue stream of Rs25 M yearly from 2016 onwards for **RBSEB**. Funding would be from a 10 year loan at 10% interest.

A very tentative cash flow/forecast would be as follows:

| New Commercial Centre | | | | | | | |
|-----------------------|------|------|------|------------|------------|------------|------------|
| | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 |
| | MUR | MUR | MUR | MUR | MUR | MUR | MUR |
| Revenue | | | | | | | |
| Overall Inflow | - | - | - | 25,000,000 | 25,000,000 | 37,500,000 | 37,500,000 |
| | | | | | | | |



The development of the site of the ex-Rose Belle sugar factory in the form of the so-called Vieux Moulin Project was the first step to transform its commercial vocation. The time has come to launch the next stage of its development by implementing a project that would cover the existing ex-factory yard and an extent of some 20 arpents that are found between the ex-sugar factory and the two major roads.

These two portions of land have a prime commercial value and **RBSEB** can after evaluating their commercial value by renowned professionals leverage this asset as equity for the establishment of a major commercial centre with valued and reputed partners. This would mean that **RBSEB** would not have to undertake any investment funding.

Based on project preparation data and an evaluation of commercial operations revenue generating capacity, it is expected that there would be a revenue stream as from 2017 of the order of Rs 25 M per year.



14. An Ecotourism Village at Le Val

14.1 The Region

The region of Le Val comprises pristine areas for up market property development or an ecotourism or health care centred development.

Ecotourism is being given more and more importance worldwide and across the country. Ecotourism is responsible travel to natural areas that conserves the environment and improves the welfare of local people. It is a nature-based tourism that involves education and interpretation of the natural environment and is managed to be ecologically sustainable.

14.2 Environmental Education and Ecotourism

The focus on environmental education tends to reflect a desire to satisfy tourists or to use education to reduce negative environmental impacts. In the former case, it is a means to the end of achieving a sustainable experience. In the latter, it is also a means to the end of sustainability. Most components of ecotourism either focus on the goal of sustainability or on means to achieve that goal. Therefore ecotourism is the sustainable nature-based tourism and recreation.

Environmental education promotes that sustainability is postulated to result from a positive overall balance in environmental, experiential, sociocultural, and economic impacts ("experiential impact" is used to describe the effect of visitors on each other and "sociocultural impact" is used to describe the effect of visitors on local residents). Thus, tourism activities that generate more positive net benefits would be more sustainable, in general, than tourism activities that generate fewer positive net benefits.

Environmental education benefits ecotourism-related objectives. Historically, many sites have sought to increase the number of tourists, but this objective slowly is giving way to increasing tourist expenditure (a positive benefit), which does not always require increasing the number of tourists. Hopefully, this objective will progress to one of increasing income generated.

Over the years, more and more people are becoming more ecologically conscious. As more people want to "go green" ecotourism has become more and more popular. Many tourist destinations have declared themselves ecotourism destinations and many hotels and vacation resorts have also marketed themselves as ecologically friendly suitable for ecological tourists. Unlike other forms of tourism, the more educated people have become, the faster ecotourism grows as a sub industry of tourism. Ecotourism is likely the fastest growing sub sector of the tourism industry. In the past, people did not understand or value the importance of preserving natural resources.

14.3 Trends of Ecotourism

The history of ecotourism started in the 1950s. Before that, the concept was not widely recognized or understood. In the history of ecotourism, ecotourism existed in a few different forms that primarily try to achieve the same thing that the current ecotourism does. Ecotourism was first introduced in Africa in the 1950s with the legalization of hunting (Miller, 2007). This need for recreational hunting zones led to the creation of protected areas, national parks, and game reserves. In the 1980s, the concept of ecotourism became much more widely known and



studied. Over the years, ecotourism has become more and more popular because people have begun to realize the importance of preserving the environment. More and more people are aware and scared of what might happen when the earth's natural resources run out or run low. With knowledge, people are more curious about exploring natural environment and doing good deeds at the same time.

There has been much discussion and debate regarding the size and growth of the ecotourism market. Although supporters of ecotourism, or any other phenomenon, like to provide large estimates, others question this growth in some contexts (**Blamey** 1995). Estimates of market size depend on the definition used to describe the market. As noted above, the lack of a widely-accepted operational definition of ecotourism hinders estimates of the ecotourism market and prevents effective comparisons across sites. Moreover, because the sustainability component of ecotourism definitions is particularly difficult to measure, most existing estimates are based solely on the nature-based component. Therefore, most estimates of ecotourism really are estimates of nature tourism.

Currently, most nature tourists at some sites and for some activities are foreigners, typically from **North America, Europe, and Australia/New Zealand**. For example, **Chudintra** (1993) reports that 90% of Thailand's jungle tour clients are foreigners. However, domestic visitation predominates at many sites. For example, **Campbell** (1994) reports that about 90% of visitors to Indonesia's national parks are domestic tourists, while **Chudintra** reports that the percentage of such visitors in Thailand increased from 58% in 1986 to 85% in 1990. Further information on adventure and ecotourism source markets is provided in **Aderhold** (1996) and **Wight** (1996a; 1996b).

The characteristics of ecotourists and ecotourism vary widely across sites in the region. Nonetheless, Taman Negara in Malaysia illustrates some of these characteristics (**DWNP** 1996a, 1996b; **Stecker** 1996). From 1984 to 1993, visitor numbers increased 360%, from 8,200 to 30,000, respectively. Numbers have continued to increase, reaching 36,924 in 1994 and 43,491 in 1995 (an 18% growth rate from 1994 to 1995). Of the 1995 visitors, 48% were Malaysian, 8% Singaporean, 7% British, and 7% German.

Activities undertaken by visitors include (in decreasing order of frequency) jungle trekking, bird watching, swimming, caving, visiting indigenous forest dwellers, botany, mountain climbing, and fishing. Somewhat more than a third of the visitors were on pre-arranged package tours from Kuala Lumpur, while somewhat less than two-thirds made their own travel arrangements.

14.4 Past and Future Ecotourism Growth

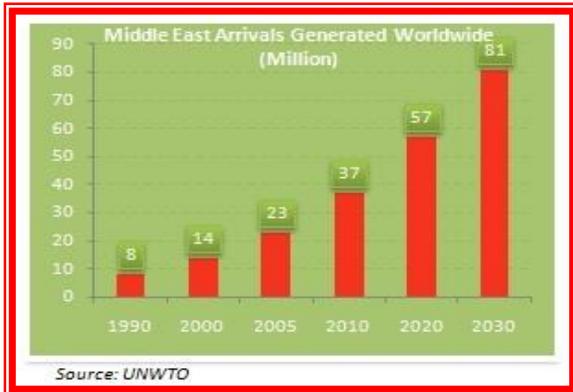
Though estimates of ecotourism's growth are rare, due to the definitional problem, most observers feel that ecotourism has grown faster than tourism generally during the past several years. Based on a survey of ecotourism operators in the region, **Lew** (1997) found that average annual growth rates have been steady at 10% to 25% over the past few years, and many are projecting higher growth in coming years.

There are various explanations for ecotourism's growth, including:

- increasing environmental awareness and interest, including the desire to be perceived by others as environmentally sensitive;
- increased media exposure to natural areas around the world;

- related to the above two, a desire to see natural areas before they disappear;
- increasing dissatisfaction with traditional tourism destinations and products, and a desire for more educative and challenging vacations;
- desire to go to novel destinations, sometimes as a way to "outdo" others (e.g., to be the first person one knows who has been to Antarctica); and
- easier access to remote ecotourism destinations through development of air routes, roads, and other infrastructure.

In so far as the increased motivations to experience and preserve natural environments stem in



part from more fundamental changes in societal values (Blamey 1995; Inglehart 1990), the continuation of these fundamental changes, particularly in developing countries, should lead to continued growth in demand for ecotourism. Many observers believe that the growth rate for ecotourism will be higher than for tourism generally. Thus, assuming an increase in the proportion of tourism represented by ecotourism from 7% to 10% and assuming that the WTO forecast of 229 million international arrivals by 2010 is accurate, an extremely rough estimate of the region's international ecotourism arrivals for

2010 would be 22.9 million. To this, one must add the substantial number of domestic visitors to natural areas. This gives an idea of the potential of ecotourism.

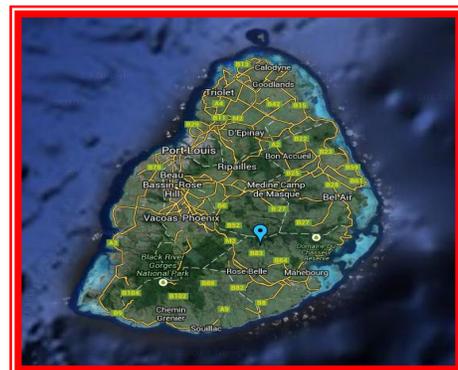
RBSEB has a most valuable hinterland, Le Val, which can be developed. This includes the valleys in the full ownership of **RBSEB** and Le Val which is now held by a company where **RBSEB** is a minority shareholder and the **State Investment Corporation (SIC)** a majority shareholder.

Thus, in Le Val region, the potential for the development of the pristine valleys for an up market tourism/health cluster in a good potential. **Le Val Development Limited** which was handed over to the State Investment Corporation in the late 1980s has had a more than chequered history and has never been developed to its full potential and has for most of time been rented in , to say the least, a most imprudent manner.

14.5 The Main Concept

With the most popular concept of ecotourism being ecotourism is tourism and recreation that is both nature-based and sustainable, **BDO** is coming with an innovative idea of placing chalets in the green region of Le Val, ensuring a prospect for ecotourism.

The Le Val region of **RBSEB** offers significant opportunities for a different approach to upmarket property development. The concept being proposed harmoniously marries sustainable development with the pristine environment of Le Val.



14.6 The Situation

BDO is proposing that **RBSEB** starts the ecotourism concept at Le Val.

Le Val is still a nearly virgin area of Mauritius, geographically situated with the coordinates: 20° 21' 17" South, 57° 37' 15" East and its original name (with diacritics) is Le Val. It is situated in the areas of Cluny and Saint Hubert, in the district of Grand Port, Mauritius, South-East of the Island.

Already, the area is surrounded by the Osterlog Endemic garden and Le Val Nature Park. This makes the region conducive for an eco-tourism development.



State Land Osterlog comprises the creation of network of nature trails of a total length of about 10 km, the establishment of a nursery to propagate the rare indigenous plants occurring in the area, the creation of an indigenous/endemic plant garden, the setting up of several picnic areas (benches, wooden tables, kiosks, etc.) along the banks of the river and on elevated spots, the construction of a visitors centre to provide information about the site, plant and bird species, infrastructural works comprising of upgrading of the access road and parking facilities and establishment of Conservation Management Areas (CMA) over 10 ha on area of rich biodiversity.

14.7 Amenities and Attractions of Le Val

Le Val is a beauty in itself; among its large natural area are the **Le Val Jungle** and the **Le Val Watercrest Bassin**. But the main attraction of this region remains the view while heading to the Le Val Nature Park and the park itself as in the pictures below:



Le Val Nature Park in Mauritius is situated in the south eastern side of the Island at Cluny in the Grand Port District area. La Val Nature Park is one of the most popular Nature Parks in Mauritius which has been named after a valley set amidst the mountains. **Le Val Nature Park**, Mauritius is known for its rich aquatic life. Tourists visiting this place are mesmerized by its springs that are a habitat of a wide variety of aquatic life in the likes of shrimps, eels and carps. Sometimes tourists may also find prawn ponds, deer parks and various other animals in this place. There are quite a number of monkeys and birds which add to the wild life count. Endemic plants are also a common sight in this nature park.



But heading towards the **Le Val Nature Park**, is an amazing view in itself. There is plenty to explore in this region of Mauritius and in its surrounding areas. With flora and fauna, unique vegetations, and a variety of animal and birdlife, one can surely enjoy nature at the numerous reserves in Le Val. Le Val offers a unique element of the biodiversity of the Mauritian area.

14.8 The Idea

14.8.1 The Proposal

BDO proposes that **RBSEB** implements a Chalet Residential Area to accommodate tourists and ecotourists, who would love the green and fresh environment of Le Val. Along with the Villas, will be proposed many other green activities such as hiking, biking, quad cycling, etc. It shall be possible for the ecotourist to relax and enjoy Le Val's beauty while being surrounded by a great virgin Fauna and Flora of the Mauritian Island.



14.8.2 Chalets

The optimisation of the touristic potential of Le Val for 20 chalets each with all infrastructure costing Rs 6 M. Loans would be Rs 120 M for 12 years at 12 % interest. Revenue, net of costs would be Rs 8000/ chalet/day for 250 days a year i.e Rs 2M /chalet. Exclude processing fee from computations. Loan same as for large investment.

Commencement in 2015 and undertaken over two years with costs equally spread and revenue stream as from 2017 onwards.

| Chalet Cash Flow | | | | | | | |
|------------------------|------|------|--------------------|---------------------|-------------------|-------------------|-------------------|
| | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 |
| | MUR | | | | | | |
| REVENUE | | | | | | | |
| Loan | - | - | 70,000,000 | 70,000,000 | - | - | - |
| Annual Revenue | - | - | - | - | 40,000,000 | 40,000,000 | 40,000,000 |
| | - | - | 70,000,000 | 70,000,000 | 40,000,000 | 40,000,000 | 40,000,000 |
| EXPENDITURE | | | | | | | |
| Investment Cost | - | - | 70,000,000 | 70,000,000 | - | - | - |
| Loan Repayment of 2015 | - | - | - | - | - | 7,000,000 | 7,000,000 |
| Loan Repayment of 2016 | - | - | - | - | - | - | 7,000,000 |
| Interest 2015 | - | - | 8,400,000 | 8,400,000 | 8,400,000 | 7,560,000 | 6,720,000 |
| Interest 2016 | - | - | - | 8,400,000 | 8,400,000 | 8,400,000 | 7,560,000 |
| | - | - | 78,400,000 | 86,800,000 | 16,800,000 | 22,960,000 | 28,280,000 |
| Net Cash Flow | - | - | (8,400,000) | (16,800,000) | 23,200,000 | 17,040,000 | 11,720,000 |

The investment costs represent the costs of construction of the Chalets, together with the infrastructure works.

It is assumed that the chalets would be rented during 56% of the year, i.e. during a period of 205 days, at the rate of Rs 6 per inte.

Guests can visit the endemic park of Osterlog and the old trees and let their children have fun at the petting farm or at the fishing ponds.

They can enjoy the natural beauty of Mauritius by Quad, Buggy, Segway or by going on an adventurous hiking tour with several ziplines, hanging bridges and many other surprises, or go for a walk in nature.

For the youngest guests, for those who are young at heart, for those who need time to switch off from hectic life in the city and for those who want to spice up their holiday with some action, the venue should offer something for everybody.

It could include:



14.8.2.1 Quad & Buggy

Guests could discover the beauty of Mauritius by quad (Arctic Cat 500cc Auto) or Buggy, a 4x4 2-seater vehicle.

14.8.2.2 Ziplines

This fun and action activity for nature lovers is a great alternative to a day at the beach. Guests could discover the beautiful nature of Mauritius and let the guides tell you about the fauna and flora with their unique local insight.

14.8.2.3 Segway

Segway reacts on the movements of one's body and gives the possibility to discover the beautiful landscape without physical effort but therefore with a lot of fun.

Tours can start with a short initiation circuit to make guests get used to this innovative vehicle.

14.8.2.4 Kids & Teens at Le Val Nature Park

Children can be close to nature at the petting farm, where they can touch and feed the animals. Food & milk bottles could be available at the farm. Make them take part in the little fishing competitions at one of the ponds (Tilapia-fishing) or let them have fun at the playground with a jumping castle directly at the entrance to the park.

14.8.2.5 Restaurant

Guests can take a tea break and enjoy the breathtaking view over the pristine valleys and green scenery.

The Le Val Chalet Concept shall be an innovative one to cater for most of the ecotourists and visitors of this South East Natural Green Region of Mauritius.

The development has to be undertaken cautiously and will be staged over time. In the first instance, some 20 chalets will be developed and rented to tourists and Mauritians, as the case may be, wishing to spend their holidays in a unique, green and pollution free valley environment.

Funding for the project would be in the form of loans of some Rs 120 M for 12 years at 12% interest with two years moratorium on capital repayment. Revenue, net of costs would be Rs 8000/chalet/day for 250 days a year i.e. rs 2 M/chalet and would start accruing as from 2018.

The cost per chalet for construction and all surrounding amenities is estimated at rs 6 M. such a project requires proper planning and its implementation could commence in 2016 and span two years, 2015 and 2016. Project funding would come from commercial and it is more likely that funding becomes possible once the VRS is implemented thereby reducing costs and sugar reform costs are recouped improving the revenue stream of **RBSEB**. In such circumstances, it would be financially more prudent to commence the project in 2016 and finish in 2017 as opposed to 2015 and 2016 respectively.

The location map is on the next page.





15. Land Parcelling (Morcellement)

15.1 Why then has nothing happened so far in Land and Property Development?

Firstly, section 4 of the Act is so vague and does not give an impetus to non-agricultural development; secondly, the attitude of board members, not governed by provisions such as section 143 of the Companies Act 2001, privileging agricultural development; and thirdly, the provisions of section 16 (2) of the Act on **Assets of the Board** reading+ *Except with the permission of the Minister, the Board shall not mortgage, pledge or dispose of any of its assets* %₀₀ impose bureaucratic procedures and the Ministry of Agro Industry is not best placed to favour non-agricultural development.

The direct consequences of these shortcomings are that **RBSEB**, contrary to any normal company wishing to engage in land development, has never prepared a land development Master Plan nor has it adopted a pricing policy for the sale of land.

15.2 What if constraints are removed and are the land available to RBSEB?

Land with the highest commercial value is located along the South motorway and the Port Louis . Mahébourg road and could in normal circumstances be expected to generate income for **RBSEB**.

As explained above, a significant proportion of the best lands of **RBSEB** have over time, mostly due to its statutes or the absence of proper good governance statutes, been transferred either to profit making Government owned or sponsored entities, the **SIT**, **BPML** and **EREIT**, or to profit making private operators Additionally, land has been reserved along the Port Louis .

Mahébourg road to relocate the inhabitants of Mare Chicose is a deal which has been concluded on commercial terms.

It is estimated that the land of commercial value along the above mentioned road corridor amounts to some 650 arpents of this:

- (a) 57 arpents have been sold to the **SIT**;
- (b) 28 arpents have been sold to Rose Garden;
- (c) 60 arpents have been sold to **BPML**;
- (d) 200 arpents have been sold to **EREIT**;
- (e) 60 arpents have been used to grant land to employees of VRS 1, VRS 2 and the Blue Print.

Some 250 arpents are left to **RBSEB** of which, authority for land conversion has been obtained for 110 arpents and authority has been sought for 40 arpents. **RBSEB** is not eligible under any scheme to convert the remaining 100 arpents without payment of the Land Conversion Tax (LCT).

Whilst the **SIT** has developed the land it received, **BPML** and **EREIT** have not done anything. What is puzzling is that **BPML** which requires all its lessees to develop land within a set timeframe failing which the lease is forfeited has not done anything on a commercially strategic plot of land acquired for a sum of Rs 1.00.



15.3 What can RBSEB do?

This entity has as its immediate priority to sell land to recoup the costs of the sugar reform and as a consequence relieve its debt burden. This sale must however be undertaken with a view to optimise revenue and not optimise value transfer to profit making entities.

Whilst retrieving land from **EREIT** is quasi impossible on account of the fact that this Trust has some 350 000 shareholders, it would be feasible and advisable to retrieve the land sold to **BPML** where Government is the shareholder. Similarly, **RBSEB** could retrieve the property of Le Val from company controlled by the **SIC**. However, the representatives of the **OPSG** have mentioned in the various concepts that this is not possible as the land will not be returned to **RBSEB**.

The real challenge for **RBSEB** is to generate a steady and meaningful stream of revenue as from 2017 i.e. just before the major upheavals in respect of the sugar sector take place.

15.4 What is the track record of RBSEB on land transactions?

Two cases are taken to illustrate the lack of knowledge of **RBSEB** in land dealings, namely, the imprudent, probably unknowingly, lease of land for a milk farm and the improper pricing of land sold to a private developer.

RBSEB has rented out land to a private company for milk production. The existence of such activities precludes the kind of upmarket and highly remunerative development envisioned above. No such development may be possible until such time as the milk farm remains in operation.

Sugar entities, including **RBSEB**, which have fulfilled the socio-economic objectives of Government in the context of the sugar reform, are entitled by virtue of Part V of the **SIE Act** to sell land without payment of land conversion tax to recoup allowable expenditure incurred in the reform.

According to the Twelfth Schedule to the **SIE Act**, the conversion of extents of land in excess of 5 hectares by entities such as **RBSEB** entails the payment of Rs 3.5 M per hectare by way of land conversion tax (LCT). One arpent is equivalent to 4221 m² and one ha is equivalent to 10 000 m², in such circumstances, the land conversion tax/ arpent amounts to Rs 1.477 M.

Land to be converted from agricultural to non-agricultural use requires the written authority of the **Minister of Agro Industry** pursuant to section 28 of the **SIE Act**. **RBSEB**, and any other entity for that matter, can develop and sell or sell land for which written authority has been obtained and which is entitled to exemption from the payment of LCT.

In one case, a development project termed **Rose Garden**, **RBSEB** has sold convertible and tax free land to a private developer. The sale price has been determined by the CGV and the land transaction has been effected at Rs 1.3 M per arpent. In another case, **RBSEB** has after a tender exercise sold 57 arpents of land at Rs 80 M to the **SIT** i.e Rs 1.403 M per arpent.

Is this in order? Many would argue that the sale has been undertaken at a price recommended by the Central government valuer, whose office advises Government on land sale and acquisition matters, or at a price obtained through a tender exercise and are accordingly in order. However, a Board acting as per the provisions of section 143 of the Companies Act 2001



would have immediately realised that the promoters were getting the benefit of land conversion without even fully compensating **RBSEB** for it. The Rs 1.3 M/arpent of Rose Garden and the amount paid by the SIT represent 88% and 95 % respectively of the Land Conversion Tax. All other sugar companies operate differently, the sale price is made up of the land conversion tax plus a value assigned to the land. The value can be the agricultural value, an optimal use value or a mix of both. For instance, any other sugar company would have sold that land @ a minimum of Rs 1.477 M plus 0.8 M, say Rs 2.3 M i.e one million and Rs 0.9 M rupees more than the price **RBSEB** sold to Rose Garden and **SIT** respectively.

RBSEB has lost on two counts. Firstly, in receiving a lower value for its sale, at least Rs 1.0 M /arpent and secondly, by not developing the land itself, where it could have at least secured Rs 2 M of profit per arpent.

Had the board shouldered its fiduciary responsibilities, **RBSEB** would have in the two cases earned:

- (a) Rs 170 M if it had developed itself land (28 arpents Rose Garden and 57 arpents **SIT**) for which it had received written authority to convert to non-agricultural use; or
- (b) Rs 80 M if the price of land had been factored in the sale to Rose Garden and the **SIT**.

15.5 Were sugar reform costs properly recouped?

Section 29 (1A) of the **SIE Act** stipulates:

For the purposes of subsection (1) (c) (ii), (d) and (f), an applicant shall be deemed to be entitled to exemption from land conversion tax in respect of the conversion of one hectare of land for every 3.5 million rupees of expenditure referred to in this section.

Subsection 1(d) of section 29 refers to the case *where the applicant undertakes to use the proceeds arising from the conversion for any expenditure effected in relation to the VRS under section 23 or the ERS under section 23A+*

Thus any sugar company having undertaken the VRS is expected to recoup Rs 3.5 M/ ha or Rs 1.477M/arpent in respect of sugar reform costs. As indicated above, **RBSEB** obtained only Rs 1.3 M or 88%, and not 100%, of costs incurred for the sale to Rose Garden.

These basic aspects matter seem to have escaped the notice of the Board and worse that of the officers of the **Ministry of Agro Industry** who processed the decision of the Board for submission to the Minister to seek his approval under section 16(2) of the **RBSEB Act**. What is puzzling is that officers of this Ministry are responsible for the processing of land conversion cases.

Such an incongruous decision would not have happened had the entity been governed by the provisions of the Companies Act 2001. This decision of the Board epitomises its complete cut-off from the basic realities of the Mauritian sugar landscape.

This mention clearly demonstrates that, if **RBSEB** is to exploit its land resources, it needs on the one hand to have proven Strategic Partners/ Consultants and it cannot do these things on its own and that it also needs a board with fiduciary responsibilities for its members.



15.6 What next?

RBSEB on account of the expenditure it has incurred in the context of the sugar reform has obtained permission to put agricultural land to non-agricultural use. Past dealings of **RBSEB** regarding land development call for caution and **RBSEB** would be wise in commissioning a Master Plan after a proper tender exercise and to solicit the support of a proper land developing agency. Times for amateurism are over.

Equally, **RBSEB** should review its position regarding **BPML**, **EREIT**, **Le Val Development Ltd** and the milk farm so as to get back, to the extent possible in the form of appropriate vehicles, the value transferred.

15.7 Integrating the available options

The impact of value addition has been worked out above. As the non-sugar option is still at the drawing board stage, no figures have been worked out for it. It now remains to assess the relevance of the sale/lease of land.

The financial predicament of **RBSEB** is both in the short and medium terms. Solutions have to be tailored accordingly.

RBSEB has not yet obtained Letters of Intent (LOI) from the Morcellement Board for the sites for which it has already received written authority for land conversion.

In the normal sequence of events, a promoter can only undertake works if he has received the LOI. Moreover, the LOI entitles him to take deposits equivalent to the amount required to effect infrastructural works as per the cahier des charges of the LOI. Once the conditions imposed by the LOI have been fulfilled to the satisfaction of the relevant authorities, the Morcellement Board, subject to the approval of the Minister, issues a Morcellement Permit. It is only then that title deeds can be drawn before a notary and land transfers become effective.

In the initial developmental phases, all the monies received by a promoter are used to match costs. Net proceeds only accrue towards the end of the land development process and the obtention of the Morcellement Permit.

The above mentioned corridor is considered to be a high demand area and it is assumed that there would be no problem to match infrastructural costs by deposits and the sale of all plots would be take place three years after the receipt of the LOI.

The morcellement layout, the preparation of dossiers for submission to the Morcellement Board and the tender process to select consultants and contractors is expected, on a fast track basis, to take some 6 months. The LOI process may take another 3 months. In such a context, net proceeds would, if **RBSEB** starts its morcellement procedures now, accrue as from the second semester of 2016.

This may not solve the seriously strained situation of **RBSEB**. Section 14(2) of the **SIE Act** allows the sale of land by a planter having undertaken a VRS to a ~~warehouse~~ who can then sell the land and benefit from all the incentives that would have accrued to the planter. This allows immediate sale and the receipt of proceeds and eases off the cash flow.



RBSEB has attempted such sales, Rose Garden and the **SIT**, in the past with the errors described above. It can try again with a pricing that incorporates the value of the land conversion tax and the value of the land. But, it is not believed that bidders in a tender would be prepared to pay such prices. Accordingly, it is more appropriate for **RBSEB** to proceed with sales after development.

The cash flow issue may be addressed by advances, at the same interest rate charged by the Sugar Reform Trust, made by Government and either reimbursable when all sales have been effected or transformed into equity.

The best opportunities for **RBSEB** remains the land located on the main corridor of Rose Belle.

The development of such land involves a more complex task that nonetheless has to start now. A proper master plan has to be prepared by renowned professionals and **RBSEB** should endeavour to have recourse to the newly introduced provisions of the Investment Promotion Act, namely in respect of the Investment Projects Fast Track Committee. The timeline for this project to start delivering a revenue stream is 2018 on the assumption that it benefits from effective fast track processing.

What should be the preferred mode of land transfer? Sale or lease can be considered. **BPML** and **ENL** which have undertaken major projects at Ebene and Bagatelle have proceeded with the lease of land. It is believed that it would be appropriate for **RBSEB** to follow this path.

Such projects require major funding and the deposit scheme applicable to residential morcellements is not applicable. Alternative sources of funding must be found and for this to take place the financial community and the prospective businesses must see competence and professionalism in deed and action.

The sanction of section 18E (1) of the Investment Promotion Act conferring the status of *large investment project in the economic interest of Mauritius* is expected to be an asset in terms of financial packaging of the project.

| Morcellement cash flow | | | | | | | |
|------------------------|------|-------------|-------------|-------------|-------------|-------------|------------|
| | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 |
| MUR | | | | | | | |
| Revenue | | | | | | | |
| Revenue for start 2015 | - | 157,500,000 | 157,500,000 | 131,250,000 | 52,500,000 | 26,250,000 | - |
| Revenue for start 2016 | - | - | 157,500,000 | 157,500,000 | 131,250,000 | 52,500,000 | 26,250,000 |
| Revenue for start 2017 | - | - | - | 157,500,000 | 157,500,000 | 131,250,000 | 52,500,000 |
| | - | 157,500,000 | 315,000,000 | 446,250,000 | 341,250,000 | 210,000,000 | 78,750,000 |
| Costs | | | | | | | |
| Cost for start 2015 | - | 157,500,000 | 157,500,000 | - | - | - | - |
| Cost for start 2016 | - | - | 157,500,000 | 157,500,000 | - | - | - |
| Cost for start 2017 | - | - | - | 157,500,000 | 157,500,000 | - | - |
| | - | 157,500,000 | 315,000,000 | 315,000,000 | 157,500,000 | - | - |
| Net Cash Flow | - | - | - | 131,250,000 | 183,750,000 | 210,000,000 | 78,750,000 |

It is assumed that the current rental income of **RBSEB** will continue into the future.



| CURRENT RENT | | | | | | | |
|--------------|------------|------------|------------|------------|------------|------------|------------|
| | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 |
| | MUR |
| Ongoing rent | 23,000,000 | 23,000,000 | 23,000,000 | 23,000,000 | 23,000,000 | 23,000,000 | 23,000,000 |

16. Large Investments

16.1 The Landscape

The Economic and Financial Measures (Miscellaneous Provisions) Act 2013 introduced fast track procedures for what is termed in the law as “a large investment project in the economic interest of Mauritius”.

The land holdings of **RBSEB**, its location in between two major road corridors and its proximity to the airport are such that **RBSEB** can contemplate the launching of a project that would fall in the definition of the term “large investment”.

Some 125 arpents would be devoted to this project spread over two years and commencing in 2016 and 2017 with revenue starting to accrue as from 2018 and 2019 over 62.5 arpents in 2018 and 125 arpents as from 2019. Two instalments.

Revenue would be some Rs 2.0 M of basic initial payment disbursed upfront in the first two years on taking a plot of land in two instalments or Rs 62.5 M in 2018 and, Rs 125 M in 2019. Rent would be Rs 750 000 per arpents paid yearly on 62.5 arpents as from 2018 and on 125 arpents as from 2019.

Loans would be Rs 5 M per arpent, for a term of 12 years at 12 % interest rate. Equity would represent 60% of loan value as by that time **RBSEB** would have generated sufficient cash from the sale of its sugar reform land entitlements. Two years moratorium on capital repayment if GoM guaranteed secured.

| Large Investments- Cash Flow | | | | | | | |
|------------------------------|------|------|------|-------------|-------------|-------------|-------------|
| | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 |
| | MUR | MUR | MUR | MUR | MUR | MUR | MUR |
| Revenue | | | | | | | |
| Rent | - | - | - | - | 46,875,000 | 93,750,000 | 93,750,000 |
| Loan | - | - | - | 187,500,000 | 187,500,000 | - | - |
| Own funding | - | - | - | 125,000,000 | 125,000,000 | - | - |
| Basic deposit | - | - | - | - | 62,500,000 | 125,000,000 | 62,500,000 |
| | - | - | - | 312,500,000 | 421,875,000 | 218,750,000 | 156,250,000 |
| Costs | | | | | | | |
| Investment from loan | - | - | - | 187,500,000 | 187,500,000 | - | - |
| Investment from own funds | - | - | - | 125,000,000 | 125,000,000 | - | - |
| Loan repayment for 2017 | - | - | - | - | - | - | - |
| Loan repayment | - | - | - | - | - | 18,750,000 | 37,500,000 |
| Interest on loan | - | - | - | 22,500,000 | 45,000,000 | 45,000,000 | 42,750,000 |
| | - | - | - | 335,000,000 | 357,500,000 | 63,750,000 | 80,250,000 |
| Net Cash Flow | - | - | - | 22,500,000 | 64,375,000 | 155,000,000 | 76,000,000 |



16.2 Land Master Plan

We highly recommend that **RBSEB** develops a land master plan for all the land assets owned by it.

The Land Master Plan will be the land use plan that will take into account the concepts of spatial economics and will guide **RBSEB's** development in the medium term over the next 10 to 15 years. It should be reviewed every five years and should translate the broad long term strategies of **RBSEB** into detailed plans to guide the development of land and property. This Master Plan will show the permissible land use and density for developments in the region.

This plan will also provide a comprehensive forward-looking and integrated planning framework for sustainable development, given the constraints of **RBSEB**, this Land Master Plan will play a vital role in helping **RBSEB** balance its many land use needs, such as real estate developments, industry, commerce, parks, recreation and community facilities.

Though engaging its stakeholders, **RBSEB** can better address their concerns and aspiration as it plan for the future.

This Master Plan should evolve from being a plan which simply reflects preceding land use amendments to one which focuses on planning ahead for future developments. In particular, it should be transformed into a very bold and forward . looking planning document. The regular review and amendments to the Master Plan will factor in changes in local, regional and global trends, and ensure that the plan remains relevant to address future challenges and meet the needs of **RBSEB**, the region and the stakeholders.

Some elements that could be considered in the plan include:

- The possibility of a second airport hotel in the region.
- Real state development
- The creation of a Freeport zone

17. Cost Reduction Strategies

17.1 The cost reduction strategies which **RBSEB** should implement are as follows:

17.1.1 Implementation of VRS 3 and shifting to job contractors

- One of the major cost components of the operations of the **Rose Belle Sugar Estate Board** is the cost of labour. This is an ever increasing cost and more so the cost of permanent labour in the Sugar Industry is highly regulated with several benefits attached, amounting to nearly 60% of the basic wage. As from 2014, more important increases are expected based on requests from the Unions.
- In order to reduce labour cost, one of the most effective measures is to replace permanent labour by either job contractors or mechanization where possible.

At Rose Belle Sugar estate, the topology of the land is very limited with regards to mechanization as it requires that the land be prepared beforehand. This operation requires very substantial capital investment.



17.2 Shifting to Job Contractors

17.2.1 Casual and permanent labour

Permanent labour emoluments are governed by the Remuneration Order for sugar industry workers while casual labour emoluments are governed by the Protocol d'Accord. There is thus a potential of reducing cost of production through the gradual replacement of permanent by casual labour. The availability of casual labour is a vital factor to consider in determining the number of permanent labour that may be replaced labour by job contractors.

17.2.2 Recruitment of Additional Casual Workers

1. It has always been the practice on the **Rose Belle Sugar Estate Board** to recruit a certain number of additional workers over and above the available permanent workers for timely completion of field works. The number of workers to be recruited depends on the programme of work for the given period. (Intercrop and crop periods)
2. Up to May 2011, all additional workers (both male and female) were recruited as seasonal (casual) workers. These workers were recruited by the **Rose Belle Sugar Estate Board** and were paid through the Estate's payroll.

As from June 2011, 50% of the required additional workers (both male and female) were recruited through a job contractor and the remaining 50% of male workers and 100% of the female workers were recruited as seasonal /casual workers, as usual.

3. Seasonal/Casual workers are paid according to the Remuneration Order while permanent workers are paid according to the Protocol d'Accord signed between the **M.S.P.A** and the **Trade Unions** up to 1st January 2010. However, as from 1st January 2010, seasonal/casual workers have to be paid the same basic wages paid to permanent workers as per the Agreement reached between the **M.S.P.A** and the **Trade Unions** under the aegis of the **Minister of Labour, Industrial Relations and Employment**.

Over and above the permanent workforce, casual labour has regularly been recruited mainly during crop season. The casual workers recruited since the year 2000 to date is as follows:

| CASUAL WORKERS RECRUITED SINCE YEAR 2000 (Harvest) | | | |
|--|------|--------|-------|
| YEAR | MALE | FEMALE | TOTAL |
| 2000 | Nil | Nil | Nil |
| 2001 | Nil | Nil | Nil |
| 2002 | 75 | 38 | 113 |
| 2003 | 100 | 65 | 165 |
| 2004 | 70 | 130 | 181 |
| 2005 | 78 | 84 | 162 |



| | | | |
|------|-----|-----|-----|
| 2006 | 91 | 84 | 175 |
| 2007 | 60 | 106 | 166 |
| 2008 | 170 | 195 | 365 |
| 2009 | 161 | 192 | 353 |
| 2010 | 138 | 147 | 285 |
| 2011 | 52 | 95 | 147 |
| 2012 | 63 | 114 | 177 |
| 2013 | 63 | 93 | 156 |

A total of 252(i.e. 222 + 26 + 4) took advantage of the VRS II Scheme.

- The detailed wages and benefits payable to a permanent worker, seasonal/casual worker and to a worker through a job contractor is summarized below.

| | Male | Female |
|--------------------|--------|--------|
| | Rs | |
| Permanent | 648.31 | 541.53 |
| Seasonal/Casual | 559.57 | 467.41 |
| Through Contractor | 410.19 | 326.45 |

- Difference between the cost of a seasonal/Casual worker and a worker hired through a job contractor for 2012 is as follows
 Male : Rs 149.38
 Female : Rs 140.96
- For the 2012 intercrop period, **RBSEB** planning to recruit 60 additional female workers as from 1st February 2012 and 20 additional male workers as from 13th February 2012.
- Tenders for Job Contractors to supply female workers were opened on Saturday 21st January 2012 and the lowest price received was Rs 330.00 per woman/day.
- Based on the above requirements and rates, a total saving of Rs 909,135.60 is possible if the recruitment of the additional workers is effected through a job contractor for the intercrop period (Ending 31st May 2012).



COST OF ONE CASUAL WORKER PER DAY-2012

| COST ONE CASUAL LABOUR PER DAY 2014 | | | |
|--|----------------------|---------------|---------------|
| <i>CROP</i> | | FEMALE | MALE |
| | Basic | 336.59 | 400.54 |
| 8.40% | Bonus | 28.27 | 33.65 |
| 10.5% | NPS | 35.34 | 42.06 |
| 2.50% | NSF | 8.41 | 10.01 |
| 1.5% | IVTB | 5.05 | 6.01 |
| 5% | Protective Equipment | 16.83 | 20.03 |
| 2% | Insurance | 6.73 | 8.01 |
| | Total | 437.23 | 520.30 |

17.3 Job Contractor

| COST OF ONE WORKER IF HIRED THROUGH A JOB CONTRACTOR | | | |
|---|-----------------------------------|---------------|---------------|
| <i>CROP</i> | | FEMALE | MALE |
| | Basic | 227.88 | 279.42 |
| 8.4% | End of year Bonus | 20.51 | 23.47 |
| 0% | Prime de Presence Annuelle | 0.00 | 0.00 |
| 0% | Prime D'assiduite et D'anciennete | 0.00 | 0.00 |
| | Sub Total | 248.39 | 302.89 |
| 2% | Insurance | 4.56 | 5.59 |
| 10.0% | NPF, NSF and LEVY | 22.79 | 27.94 |
| | TOTAL | 271.18 | 330.83 |



17.4 Additional Labour Requirement during harvest period (June –December 2012)

A. Male Labour

Based on work programme and cane yield estimate as at to-day, 110 additional workers were required to harvest about 275 tonnes of cane per day. These may be either totally casual or contractual or a mix of both.

B. Female Labour

Based on work programme, 90 additional female workers were required. These could have been withered totally casual or contractual or a mix of both.

C. The Year (2011)

- 88 female workers were recruited as casual workers for post-harvest operations and replantations.
- A contractor was hired through a tender exercise to harvest about 150 tonnes cane per day, but was unable to perform and at its peak, was able to harvest only 70 tonnes per day. The contractor was paid Rs 275-per tonne cane harvested.
- In order to make up for the tonnage of cane not provided by the contractor, certain permanent and casual workers were allowed to harvest up to 3.0 tonnes per day instead of 2.5 tonnes.
- 54 casual male workers were recruited for harvest 125 tonnes of cane per day and other field works.

D. Cost of Additional Labour during harvest period

| COST OF ONE PERMANENT LABOUR PER DAY | | | |
|---|--|---------------|---------------|
| <i>CROP</i> | | FEMALE | MALE |
| | Basic | 336.59 | 400.54 |
| 9% | End of year Bonus | 30.29 | 36.05 |
| 9% | Prime de Presence Annuelle | 30.29 | 36.05 |
| 18% | Prime D'assiduite et D'anciennete | 60.59 | 75.10 |
| | Sub Total | 457.76 | 544.73 |
| 14.5% | NPF, NSF and LEVY | 48.81 | 58.08 |
| | TOTAL | 506.57 | 602.81 |
| | INDIRECT COST | | |
| 26% of Basic | Other overheads | | |
| 26% | (Protective Equipment, Gratuity, Medical, Workmen compensation, Tools,etc) | | |



| COMPARATIVE COST OF CUTTING & STACKING ONE TONNE OF CANE - 2014 | | | | | |
|---|-----------------------------------|---------------|---------------|----------------|-------|
| | | Permanent | Casual | Job Contractor | |
| | Cutting and Stacking | 335.26 | 335.26 | 207.88 | |
| | Thrashing | 45.76 | 45.76 | 28.33 | |
| | Cleaning Stacking Space | 11.03 | 11.03 | 6.85 | |
| 23.90% | Productivity Bonus | 93.70 | 93.70 | 17.01 | 17% |
| | Sub Total | 485.75 | 485.75 | 260.07 | |
| 9% | End of year bonus | 43.72 | 43.72 | 21.85 | 8.40% |
| 9% | Prime de Presence Annuelle | 43.72 | NIL | NIL | NIL |
| 18% | Prime D'assiduite et D'anciennete | 87.44 | NIL | NIL | NIL |
| | Sub Total | 174.87 | 43.72 | 21.85 | |
| 14.5% | NPF, NSF and Levy | 48.61 | 48.61 | 20.79 | 10% |
| 2% | Insurance | 6.71 | 6.71 | 4.16 | 2% |
| | Contractor Fee 15% | | | 39.01 | |
| | | 55.32 | 55.32 | 63.96 | |
| | TOTAL | 715.94 | 584.79 | 345.87 | |

It is clear that, as other sugar estates, **RBSEB** has to shift to job contractors and implement a VRS 3 to reduce its costs of operations.

- Reduction of permanent labour is thus possible only through an implementation of a VRS. **Rose Belle Sugar Estate Board** has implemented two previous VRS in 2001 and 2007. The comparative costs of permanent, casual and job contractor costs are given in appendix.
- Now a third VRS is being proposed as it is imperative that the costs of operations have to be reduced substantially.
- The VRS 3 can be implemented any time as from now. However, the financial implications differ depending on when the VRS is being implemented.



- Three scenario of implementing the VRS has been investigated into and is presented in our analysis.

We assume that 100% of those who are eligible will opt for VRS, as has been the case for VRS 1 & 2. However, we recommend that not all the personnel be placed on VRS if the sugar cane value addition option is retained.

Such a VRS has to be carried out along the terms and conditions of the Sugar Industry Efficiency Act.

Based on the above, the cost of implementing a VRS 3 will be different in 2014, 2015 and 2016. The cheapest option for **RBSEB** is in year 2014 as shown hereunder:

| COST OF VRS 3 | | |
|----------------------|-------------------|-------------------|
| 2014 | 2015 | 2016 |
| Rs 216.2 m | Rs 248.7 m | Rs 292.5 m |

| SCENARIO A-67% | | | | | | | |
|-------------------------|-------------|-------------|--------------|--------------|--------------|--------------|--------------|
| | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 |
| VRS | MUR | | | | | | |
| INCOME | | | | | | | |
| Loan | - | - | 141,705,000 | 18,894,000 | 28,341,000 | - | - |
| EXPENDITURE | | | | | | | |
| Cash Compensation | - | - | 141,705,000 | - | - | - | - |
| Infrastructure costs | - | - | - | 18,894,000 | 28,341,000 | - | - |
| Loan Repayment | - | - | - | - | - | 37,788,000 | 37,788,000 |
| Interest Payable on VRS | - | - | 11,336,400 | 12,847,920 | 15,115,200 | 12,092,160 | 9,069,120 |
| | - | - | 153,041,400 | 31,741,920 | 43,456,200 | 49,880,160 | 46,857,120 |
| Net Cash Flow | - | - | (11,336,400) | (12,847,920) | (15,115,200) | (49,880,160) | (46,857,120) |

| SCENARIO B-80% | | | | | | | |
|-------------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 |
| VRS | MUR | | | | | | |
| INCOME | | | | | | | |
| Loan | 129,600,000 | 17,280,000 | 25,920,000 | - | - | - | - |
| EXPENDITURE | | | | | | | |
| Cash Compensation | 129,600,000 | - | - | - | - | - | - |
| Infrastructure cost | - | 17,280,000 | 25,920,000 | - | - | - | - |
| Loan Repayment | - | - | - | 34,560,000 | 34,560,000 | 34,560,000 | 34,560,000 |
| Interest Payable on VRS | 10,368,000 | 11,750,400 | 13,824,000 | 11,059,200 | 8,294,400 | 5,529,600 | 2,764,800 |
| | 139,968,000 | 29,030,400 | 39,744,000 | 45,619,200 | 42,854,400 | 40,089,600 | 37,324,800 |
| Net Cash Flow | (10,368,000) | (11,750,400) | (13,824,000) | (45,619,200) | (42,854,400) | (40,089,600) | (37,324,800) |

More details about these figures are contained in Appendix 12.



18. The Hospital of Rose Belle Sugar Estate

18.1 The Introduction

Rose Belle Sugar Estate Board runs an Estate hospital that caters for the medical needs of the personnel.

The concept of providing medical assistance dates back to long-term agreements and remuneration orders. However, there were signed in a context where medical assistance was very poor in the vicinity of the Sugar Estates in Mauritius.

The Remuneration Order for the Agricultural workers of the Sugar Industry dated 1983 and validated by Government notice 214 of 1983 provides that:

The relevant **Extract from the 11th Schedule of the SIEA, 2001**, provides for the following:

18.2 Agricultural worker

Every worker who:

- a) has been on continuous employment for 2 consecutive years with an employer who owns more than 100 arpents of land under sugar cane cultivation, and
- b) is qualified for intercrop employment during the proceeding crop season, shall be entitled to:
 - i. free medical attention from a medical practitioner nominated from by his employer,
 - ii. receive, free of charge, any drug which may be prescribed by him are not available at the hospital,
 - iii. Expenses not exceeding Rs 300 per year incurred for the dental treatment of the GN79/87 worker, his wife and children, which expenses are duly certified by a registered dentist and that the sum or any part of it which is not claimed by the worker shall be cumulative for the period of 2 years.
 - iv. A transport allowance equipment to be return bus fare when he is referred by the estate medical practitioner to a government Medical officer for treatment.

For the purpose of sub-paragraph:

- a) "dental treatment" includes "tooth extraction", "filling of tooth" and "cleaning of tooth"
- b) "Wife" means the person with whom the male worker has contracted a civil or religious marriage and with whom he lives under the same roof.
- c) Where both parties to a marriage are working for the same employer, the allowance shall not exceed Rs 300 per year.

Every worker engaged in spraying herbicides or pesticides shall be entitled to be medically examined once every 6 months at his employer's expense.

(a) Every worker and his dependents who reside on the estate and who fall sick at any time shall be provided with free transport by the employer to GN79/87 and from a government hospital.

(b) For the purpose of sub-paragraph (a), **dependants** means the spouse of the worker and GN79/87 his children or any person who is living with and is wholly or substantially maintained by him.



The remuneration order for the non-agricultural workers of the Sugar Industry dated 1983 and validated by Government notice 214 of 1983 provides that:

18.3 Health of workers

1. Every welder, blacksmith, laboratory attendants sheet, metal worker and every worker doing foundry work shall be examined, at his employer's expense, by an ophthalmologist once in every year, and also whenever he complains about the condition of his eyesight.
2. Every worker employed on furnace, and every boiler attendant shall, once in every year, be examined at his employer's expense by a medical practitioner designated by the employer.
3. Every estate hospital shall be visited by a medical practitioner 3 times a week.
4. (a) Every monthly worker shall be entitled to expenses not exceeding RS300.00 per incurred for dental treatment of the worker, his wife and children which expenses have been duly certified by a registered dentist and that sum or any part of it which is not claimed by the worker shall be cumulative for a period of 2 years (AMENDED GN 80/87)

(b) For the purpose of sub- subparagraph (a), dental treatment includes tooth extraction, filling of tooth and cleaning of tooth.
5. Every monthly worker who is sick shall be entitled to receive from his employer and free of charge any drug which may be prescribed by-
 - (a) An estate medical practitioner; or
 - (b) A Government Medical Officer, where the drugs prescribed by him are not available at the hospital.
6. Where the employer's dispenser is unable to visit a monthly worker who resides outside an estate and who has reported sick, the worker shall be provided with transport to and from the state hospital or to and from a Government Hospital.
7. (a) Every worker and his dependants who reside on the estate and fall sick at any time shall, if there is no estate hospital, be provided with free transport by the employer to and from a Government hospital. (AMENDED GN 80/87)

(a) For the purpose of sub-subparagraph (a) dependent means the spouse of the worker and his children or any person living with him and who is wholly or substantially maintained by him.
8. Every worker shall, upon production of a medical certificate by the estate medical practitioner or a Government Medical Officer, be provided, at his employer's expense, with spectacles exclusive of frames.

It is in this extract that **RBSEB** invested in a hospital, at times referred to as the Estate Dispensary.

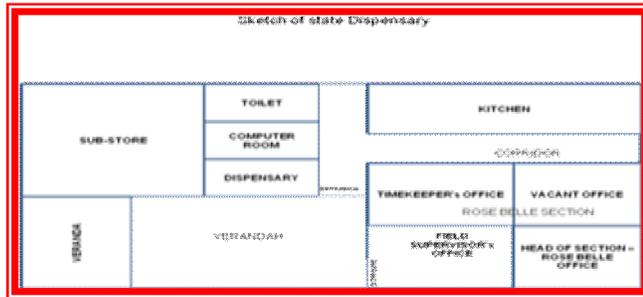


18.4 Estate Dispensary

The estate dispensary is found in a building of around 1500 ft² and section occupies an area of 200 ft².

The other part of the building is occupied by the Rose Belle Section and the Stores.

The estate hospital or dispensary is just two rooms with very basic amenities as shown in the diagram.



The list of equipment found at the Estate Dispensary is as follows:

| | |
|---------|--------------------------|
| One(1) | Blood pressure apparatus |
| One(1) | Fan |
| Six(6) | Chairs |
| One(1) | Refrigerator |
| One (1) | Telephone |
| One(1) | Stethoscope |
| One(1) | Cupboard with Drawers |
| One(1) | Couch |
| One(1) | Dressing Trolley |
| One(1) | Electric Kettle |
| One(1) | Table |

The estate dispensary operates on a half day basis and is comprised of the following personnel:

- Medical Officer(part-time- 3 days per week, from 08.00 a.m to 10.00 a.m)
- Nursing Officer (part-time-everyday, from 07.30 a.m to 11.30 a.m.)
- Hospital Servant(full time)

When the VRS scheme was implemented, the concept of providing medical assistance was extended to those leaving **RBSEB** under the VRS scheme for an initial period 95 years. The **Sugar Industry efficiency Act** of 2001 provides for the following:

Entitlement to estate houses and hospital facilities:



- a) The agricultural and non agricultural workers presently living in estate houses shall be given a two-year period following the date on which they become owners of their land entitlements to vacate these houses.
- b) The agricultural and non-agricultural workers shall be entitled to use the facilities offered by the relevant Hospital for a period of 5 years as from the day the Minister approves a request for a VRS

This is confirmed by a letter reference GP/1/004/IV dated 11 NOV 2005 addressed by the **Ministry of Labour, Industrial Relations and Employment**, to the General Manager of **Rose Belle Sugar Estate**.

The contradiction of this letter is that the subject matter of the letter reads %estate dispensary+ and the contents mention %the relevant Hospital+.

A further letter from the same Ministry dated 1st March 2006 informs **RBSEB** that:

%Further to your letter dated 9 January 2006 on the above issue, this is to inform you that the **Rose Belle Sugar Estate** would be acting in contravention with a provision of the Remuneration Order should it close the estate dispensary. Closing the estate dispensary, therefore, would constitute an offence for which the estate may be prosecuted.+

Following the letter from the Ministry, the Personnel Manager submits a Board Paper on 6th of March 2006, which is as follows:

%Following the letter addressed to the **Ministry of Labour, Industrial Relations and Employment** on 13 October 2005 and 9 January 2006, we have had the visit of Mr. Dodraz, Senior Labor Officer to discuss the above issue on 23 February 2006 the meeting was composed of the General Manager, Personnel Manager and Senior Labour Officer.

The labour Officer stressed on the following:

- 1) The **Rose Belle Sugar Estate Board** should provide medical care to the beneficiaries of the VRS and the Blue Print up to the end of December 2006.
- 2) According to the Remuneration Order, the Estate should provide free medical care to all its employees.
- 3) A medical officer should visit the Estate Dispensary at least three times per week.
- 4) For the above reasons, he stated the Estate hospital could be closed.

The General Manager asked if despite all the above legal constraints, what would be the implications if we close the hospital.

The Senior Labor Officer replied that he could not answer this query as even with the half day closure, workers have started to complain.

To summarise, he said that he would discuss the issue with his superiors and would reply in writing afterwards.



A reply has been received from the **Ministry of Labour, Industrial Relations and Employment** on 6 March 2006 stating that as per the Remuneration Order, the Estate Dispensary could not be closed.

It is further stated on the letter that closing of the Estate Dispensary would constitute an offence for which the estate may be prosecuted.

Therefore the Estate could not operate against the provision of the law.+

As from January 2006, the Estate Dispensary is operational on a half day basis.

The Nursing Officer works from 7.00 a.m. to noon. The Estate Doctor visits the dispensary only three times a week instead of everyday. The clerk has been redeployed to the main stores.

The salaries of the Doctor and Nursing Officer have been reduced by half.

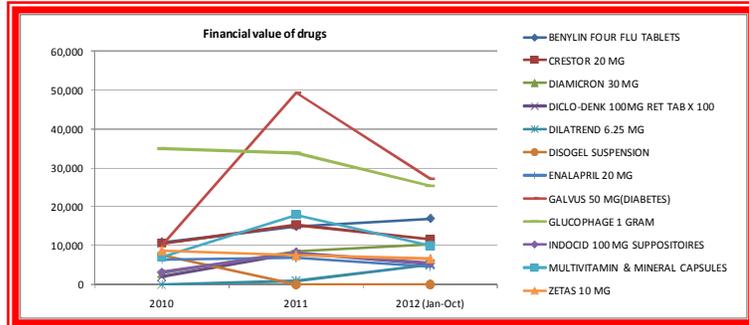
This arrangement has been made pending reply from the **Ministry of Labour and Industrial Relations and Employment** on the implications in case the Dispensary is closed permanently.

On a parallel note, the **MSPA** and the **SISEA (sugar Industry Staff Employees Association)** signs an agreement on 15th October 2002.

The relevant extract regarding medical average plan which reads as follows:

<<Ce plan médical agréé par la **MSPA** et la **SISEA** est à partir du 1^{er} novembre 2003. L'employeur se réserve le droit d'être son propre assureur ou de souscrire à un plan de assurance pour couvrir une partie ou l'intégralité des obligations qui lui sont attribuées. Dans n'importe lequel des cas, les frais prestations seront remboursés au cadre concerné selon les modalités indiquées. >>

Meanwhile, the region of Rose Belle has seen itself vested with a high-class hospital facility which is centrally located, known and Jawaharlal Nehru hospital.



RBSEB purchases some Rs 300,000 to Rs 400,000 medicines annually. The list of medicines purchased over the last three years is in Appendix 14. To this we should add the overheads and service charge of some Rs 1 M. These medications are available free at Jawaharlal Nehru Hospital.

Information came to us verbally about some abuses at the **RBSEB** hospital/dispensary. We have tried to obtain a list of the beneficiary employees and the amounts by which they have benefitted. This would have helped in the analysis of the situation

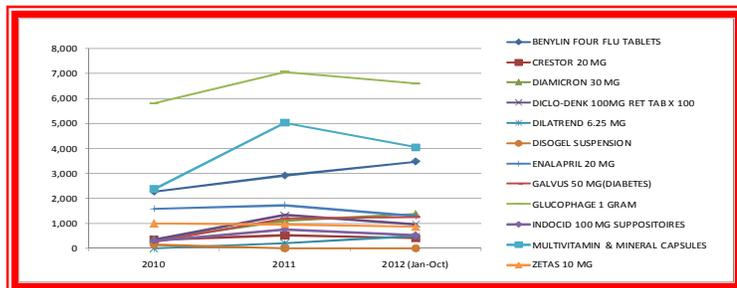
An analysis of the purchases of medicines showed quite wide variances of some of the medicines as shown in the charts herein.



| Medical List | | | | | | | |
|---------------------------------|-----|---------------|-------------------|---------------|-------------------|----------------|-------------------|
| DESCRIPTION | UOM | 2010 | | 2011 | | 2012 (Jan-Oct) | |
| | | Qty | Amt | Qty | Amt | Qty | Amt |
| BENYLIN FOUR FLU TABLETS | UNI | 2,280 | 10,830.00 | 2,930 | 14,842.50 | 3,490 | 16,900.50 |
| CRESTOR 20 MG | TAB | 344 | 10,616.24 | 526 | 15,402.77 | 398 | 11,587.16 |
| DIAMICRON 30 MG | TAB | 360 | 2,946.17 | 1,110 | 8,375.43 | 1,380 | 10,186.86 |
| DICLO-DENK 100MG RET TAB X 100 | UNI | 335 | 2,075.44 | 1,330 | 7,882.14 | 970 | 5,271.16 |
| DILATREND 6.25 MG | TAB | 0 | 0.00 | 210 | 921.54 | 480 | 4,988.41 |
| DISOGEL SUSPENSION | TAB | 143 | 7,537.50 | 0 | 0.00 | 0 | 0.00 |
| ENALAPRIL 20 MG | TAB | 1,580 | 6,471.47 | 1,730 | 6,783.83 | 1,290 | 4,599.00 |
| GALVUS 50 MG(DIABETES) | EA | 252 | 10,018.77 | 1,190 | 49,351.70 | 1,242 | 27,112.54 |
| GLUCOPHAGE 1 GRAM | TAB | 5,810 | 34,886.13 | 7,069 | 33,784.60 | 6,600 | 25,386.82 |
| INDOCID 100 MG SUPPOSITOIRES | EA | 300 | 3,201.01 | 760 | 8,297.97 | 510 | 5,503.96 |
| MULTIVITAMIN & MINERAL CAPSULES | EA | 2,375 | 7,095.98 | 5,040 | 17,911.59 | 4,050 | 9,986.56 |
| ZETAS 10 MG | TAB | 990 | 8,672.37 | 970 | 7,501.04 | 870 | 6,636.79 |
| TOTAL | | 14,769 | 104,351.08 | 22,865 | 171,055.11 | 21,280 | 128,159.76 |

However, following our request for the apportionment of the medical expenses incurred by the Estate hospital of Rose Belle on the employees, we were forwarded a copy of a memo issued by Dr D. Heeramun which reads as follows:-

“Please refer to your memo of Monday March 17, 2014 requesting the costs of drugs issued to each staff member and each retired employee of the Estate for the following years 2009, 2010, 2011, 2012, 2013 and 2014.



I wish to inform you that this practice is totally unethical and illegal as per Article 13, Part II of the code of practice of the Medical Council Act 2000, published in the Government Gazette-Government Notice No. 23 of 2000.”

We have perused the article 13, Part II of the Code of Practice of Medical Council Act and it reads as follows:

“A registered medical practitioner shall not disclose any information imparted to him by a patient in relation to his treatment except –

- (a) with the consent of the patient; or
- (b) where the patient is a minor with the consent of his next of kin or legal guardian; or
- (c) where the patient had died, with the consent of his next of kin or legal guardian; or
- (d) When compelled by a Court of law or by anybody authorised by Law.
- (e) Where a request has been made for an urgent medical treatment.”

The duty of not disclosing relate to information imparted by a patient in relation to his illness and treatment. This has to do with the nature of the illness of the patient and the treatment thereby



prescribed. We highly respect this clause of confidentiality. However this clause has nothing to do with the amount spent by the estate for the treatment of a patient.

The funds spent by **RBSEB** on medical expenses relate to funds owned by the company and it would be appropriate for the RBSEB to have an analysis of it.

We therefore kindly re-requested that the expenditure analysis for the medical expenses per patient for the years 2009, 2010, 2011, 2012, & 2013 be sent to us so as to enable us to complete our review of this area of expenditure.

The medical practitioner still said he will not give this information. This leads to the fact that no analysis can be made by anyone, including the General Manager of **RBSEB**, on the medical expenses.

18.5 Jawaharlal Nehru Hospital

Nehru Hospital is situated in Rose Belle in the district of Grand Port and caters for the sanitary region number 4 covering the districts of Grand Port and Savanne with approximately 200,000 inhabitants under the directorate of a Regional Health Director (RHD). The Regional Health Director is responsible for the Souillac District Hospital and the Day care centre of Mahebourg Hospital. There are about 36 Health Centres where around 17 are Community Health Centres and 5 Area Health Centres within its catchments area.

Jawaharlal Nehru Hospital is one of the premier health care institutions in Mauritius providing quality healthcare and medical facilities to the public. A request for assistance in the setting up of a hospital was conveyed to the Government of India during the visit of the then prime Minister of Mauritius Sir Aneerood Jugnauth to India in February 1983. The matter was considered in the Second Session of the Indo-Mauritius Joint Commission Meeting in February 1984 held in Port Louis and it was decided that the Government of India would meet the construction cost of the hospital and provide equipment for use in the Hospital. The Hospital was financed through a grant of Indian Rs 31.6 Million.

Around 1984, the Government of Mauritius compulsorily acquired the land from the **Rose Belle Sugar Estate** for constructing the hospital of J. Nehru to provide medical facilities to the general public.

It is then in October 1984 that the foundation stone of J. Nehru Hospital was laid by H.E. Zail Singh, the then President of India. The first phase of the project began in 1985 and consisted in the building of six 30-bed wards. The official opening was on 14th November 1990 on the death anniversary of Jawaharlal Nehru. The launching was done in March 1991 by H.E Dr S. Sharma the then Indian Vice President. The first Regional Health Director was Dr. B. Ramdowar. The second phase, concerning the setting up of six new wards, a central sterilization unit and a sewerage plant, was started in August 1993 and was completed in August 1996.

Jawaharlal Nehru Hospital is also one of the regional health care institutions of Govt. of Mauritius which provides tertiary-level healthcare, medical facilities as well as provides Mobile Medical Services to this region where there is no health Centres or community health Centres are not provided.

In addition, 12 rooms and around 500 beds are provided by the Jawaharlal Nehru Hospital to better serve the general public with the benefits offered.



Following are the services which the hospital provides to the general population:

Services provided by the Hospital are:

| | | |
|--------------------|--|---------------------------------------|
| • General Medicine | • Gynecology and obstetrics | • Oncology OPD |
| • General Surgical | • Physical Medicine | • Ophthalmology OPD |
| • Renal surgery | • Chest diseases | • Accident and Emergency Dept. |
| • Orthopaedic | • NCD (Non Communicable Diseases Clinic) | • Intensive care Medical and Surgical |
| • Paediatric | • Skin Diseases OPD | • Dental facilities |
| • Nursery | • ENT Clinic OPD | • Haemodialysis |
| • Endoscopy | • Hemodialysis | • Chomotherapy |
| • Cardiac Unit | • Renal Transplantation | • Dialysis |

Ancillary departments-Medical Laboratory Services

| | | |
|--|------------------------|--|
| • X-Ray | • Physiotherapy | • Dietician |
| • Nuclear medicine (Unique service provided by J. Nehru Hospital in Mauritius) | • Occupational Therapy | • Social Worker |
| • C.A.T. scan | • Speech Therapist | • Centralised Medical Records Department |

A special ward has been allocated to prisoners, a service which is provided only by J.N Hospital.

Following are the administrative services that Jawaharlal Nehru hospital provides:

Personnel in charge:

Administrative Services

| | |
|--|---|
| • Regional Health Director | • Regional Nursing Administrator |
| • Medical Superintendent | • Nursing Administrator Male & female |
| • Regional Hospital Administrator & Hospital Administrator | • Regional Public Health Superintendent |

| Title | Name | Email Address |
|--|----------------------|-------------------------|
| Regional Health Director (Acting) | Dr S. Ramdoyal | |
| Medical Superintendent | Dr Mrs. R. Boodhoo | jnh@mail.gov.mu |
| Regional Health Services Administrator | Miss Y. D Ramkissoon | yramkissoon@mail.gov.mu |
| Senior Health Records Officer | Mrs. P. Subramanyan | psubramanyan@mail.mu |



Moreover, the Nehru Hospital is open 24 hours per day and seven days per week with full time staff of multi health disciplines, whereas the **RBSEB**'s hospital is only open between 7.30 am and 11.30 am during week-days. It is closed on Saturdays, except during crop season where it opens from 7.30 to 11.30. It is always closed on Sundays. The estate doctor visits the hospital three times per week.

18.6 Conclusion

Clearly, the contextual Framework in which the original intent to provide medical assistance to the personnel has changed drastically. Much more advanced and structured free medical services are available at the Jawarhalal Nehru Hospital which is next door to **Rose Belle Sugar Estate Board**.

| Hospital- Cash Flow | | | | | | | |
|--------------------------|---------|------|------|------|------|------|------|
| | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 |
| | MUR | MUR | MUR | MUR | MUR | MUR | MUR |
| Closing down of hospital | 500,000 | - | - | - | - | - | - |

We therefore recommend that, in a spirit of corporal survival, all the parties agree to the closure of the Estate hospital.



19. The garage of RBSEB

19.1 The garage

RBSEB has been operating a garage so as to carry out its repairs and maintenance works. This is not a full-year-round activity, as in the intercrop season, not all vehicles and equipments are utilised.

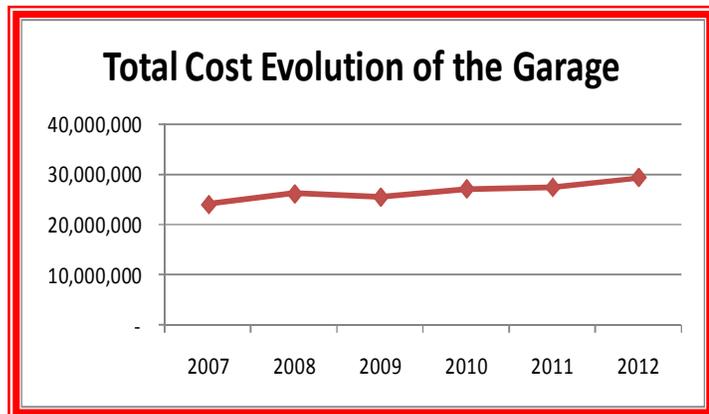
The cost of operating the garage has been increasing over the years, in spite of the two successive programmes of VRS and the blueprint. This increase, together with its cost components, is as follows:-

| ROSE BELLE SUGAR ESTATE BOARD EXPENSES FOR GARAGE DEPARTMENT FROM 2007 TO 2012 | | | | | | | | | | | | |
|---|----------------------|----------------------|---------------------|----------------------|----------------------|----------------------|---------------------|----------------------|----------------------|----------------------|---------------------|----------------------|
| | 2007(Audited) | | | | 2008(Audited) | | | | 2009(Audited) | | | |
| | Labour | Supplies | Outside Service | Total Expenses | Labour | Supplies | Outside Service | Total Expenses | Labour | Supplies | Outside Service | Total Expenses |
| | Rs | Rs | Rs | Rs | Rs | Rs | Rs | Rs | Rs | Rs | Rs | Rs |
| Drivers | 3,045,714.70 | | | 3,045,714.70 | 2,470,604.88 | | | 2,470,604.88 | 2,561,258.42 | | | 2,561,258.42 |
| Assistants | 2,088,990.63 | | | 2,088,990.63 | 1,739,573.69 | | | 1,739,573.69 | 1,718,361.22 | | | 1,718,361.22 |
| Repairs & Maintenance | 1,247,460.17 | 1,675,062.42 | 382,893.50 | 3,305,416.09 | 1,120,977.88 | 2,307,585.43 | 914,964.27 | 4,343,527.58 | 993,355.93 | 1,580,045.24 | 1,403,187.18 | 3,976,588.35 |
| Fuel | | 6,844,916.46 | | 6,844,916.46 | | 9,665,585.59 | | 9,665,585.59 | | 8,691,506.77 | | 8,691,506.77 |
| Lubrication | | 236,078.80 | | 236,078.80 | | 274,554.79 | | 274,554.79 | | 222,711.47 | | 222,711.47 |
| Tyres | | 1,240,743.92 | 350.00 | 1,241,093.92 | | 1,358,268.12 | | 1,358,268.12 | | 1,494,058.50 | | 1,494,058.50 |
| Tubes | | 67,470.44 | | 67,470.44 | | 64,072.38 | | 64,072.38 | | 56,889.17 | | 56,889.17 |
| Road Tax | | | 396,350.00 | 396,350.00 | | | 394,900.00 | 394,900.00 | | | 403,600.00 | 403,600.00 |
| Fitness | | | 26,400.00 | 26,400.00 | | | 26,100.00 | 26,100.00 | | | 22,000.00 | 22,000.00 |
| Salaries Staff & Benefits | 1,333,102.94 | 7,619.86 | 78,170.00 | 1,418,892.80 | 945,282.04 | 9,242.74 | 104,307.42 | 1,058,832.20 | 1,446,859.03 | 11,048.09 | 77,124.40 | 1,535,031.52 |
| Benefits for Workers | 4,715,599.72 | | | 4,715,599.72 | 3,935,392.49 | | | 3,935,392.49 | 3,693,132.46 | | | 3,693,132.46 |
| Insurance - Motor Vehicles | | | 414,765.00 | 414,765.00 | | | 429,475.61 | 429,475.61 | | | 779,903.12 | 779,903.12 |
| Other Supplies & Services | | 76,640.90 | 169,810.52 | 246,451.42 | | 58,345.01 | 316,056.06 | 374,401.07 | | 68,545.83 | 264,434.90 | 332,980.73 |
| Total Garage Expenses | 12,430,868.16 | 10,148,532.80 | 1,468,739.02 | 24,048,139.98 | 10,211,830.98 | 13,737,654.06 | 2,185,803.36 | 26,135,288.40 | 10,412,967.06 | 12,124,805.07 | 2,950,249.60 | 25,488,021.73 |
| | 2010(Audited) | | | | 2011(Audited) | | | | 2012(Unaudited) | | | |
| | Labour | Supplies | Outside Service | Total Expenses | Labour | Supplies | Outside Service | Total Expenses | Labour | Supplies | Outside Service | Total Expenses |
| | Rs | Rs | Rs | Rs | Rs | Rs | Rs | Rs | Rs | Rs | Rs | Rs |
| Drivers | 2,924,201.26 | | | 2,924,201.26 | 2,664,857.09 | | | 2,664,857.09 | 2,635,949.03 | | | 2,635,949.03 |
| Assistants | 2,319,883.16 | | | 2,319,883.16 | 2,175,529.00 | | | 2,175,529.00 | 2,248,502.98 | | | 2,248,502.98 |
| Repairs & Maintenance | 1,158,420.17 | 1,667,073.25 | 1,153,871.50 | 3,979,364.92 | 1,235,810.62 | 1,706,576.52 | 1,566,997.42 | 4,509,384.56 | 1,435,127.68 | 1,641,469.42 | 1,031,642.70 | 4,108,239.80 |
| Fuel | | 8,063,709.10 | | 8,063,709.10 | | 8,383,771.29 | | 8,383,771.29 | | 9,361,550.06 | | 9,361,550.06 |
| Lubrication | | 367,131.58 | | 367,131.58 | | 368,579.30 | | 368,579.30 | | 413,797.25 | | 413,797.25 |
| Tyres | | 1,489,105.79 | | 1,489,105.79 | | 1,479,727.42 | | 1,479,727.42 | | 1,725,511.11 | | 1,725,511.11 |
| Tubes | | 44,561.90 | | 44,561.90 | | 51,606.47 | | 51,606.47 | | 40,539.39 | | 40,539.39 |
| Road Tax | | | 403,700.00 | 403,700.00 | | | 370,800.00 | 370,800.00 | | | 407,900.00 | 407,900.00 |
| Fitness | | | 19,350.00 | 19,350.00 | | | 31,000.00 | 31,000.00 | | | 27,100.00 | 27,100.00 |
| Salaries Staff & Benefits | 1,233,747.63 | 10,326.92 | 110,357.10 | 1,354,431.65 | 1,147,952.98 | 10,351.94 | 92,222.30 | 1,250,527.22 | 1,510,069.76 | 7,820.92 | 82,385.68 | 1,600,276.36 |
| Benefits for Workers | 4,357,626.69 | | | 4,357,626.69 | 4,384,069.53 | | | 4,384,069.53 | 5,317,945.65 | | | 5,317,945.65 |
| Insurance - Motor Vehicles | | | 1,552,059.26 | 1,552,059.26 | | | 1,463,627.46 | 1,463,627.46 | | | 1,102,931.67 | 1,102,931.67 |
| Other Supplies & Services | | 111,550.64 | 215,395.82 | 326,946.46 | | 78,621.65 | 205,516.52 | 284,138.17 | | 161,220.80 | 182,422.46 | 343,643.26 |
| Total Garage Expenses | 11,993,878.91 | 11,753,459.18 | 3,454,733.68 | 27,202,071.77 | 11,608,219.22 | 12,079,234.59 | 3,730,163.70 | 27,417,617.51 | 13,147,595.10 | 13,351,908.95 | 2,834,382.51 | 29,333,886.56 |

Labour is an important component of the cost. There were 96 employees in the garage prior to the Voluntary Retirement Schemes. 34 of them retired under VRS 1, 23 retired under VRS 2, and 4 retired under the blueprint. The list is in Appendix 15. Still, the costs of the garage are on the increase.

The cost evolution has been on the increase except for the two years when there has been the effect of the VRS in 2008 and 2009.

The element of the cost that is on continued increase from year to year is





labour. Such increases are not accompanied by corresponding increases in productivity. They are permanent labour entitled to given defined benefits and the cost becomes heavily uploaded.

The reduced labour cost in 2008 and 2009 is thus due to the VRS1 & VRS2 where garage employees also left under the scheme.

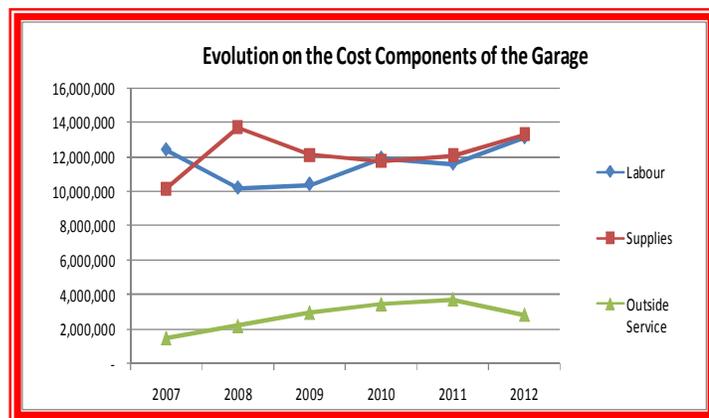
The current cost of labour, also includes some 15 drivers who are mostly only active in the crop season but remains a fixed cost during the intercrop season.

There is a clear indication that the cost of operating the garage will keep increasing as the labour component, which has statutory annual increases is a major component of the costs.

19.2 Our recommendations

We therefore recommend that there be a very essential smaller team of employees in the garage and the rest be given the option of a VRS. This would mean a partial VRS in the garage. For example, the drivers who would leave under the VRS scheme could be contractually recruited as casual drivers during the crop season only. This type of strategy would help to reduce the costs of the garage.

Many Sugar Estates have closed their garages. For example, **Mon Desert** **Mon Trésor Ltd** has closed its garage and is today outsourcing its garage activities.



We therefore recommend that the garage be re-engineered through a VRS and that the costs be reduced thereby through some outsourcing.



20. Consolidated Forecasts

The consolidated cash flow forecasts are as follows:

| Consolidated Cash Flow for Sugar, Morcellements and VRS | | | | | | | |
|---|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 |
| | MUR |
| <u>Revenue</u> | | | | | | | |
| Sugar | (47,118,063) | (46,379,167) | (51,721,267) | (34,896,875) | (43,794,588) | (49,632,045) | (55,761,374) |
| VRS | - | - | (11,336,400) | (12,847,920) | (15,115,200) | (49,880,160) | (46,857,120) |
| Morcellement | - | - | - | 131,250,000 | 183,750,000 | 210,000,000 | 78,750,000 |
| Current rent | 23,000,000 | 23,000,000 | 23,000,000 | 23,000,000 | 23,000,000 | 23,000,000 | 23,000,000 |
| | (24,118,063) | (23,379,167) | (40,057,667) | 106,505,205 | 147,840,212 | 133,487,795 | (868,494) |
| Interest on deposit(3.5%) | | | | 3,727,682 | 5,174,407 | 4,672,073 | |
| Interest on OD(10%) | (2,411,806) | (2,337,917) | (4,005,767) | - | - | - | (86,849) |
| Net cashflows | (26,529,869) | (25,717,084) | (44,063,434) | 110,232,887 | 153,014,619 | 138,159,868 | (955,344) |

The details are as follows:



| DETAILED CONSOLIDATED CASH FLOW - VALUE ADDITION IN SUGAR, MORCELLEMENTS AND VRS | | | | | | | | |
|--|------------------|---------------------|---------------------|---------------------|--------------------|--------------------|--------------------|--------------------|
| | | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 |
| | | MUR | MUR | MUR | MUR | MUR | MUR | MUR |
| INCOME | | | | | | | | |
| <u>Revenue Sugar</u> | | | | | | | | |
| Revenue received | 70% Current Year | 93,638,591 | 91,477,700 | 89,316,809 | 81,527,604 | 81,527,604 | 81,527,604 | 81,527,604 |
| | 30% Next Year | 34,985,847 | 40,130,825 | 39,204,729 | 38,278,633 | 34,940,402 | 34,940,402 | 34,940,402 |
| | | 128,624,438 | 131,608,524 | 128,521,538 | 119,806,236 | 116,468,006 | 116,468,006 | 116,468,006 |
| SIFB Compensation | | - | 4,927,283 | 4,810,890 | 4,694,498 | 4,694,498 | 4,694,498 | 4,694,498 |
| Receipt from Omnican | | 5,900,000 | 5,763,846 | 5,627,692 | 5,491,538 | 5,491,538 | 5,491,538 | 5,491,538 |
| | | 134,524,438 | 142,299,653 | 138,960,120 | 129,992,272 | 126,654,042 | 126,654,042 | 126,654,042 |
| <u>Revenue - VRS</u> | | | | | | | | |
| Loan | | - | - | 141,705,000 | 18,894,000 | 28,341,000 | - | - |
| <u>Revenue - Morcellement</u> | | | | | | | | |
| Revenue for start 2015 | | - | 157,500,000 | 157,500,000 | 131,250,000 | 52,500,000 | 26,250,000 | - |
| Revenue for start 2016 | | - | - | 157,500,000 | 157,500,000 | 131,250,000 | 52,500,000 | 26,250,000 |
| Revenue for start 2017 | | - | - | - | 157,500,000 | 157,500,000 | 131,250,000 | 52,500,000 |
| <u>Other Revenue Items</u> | | | | | | | | |
| Current rent | | 23,000,000 | 23,000,000 | 23,000,000 | 23,000,000 | 23,000,000 | 23,000,000 | 23,000,000 |
| TOTAL REVENUE | | 157,524,438 | 322,799,653 | 618,665,120 | 618,136,272 | 519,245,042 | 359,654,042 | 228,404,042 |
| EXPENDITURE | | | | | | | | |
| <u>Expenditure Sugar</u> | | | | | | | | |
| Remuneration | | 128,992,500 | 132,316,538 | 135,650,498 | 111,189,650 | 116,749,132 | 122,586,589 | 128,715,918 |
| Supplies | | 52,650,000 | 51,435,000 | 50,220,000 | 49,005,000 | 49,005,000 | 49,005,000 | 49,005,000 |
| SIFB Premium | | - | 4,927,283 | 4,810,890 | 4,694,498 | 4,694,498 | 4,694,498 | 4,694,498 |
| | | 181,642,500 | 188,678,820 | 190,681,388 | 164,889,147 | 170,448,630 | 176,286,086 | 182,415,416 |
| <u>Expenditure - VRS</u> | | | | | | | | |
| Cash Compensation | | - | - | 141,705,000 | - | - | - | - |
| Infrastructure cost | | - | - | - | 18,894,000 | 28,341,000 | - | - |
| Loan Repayment | | - | - | - | - | - | 37,788,000 | 37,788,000 |
| Interest Payable on VRS | | - | - | 11,336,400 | 12,847,920 | 15,115,200 | 12,092,160 | 9,069,120 |
| <u>Expenditure - Morcellement</u> | | | | | | | | |
| Cost for start 2015 | | - | 157,500,000 | 157,500,000 | - | - | - | - |
| Cost for start 2016 | | - | - | 157,500,000 | 157,500,000 | - | - | - |
| Cost for start 2017 | | - | - | - | 157,500,000 | 157,500,000 | - | - |
| TOTAL EXPENDITURE | | 181,642,500 | 346,178,820 | 658,722,788 | 511,631,067 | 371,404,830 | 226,166,246 | 229,272,536 |
| | | (24,118,063) | (23,379,167) | (40,057,667) | 106,505,205 | 147,840,212 | 133,487,795 | (868,494) |
| Interest on deposit(3.5%) | | - | - | - | 3,727,682 | 5,174,407 | 4,672,073 | - |
| Interest on OD(10%) | | (2,411,806) | (2,337,917) | (4,005,767) | - | - | - | (86,849) |
| NET CASH FLOW | | (26,529,869) | (25,717,084) | (44,063,434) | 110,232,887 | 153,014,619 | 138,159,868 | (955,344) |

The consolidated cash flow for sugar addition, agricultural and non-agricultural diversification is as follows:



| | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 |
|----------------------------|-------------------|-------------------|------------------|-------------------|--------------------|--------------------|--------------------|
| | MUR | MUR | MUR | MUR | MUR | MUR | MUR |
| <u>Revenue</u> | | | | | | | |
| Sugar | (44,661,063) | 14,782,921 | 14,184,841 | 9,426,541 | 4,697,619 | 2,410,186 | 54,130 |
| VRS | (10,368,000) | (11,750,400) | (13,824,000) | (45,619,200) | (42,854,400) | (40,089,600) | (37,324,800) |
| Morcellement | - | - | - | 131,250,000 | 183,750,000 | 210,000,000 | 78,750,000 |
| Large investment | - | - | - | (22,500,000) | 64,375,000 | 155,000,000 | 76,000,000 |
| 300A scheme | - | (100,000) | 1,900,000 | (1,753,333) | (40,000) | 2,773,333 | 6,986,667 |
| Camps Bouvet | (600,000) | 3,200,000 | 3,320,000 | 3,440,000 | 3,560,000 | 3,680,000 | 5,000,000 |
| Chalets | - | - | (8,400,000) | (16,800,000) | 23,200,000 | 17,040,000 | 11,720,000 |
| New Commercial Centre | - | - | - | 25,000,000 | 25,000,000 | 37,500,000 | 37,500,000 |
| Current rent | 23,000,000 | 23,000,000 | 23,000,000 | 23,000,000 | 23,000,000 | 23,000,000 | 23,000,000 |
| Closing down of hospital | (500,000) | - | - | - | - | - | - |
| Loan to finance operations | 70,000,000 | (14,000,000) | (13,300,000) | (12,600,000) | (11,900,000) | (11,200,000) | (10,500,000) |
| | 36,870,938 | 15,132,521 | 6,880,841 | 92,844,008 | 272,788,219 | 400,113,919 | 191,185,996 |
| Interest on deposit(3.5%) | 1,290,483 | 529,638 | 240,829 | 3,249,540 | 9,547,588 | 14,003,987 | 6,691,510 |
| Interest on OD(10%) | - | - | - | - | - | - | - |
| Net Cashflows | 38,161,420 | 15,662,160 | 7,121,670 | 96,093,548 | 282,335,807 | 414,117,906 | 197,877,506 |

The details are as follows:



Strategic Review of Rose Belle Sugar Estate Board



| ALL OPTIONS - CONSOLIDATED | | | | | | | | |
|---|------------------|--------------------|--------------------|--------------------|----------------------|--------------------|--------------------|--------------------|
| Cash Flow- Sugar & Diversification | | | | | | | | |
| | | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 |
| | | MUR | MUR | MUR | MUR | MUR | MUR | MUR |
| INCOME | | | | | | | | |
| Revenue Sugar | | | | | | | | |
| Revenue received | 70% Current Year | 93,638,591 | 94,991,003 | 91,221,519 | 85,369,255 | 85,369,255 | 85,369,255 | 85,369,255 |
| | 30% Next Year | 34,985,847 | 40,130,825 | 40,710,430 | 39,094,937 | 36,586,823 | 36,586,823 | 36,586,823 |
| | | 128,624,438 | 135,121,828 | 131,931,949 | 124,464,191 | 121,956,078 | 121,956,078 | 121,956,078 |
| SIFB Compensation | | - | 4,888,485 | 4,694,498 | 4,500,510 | 4,500,510 | 4,500,510 | 4,500,510 |
| Receipt from Omnican | | 5,900,000 | 5,718,462 | 5,491,538 | 5,264,615 | 5,264,615 | 5,264,615 | 5,264,615 |
| | | 134,524,438 | 145,728,774 | 142,117,985 | 134,229,317 | 131,721,203 | 131,721,203 | 131,721,203 |
| Revenue - VRS | | | | | | | | |
| Loan | | 129,600,000 | 17,280,000 | 25,920,000 | - | - | - | - |
| Revenue - Marcellment | | | | | | | | |
| Revenue for start 2015 | | - | 157,500,000 | 157,500,000 | 131,250,000 | 52,500,000 | 26,250,000 | - |
| Revenue for start 2016 | | - | - | 157,500,000 | 157,500,000 | 131,250,000 | 52,500,000 | 26,250,000 |
| Revenue for start 2017 | | - | - | - | 157,500,000 | 157,500,000 | 131,250,000 | 52,500,000 |
| Revenue - Large Investments | | | | | | | | |
| Rent | | - | - | - | - | 46,875,000 | 93,750,000 | 93,750,000 |
| Loan | | - | - | - | 187,500,000 | 187,500,000 | - | - |
| Own funding | | - | - | - | 125,000,000 | 125,000,000 | - | - |
| Basic deposit | | - | - | - | - | 62,500,000 | 125,000,000 | 62,500,000 |
| Revenue - Chalet | | | | | | | | |
| Loan | | - | - | 70,000,000 | 70,000,000 | - | - | - |
| Annual Revenue | | - | - | - | - | 40,000,000 | 40,000,000 | 40,000,000 |
| Revenue - Centre Commercial | | | | | | | | |
| Overall Inflow | | - | - | - | 25,000,000 | 25,000,000 | 37,500,000 | 37,500,000 |
| Revenue - Camp Bouvet | | | | | | | | |
| Net Revenue | | - | 5,000,000 | 5,000,000 | 5,000,000 | 5,000,000 | 5,000,000 | 5,000,000 |
| Loan | | 6,000,000 | - | - | - | - | - | - |
| Revenue - 300A Scheme | | | | | | | | |
| Net Revenue | | - | 2,400,000 | 4,400,000 | 6,400,000 | 8,400,000 | 10,400,000 | 12,000,000 |
| Loan for equipment | | 40,000,000 | - | - | - | - | - | - |
| Other Revenue Items | | | | | | | | |
| Current rent | | 23,000,000 | 23,000,000 | 23,000,000 | 23,000,000 | 23,000,000 | 23,000,000 | 23,000,000 |
| Revenue - Loan to finance operations | | | | | | | | |
| | | 70,000,000 | - | - | - | - | - | - |
| TOTAL REVENUE | | 403,124,438 | 350,908,774 | 585,437,985 | 1,022,379,317 | 996,246,203 | 676,371,203 | 484,221,203 |
| EXPENDITURE | | | | | | | | |
| Expenditure Sugar | | | | | | | | |
| Remuneration | | 126,535,500 | 75,792,818 | 74,968,721 | 74,026,965 | 76,247,774 | 78,535,208 | 80,891,264 |
| Supplies | | 52,650,000 | 50,264,550 | 48,269,925 | 46,275,300 | 46,275,300 | 46,275,300 | 46,275,300 |
| SIFB Premium | | - | 4,888,485 | 4,694,498 | 4,500,510 | 4,500,510 | 4,500,510 | 4,500,510 |
| | | 179,185,500 | 130,945,853 | 127,933,144 | 124,802,776 | 127,023,584 | 129,311,018 | 131,667,074 |
| Expenditure - VRS | | | | | | | | |
| Cash Compensation | | 129,600,000 | - | - | - | - | - | - |
| Infrastructure cost | | - | 17,280,000 | 25,920,000 | - | - | - | - |
| Loan Repayment | | - | - | - | 34,560,000 | 34,560,000 | 34,560,000 | 34,560,000 |
| Interest Payable on VRS | | 10,368,000 | 11,750,400 | 13,824,000 | 11,059,200 | 8,294,400 | 5,529,600 | 2,764,800 |
| Expenditure - Marcellment | | | | | | | | |
| Cost for start 2015 | | - | 157,500,000 | 157,500,000 | - | - | - | - |
| Cost for start 2016 | | - | - | 157,500,000 | 157,500,000 | - | - | - |
| Cost for start 2017 | | - | - | - | 157,500,000 | 157,500,000 | - | - |
| Expenditure - Large Investments | | | | | | | | |
| Investment from loan | | - | - | - | 187,500,000 | 187,500,000 | - | - |
| Investment from own funds | | - | - | - | 125,000,000 | 125,000,000 | - | - |
| Loan repayment for 2017 | | - | - | - | - | - | - | - |
| Loan repayment | | - | - | - | - | - | 18,750,000 | 37,500,000 |
| Interest on loan | | - | - | - | 22,500,000 | 45,000,000 | 45,000,000 | 42,750,000 |
| Expenditure - Chalet | | | | | | | | |
| Investment Cost | | - | - | 70,000,000 | 70,000,000 | - | - | - |
| Loan Repayment of 2015 | | - | - | - | - | - | 7,000,000 | 7,000,000 |
| Loan Repayment of 2016 | | - | - | - | - | - | - | 7,000,000 |
| Interest 2015 | | - | - | 8,400,000 | 8,400,000 | 8,400,000 | 7,560,000 | 6,720,000 |
| Interest 2016 | | - | - | - | 8,400,000 | 8,400,000 | 8,400,000 | 7,560,000 |
| Expenditure - Camp Bouvet | | | | | | | | |
| Initial Investment | | 6,000,000 | - | - | - | - | - | - |
| Loan Repayment | | - | 1,200,000 | 1,200,000 | 1,200,000 | 1,200,000 | 1,200,000 | - |
| Interest | | 600,000 | 600,000 | 480,000 | 360,000 | 240,000 | 120,000 | - |
| Expenditure - 300A Scheme | | | | | | | | |
| Investment Expenditure to prepare land | | - | 2,500,000 | 2,500,000 | 2,500,000 | 3,000,000 | 2,400,000 | - |
| Investment in equipment | | 40,000,000 | - | - | - | - | - | - |
| Loan Repayment | | - | - | - | 2,666,667 | 2,666,667 | 2,666,667 | 2,666,667 |
| Interest on loan for equipment | | - | - | - | 2,986,667 | 2,773,333 | 2,560,000 | 2,346,667 |
| Expenditure - Hospital | | | | | | | | |
| Closing down of hospital | | 500,000 | - | - | - | - | - | - |
| Expenditure - Loan | | | | | | | | |
| Loan repayment | | - | 7,000,000 | 7,000,000 | 7,000,000 | 7,000,000 | 7,000,000 | 7,000,000 |
| Interest | | - | 7,000,000 | 6,300,000 | 5,600,000 | 4,900,000 | 4,200,000 | 3,500,000 |
| TOTAL EXPENDITURE | | 366,253,500 | 335,776,253 | 578,557,144 | 929,535,309 | 723,457,984 | 276,257,284 | 293,035,207 |
| | | 36,870,938 | 15,132,521 | 6,880,841 | 92,844,008 | 272,788,219 | 400,113,919 | 191,185,996 |
| Interest on deposit(3.5%) | | 1,290,483 | 529,638 | 240,829 | 3,249,540 | 9,547,588 | 14,003,987 | 6,691,510 |
| Interest on OD(10%) | | - | - | - | - | - | - | - |
| NET CASH FLOW | | 38,161,420 | 15,662,160 | 7,121,670 | 96,093,548 | 282,335,807 | 414,117,906 | 197,877,506 |

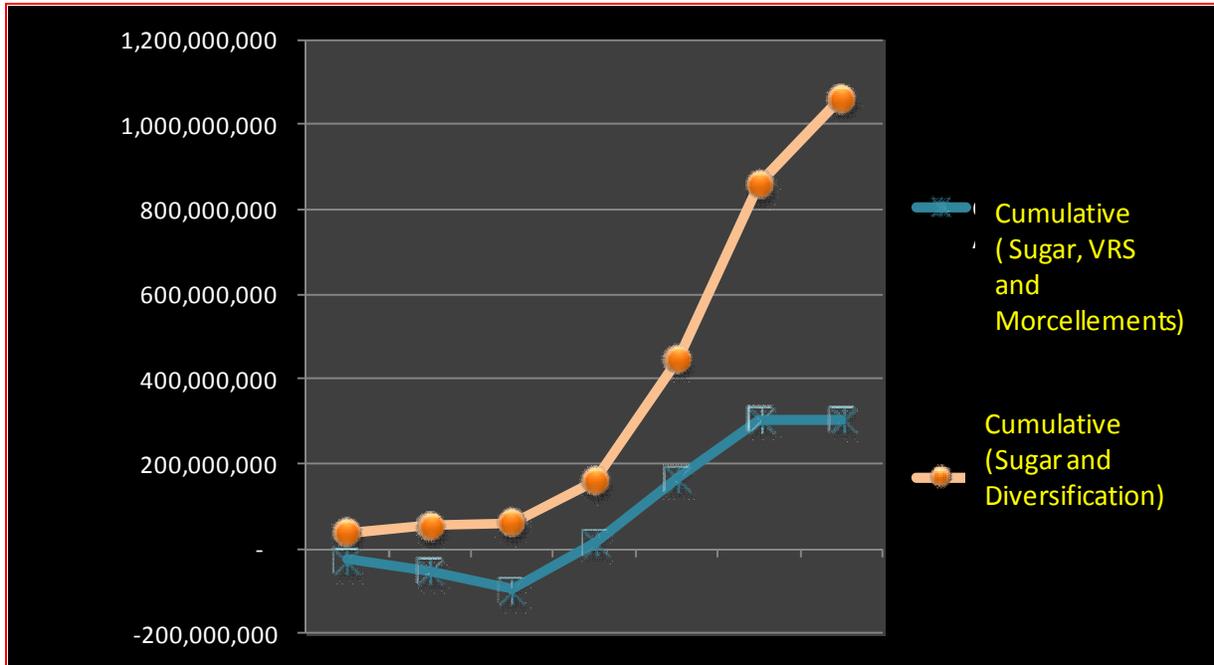


| | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 |
|-----------------------|--------------|--------------|--------------|-------------|-------------|-------------|---------------|
| | MUR | MUR | MUR | MUR | MUR | MUR | MUR |
| Cumulative Scenario A | - 26,529,869 | - 52,246,952 | - 96,310,386 | 13,922,501 | 166,937,120 | 305,096,988 | 304,141,644 |
| Cumulative Scenario B | 38,161,420 | 53,823,580 | 60,945,250 | 159,577,998 | 444,232,205 | 860,447,711 | 1,060,202,017 |

Sums of cash flows have to be worked out and scenarios A and B cross referenced with initial six options. A would be option 1 %Do nothing and as is %that is sugar plus sale of sugar reform land, collection of rent and a deferred VRS 3 at end of 2016. These details have to be spelt out under Option 1

Scenario B would be re-engineered sugar, sale of sugar reform land, collection of rent, VR3 at end of 2014 and all non-sugar projects.

The cumulative cash flows of the alternative are as follows:



Clearly, the business model of **RBSEB** should shift more towards one that goes beyond agriculture (Sugar) and agricultural diversification.

It has to embark on real estate projects of such a nature so as to generate annual positive cash flow and profitability momentums in its operational chemistry.



21. Action Plan

Action Planning dictates the need for simultaneous actions on several fronts so as to secure a positive momentum and a sustainable arch for **RBSEB**.

| Action Plan for RBSEB | | | | | | | |
|---|------|------|------|------|------|------|------|
| Corporate | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 |
| 1. Repeat RBSEB Act | █ | | | | | | |
| 2. Form a new state-owned company under the Companies Act 2001 | █ | | | | | | |
| 3. Clearly spell out the objectives of the company. | █ | | | | | | |
| 4. Set up a more entrepreneurial Board. | █ | | | | | | |
| 5. Recruit a performing management team with the right skills, competencies, mindset, attitude and commitment. | | █ | | | | | |
| 6. Set-up the right process and technology for the company. This one should go throughout the 7 year term. | | █ | | | | | |
| Sugar Cane Sector | | | | | | | |
| 7. Implement a VRS 3 starts in early 2014 and cash compensation made end 2014 but provision of land ends in 2016. | █ | | | | | | |
| 8. Sale of land for VRS 3 comes much later; in fact, accruals from VRS 3 are not being used as past land entitlements are sufficient. | █ | █ | | | | | |
| 9. Recruit job contractors | | █ | | | | | |
| 10. Review cultural practices throughout. | | █ | | | | | |



| | | | | | | | |
|--|--|--|--|--|--|--|--|
| 11. Introduction of adapted mechanisation till 2016. | | | | | | | |
| 12. Introducing of a 5 year cane Crop cycle which can allow for diversification in 2015 rather than in 2014. | | | | | | | |
| 13. Field by field revenue/costs analysis | | | | | | | |
| 14. Review of varietal imports from Reunion by Government. | | | | | | | |
| 15. Giving notice to leave the MSS by September 2014 and engaging in negotiations with Omnicane for a deal where the sugar of RBSEB as from 2016 would be sent to a more remunerative market than offered by Sudzucker, Ministry of agro industry to facilitate matters | | | | | | | |
| Non-sugar Agriculture Diversification | | | | | | | |
| 16. Select list of foodcrops, area, region etc to be planted | | | | | | | |
| 17. Rehabilitation of 300 arpents of land now abandoned after failure of 2006 scheme by using Food Security Fund | | | | | | | |
| 18. Land preparation | | | | | | | |
| 19. Plantation and maintenance | | | | | | | |
| 20. Crop and sale re cash flow analysis, sales as from 2015 | | | | | | | |
| 21. High tech agriculture | | | | | | | |
| Non Sugar Activities | | | | | | | |
| Transforming Camp Bovet | | | | | | | |
| 22. Invest in structure, equipment and landscaping | | | | | | | |
| 23. Recruit specialized hospitality sector personnel | | | | | | | |
| 24. Market the venue | | | | | | | |
| 25. Rent and collect Revenues | | | | | | | |
| New Commercial Centre | | | | | | | |
| 26. Identify and negotiate with Key Strategic Partners | | | | | | | |
| 27. Develop master plan | | | | | | | |
| 28. Revalue the land assets of RBSEB | | | | | | | |
| 29. Conceptualise and design the project | | | | | | | |



| | | | | | | | | | |
|---|--|--|--|--|--|--|--|--|--|
| 30. Obtain permits and start construction | | | | | | | | | |
| 31. Market the venue | | | | | | | | | |
| 32. Manage the venue and collect Rent and Management fees | | | | | | | | | |
| Le Val Ecotourism | | | | | | | | | |
| 33. Identify and negotiate with Key Strategic Partners | | | | | | | | | |
| 34. Develop master plan | | | | | | | | | |
| 35. Revalue the land assets of RBSEB | | | | | | | | | |
| 36. Conceptualise and design the project | | | | | | | | | |
| 37. Obtain permits and start construction | | | | | | | | | |
| 38. Build the complex | | | | | | | | | |
| 39. Market the venue | | | | | | | | | |
| 40. Manage the venue and reap projects | | | | | | | | | |
| Morcellement | | | | | | | | | |
| 41. Identify the land for parceling | | | | | | | | | |
| 42. Obtain necessary permits | | | | | | | | | |
| 43. Market and sell | | | | | | | | | |
| 44. Manage deposits and debtors efficiently | | | | | | | | | |
| Rental of Land | | | | | | | | | |
| 45. Identify land and master plan it | | | | | | | | | |
| 46. Engage in infrastructure works | | | | | | | | | |
| 47. Advertise and market the rental options | | | | | | | | | |
| 48. Rent | | | | | | | | | |
| 49. Manage rentals | | | | | | | | | |
| Large Investments | | | | | | | | | |
| 50. Feasibility study | | | | | | | | | |
| 51. Design and implementation | | | | | | | | | |
| 52. Management thereof | | | | | | | | | |



22. Concluding Remarks

22.1 Transformational Leadership

The melding together of the new talent pool, exceptional stress on improvisation, adaptability, mission and purpose should yield a leadership style that resembles what is sometimes captured in the concept of transformational leadership . an approach different in tenor from what is often reference as transactional leadership. **RBSEB** needs a new leadership supported by an entrepreneurial board and a performing management structure in place.

RBSEB should make a positive change for its future. It must attack the problems head-on. If it keeps the current track, the situation will be more tense, and the change more distant. It has to confront the weaknesses and force radical changes; otherwise the situation will explode in its own face.

22.2 Strategic Partners

Strategic business partnerships will allow **RBSEB** the opportunity to improve its business. It is a necessity for **RBSEB** given its poor performance to date.

The main objective of the strategic partnership for **RBSEB** is the true synergy of one plus equals five instead of two.

The partnerships will strengthen the weak aspects of the business of **RBSEB** and bring new thinking, strategies and operational efficiency in a performance driven culture.

22.3 Flexibility and Resilience

RBSEB should be able to build more flexibility and resilience. The current bureaucratic and structural problems should be replaced by a more efficient work culture driven by performance and results.

It needs a management team that has a much greater ability to cope with uncertainty that does not get disturbed by uncertain events, and can keep an even keel, and is more balanced as it keeps its pathway through. It also needs a team that tends to be more creative as a result because they have to face all sorts of untraditional situations almost on a daily basis, and therefore they have to really stretch into creativity across the whole business model. They need to continuously creatively think about the whole business model and all the levers of success.

22.4 New Confidence

The confidence with which **RBSEB's** new management should set sail should be all the more reinforced by events that symbolise success in other realms- in achieving what had not been done before and achieving it by global, not just domestic standards.

It has to move into a new phase of people management, executive leadership, competitive strategy, company governance, and social responsibility.



22.5 Holistic engagement with employees

RBSEB has to see itself as an organic enterprise where sustaining employee morale and building company culture are treated as critical obligations and foundations of success. Talented personnel should be recruited and viewed as assets to be developed, not costs to be reduced; as source of creative ideas and pragmatic solutions; and as bringing leadership at their own level to the company. Creating ever-stronger capacities through a new pool of talents should be a driving objective for **RBSEB**.

Human Capital

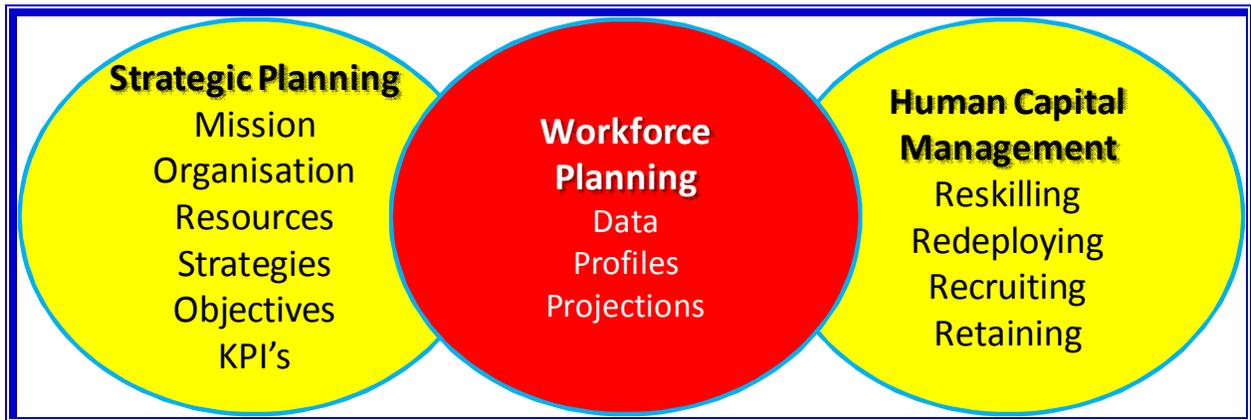
The key for the future of **RBSEB** lies in the talent, skills and capabilities of its people. With talent shortages detected in **RBSEB**, it will be imperative to turn the attention to how these shortages can be met in the short term and prevented in the long term. Investing in human capital is critical; even more so in the context of shifting dynamics, limited resources and constant challenges.

The collective attitudes, skills and abilities of the Human Capital of **RBSEB** will contribute to organizational performance and productivity.

A central pillar in the management for **RBSEB** is the alignment of human capital strategies with the organization's goals, mission and objectives through the analysis, planning investment and management of its human capital.

There should be a common awakening in **RBSEB** to the fact that people are its greatest asset, recognizing their worth and integrating its management into organizational strategy.

Strategic Workforce Planning is the Key to Managing Human Capital and organisational performance. It evolves on the following axes:-



Strategic workforce planning in **RBSEB** should evolve the systematic assessment of future workforce needs and the determination of the actions and strategies required to meet those needs. Put more simply, it is getting the right people with the right skills into the right jobs at the right time.

A high performance **RBSEB** demands a dynamic, results-oriented workforce · with the talents, multi-disciplinary knowledge, and up-to-date skills · to meet its mission.



22.6 Culture

Creating **RBSEB** afresh requires work culture of an extraordinary dimension. Not only must the Board have the foresight to see the big picture before anyone else does, but it must also possess the ability to systematically break it down and zero in on its components. **RBSEB** is in need of an entrepreneurial Board that has the exceptional capacity of visualizing and inventing the future . an uncanny intuitiveness for what lies ahead. It must have the ability to see in a way that compels others to sit up and take notice.

22.7 Conclusion

Once the principles of people human capital excellence and executive leadership and management are in place, and the workforce and top team are prepared and engaged, **RBSEB** should point toward building organisational architecture, a new company culture, and fresh approaches to reaching into creative value propositions.

The source of comparative advantage should come from deep inside the company, from new and better ideas, superior execution, and the process of a mindset that get things done. The source of the distinctiveness of the new **RBSEB** and the ability to focus the business on solving hard problems rests heavily on the management of people, on the holistic engagement with employees.

The strength of the new **RBSEB** should really be in the depth of the new pool of talents that it must create.

It is time now to be bold, as has been the case for the successive sugar reforms of 2001 and 2007. Otherwise, **RBSEB** will slowly and surely die a natural death and its value will continue to be cannibalised by private operators to the detriment of the nation and tax payers, who keep on footing the bill of the man-made misfortunes of **RBSEB**.



23. Appendices

23.1 Appendix 1: Budgeted Profit in 2014

The budgeted profit of Rs 58,021,200 as exceptional item in 2014 is expected to come from the following two projects of land parceling:

Morcellement at rear of Rose Belle Sugar Factory and adjoining S.Bissoondoyal S.S.S

This Morcellement comprises some 37 lots which has been developed on a plot of land of the extent of 04 Arp 25 ½ Perches belonging to **Rose Belle Sugar Estate** as evidenced by title deed registered and transcribed in Volume TV 1221 No 103.

| Lot No | Ext/m2 | Market Value(Rs) | Lot No | Ext/m2 | Market Value(Rs) |
|--------|--------|------------------|--------|--------|------------------|
| 1 | 532 | 1,260,000 | 20 | 425 | 1,000,000 |
| 2 | 350 | 830,000 | 21 | 550 | 1,170,000 |
| 3 | 390 | 830,000 | 22 | 409 | 870,000 |
| 4 | 390 | 830,000 | 23 | 427 | 910,000 |
| 5 | 390 | 830,000 | 24 | 455 | 970,000 |
| 6 | 390 | 830,000 | 25 | 443 | 945,000 |
| 7 | 413 | 880,000 | 26 | 375 | 720,000 |
| 8 | 432 | 920,000 | 27 | 393 | 835,000 |
| 9 | 402 | 900,000 | 28 | 515 | 1,160,000 |
| 10 | 380 | 850,000 | 29 | 453 | 965,000 |
| 11 | 422 | 950,000 | 30 | 400 | 850,000 |
| 12 | 352 | 750,000 | 31 | 328 | 700,000 |
| 13 | 350 | 750,000 | 32 | 1017 | 1,730,000 |
| 14 | 325 | 690,000 | 33 | 1305 | 2,085,000 |
| 15 | 325 | 690,000 | 34 | 857 | 1,825,000 |
| 16 | 325 | 690,000 | 35 | 583 | 1,240,000 |
| 17 | 325 | 690,000 | 36 | 393 | 930,000 |
| 18 | 445 | 1,050,000 | 37 | 424 | 1,000,000 |



| | | | | | |
|----|-----|-----------|--|--|--|
| 19 | 420 | 1,000,000 | | | |
|----|-----|-----------|--|--|--|

Morcellement located along road leading to R.Belle Hospital from Main Road

This Morcellement comprises some 32 lots which has been developed on a plot of land of the extent of 04 Arp 38 Perches belonging to R.belle S.Estate Board as evidenced by little deed registered and transcribed in Volume TV 1221 No 103.

| Lot No | Ext/m2 | Market Value(Rs) | Lot No | Ext/m2 | Market Value(Rs) |
|--------|--------|------------------|--------|--------|------------------|
| 1 | 317 | 975,000 | 17 | 1050 | 3,980,000 |
| 2 | 337 | 1,035,000 | 18 | 1049 | 3,975,000 |
| 3 | 378 | 1,160,000 | 19 | 1055 | 4,000,000 |
| 4 | 328 | 1,010,000 | 20 | 344 | 1,060,000 |
| 5 | 297 | 915,000 | 21 | 344 | 1,060,000 |
| 6 | 420 | 1,290,000 | 22 | 344 | 1,060,000 |
| 7 | 343 | 1,050,000 | 23 | 347 | 1,065,000 |
| 8 | 364 | 1,120,000 | 24 | 300 | 925,000 |
| 9 | 315 | 970,000 | 25 | 322 | 990,000 |
| 10 | 327 | 1,000,000 | 26 | 325 | 1,000,000 |
| 11 | 366 | 1,125,000 | 27 | 325 | 1,000,000 |
| 12 | 366 | 1,125,000 | 28 | 325 | 1,000,000 |
| 13 | 366 | 1,125,000 | 29 | 345 | 1,060,000 |
| 14 | 368 | 1,130,000 | 30 | 364 | 1,120,000 |
| 15 | 1328 | 4,275,000 | 21 | 318 | 975,000 |
| 16 | 1060 | 4,015,000 | 32 | 410 | 1,260,000 |

The valuations have been done by Mr. P.Ramrekha MSc, FRICS,MMIS, Chartered Valuation Surveyor.



23.2 Appendix 2: Agricultural Land

| Description | Historical Cost | Revaluation | Cost + Revaluation | NBV(Land was revalued as at 30 th June 1985) |
|---|----------------------|----------------------|-----------------------|---|
| " Agricultural land R.Belle (804.273) AC REAS | 1,609,875.29 | 26,622,964.81 | 28,232,840.10 | 28,232,840.10 |
| " Agricultural land N.Grove (1102.9888) Ap | 2,253,925.70 | 31,616,916.12 | 33,870,841.82 | 33,870,841.82 |
| " Agricultural land U.Park(784.76 25) ac REAS | 1,605,259.50 | 14,725,663.51 | 16,330,923.01 | 16,330,923.01 |
| " Agricultural land Eau Bleu (1,018.768) | 7,017,420.64 | 10,923,843.16 | 17,350,247.19 | 17,350,247.19 |
| " Agricultural land Le Val (1,057.019)AP | 2,161,096.28 | 11,898,031.63 | 14,059,127.91 | 14,059,127.91 |
| " Metayer Land V.Modely Union Park (he has returned back the land) 5A64 | 1.00 | 0.00 | 1.00 | 1.00 |
| " Metayer Land Seeparsad Luthoo Union Park 3A75 | 1.00 | 0.00 | 1.00 | 1.00 |
| " Metayer Land Lakhankhejoo Union Park 81 Arpents | 1.00 | 0.00 | 1.00 | 1.00 |
| Total | 14,647,580.41 | 95,787,419.23 | 109,843,983.03 | 109,843,982.03 |

The value of Agricultural Land as at 31.12.2011 stands at Rs 109,843,983; the historical cost of which was Rs 14,674,580.

The land allocated to the Metayers Modely, Seeparsad Luthoo and lakhankhejoo amounts to a total surface area of 4A59p have not been included in the balance sheet at their appropriate valuation. They have never been revalued and are included at the nominal value of Rs 1.00. The agricultural land value of **RBSEB** is thus understated by the value of these lands.



23.3 Appendix 3: Factory Land and Commercial Building

| Commercial land | Historical Cost | Revaluation | Cost + Revaluation | NBV |
|--|------------------------|--------------------|---------------------------|--------------|
| " Staff Club New -Land | 14,250.00 | 0.00 | 14,250.00 | 14,250.00 |
| " Rose Belle Baitka Land | 21,250.00 | 0.00 | 21,250.00 | 21,250.00 |
| " Staff Club House (Old) Land | 6,500.00 | 0.00 | 6,500.00 | 6,500.00 |
| Commercial Building | | | | |
| " Artisan Hall | 39,000.00 | 91,000.00 | 130,000.00 | 1,600.80 |
| " Staff Club New - Blog Lease To Sustainable Property 08 | 37,500.00 | 0.00 | 37,500.00 | 8,250.00 |
| " Rose Belle Baika - Building - Lease To RB Samelan Sabha | 15,000.00 | 0.00 | 15,000.00 | 3,300.00 |
| " Ex- Personnel Manager.S Office (Cultivation Office) | 130,000.00 | 0.00 | 130,000.00 | 6,600.80 |
| " Stores & Office- Le Val (Lease To Vita Rice Ltd) And Eau Bleue | 141,346.27 | 0.00 | 141,346.27 | 36,759.72 |
| " Stores At ASTROEA | 44,741.63 | 0.00 | 44,741.63 | 11,642.52 |
| " New Office - New Grove And Midlands - Lease (01/01/06) | 477,459.69 | 0.00 | 477,459.69 | 113,233.32 |
| " Main Store | 135,001.00 | 215,001.00 | 350,001.00 | 1.00 |
| " Hospital Building | 1.00 | 0.00 | 1.00 | 1.00 |
| " Garage & Office Block (ADB) | 8,365,580.74 | 0.00 | 8,365,580.74 | 5,536,773.78 |
| " Borehole | 83.33 | 0.00 | 83.33 | 83.33 |
| " Main Factory Building & Workshop | 83.33 | 0.00 | 83.33 | 68.30 |
| " Extension To Factory Office | 83.33 | 0.00 | 83.33 | 68.30 |



Strategic Review of Rose Belle Sugar Estate Board



| | | | | |
|--|------------|------|------------|------------|
| " Electrical Workshop % Stores | 83.33 | 0.00 | 83.33 | 68.30 |
| " Cane Cutters House | 83.33 | 0.00 | 83.33 | 68.30 |
| " Bagasse Store | 83.33 | 0.00 | 83.33 | 68.30 |
| " Factory Stores | 83.33 | 0.00 | 83.33 | 68.30 |
| " Weigbridge | 83.33 | 0.00 | 83.33 | 68.30 |
| " Spray Pond | 83.33 | 0.00 | 83.33 | 68.30 |
| " Factory Water Supply | 83.33 | 0.00 | 83.33 | 68.30 |
| " 3 Water Heaters For Artisan Bathroom | 83.37 | 0.00 | 83.37 | 83.37 |
| " Installation Of Fuel Tank | 107,200.00 | 0.00 | 107,200.00 | 92,013.33 |
| " Water Tank Capacity 200 LTS | 11,122.00 | 0.00 | 11,122.00 | 6,719.54 |
| " Final Molasses Storage Tank | 2.00 | 0.00 | 2.00 | 2.00 |
| " Water Tank Duraco (1000 LTS (FC Residence Ex-Fact S.Qts) | 4,782.61 | 0.00 | 4,782.61 | 4782 |
| " Pump & Electric Motor (Not Water Cane Treatment) | 25,000.00 | 0.00 | 25,000.00 | 19,375.00 |
| " Second Hand FUEL Fire Steam Boiler Fulton Model FB 0-30 | 517,590.02 | 0.00 | 517,590.02 | 336,757.00 |
| " Kracher Water Pressure Cleaner 130 Bars | 10,890.00 | 0.00 | 10,890.00 | 8,984 |
| " Water Softener-Boiler Plant Hot Water Treatment | 96,330.26 | 0.00 | 96,330.26 | 67,852.63 |
| " Rehallation Garage | 361,645.29 | 0.00 | 361,645.29 | 352,604.15 |



| | | | | |
|-------------------------------------|----------------------|-------------------|----------------------|---------------------|
| Workshop | | | | |
| " Fencing Hot Water Treatment Plant | 126,938.53 | 0.00 | 126,938.53 | 112,374.31 |
| " Cooling Pond | 1.00 | 0.00 | 1.00 | 1.00 |
| Total | 10,690,047.00 | 306,000.00 | 10,996,047.00 | 6,758,515.00 |

The Hospital Building and the cooling pond are included in the financial statements at a nominal value of Rs 1.00. They have never been revalued. The Commercial Land and building are thus understated by the relevant values of these two items.





23.4 Appendix 4: Residential Land and Building

| Description | Historical Cost | Revaluation | Cost + Revaluation | NBV |
|--|-----------------|-------------|--------------------|------------|
| Residential land | | | | |
| " J. de Casandve R/Belle Yard | 11,250.00 | 0.00 | 11,250.00 | 11,250.00 |
| " R.Tam in union park land | 8,550.00 | 0.00 | 8,550.00 | 8,550.00 |
| " A.Mohabirsing U/park Land | 26,400.00 | 0.00 | 26,400.00 | 26,400.00 |
| " S.Mathoora U/park land | 7,650.00 | 0.00 | 7,650.00 | 7,650.00 |
| " Rose Belle Yard | 185,000.00 | 0.00 | 185,000.00 | 185,000.00 |
| " Ex Rivaud House (Land only) | 13,782.00 | 0.00 | 13,782.00 | 13,782.00 |
| " Residential Yard | 20,540.00 | 0.00 | 20,540.00 | 20,540.00 |
| Residential building | | | | |
| " Factory Staff Quarters | 68,721.44 | 1,278.86 | 70,000.30 | 17,401.07 |
| " Ex-2nd Factory Assistant, Ex-Chemist | 63,000.00 | 107,000.00 | 170,000.00 | 4,400.40 |
| ▪ Ex-factory M.House (EX-G.M) - Ex-f.C- Ex-R.Centre C. Expt, | 290,096.14 | 18,668.39 | 308,764.53 | 55,811.24 |
| " 001 Renovation EX-FC Bungalow-Ramanya Centre | 39,392.82 | 0.00 | 39,392.82 | 30,660.71 |
| " Ex-electrician House (Hitie) | 63,000.00 | 107,000.00 | 170,000.00 | 4,400.40 |
| " Ex-chemist House (V.Ghoorah) EX - Production MGRM | 202,670.73 | 133,000.00 | 335,670.73 | 110,981.93 |
| " General Manager's house | 1.00 | 0.00 | 1.00 | 1.00 |
| " 2, Field Overseer House N.Grove - Bussier&Moothy | 1.00 | 0.00 | 1.00 | 1.00 |
| " Eau Bleu Staff residential quarters | 2.00 | 0.00 | 2.00 | 2.00 |
| " Ex-r.Tam In Ex-Fac.MGR Union Park -MSPCA Office | 35,000.00 | 0.00 | 35,000.00 | 7,700.40 |
| " A.Mohabirsing | 56,250.00 | 0.00 | 56,250.00 | 12,375.00 |



| | | | | |
|---|---------------------|-------------------|---------------------|---------------------|
| U/Park Building - DGM/ AGM | | | | |
| " Hunting Club -Le Val -Lease To SKC Diary | 77,153.47 | 0.00 | 77,153.47 | 41,553.89 |
| " S.Mathoora U/Park Building H.O.S-iv | 35,000.00 | 0.00 | 35,000.00 | 7,700.40 |
| " Watchman House Astrdea-invest .Adeline | 29,812.99 | 0.00 | 29,812.99 | 7,752.50 |
| " Watchman House (Old) Le Val | 22,030.05 | 0.00 | 22,030.05 | 5,735.20 |
| " Process Man .House (Huang L.V) - Club House | 57,460.00 | 0.00 | 57,460.00 | 12,644.60 |
| " Renovation GM Residence (Camp Bouvet) | 422,611.73 | 0.00 | 422,611.73 | 405,707.27 |
| " Staff Quarters Fencing (DGM Residence) | 173,660.94 | 0.00 | 173,660.94 | 173,660.94 |
| " Fencing Staff Quarters (GM Residence) | 9,798.12 | 0.00 | 9,798.12 | 8,655.01 |
| Total | 1,918,834.43 | 366,947.25 | 2,285,781.68 | 1,157,552.32 |

The General Managers house, the Field Overseer House and the Eau Bleu Staff residential quarters (presently Union Park Office) are included in the financial statements at the nominal value of Rs 1.00 and Rs 2.00. There is a need to value these at their proper value. The residential land and buildings are thus understated by these amounts.

The above assets constitute the most substantial and material assets of **RBSEB**. They are critical in the transformational strategy of **RBSEB**.



23.5 Appendix 5: Transport and Agricultural Equipment

The historical cost of the current pool of Plant and Equipment for Rose Belle Sugar Estate Board stood at Rs 62.862.005 as at 31.12.2011 in the audited financial statements. Those assets have never been revalued and their net book value as at 31.12.200 stood at Rs 17:023.638:77, which is almost one quarter of the original cost

| Description | Historical Cost | Revaluation | Cost + Revaluation | NBV |
|---|-----------------|-------------|--------------------|----------|
| " Bell Super Cane Loader | 698,250.00 | 0.00 | 698,250.00 | 0.00 |
| " Fibre Glass Herbicide A1392 RB | 16,000.00 | 0.00 | 16,000.00 | 0.00 |
| " W.K Tanker Trailer | 9,000.00 | 0.00 | 1,500.00 | 0.00 |
| " Fibre Glass Water Tank | 3,407.00 | 0.00 | 3,407.00 | 0.00 |
| " Fer. Trailer Diesel Tanker | 1,500.00 | 0.00 | 1,500.00 | 0.00 |
| " Trailer Self Loader | 385,510.57 | 0.00 | 192,755.28 | 0.00 |
| " Weed killer/ Tank Trailer 2399 JL 95 (Planters) | 34,061.82 | 0.00 | 34,061.82 | 0.00 |
| " Weed killer EQ (15,93,15,94,30-5) | 235,525.00 | 0.00 | 235,525.00 | 0.00 |
| " One Second Hand Trailer (1988)- S.L Trailer A 1387 (RB) | 125,000.00 | 0.00 | 125,000.00 | 0.00 |
| " Mitshubhishi Lancer -2783 September 1996 | 660,255.00 | 0.00 | 660,255.00 | 0.00 |
| " Modi. & Registration (Trailers) | 968,135.00 | 0.00 | 968,135.00 | 0.00 |
| " Tractor Mounted Air Compressor | 8,400.00 | 0.00 | 8,400.00 | 0.00 |
| " Tripod & Level (Cult.unalld) | 39,150.00 | 0.00 | 39,150.00 | 2,447.04 |
| " Toyota Van 944 Mr 95(A.D.B) | 353,500.00 | 0.00 | 353,500.00 | 0.00 |
| " Scale No 7(Le Val- 20 KG 95) | 2,240.00 | 0.00 | 2,240.00 | 382.69 |
| " Crane 2 Ton de Luxe, Clarke ADB | 33,000.00 | 0.00 | 33,000.00 | 6,050.00 |



Strategic Review of Rose Belle Sugar Estate Board



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|--|--------------|------|--------------|------------|
| " Fiatagri M/110-90DT 2161JU95AB | 617,230.00 | 0.00 | 617,230.00 | 0.00 |
| " 3 Tipping Baskets(1991) | 82,085.38 | 0.00 | 82,085.38 | 0.00 |
| " Self -Loader Trailer | 220,477.05 | 0.00 | 110,238.52 | 0.00 |
| " One Top Basket (L.V.M-11/08/91) | 52,489.46 | 0.00 | 17,496.49 | 0.00 |
| " MOD/Self Loader Trailer | 149,244.38 | 0.00 | 49,748.13 | 0.00 |
| " Cane Trailer | 238,086.62 | 0.00 | 119,043.31 | 0.00 |
| " Heavy Rock Trailer | 574,193.95 | 0.00 | 287,096.97 | 0.00 |
| " Mitsubishi Lorry 1960 Ju95-ADB | 1,177,605.00 | 0.00 | 1,177,605.00 | 0.00 |
| " Massey Ferguson 279 FB 94 ADB | 1,703,604.20 | 0.00 | 425,901.05 | 0.00 |
| " Pillar Drill Arboga MA4008(ADB) | 190,000.00 | 0.00 | 190,000.00 | 33,250.04 |
| " Sawing Machine AJAX AJHD10(ADB) | 151,000.00 | 0.00 | 151,000.00 | 26,425.04 |
| " Hydraulic press StenhoJFP60 AB | 149,000.00 | 0.00 | 149,000.00 | 26,075.02 |
| " Welding Machine Safex 450 & ACC | 51,205.00 | 0.00 | 51,205.00 | 5,974.00 |
| " Pedestal Grinder ARBODA,308AB | 72,600.00 | 0.00 | 72,600.00 | 12,705.00 |
| " Massey Ferguson Tractor | 2,994,912.20 | 0.00 | 494,206.40 | 0.00 |
| " Cabin to Tractor 2483 AG96 | 101,271.06 | 0.00 | 19,658.33 | 0.00 |
| " Gorghii Type Changer | 275,042.00 | 0.00 | 275,042.00 | 0.00 |
| " Sous Soleuse | 110,000.00 | 0.00 | 110,000.00 | 0.00 |
| " Atlas Rock Crab Orange Peel Model E321 | 313,000.00 | 0.00 | 313,000.00 | 0.00 |
| " Motorised Sold Mistblower Model M23 | 10,500.00 | 0.00 | 10,500.00 | 0.00 |
| " 2 Baskets for Cane Tops | 30,614.64 | 0.00 | 30,614.64 | 0.00 |
| " Knapsack Sprayers | 752,102.93 | 0.00 | 60,000.00 | 218,587.56 |
| " 1 Sold Mist Blower | 10,324.00 | 0.00 | 10,324.00 | 0.00 |



Strategic Review of Rose Belle Sugar Estate Board



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|---|--------------|------|--------------|-----------|
| " Installation of Water Pumps on 7 Weed killer Tanks | 123,386.21 | 0.00 | 123,386.21 | 0.00 |
| " 1 Massey Ferguson Haulage Tractor | 5,918,980.00 | 0.00 | 692,425.00 | 34,310.17 |
| " Cabin to Haulage Tractor | 148,750.02 | 0.00 | 148,750.0 | 0.00 |
| " High Clearance Trash Rake | 65,000.00 | 0.00 | 65,000.00 | 24,645.83 |
| " Construction of 1 cane trailer | 490,568.61 | 0.00 | 167,580.06 | 0.00 |
| " 1 Motorised Sold Sprayer 423 (12LTS) | 10,958.18 | 0.00 | 10,958.18 | 0.00 |
| " Robin S/BY Diesel Drive Generator Model Mast 5010DX | 48,000.00 | 0.00 | 48,000.00 | 0.00 |
| " Construction of 3 Baskets | 80,959.18 | 0.00 | 80,959.18 | 0.00 |
| " Heavy Duty Disc Hill | 95,200.00 | 0.00 | 95,200.00 | 50,773.33 |
| " Pick Up Vehicles | 2,349,763.64 | 0.00 | 530,376.00 | 0.00 |
| " Chain Saw Model MS 361 | 16,807.50 | 0.00 | 16,807.50 | 0.00 |
| " Toyota Hilux D. CAB 4WD ND 1912 MY 04 | 1,352,550.00 | 0.00 | 524,050.00 | 0.00 |
| " Cane Sets Baskets | 103,902.70 | 0.00 | 51,516.78 | 0.00 |
| " Trailer Basket Fond(Le Val Section) | 43,896.26 | 0.00 | 43,896.26 | 0.00 |
| " Nissan Sunny 4DR Sedan Super Saloon 1597 N16 5442 DC05) | 833,780.00 | 0.00 | 580,250.00 | 0.00 |
| " Atlas Cane Loader 1305 N0 6 | 4,384,828.00 | 0.00 | 833,780.00 | 0.00 |
| " Tipping Trailer 15 Tons No 3445 JL 06 | 775,839.00 | 0.00 | 4,384,828.00 | 0.00 |
| " Toyota Saloon Car 1400 C.C 4016SP06 Light Blue FC | 721,050.00 | 0.00 | 775,839.00 | 0.00 |



Strategic Review of Rose Belle Sugar Estate Board



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|---|--------------|------|--------------|------------|
| " Toyota car Yaris 1.3 Sedam 55602C06 | 745,330.00 | 0.00 | 721,050.00 | 0.00 |
| " Motorcycle Honda 1XR125KS1600S (Section Rose-Belle) | 220,555.43 | 0.00 | 745,330.00 | 14,703.69 |
| " Cane Atlas Complete with accessories (No 7) | 5,001,500.80 | 0.00 | 73,518.48 | 416,791.73 |
| " Second Hand Mercedes Benz C 180No2295 | 678,297.00 | 0.00 | 5,001,500.80 | 22,609.90 |
| " Solo Chain Sow 69490CM/367 (Leval) | 27,825.00 | 0.00 | 678,297.00 | 21,680.31 |
| " Murex Lawn Mower 3.5 HP 16 (GMR) | 10,350.00 | 0.00 | 27,825.00 | 3,105.00 |
| " Mitsubishi Lorry 6567 NV 08(F6177B00417) 754 | 1,216,786.50 | 0.00 | 10,350.00 | 466,434.82 |
| " Loncin Gasoline Water pump 2 "(RD Section ENG No3) | 7,380.98 | 0.00 | 1,216,786.50 | 4,797.63 |
| " New Pneumatic Impact wench (Garage) | 59,063.74 | 0.00 | 7,380.98 | 48,973.68 |
| " Basket For labourers (6567NV08) | 277,069.34 | 0.00 | 59,063.74 | 106,209.94 |
| " Honda High Pressure water Pump | 92,000.00 | 0.00 | 138,534.67 | 65,166.68 |
| " Heavy Duty Disc Arrow QUIVOGNE Registration 786FD09 | 888,225.82 | 0.00 | 23,000.00 | 762,393.83 |
| " 125 Cane Loader 3 CYLF.Belle No 3 | 1,811,646.90 | 0.00 | 23,000.00 | 815,241.10 |
| " Stone Crab Funky Belle No 3 | 160,000.00 | 0.00 | 23,000.00 | 138,000.00 |
| " Spaced Clamshell bucket funky Belle No 3 | 145,000.00 | 0.00 | 23,000.00 | 125,062.50 |



Strategic Review of Rose Belle Sugar Estate Board



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|---|----------------------|-------------|----------------------|----------------------|
| " Heavy Duty Bush cutter FS550 | 42,935.25 | 0.00 | 888,225.82 | 37,389.45 |
| " Hydraulic Tipping Trailer | 3,634,148.00 | 0.00 | 1,811,646.90 | 1,817,074.00 |
| " Drilling Machine 710 W(Garage) | 5,270.00 | 0.00 | 160,000.00 | 4,611.25 |
| " Massey Ferguson MF | 18,088,783.49 | 0.00 | 908,537.00 | 9,654,243.41 |
| " Toolbar with subsoiler Ripper Sugar Cane frower | 469,432.85 | 0.00 | 908,537.00 | 404,885.84 |
| " Spacer for Funky Bell No 3 | 55,000.00 | 0.00 | 2,519,580.85 | 37,583.33 |
| " Air Break Kit MF 6495-787FB09 | 186,403.00 | 0.00 | 2,519,580.85 | 124,268.67 |
| " Hydraulic Tipping Trailer 1 | 2,082,640.00 | 0.00 | 3,091,006.09 | 1,457,848.00 |
| " Caterpillar Vibrator roller CS 563 | 1.00 | 0.00 | 469,432.85 | 1.00 |
| " Self Loader Basket . U.Park | 72,050.85 | 0.00 | 1,041,320.00 | 67,247.46 |
| Total | 67,141,437.51 | 0.00 | 2,459,727.00 | 17,057,948.94 |
| Purchases | 72,050.85 | 0.00 | 1.00 | 67,247.46 |
| Sales/ Scrapped | -4,279,431.95 | 0.00 | 72,050.85 | -34,310.17 |
| Closing balance | 62,862,005.56 | 0.00 | 62,862,005.56 | 17,023,638.77 |



23.6 Appendix 6: Furniture, Fixtures and Fittings & Office Equipment

Furniture, Fittings, Fixtures and office Equipment stood at a historical cost of Rs 7.653.194 as at 31.12.2011 and its net book value was Rs 2.847.110, which is one third of its cost.

Details are as follows:

| Description | Historical Cost | Revaluation | Cost + Revaluation | NBV |
|--|-----------------|-------------|--------------------|-----------|
| Furniture, fixtures and Fittings & office Equipment | | | | |
| " Furniture (Ex GM House) | 303,983.41 | 0.00 | 303,983.41 | 0.00 |
| " GM Residence furniture , fixtures and fittings | 260,677.74 | 0.00 | 260,677.74 | 19,124.02 |
| " Electrical appliances | 565,529.60 | 0.00 | 565,529.60 | 95,561.11 |
| " Filing Cabinet | 78,529.98 | 0.00 | 78,529.98 | 15,450.04 |
| " Mini Boardroom Table (F.C.O) | 3,700.00 | 0.00 | 3,700.00 | 0.00 |
| " Clock (Reception) | 265.00 | 0.00 | 265.00 | 0.00 |
| " Curtains & Accessories | 8,946.50 | 0.00 | 8,946.50 | 0.00 |
| " Toilette Accessories | 1,837.50 | 0.00 | 1,837.50 | 0.00 |
| " 1 Bidet Consul + Pedestal Chain Mixer (Whiper Pink) | 2,566.07 | 0.00 | 2,566.07 | 0.00 |
| " 1 wash Basin Consul + Pedestal chain , mixer (whisper pink) | 2,532.66 | 0.00 | 2,532.66 | 0.00 |
| " 1 Set European Bowl Water Closet Complete (Whisper Pink) | 3,960.48 | 0.00 | 3,960.48 | 0.00 |
| " 1 Dehumidifier KV- D395N Kelvinator | 12,990.00 | 0.00 | 12,990.00 | 0.00 |
| " 530D Diplomat Safe | 10,827.27 | 0.00 | 10,827.27 | 0.00 |
| " Computer System | 25,599.11 | 0.00 | 25,599.11 | 0.00 |



Strategic Review of Rose Belle Sugar Estate Board



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|--|--------------|------|--------------|------------|
| " New Weigbridge Computer System | 270,389.56 | 0.00 | 270,389.56 | 0.00 |
| " Refrigerator Simpson RJ 412 (EX- Laboratory) | 9,483.00 | 0.00 | 9,483.00 | 79.02 |
| " Line Interactive UPS - 1000 VA | 7,900.00 | 0.00 | 7,900.00 | 2,765.00 |
| " Combination Of 3 Workstation With Metal Legs , S.Panel | 19,847.00 | 0.00 | 19,847.00 | 9,592.72 |
| " New Lectern For RBSEB - Personnel DEPT | 7,000.00 | 0.00 | 7,000.00 | 4,783.33 |
| " Mirror 6 FT X2ft | 347.80 | 0.00 | 347.80 | 179.70 |
| " Sliding Doors With Aluminium Panel (Computer Room) | 14,800.00 | 0.00 | 14,800.00 | 12,333.33 |
| " Furniture for RBSEB | 625,554.00 | 0.00 | 625,554.00 | 76,404.91 |
| " Projector | 24,195.25 | 0.00 | 24,195.25 | 16,280.00 |
| " Casio Calculator | 6,470.00 | 0.00 | 6,470.00 | 0.00 |
| " Printing And FAX Machine | 1,059,909.01 | 0.00 | 1,059,909.01 | 495,799.22 |
| " Weighing Machine 10 KG | 2,200.00 | 0.00 | 2,200.00 | 0.00 |
| " Cardio stat Charts | 41,800.00 | 0.00 | 41,800.00 | 0.00 |
| " Heine Beta Diag Set | 9,059.99 | 0.00 | 9,059.99 | 0.00 |
| " Glucometer | 2,501.25 | 0.00 | 2,501.25 | 0.00 |
| " Nebuliser Pump | 3,500.00 | 0.00 | 3,500.00 | 131.38 |
| " UPS For The Office | 125,090.00 | 0.00 | 125,090.00 | 35,140.92 |
| " Personal Computer And Accessories | 214,900.00 | 0.00 | 214,900.00 | 52,418.34 |
| " Nokia Cellular Telephone | 66,475.04 | 0.00 | 66,475.04 | 32,160.10 |
| " MS Office Tools | 38,100.00 | 0.00 | 38,100.00 | 0.00 |
| " Megaphone With Batteries | 3,625.00 | 0.00 | 3,625.00 | 0.00 |
| " Compaq EVO | 540,107.24 | 0.00 | 540,107.24 | 53,693.23 |



Strategic Review of Rose Belle Sugar Estate Board



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|---|------------|------|------------|-----------|
| " Sun Fire Server Ultra Sparc | 338,877.40 | 0.00 | 338,877.40 | 16,943.86 |
| " 150 Meter DDS Cartridge | 5,000.00 | 0.00 | 5,000.00 | 350.00 |
| " Internet Modem | 36,950.00 | 0.00 | 36,950.00 | 11,365.02 |
| " Installation Of Dlink 10/100 Ethernet Cards | 2,400.00 | 0.00 | 2,400.00 | 216.00 |
| " Cdr Internal Non Compaq Pcs Sony | 7,304.35 | 0.00 | 7,304.35 | 730.44 |
| " HP Compaq Business D330 Series | 31,739.13 | 0.00 | 31,739.13 | 3,173.88 |
| " Plastic Cover | 3,304.35 | 0.00 | 3,304.35 | 330.41 |
| " Scanjet Flatbed HP 46000 | 6,869.56 | 0.00 | 6,869.56 | 686.94 |
| " Portable Disk With UBSD 30 GB | 4,900.00 | 0.00 | 4,900.00 | 490.00 |
| " Pendrive USB | 4,300.00 | 0.00 | 4,300.00 | 645.00 |
| " Electrical Extension Sockets | 2,520.00 | 0.00 | 2,520.00 | 0.00 |
| " Software NET Term Version 4.2 + Antivirus | 55,191.61 | 0.00 | 55,191.61 | 2,759.60 |
| " Consultancy Charges | 5,600.00 | 0.00 | 5,600.00 | 280.00 |
| " Structured Data Cabling + Electrical | 275,160.00 | 0.00 | 275,160.00 | 13,758.00 |
| " Line Interactive UPS | 7,900.00 | 0.00 | 7,900.00 | 2,765.00 |
| " Patch Cord 2 Mts + 3 Mts+ Installation | 4,815.00 | 0.00 | 4,815.00 | 818.55 |
| " Numeric Isosafe SKVA Galvanic Isolation Transformer | 9,500.00 | 0.00 | 9,500.00 | 2,968.75 |
| " Motorola Blue Fc | 9,870.45 | 0.00 | 9,870.45 | 4,441.68 |
| " UP Grade Server Mail Box Internet Exchange Client | 36,900.00 | 0.00 | 36,900.00 | 12,300.00 |
| " Data Cabling/RJ 45 | 7,100.00 | 0.00 | 7,100.00 | 2,588.54 |



Strategic Review of Rose Belle Sugar Estate Board



| | | | | |
|-------------------------------------|---------------------|-------------|---------------------|---------------------|
| " Cont Of Car Shelter | 37,430.00 | 0.00 | 37,430.00 | 19,458.02 |
| " Spiral Binder | 1.00 | 0.00 | 1.00 | 1.00 |
| " Dlink Multi Protocol P Server | 7,680.12 | 0.00 | 7,680.12 | 3,686.52 |
| " Galvanic Isolator Transformer | 18,000.00 | 0.00 | 18,000.00 | 10,312.50 |
| " Up Ge Lanpro | 119,420.00 | 0.00 | 119,420.00 | 68,417.71 |
| " Surge Diverter Make Ge | 6,500.00 | 0.00 | 6,500.00 | 3,723.96 |
| " Proxy Server With Linux Operating | 24,500.00 | 0.00 | 24,500.00 | 15,190.00 |
| " Sanyo Gas Cooker | 1,500.00 | 0.00 | 1,500.00 | 525.00 |
| " Binding Machine | 3,747.83 | 0.00 | 3,747.83 | 2,061.30 |
| " Zenware Up 650 VA W/Surge Prt | 4,080.00 | 0.00 | 4,080.00 | 2,516.01 |
| " Office Paper Shredder Comix | 5,782.61 | 0.00 | 5,782.61 | 3,662.32 |
| " Colour Monitor Lenovo | 1,023,810.92 | 0.00 | 1,023,810.92 | 801,985.36 |
| " Sun Parc Server Enterprise | 2,046,848.60 | 0.00 | 2,046,848.60 | 1,603,364.73 |
| " Rack 25 Rack | 169,528.00 | 0.00 | 169,528.00 | 132,796.93 |
| TOTAL | 8,700,230.47 | 0.00 | 8,700,230.47 | 3,667,209.48 |
| " Opening balance | 1,883,437.00 | 0.00 | 1,883,437.00 | 0.00 |
| " Intangible assets | | | | 1,611,499.00 |
| " Work in progress | 791,400.00 | | 791,400.00 | 791,400.00 |
| Closing Balance | 7,653,194.00 | 0.00 | 7,653,194.00 | 2,847,110.48 |



23.7 Appendix 7: Diversification

Diversification has a NBV of assets of Rs 734,649.26, as per details below:

| Description | Historical Cost | Revaluation | Cost + Revaluation | NBV |
|--|---------------------|------------------|--------------------|-------------------|
| " Le Val Stag Park | 85,690.00 | 0.00 | 85,690.00 | 85,690.00 |
| " Orchids Shade House No 3 -94 AB | 79,564.51 | 0.00 | 79,564.51 | 0.00 |
| " Orchids Shade House No 4-94 AB) | 79,564.51 | 0.00 | 79,564.51 | 0.00 |
| " Orchids Shade House No 5 & 6 | 157,429.21 | 10,862.00 | 168,291.21 | 0.00 |
| " Orchids Shade House No 5 (Camp-bouvet) | 135,199.83 | 0.00 | 135,199.83 | 108,159.87 |
| " Orchids Shade House No 4(Camp-bouvet) | 135,199.84 | 0.00 | 135,199.84 | 108,159.88 |
| " Orchids Shade House No 3(Camp-bouvet) | 135,199.84 | 0.00 | 135,199.84 | 108,159.88 |
| " Orchids Shade House No 2(Camp-bouvet) | 135,199.84 | 0.00 | 135,199.84 | 108,159.88 |
| " Orchids Shade House No 1(Camp-bouvet) | 135,199.84 | 0.00 | 135,199.84 | 108,159.88 |
| " Orchids Shade House No 6(Camp-bouvet) | 135,199.83 | 0.00 | 135,199.83 | 108,159.87 |
| TOTAL | 1,213,447.25 | 10,862.00 | 1224,309.25 | 734,649.26 |



23.8 Appendix8: Examples of Debtors mismanagement

| ROSE BELLE SUGAR ESTATE | | | | | | | | | |
|---------------------------------|----------------|--------|---------|-------------------|---------------------|--|--|-----------------------|--|
| Debtors as per 25 November 2013 | | | | | | | | | |
| Details | Last Date Paid | 1 Year | 2 Years | More than 2 Years | Net Balance | what was the project | Agreed terms of repayment | last reminder sent on | Remarks |
| Staff | | | | | | | | | |
| Vadivel Moothy | 30/09/2011 | 0.00 | 0.00 | 106,193.06 | 106,193.06 | House was leased to him. | The agreed terms of repayment was 1 month after invoice date | | Vadivel Moothy was an Ex-Employee at RBSEB . House was leased to him, but he is not willing to pay back the rent. The case was sent to the Legal Advisor. |
| Other Debtors | | | | | | | | | |
| Alcodis Limited | 11/5/2012 | 0.00 | 0.00 | 3,455,763.51 | 3,455,763.51 | Land were leased to Alcodis Ltd to set up a workshop to produce cool | Payment was must done in advance at renewal. | 8/7/2008 | Alcodis Ltd has claimed being in loss and has closed down. The amount remained outstanding in |



| | | | | | | | | | |
|---------------------|-----------|------|------|-----------|------------------|--|--|------------------|--|
| | | | | | | | | | RBSEB's account. Alcodis has gone into liquidation. |
| Bassaruth Tayeb | 10/3/1999 | 0.00 | 0.00 | 19,276.00 | 19,276.00 | Mr. Bassaruth Tayeb has purchased potatoes from RBSE | The agreed terms of repayment was 1 month after invoice date | No reminder sent | Mr. Bassaruth has purchased potatoes from RBSEB but has refused to pay since he claimed that the potatoes sold to him were rotten. The Amount is still outstanding and he has refused to pay back. |
| Bholah Gangaramsing | | 0.00 | 0.00 | 34,931.25 | 34,931.25 | Bholah Gangaramsing has purchased Boulders from RBSE | The agreed terms of repayment was 1 month after invoice date | Letter not found | Mr. Bholah had purchased Boulders from RBSEB . Since he is |



| | | | | | | | | | |
|---------------------------|------------|------|------|-----------|------------------|---------------------------------------|--|------------------|--|
| | | | | | | | | | in prison the amount is still outstanding. Thus, the case was sent to the Legal Advisor |
| C.V.S Construction s ltd | 27/05/2013 | 0.00 | 0.00 | 57,500.00 | 57,500.00 | | | | This outstanding amount has already been paid by C.V.S Construction , but no adjustment has been done in the system. |
| Central Electricity Board | 9/11/2010 | 0.00 | 0.00 | 46,000.00 | 46,000.00 | CEB was to pay access lights to RBSEB | | No reminder sent | The project was cancelled. RBSEB has already issued a bill but CEB refused to pay back the sum to RBSEB . |



| | | | | | | | | | |
|--|------------|------|------|------------|-------------------|---|--|--|--|
| Cheng Cheng Mixed Farmersq Cooperative Soci CCMFCS | 11/6/2012 | 0.00 | 0.00 | 26,400.00 | 26,400.00 | Building was leased to the company. | The agreed terms of repayment was 1 month after invoice date | | The Amount is amounting and the case has not yet been sent to the legal adviser. |
| Development Bank of Mauritius | 27/03/2001 | 0.00 | 0.00 | 532,038.01 | 532,038.01 | The project was about financing a project for road improvement (Tea belts) planters for better access to cultivation. | | | It is an old case. The employee who was handling the case has retired and no handing over was done. No proof is available pertaining to this cost. Thus, no action could be taken. |
| Development Works Corporation | 19/07/2000 | 0.00 | 0.00 | 377,519.34 | 377,519.34 | The project was about financing a project for road improvement (Tea belts) planters for better access | | | It is an old case. The employee who was handling the case has retired and no handing over was |



| | | | | | | | | | |
|--|-----------|------|------|------------|-------------------|--|---|--|--|
| | | | | | | to cultivation. | | | done. No proof is available pertaining to this cost. Thus, no action could be taken. |
| Employees Real Estate Investment Trust | | 0.00 | 0.00 | 20,000.00 | 20,000.00 | RBSEB has done land surveying for the company. A plan was presented to the Investment Trust. | | | RBSEB has done land surveying where a plan was presented to the Investment Trust, however, the company is unwilling to pay the outstanding amount since they stated the plan must be done at the cost of RBSEB . |
| Etchelle Papers Ltd | 3/10/2013 | 0.00 | 0.00 | 325,000.00 | 725,000.00 | Land was leased to Etchelle Papers Ltd for the | The agreed terms of repayment was 1 month after | | The Company is currently paying Rs 50,000 |



| | | | | | | | | | |
|------------------------------|------------|------|------------|------------|-------------------|---|---|------------------|--|
| | | | | | | construction of a building. | invoice date | | monthly. |
| Farmers Services Corporation | 16/04/2013 | 0.00 | 0.00 | 69,178.54 | 69,178.54 | The project was about treatment of cane setts | | | The government jut sent a cheque of Rs. 69,178.54. |
| Gamma Materials Ltd | 24/09/2013 | 0.00 | 100,680.00 | 184,619.50 | 377,609.50 | Land was leased to Gamma Materials Ltd for building a stone crusher | | | Gamma Material Ltd is paying the sum. But the amount due will be reclaimed by the government in form of Tax Deduction at Source. |
| La Rocaille Ltee | 19/06/2013 | 0.00 | 0.00 | 291,200.00 | 291,200.00 | Land was leased to Gamma Material Ltd for building a stone crusher | | No reminder sent | The amount is outstanding. La Rocaille is waiting for the survey to effect the payment. |
| Les Floralties (Interflora) | 11/5/2005 | 0.00 | 0.00 | 113,601.50 | 113,601.50 | The project deals with | The agreed terms of repayment was 1 month after | 21/03/20 | The company has not |



| | | | | | | | | | |
|-----------------------------------|------------|-----------|-----------|------------|-------------------|--|--------------|----|--|
| | | | | | | purchase of flowers from RBSE | invoice date | 08 | presented any purchase order while purchasing flowers from RBSEB , thus no proof is available for the purchase. The amount is still outstanding. Thus, the case was sent to the Legal Advisor |
| Mauritius Cane Industry Authority | | 0.00 | 15,069.57 | 133,480.00 | 228,261.12 | Land was leased to the MCIA for the cultivation of cane. | | | MCIA is currently paying Rs40, 000 monthly. |
| Mauritius Cane Industry Authority | 15/10/2013 | 40,000.00 | 0.00 | 383,087.60 | 503,087.60 | Land was leased to the MCIA for the cultivation of cane. | | | No decision has been taken by the Board of RBSEB . The Amount is still |



| | | | | | | | | | |
|--|------------|------|------|------------|-------------------|--|--|------------|---|
| | | | | | | | | | outstanding. |
| Ministry of Agriculture Natural Resource | 31/12/1997 | 0.00 | 0.00 | 194,363.60 | 194,363.60 | The Government has requested RBSEB to provide service to planters | | | The Ministry is not paying. |
| Modelly Vassodeven | 29/04/2008 | 0.00 | 0.00 | 5,000.00 | 5,000.00 | Land was leased to Modelly Vassodeven for the production of banana & Citrus. | Payment was must done in advance at renewal. | 7/10/2008 | The land was returned to RBSEB . The amount is still outstanding. |
| Mon Tresor & Mon Desert Limited | 30/09/2002 | 0.00 | 0.00 | 36,400.00 | 36,400.00 | Milling spares were purchased from RBSEB | The agreed terms of repayment was 1 month after invoice date | 21/03/2008 | The amount is still outstanding. No proof is available for this purchase. RBSEB need to find ways to recover this amount. |



| | | | | | | | | | |
|------------------------------------|------------|------------|----------|-----------|-------------------|---|--|---------------------------------------|--|
| | | | | | | | | | |
| Mon Tresor Milling Company limited | 8/10/2005 | 0.00 | 0.00 | 7,943.80 | 7,943.80 | | | | |
| Omicane Ethanol production Ltd | 30/10/2013 | 151,673.50 | 6,594.50 | 0.00 | 461,615.00 | Building was leased to Omnicane | | | The amount due is being paid every month by the company. |
| Rose Belle Sugar Milling Co ltd | 10/10/2005 | 0.00 | 0.00 | 25,772.00 | 25,772.00 | Rose Belle Sugar Cane Milling Co Ltd has purchased spare parts from the Board | | | This company exists no more. |
| Saint Aubin Limitee | | 0.00 | 0.00 | 55,606.76 | 55,606.76 | Transport was leased to Saint Aubin Limitee to transport cane to the company. | | Reminder was not sent to the company. | A dispute was raised on the weight of the sugar cane between the two parties. The weight stated by RBSEB does not correspond with that of |



| | | | | | | | | | |
|--------------------------|------------|----------|----------|------------|-------------------|---|---|------------|--|
| | | | | | | | | | <p>Saint Aubin Limitee.</p> <p>The company is not willing to pay the sum.</p> |
| Serre de Palma | 24/07/2009 | 0.00 | 0.00 | 64,000.00 | 64,000.00 | Premises were leased to Serre De Palma for the growing of plants for embellishment. | Payment was must done in advance at renewal. | 30/06/2010 | The leased land was returned to RBSE on the 04th September 2010 but the amount is still outstanding. RBSE needs to find ways to recover this cost. |
| SKC Dairy Fresh & CO Ltd | 5/11/2013 | 6,800.00 | 6,800.00 | 852,300.00 | 879,500.00 | The project deals on leasing of land for milk pasteurization. | | | The company is paying Rs. 200,000 every month. |
| Sotratch Limitee | 17/11/2009 | 0.00 | 0.00 | 75,000.00 | 75,000.00 | Land were leased to Sotratch to produce liquefied fuel | The agreed terms of repayment was 1 month after | 30/06/2010 | The leased land was returned to RBSE on the 04th of |



| | | | | | | | | | |
|-------------------------------------|------------|------|------|------------|---------------------|--|--------------|----------------------------|--|
| | | | | | | and storage of coal and related activities | invoice date | | September 2010 but the amount is still outstanding. RBSEB need to find ways to recover this cost. |
| The Nature Park Development limited | 20/06/2011 | 0.00 | 0.00 | 100,000.00 | 100,000.00 | RBSEB was allowing the Nature Park to use their road to allow people to visit the Park | | | The Business was closed in this case no reminder could be sent. The Amount will not be paid. |
| Vitarice LTD | 23/10/2013 | 0.00 | 0.00 | 33,550.00 | 2,251,750.00 | Land was leased to Vita Rice Ltd for cultivating rice | | Reminder was sent by mail. | An agreement was set up to pay it with RBSEB . |
| Insurance | | | | | | | | | |
| Swan Insurance company LTD | 27/10/2003 | 0.00 | 0.00 | 69,925.00 | 69,925.00 | Insurance of vehicles | | | It is a court case. The Court has not responded whether the |



| | | | | | | | | | |
|--|--|--|--|--|--|--|--|--|--|
| | | | | | | | | | insurance will be paid to RBSEB or not. |
|--|--|--|--|--|--|--|--|--|--|



The following only confirms the poor management of debtors situations:

| Debtors as per 10 October 2013 | | | | | | | |
|--------------------------------|-----------------|------------------------|----------------|------|------|---|--|
| Debtors | Amount Due (Rs) | Agreement date (Lease) | Payment Status | | | Status | Remarks |
| | | | 2011 | 2012 | 2013 | | |
| Hydroponic | | | | | | | |
| Beedasy Bibi Nasreen | 3,000.00 | 1st April 2012 | N/A | Paid | Due | Unoccupied | Beedasy Bibi Nasreen is not occupying the land. She has not started with the project. Reminder was sent to her on April 2013 to pay the outstanding amount but no reply has been received from her. The Case was not sent to the Legal Advisor since the cost incurred will cost more than the amount due. |
| Reedoye Subiraj | 6,000.00 | 1st July 2008 | Paid | Paid | Due | Green House Operational (Hydroponic project) | The project deals with green house operational. Reminder was sent on April 2013 to pay the outstanding amount but no reply has been received. The Case was not sent to the Legal Advisor since the cost incurred will cost more than the amount due. |
| Nowjee Suryakant | 3,000.00 | 1st January 2007 | Paid | Paid | Due | Green House Operational | The project deals with green house operational. Reminder was sent on April 2013 to pay the outstanding amount but no reply has been received. The Case was not sent to the Legal Advisor since the cost incurred will cost more than the amount due. |
| Pandeea Bhiwa | 3,000.00 | 1st January 2007 | Paid | Paid | Due | Green House Operational | The project deals with green house operational. Reminder |



| | | | | | | | |
|--------------------------|-----------|-----------------------------------|--|--|-----|--------------------|---|
| Shantaram | | | | | | | was sent on April 2013 to pay the outstanding amount but no reply has been received. The Case was not sent to the Legal Advisor since the cost incurred will cost more than the amount due. |
| 500 Arpent Scheme | | | | | | | |
| Sookharry Co.Ltd | 15,240.00 | Land was reallocated in year 2012 | | | Due | Herbicides / App | The land was reallocated to Sookharry Co.Ltd in the year 2012. 2.54 Acreage was allocated to the company and the project deals on producing food crops but for the time being herbicide is being applied. Reminder was sent on April 2013 to pay the outstanding amount but no reply has been received. The Case was not sent to the Legal Advisor since the cost incurred will cost more than the amount due. |
| Cahoolessur Farming Ltd | 17,640.00 | Land was reallocated in year 2012 | | | Due | Waiting for permit | The land was reallocated to Cahoolessur Farming Ltd in the year 2012. 2.94 Acreage was allocated to the company and the project deals on producing livestock but for the time being Cahoolessur Farming Ltd is waiting for the permit from the District Council. Reminder was sent on April 2013 to pay the outstanding amount but no reply has been received. The Case was not sent to the Legal Advisor since the cost incurred will cost more than the amount due. |



| | | | | | | | |
|------------------|-----------|-----------------------------------|--|--|-----|------------------|--|
| Bholah Veemandoe | 10,620.00 | Land was reallocated in year 2012 | | | Due | Herbicides / App | The land was reallocated to Bholah Veemandoe in the year 2012. 1.77 Acreage was allocated to him and the project deals on producing food crops but for the time being herbicide is being applied. Reminder was sent on April 2013 to pay the outstanding amount but no reply has been received. The Case was not sent to the Legal Advisor since the cost incurred will cost more than the amount due. |
| Bholah Krinadeo | 10,620.00 | Land was reallocated in year 2012 | | | Due | Herbicides / App | The land was reallocated to Bholah Krinadeo in the year 2012. 1.77 Acreage was allocated to him and the project deals on producing food crops but for the time being herbicide is being applied. Reminder was sent on April 2013 to pay the outstanding amount but no reply has been received. The Case was not sent to the Legal Advisor since the cost incurred will cost more than the amount due. |
| Heeroo Vinod | 22,200.00 | Land was allocated in year 2007 | | | Due | No Respond/ RET | The land was allocated to Heeroo Vinod in the year 2007 and no retrieval occurred during these years. 1.85 Acreage was allocated to him and the project deals on producing food crops. Reminder was sent on April 2013 to pay the outstanding amount but no reply has been received. RBSEB will retrieve the land |



| | | | | | | | |
|------------------|-----------|--|--|--|-----|-----------------|---|
| | | | | | | | from him. The Case was not sent to the Legal Advisor since the cost incurred will cost more than the amount due. |
| Beharry Ramdev | 22,080.00 | Land was allocated in year 2007 | | | Due | No Respond/ RET | The land was allocated to Beharry Ramdev in the year 2007 and no retrieval occurred during these years. 1.84 Acreage was allocated to him and the project deals on producing food crops. Reminder was sent on April 2013 to pay the outstanding amount but no reply has been received. RBSEB will retrieve the land from him. The Case was not sent to the Legal Advisor since the cost incurred will cost more than the amount due. |
| Chengan Geesavah | 10,980.00 | Land was allocated in year 2007 | | | Due | V/Vacated | The land was allocated to Chengan Geesavah in the year 2007 and no retrieval occurred during these years. 1.83 Acreage was allocated to him and the project deals on producing food crops. However, Chengan Geesavah has left the land and it is unoccupied. Reminder was sent on April 2013 to pay the outstanding amount but no reply has been received. The Case was not sent to the Legal Advisor since the cost incurred will cost more than the amount due. |
| Watertech Ltd | 24,600.00 | Land was reallocated in year 2012 | | | Due | Unoccupied | The land was reallocated to Watertech Ltd in the year 2012. 4.10 Acreage was allocated to |



| | | | | | | | |
|------------------|-----------|-----------------------------------|--|--|-----|---------------------|---|
| | | | | | | | the company and the project deals on producing food crops but it is unoccupied for the moment. He has not started with the project, thus RBSEB needs to retrieve back the land. Reminder was sent on April 2013 to pay the outstanding amount but no reply has been received. The Case was not sent to the Legal Advisor since the cost incurred will cost more than the amount due. |
| Padaruth Veeraj | 12,840.00 | Land was reallocated in year 2012 | | | Due | Mixed vegetables | The land was reallocated to Padaruth Veeraj in the year 2012. 2.14 Arpent was allocated to him and the project deals on producing Mixed vegetables. Reminder was sent on April 2013 to pay the outstanding amount but no reply has been received. The Case was not sent to the Legal Advisor since the cost incurred will cost more than the amount due. |
| Jhurry Hurryduth | 10,500.00 | Land was allocated in year 2007. | | | Due | Letter of Objection | The land was allocated to Jhurry Hurryduth in the year 2007 and no retrieval occurred during these years. 1.75 Acreage was allocated to him and the project deals on producing food crops. Reminder was sent on April 2013 to pay the outstanding amount but no reply has been received. Therefore, RBSEB will retrieve the land. The Case was not sent |



| | | | | | | | |
|------------------------|-----------|---|--|--|-----|------------------|---|
| | | | | | | | to the Legal Advisor since the cost incurred will cost more than the amount due. |
| Entreprenre au Femin | 10,860.00 | Land was reallocated in year 2007 | | | Due | Medical Plant | The land was reallocated to Entreprenre au Femin in the year 2007 and no retrieval occurred during these years. 1.81 Acreage was allocated to the company and the project deals on producing Medicinal Plant. Reminder was sent on April 2013 to pay the outstanding amount but no reply has been received. The Case was not sent to the Legal Advisor since the cost incurred will cost more than the amount due. |
| Persad Jaywantee | 15,000.00 | 1.24 Acreage of land was reallocated in the year 2009 and 1.26 was reallocated in year 2012 | | | Due | Herbicides / App | 1.24 Acreage of land was reallocated in the year 2009 and 1.26 was reallocated in year 2012 to Mrs. Persad Jaywantee. The project deals on producing food crops but for the time being herbicide is being applied. Reminder was sent on April 2013 to pay the outstanding amount but no reply has been received. The Case was not sent to the Legal Advisor since the cost incurred will cost more than the amount due. |
| Mathoorah Devendrasing | 21,300.00 | Land was reallocated in year 2009 | | | Due | Herbicide | The land was reallocated to Mathoorah Devendrasing in the year 2009. 3.55 Acreage was allocated to him and the project deals on producing food crops |



| | | | | | | | |
|------------------|-----------|-----------------------------------|--|--|-----|------------|---|
| | | | | | | | but for the time being herbicide is being applied. Reminder was sent on April 2013 to pay the outstanding amount but no reply has been received. The Case was not sent to the Legal Advisor since the cost incurred will cost more than the amount due. |
| Doomah Ally | 11,100.00 | Land was reallocated in year 2009 | | | Due | Bananas | The land was reallocated to Doomah Ally in the year 2009 1.85 Acreage was allocated to him and the project deals on producing Bananas. Reminder was sent on April 2013 to pay the outstanding amount but no reply has been received. The Case was not sent to the Legal Advisor since the cost incurred will cost more than the amount due. |
| Boodram Pardomun | 48,240.00 | Land was reallocated in year 2009 | | | Due | Unoccupied | The land was reallocated to Boodram Pardomun in the year 2009. 2.68 Acreage was allocated to him and the project deals on producing food crops but it is unoccupied for the moment. He has not started with the project. Reminder was sent on April 2013 to pay the outstanding amount but no reply has been received. The Case was not sent to the Legal Advisor since the cost incurred will cost more than the amount due. |
| Soodally Issa | 12,840.00 | Land was reallocated in year 2009 | | | Due | Bananas | The land was reallocated to Soodally Issa in the year 2009. 1.07 Acreage was allocated to |



| | | | | | | | |
|----------------------|-----------|-----------------------------------|--|--|-----|-----------------|--|
| | | | | | | | him and the project deals on producing Bananas. Reminder was sent on April 2013 to pay the outstanding amount but no reply has been received. The Case was not sent to the Legal Advisor since the cost incurred will cost more than the amount due. |
| Ramdeen Satyaprakash | 19,980.00 | Land was reallocated in year 2009 | | | Due | No Respond/ RET | The land was reallocated to Ramdeen Satyaprakash in the year 2009. 1.11 Acreage was allocated to him and the project deals on producing food crops. Reminder was sent on April 2013 to pay the outstanding amount but no reply has been received. Therefore, RBSEB will retrieve the land. The Case was not sent to the Legal Advisor since the cost incurred will cost more than the amount due. |
| Gunessee Luxmee | 19,080.00 | Land was reallocated in year 2009 | | | Due | Bananas | The land was reallocated to Gunessee Luxmee in the year 2009. 3.18 Acreage was allocated to her and the project deals on producing Bananas. Reminder was sent on April 2013 to pay the outstanding amount but no reply has been received. The Case was not sent to the Legal Advisor since the cost incurred will cost more than the amount due. |
| Purun Satram | 11,160.00 | Land was reallocated in year 2009 | | | Due | Bananas | The land was reallocated to Purun Satram in the year 2009. 1.84 Acreage was allocated to |



| | | | | | | | |
|------------------------------|-----------|-----------------------------------|--|--|-----|------------|---|
| | | | | | | | him and the project deals on producing Bananas. Reminder was sent on April 2013 to pay the outstanding amount but no reply has been received. The Case was not sent to the Legal Advisor since the cost incurred will cost more than the amount due. |
| Southern Multipurpose Co- op | 11,880.00 | Land was reallocated in year 2012 | | | Due | Unoccupied | The land was reallocated to Southern Multipurpose Co- op in the year 2012. 1.98 Acreage was allocated to the CO- operative and the project deals on producing food crops but it is unoccupied for the moment. He has not started with the project. Reminder was sent on April 2013 to pay the outstanding amount but no reply has been received. The Case was not sent to the Legal Advisor since the cost incurred will cost more than the amount due. |
| Mrs. Persad Jaywantee | 11,460.00 | Land was reallocated in year 2009 | | | Due | Letter | The land was reallocated to Mrs Persad Jaywantee in the year 2009. 1.91 Acreage was allocated to her and the project deals on producing food crops. Reminder was sent on April 2013 to pay the outstanding amount but no reply has been received. Therefore, RBSEB will retrieve the land. The Case was not sent to the Legal Advisor since the cost incurred will cost more than the amount due. |



| | | | | | | | |
|------------------------------|-----------|-----------------------------------|--|--|-----|-----------|--|
| Shooting Stars Mixed Farming | 11,040.00 | Land was reallocated in year 2012 | | | Due | Herbicide | The land was reallocated to Shooting Stars Mixed Farming in the year 2012. 1.84 Acreage was allocated to the company and the project deals on producing food crops but for the time being herbicide is being applied. Reminder was sent on April 2013 to pay the outstanding amount but no reply has been received. The Case was not sent to the Legal Advisor since the cost incurred will cost more than the amount due. |
| Meemomeeah Ali | 11,040.00 | Land was reallocated in year 2009 | | | Due | Bananas | The land was reallocated to Meemomeeah Ali in the year 2009. 1.84 Acreage was allocated to him and the project deals on producing Bananas. Reminder was sent on April 2013 to pay the outstanding amount but no reply has been received. The Case was not sent to the Legal Advisor since the cost incurred will cost more than the amount due. |
| Domun Sahida | 16,560.00 | Land was reallocated in year 2009 | | | Due | Letter | The land was reallocated to Mrs Domun Sahida in the year 2009. 0.92 Acreage was allocated to her and the project deals on producing food crops. Reminder was sent on April 2013 to pay the outstanding amount but no reply has been received. Therefore, RBSEB will retrieve the land. The Case was not sent to the |



| | | | | | | | |
|--------------------|-----------|-----------------------------------|--|--|-----|--------|--|
| | | | | | | | Legal Advisor since the cost incurred will cost more than the amount due. |
| Bassarath Mohammed | 73,260.00 | Land was reallocated in year 2009 | | | Due | Letter | The land was reallocated to Bassarath Mohammed in the year 2009. 4.07 Acreage was allocated to him and the project deals on producing food crops. Reminder was sent on April 2013 to pay the outstanding amount but no reply has been received. Therefore, RBSEB will retrieve the land. The Case was not sent to the Legal Advisor since the cost incurred will cost more than the amount due. |



23.9 Appendix 9: Provisions for Doubtful Debts (31/12/2011)

| Debtors | Amount (Rs) | What Was The Project & what is this amount for? | How Much Land | Agreed Terms of Repayment | Last Reminder Sent on: | As - Is Situation |
|----------------|-------------|---|---------------|--|------------------------|---|
| Serre De Palma | 32,000.00 | Premises were leased to Serre de palma for the growing of plants for embellishment . | 6A | Payment was must done in advance at renewal. | 30/06/2010 | The leased land was returned to RBSEB on the 04th Septmber 2010 but the amount is still outstanding. RBSEB needs to find ways to recover this cost. |
| Sotratch | 75,000.00 | Land were leased to Sotratch to produce liquefied fuel and storage of coal and related activities | 0.844A | Payment was must done in advance at renewal. | 30/06/2010 | The leased land was returned to RBSE on the 04th of September 2010 but the amount is still outstanding. RBSEB need to find ways to recover this cost. |



| | | | | | | |
|----------------------------|--------------|--|-------|--|------------------|---|
| Alcodis Ltd | 1,600,000.00 | Land were leased to Alcodis Ltd to set up a workshop to produce cool | 4A19P | Payment was must done in advance at renewal. | 07/08/2008 | Alcodis Ltd has claimed being in loss and has closed down. The amount remained outstanding in RBSEB 's account. RBSEB needs to find ways to recover the cost. |
| Ravind Bhirgo | 860.00 | The project deals with purchase of flowers | | The agreed terms of repayment was 1 month after invoice date | 21/03/2008 | The amount is still outstanding. The case was sent to the Legal Adviser on the 15th of February 2013. |
| Bholah Gangaramsing | 34,932.00 | Bholah Gangaramsing has purchased Boulders from RBSE | | The agreed terms of repayment was 1 month after invoice date | Letter not found | Mr. Bholah had purchased Boulders from RBSEB since he is in prison the amount is still outstanding. Thus, the case was sent to the Legal Adviser |



| | | | | | | |
|-------------------------------|------------|--|-------------|--|---|--|
| Britannia Sugar Estate | 1,817.00 | Cane setts were supplied to Britannia Sugar Estate | | The agreed terms of repayment was 1 month after invoice date | 21/03/2001 | The amount is still outstanding. No document/proof available for |
| Consortium | 100.00 | Land and Building were leased to consortium | No contract | The agreed terms of repayment was 1 month after invoice date | Reminder was not sent as the amount due was low | The amount is still outstanding. No document/proof available. |
| Les Floralties | 113,601.00 | The project deals with purchase of flowers from RBSE | | The agreed terms of repayment was 1 month after invoice date | 21/03/2008 | The company has not presented any purchase order while purchasing flowers from RBSEB , thus no proof is available for the purchase. The amount is still outstanding. Thus, the case was sent to the Legal Adviser |



| | | | | | | |
|-------------------------------------|---------------------|---|-------|--|------------|--|
| Modelly Vasoodeven | 5,000.00 | Land was leased to Modelly Vassodeven for the production of babana & Citrus . | 1A35P | Payment was must done in advance at renewal. | 10/07/2008 | The land was returned to RBSEB . The amount is still outstanding. |
| Mon Tresor Milling | 7,943.00 | Milling spares were purchased from RBSE | | The agreed terms of repayment was 1 month after invoice date | 21/03/2008 | The amount is still outstanding. No proof is available. RBSEB need to find ways to recover these amount. |
| Comp Sucri . De Riche En Eau | 10,000.00 | The project deals with leasing of house for residential purposes. | | The agreed terms of repayment was 1 month after invoice date | 21/03/2008 | Residential building was leased to a staff of Omnicanne . An agreement was made between the leasee and RBSEB when the building was acquired back .However, the amount is still outstanding. And the leasee is not paying back the sum. |
| Total | 1,881,253.00 | | | | | |



Provision for bad debts as at 31.12.2011

| | | | |
|---------|--------------------------------|-----------|---------|
| SICL01 | Swan Insurance Company Ltd | 27-oct-03 | 69,925 |
| RAML01 | Ramlugun Vijay | 30-sep-99 | 352 |
| MATT01 | Mattabadul Seewookarran Suresh | 31-Aug-99 | 1,400 |
| RUZOO1 | Ruzowan | 30-Nov-01 | 325 |
| AUCK02 | Auckbaraulee Fareed | - | 1,468 |
| BOOL02 | Boolakya Dewanansingh | - | 1,535 |
| KEEJ01 | Keejoo Bagwanparsadan | 3-Jun-02 | 4,937 |
| RAMD05 | Ramdin Ashvinsingh | - | 1,173 |
| SOON003 | Sonoo Heymant | 6-May-02 | 238 |
| A30B01 | Allamanda Boutique | 11-Mar-03 | 1,115 |
| BASA01 | Bassaruth Tayeb | 10-Mar-99 | 19,276 |
| DBM01 | Development Bank of Mauritius | 27-Mar-01 | 532,038 |
| DUCH02 | Duchenne Marlene | 5-May-03 | 1,000 |
| DWC01 | Development works corporation | 19-Jul-00 | 377,519 |
| LVDL01 | Le Val development limited | 23-Feb-96 | 18,848 |
| MOA02 | Ministry of agriculture & N R | 4-May-00 | 194,364 |
| MTMD01 | Mon Tresor & Mon Desert Ltd | 30-Sep-02 | 36,400 |
| RBCS01 | Rose Belle Corporative Store | 23-Nov-01 | 69,575 |
| RBMPCS | Rose Belle M P Co-Op Soc Ltd | 29-Jun-02 | 64,428 |



Strategic Review of Rose Belle Sugar Estate Board



| | | | |
|--------|---|-----------|------------------|
| REST01 | The residence | 19-Sep-98 | 14,800 |
| | Debtors Molasses – Ministry of Agriculture | 1997 | 479,841 |
| | | | 1,890,557 |



23.10 Appendix 10: Analysis of cash sales voucher number 3551-4650

| Analysis of cash sales voucher number 3551-3600 | | | | | | | | | |
|---|------------|-------------------------|------------|------|-----------|--------------|-----------|----------|-----------|
| Serial No | Date | Name | Plot No | Area | Land | Regist. Fees | Amount | | |
| | | | | | | | Total | Received | Missing |
| 3551 | 17/09/2010 | Barraka Ltd | | | | | 600.00 | 600.00 | 0.00 |
| 3552 | 20/09/2010 | Barraka Ltd | | | | | 500.00 | 500.00 | 0.00 |
| 3553 | 20/09/2010 | Vishwaneeluckeeram | 7425B | 0.92 | 5,520.00 | 955.00 | 6,475.00 | 0.00 | 6,475.00 |
| 3554 | 27/09/2010 | Barraka Ltd | | | | | 900.00 | 0.00 | 900.00 |
| 3555 | 27/09/2010 | Barraka Ltd | | | | | 500.00 | 0.00 | 500.00 |
| 3556 | 4/10/2010 | Barraka Ltd | | | | | 1,000.00 | 1,000.00 | 0.00 |
| 3557 | 8/10/2010 | Barraka Ltd | | | | | 700.00 | 700.00 | 0.00 |
| 3558 | 9/10/2010 | Auba Matalay | Plot No C9 | | 13,000.00 | 725.00 | 13,725.00 | 0.00 | 13,725.00 |
| 3559 | 11/10/2010 | Mootoosamy Tharnvithian | 7517E | 0.98 | | | 5,880.00 | 0.00 | 5,880.00 |
| 3560 | 25/10/2010 | Tropica Flore | | | | | 500.00 | 0.00 | 500.00 |
| 3561 | 3/11/2010 | Narainduth Kissoondoyal | 7424F | 0.93 | 5,580.00 | | 5,580.00 | 0.00 | 5,580.00 |
| 3562 | 4/11/2010 | Vishal Seeō ò | 7424C | 0.93 | 5,580.00 | | 5,580.00 | 0.00 | 5,580.00 |
| 3563 | 10/11/2010 | VijayLuxmi Appadoo | 7410 | | 1,000.00 | 1,000.00 | 1,000.00 | 0.00 | 1,000.00 |
| 3564 | 16/11/2010 | Vikram Gopal | 7417F | 1.9 | 11,400.00 | | 11,400.00 | 0.00 | 11,400.00 |
| 3565 | 19/11/2010 | Tropica Flore | | | | | 1,225.00 | 0.00 | 1,225.00 |
| 3566 | 22/11/2010 | Barraka Ltd | | | | | 800.00 | 800.00 | 0.00 |



Strategic Review of Rose Belle Sugar Estate Board



| | | | | | | | | | |
|------|------------|-----------------------|-------|------|-----------|-------------------|-----------------|-------------------|-------------------|
| 3567 | 26/11/2010 | Lawtan | | | | | 630.00 | 0.00 | 630.00 |
| 3568 | 29/11/2010 | Barraka Ltd | | | | | 600.00 | 600.00 | 0.00 |
| 3569 | 30/11/2010 | Devina Aumary | | | | | 5,340.00 | 0.00 | 5,340.00 |
| 3570 | 17/01/2011 | Surcheedeo Nunkoo | 7424L | 0.93 | 6,975.00 | | 6,975.00 | 0.00 | 6,975.00 |
| 3571 | 26/01/2011 | Ouma Ittoo | | 1.03 | 6,180.00 | | 6,180.00 | 6,180.00 | 0.00 |
| 3572 | | Jeemomeeah Aly Farook | 7417C | 1.83 | 21,960.00 | | 21,960.00 | 0.00 | 21,960.00 |
| 3573 | 7/2/2011 | Ashra Devi Pohith | 7432B | 0.95 | 5,700.00 | | 5,700.00 | 2,850.00 | 2,850.00 |
| 3574 | 17/02/2011 | Premila Kistoo | 7432A | 0.95 | 5,700.00 | | 5,700.00 | 0.00 | 5,700.00 |
| 3575 | 23/02/2011 | Currimjee | | | | | 600.00 | 0.00 | 600.00 |
| 3576 | 4/3/2011 | Gopal Vikram | 7417F | 1.9 | 11,400.00 | | 11,400.00 | 5,700.00 | 5,700.00 |
| 3577 | 28/03/2011 | Corine Toussaint | | | | | 300.00 | 300.00 | 0.00 |
| 3578 | 31/03/2011 | Saveetree Ekewan | 7405A | 2.05 | 12,300.00 | | 12,300.00 | 12,300.00 | 0.00 |
| 3579 | | | | | | 112,295.00 | 2,680.00 | 134,050.00 | 31,530.00 |
| | | | | | | | | | 102,520.00 |

Analysis of cash sales voucher number 3601-3650

| Serial Number | Date | Name | Plot Number | Area | Amount- Rs | | | | |
|---------------|------------|---------------------|-------------|------|------------|-----------|----------|----------|----------|
| | | | | | Land | Reg. fees | Total | Received | Missing |
| 3601 | 29/05/2012 | Mohini Imrith | Prison | 1A | | | 3,000.00 | 0.00 | 3,000.00 |
| 3602 | 30/05/2012 | Anjaley Tirvassen | 7404D | 0.91 | 5,460.00 | 1,000.00 | 6,460.00 | 0.00 | 6,460.00 |
| 3603 | 7/6/2012 | Balrup Dhanraj | 7424H | 1A | 6,000.00 | | 6,000.00 | 0.00 | 6,000.00 |
| 3604 | 11/6/2012 | Boyroo Indranee Bye | 7409E | 0.95 | 5,700.00 | 1,000.00 | 6,700.00 | 0.00 | 6,700.00 |



Strategic Review of Rose Belle Sugar Estate Board



| | | | | | | | | | |
|------|------------|-----------------------------------|-------------|-----------|-----------|----------|-----------|-----------|-----------|
| 3605 | 11/6/2012 | Currimjee | Flowers | | | | 500.00 | 0.00 | 500.00 |
| 3606 | 12/6/2012 | Gunessee Lakshmi | 7511 | 1A12 | 6,720.00 | | 6,720.00 | 0.00 | 6,720.00 |
| 3607 | 13/06/2012 | Burkutally Mohamed sariff | 7403C | 1A02 | 6,120.00 | 800.00 | 6,920.00 | 0.00 | 6,920.00 |
| 3608 | 14/06/2012 | Arlanda Louis Donovan steve | 7415A | 0A92 | 5,520.00 | 700.00 | 6,220.00 | 0.00 | 6,220.00 |
| 3609 | 14/06/2012 | Tirvassen Renganaden | 7404F | 1A | 6,000.00 | 1,000.00 | 7,000.00 | 0.00 | 7,000.00 |
| 3610 | 14/06/2012 | Vydelingum Tirounganam Modaliar | 7415B | 0A93 | 5,580.00 | 720.00 | 6,300.00 | 0.00 | 6,300.00 |
| 3611 | 15/06/2012 | Venkiah Canayah | 7403F | 1A02 | 6,120.00 | 750.00 | 6,870.00 | 0.00 | 6,870.00 |
| 3612 | 15/06/2012 | Juwaheer Keshwarsingh | 7425G | 0A92 | 5,520.00 | 700.00 | 6,220.00 | 0.00 | 6,220.00 |
| 3613 | 15/06/2012 | Cahoolessur Farming Mauritius Ltd | 7413 | 1A40 | 8,400.00 | 1,500.00 | 9,900.00 | 0.00 | 9,900.00 |
| 3614 | 15/06/2012 | Cahoolessur Farming Mauritius Ltd | 7415F | 1A54 | 9,240.00 | 1,500.00 | 10,740.00 | 0.00 | 10,740.00 |
| 3615 | 15/06/2012 | Padaruth Neeraj | 7429A+7429B | 1.07+1.07 | 12,840.00 | 1,600.00 | 14,440.00 | 0.00 | 14,440.00 |
| 3616 | 18/06/2012 | Mohadeo Dooriadeve | 7421G | 1.02 | 6,120.00 | 780.00 | 6,900.00 | 0.00 | 6,900.00 |
| 3617 | 18/06/2012 | Dowlutsing Tanuja- Bufalo | 7415E | 0A95 | 5,700.00 | 800.00 | 6,500.00 | 0.00 | 6,500.00 |
| 3618 | 18/06/2012 | Sookharry & Cie Ltee | 7401A | 2A54 | 15,240.00 | 1,760.00 | 17,000.00 | 17,000.00 | 0.00 |
| 3619 | 18/06/2012 | Salman Seebaluck & Co Ltd | 7411B | 1A39 | 8,340.00 | 1,500.00 | 9,840.00 | 0.00 | 9,840.00 |
| 3620 | 18/06/2012 | Salman Seebaluck & Co Ltd | 7411C | 1A06 | 6,360.00 | 1,500.00 | 7,860.00 | 0.00 | 7,860.00 |
| 3621 | 18/06/2012 | Oodoynauth Jaykishan | 7403E | 1A02 | 6,120.00 | 780.00 | 6,900.00 | 0.00 | 6,900.00 |
| 3622 | 18/06/2012 | Sungur Kevin | 7416G | 1A90 | 5,700.00 | 1,300.00 | 7,000.00 | 0.00 | 7,000.00 |



Strategic Review of Rose Belle Sugar Estate Board



| | | | | | | | | | |
|------|------------|-------------------------|-------------|-----------|-----------|----------|-----------|-----------|----------|
| 3623 | 19/06/2012 | Tharnavithian Govind | 7421E | 1A02 | 6,120.00 | 780.00 | 6,900.00 | 0.00 | 6,900.00 |
| 3624 | 19/06/2012 | Ragooven Ramen | 7423C+7423D | 0A96+0a96 | 11,520.00 | 1,480.00 | 13,000.00 | 13,000.00 | 0.00 |
| 3625 | 19/06/2012 | Imrit mohini | 7435B | 1A42 | 4,260.00 | 1,500.00 | 5,760.00 | 0.00 | 5,760.00 |
| 3626 | 19/06/2012 | Kisonauth Roshan | 7422D | 1A02 | 6,120.00 | 780.00 | 6,900.00 | 6,900.00 | 0.00 |
| 3627 | 20/06/2012 | Hansye saheel | 7421C | 1A02 | 6,120.00 | 780.00 | 6,900.00 | 6,900.00 | 0.00 |
| 3628 | 20/06/2012 | Jagatpal Kaviraj | 7404A | 0A91 | 5,460.00 | 750.00 | 6,210.00 | 0.00 | 6,210.00 |
| 3629 | 20/06/2012 | Khoodeeram Dharanraj | 7422E | 1A02 | 6,120.00 | 780.00 | 6,900.00 | 0.00 | 6,900.00 |
| 3630 | 20/06/2012 | Seedam Heera | 7422G | 1A02 | 6,120.00 | 780.00 | 6,900.00 | 0.00 | 6,900.00 |
| 3631 | 20/06/2012 | Luchmun Keshwaree | 7422F | 1A02 | 6,120.00 | 780.00 | 6,900.00 | 0.00 | 6,900.00 |
| 3632 | 20/06/2012 | Gauzel Imran Ali Khan | 7421D | 1A02 | 6,120.00 | 780.00 | 6,900.00 | 0.00 | 6,900.00 |
| 3633 | | Dookhit Jaywantee | 7416B | 0A95 | 5,700.00 | 700.00 | 6,400.00 | 6,400.00 | 0.00 |
| 3634 | 20/06/2012 | Dookhit Bissoonduthsing | 7416A | 0A95 | 5,700.00 | 700.00 | 6,400.00 | 6,400.00 | 0.00 |
| 3635 | 20/06/2012 | Hurchurn Rameshsing | 7401B | 0A99 | 5,940.00 | 700.00 | 6,640.00 | 6,640.00 | 0.00 |
| 3636 | 21/06/2012 | Gulhoul Narvin | 7416F | 1A85 | 11,100.00 | 1,220.00 | 12,320.00 | 12,320.00 | 0.00 |
| 3637 | 21/06/2012 | Yetty Renganaded | 7415D | 0A90 | 5,400.00 | 700.00 | 6,100.00 | 6,100.00 | 0.00 |
| 3638 | 22/06/2012 | Deeely Ahmed Hussein | 7515G | 0A98 | 5,880.00 | 1,000.00 | 6,880.00 | 6,880.00 | 0.00 |
| 3639 | 22/06/2012 | Jameer Bibi Fatma | 7515F | 1A | 6,000.00 | 1,000.00 | 7,000.00 | 7,000.00 | 0.00 |
| 3640 | 22/06/2012 | Rughoonundun Ramdha | 7424K | 0A93 | 5,580.00 | 700.00 | 6,280.00 | 6,280.00 | 0.00 |
| 3641 | 22/06/2012 | Padaruth Ootamsing | 7418C | 0A98 | 5,880.00 | 1,000.00 | 6,880.00 | 0.00 | 6,880.00 |
| 3642 | 25/06/2012 | Basenoo Radika | 7417A | 1A | 6,000.00 | 800.00 | 6,800.00 | 0.00 | 6,800.00 |



Strategic Review of Rose Belle Sugar Estate Board



| | | | | | | | | | |
|------|------------|------------------------------------|-------------------|-----------|-------------------|------------------|-------------------|-------------------|-------------------|
| 3643 | 25/06/2012 | Basenoo Raj | 7423K | 0A96 | 5,760.00 | 800.00 | 6,560.00 | 0.00 | 6,560.00 |
| 3644 | 25/06/2012 | Matur Harrydeo | 7419G | 1A00 | 6,000.00 | 800.00 | 6,800.00 | 0.00 | 6,800.00 |
| 3645 | 25/06/2012 | Matur Heemawtee | 7415G | 0A99 | 5,940.00 | 700.00 | 6,640.00 | 0.00 | 6,640.00 |
| 3646 | 25/06/2012 | seeburn Ahista | 7412C | 1A02 | 6,120.00 | 780.00 | 6,900.00 | 6,900.00 | 0.00 |
| 3647 | 25/06/2012 | Rose Belle Multi Purpose Co-Op Soc | 7515A+7517D+7517E | 1A+0A98 | 8,880.00 | 2,200.00 | 11,080.00 | 0.00 | 11,080.00 |
| 3648 | 26/06/2012 | Cheekhorry V Prakash | 7513C | 0A89 | 2,670.00 | 700.00 | 3,370.00 | 0.00 | 3,370.00 |
| 3649 | 26/06/2012 | Ramsamy Ratna Sari Devi Simmi | 7425F | 0A92 | 5,520.00 | 700.00 | 6,220.00 | 0.00 | 6,220.00 |
| 3650 | 27/06/2013 | Bonomally Kailashnath | 7411A+7475I | 1A05+0A92 | 11,820.00 | 0.00 | 11,820.00 | 0.00 | 11,820.00 |
| | | TOTAL | | | 322,770.00 | 44,080.00 | 370,350.00 | 108,720.00 | 261,630.00 |

Analysis of cash sales voucher number 3651-3700

| Serial Number | Date | Name | Plot Number | Area | Amount | | | | |
|---------------|------------|------------------|-------------|------|--------|-----------|----------|----------|---------|
| | | | | | Land | Reg. fees | Total | Received | Missing |
| 3651 | 23/12/2010 | Mustan Currimjee | Flowers | | | | 500.00 | 0.00 | 500.00 |
| 3652 | 27/12/2010 | Barraka Ltd | Flowers | | | | 1,500.00 | 1,500.00 | 0.00 |
| 3653 | 29/12/2010 | Pragassa | Flowers | | | | 1,420.00 | 1,420.00 | 0.00 |
| 3654 | 10/1/2011 | Barraka Ltd | Flowers | | | | 1,000.00 | 1,000.00 | 0.00 |
| 3655 | 13/01/2011 | Medine Ltd | Palm Hearts | | | | 200.00 | 200.00 | 0.00 |
| 3656 | 18/01/2011 | Currimjee | Flowers | | | | 500.00 | 500.00 | 0.00 |
| 3657 | 19/01/2011 | Barraka Ltd | Flowers | | | | 600.00 | 600.00 | 0.00 |
| 3658 | 25/01/2011 | Barraka Ltd | Flowers | | | | 250.00 | 250.00 | 0.00 |
| 3659 | 7/2/2011 | Barraka Ltd | Flowers | | | | 500.00 | 500.00 | 0.00 |
| 3660 | 9/2/2011 | Barraka Ltd | Flowers | | | | 300.00 | 300.00 | 0.00 |



Strategic Review of Rose Belle Sugar Estate Board



| | | | | | | | | | |
|------|------------|------------------|---------|--|--|--|----------|----------|----------|
| 3661 | 14/02/2011 | Barraka Ltd | Flowers | | | | 500.00 | 0.00 | 500.00 |
| 3662 | 14/02/2011 | Currimjee | Flowers | | | | 300.00 | 0.00 | 300.00 |
| 3663 | 16/02/2011 | Ramma Ravind | Flowers | | | | 150.00 | 0.00 | 150.00 |
| 3664 | 24/02/2011 | Lee | Flowers | | | | 675.00 | 675.00 | 0.00 |
| 3665 | 25/02/2011 | Barraka Ltd | Flowers | | | | 300.00 | 0.00 | 300.00 |
| 3666 | 4/3/2011 | Coreen Toussaint | Flowers | | | | 1,300.00 | 1,300.00 | 0.00 |
| 3667 | 16/03/2011 | Tropika Flore | Flowers | | | | 150.00 | 0.00 | 150.00 |
| 3668 | Cancelled | | | | | | | | 0.00 |
| 3669 | 17/03/2011 | Coreen Toussaint | Flowers | | | | 925.00 | 925.00 | 0.00 |
| 3670 | 24/03/2011 | Ahista Seeburn | Flowers | | | | 250.00 | 250.00 | 0.00 |
| 3671 | 31/03/2011 | Currimjee | Flowers | | | | 500.00 | 0.00 | 500.00 |
| 3672 | 1/4/2011 | Coreen Toussaint | Flowers | | | | 550.00 | 550.00 | 0.00 |
| 3673 | 7/4/2011 | Barraka Ltd | Flowers | | | | 1,650.00 | 0.00 | 1,650.00 |
| 3674 | 12/4/2011 | Coreen Toussaint | Flowers | | | | 400.00 | 0.00 | 400.00 |
| 3675 | 20/04/2011 | Tropika Flore | Flowers | | | | 1,050.00 | 0.00 | 1,050.00 |
| 3676 | 26/04/2011 | Currimjee | Flowers | | | | 400.00 | 0.00 | 400.00 |
| 3677 | 28/04/2011 | Tropika Flore | Flowers | | | | 600.00 | 0.00 | 600.00 |
| 3678 | 5/5/2011 | Currimjee | Flowers | | | | 700.00 | 0.00 | 700.00 |
| 3679 | 6/5/2011 | Ravi Harwanth | Flowers | | | | 300.00 | 300.00 | 0.00 |
| 3680 | 10/5/2011 | Tropika Flore | Flowers | | | | 500.00 | 500.00 | 0.00 |
| 3681 | 17/05/2011 | Tropika Flore | Flowers | | | | 300.00 | 300.00 | 0.00 |
| 3682 | 24/05/2011 | Tropika Flore | Flowers | | | | 500.00 | 500.00 | 0.00 |
| 3683 | 6/6/2011 | Tropika Flore | Flowers | | | | 500.00 | 0.00 | 500.00 |
| 3684 | 9/6/2011 | Currimjee | Flowers | | | | 500.00 | 0.00 | 500.00 |
| 3685 | 22/06/2011 | Coreen Toussaint | Flowers | | | | 700.00 | 700.00 | 0.00 |
| 3686 | 24/06/2011 | Coreen Toussaint | Flowers | | | | 75.00 | 75.00 | 0.00 |



Strategic Review of Rose Belle Sugar Estate Board



| | | | | | | | | | |
|------|------------|----------------------------------|------------|------|------|------------------|-----------------|------------------|------------------|
| 3687 | 8/7/2011 | Pascal | Flowers | | | | 275.00 | 0.00 | 275.00 |
| 3688 | 20/07/2011 | Naiken | Flowers | | | | 200.00 | 0.00 | 200.00 |
| 3689 | 25/07/2011 | Maken | Flowers | | | | 250.00 | 0.00 | 250.00 |
| 3690 | 26/07/2011 | Seumber Poonam | 7425E | | 0.92 | 5,520.00 | 5,520.00 | 0.00 | 5,520.00 |
| 3691 | 29/08/2011 | Coreen Toussaint | Flowers | | | | 1,100.00 | 1,100.00 | 0.00 |
| 3692 | 7/9/2011 | Rawoo Samad Mohumud | | 7420 | 2A07 | 12,420.00 | 12,420.00 | 12,420.00 | 0.00 |
| 3693 | 16/09/2011 | Coreen Toussaint | Flowers | | | | 125.00 | 125.00 | 0.00 |
| 3694 | 24/09/2011 | Mactoom | Flowers | | | | 300.00 | 300.00 | 0.00 |
| 3695 | 28/09/2011 | Currimjee | Flowers | | | | 170.00 | 0.00 | 170.00 |
| 3696 | 5/10/2011 | Dr Brizmohun Parmanund | Hydroponic | | | 13,000.00 | 700.00 | 13,700.00 | 13,700.00 |
| 3697 | | Bissoondyal Naleenee Kumari | Hydroponic | | | 13,000.00 | 700.00 | 13,700.00 | 13,000.00 |
| 3698 | 6/10/2011 | Oodhub Roopnarain | Hydroponic | | | 13,000.00 | 700.00 | 13,700.00 | 0.00 |
| 3699 | 11/10/2011 | Seechurn Christophe Jean Olivier | Hydroponic | | | 3,000.00 | | 3,000.00 | 3,000.00 |
| 3700 | 18/10/2011 | Maken | Flowers | | | | 215.00 | 0.00 | 215.00 |
| | | Total | | | | 59,940.00 | 2,100.00 | 85,220.00 | 55,990.00 |
| | | | | | | | | | 29,230.00 |

| Analysis of cash sales voucher number 3751-3800 | | | | | | | | | |
|---|------------|---------------------|-------------|------|--------|-----------|--------|----------|---------|
| Serial Numb | Date | Name | Plot Number | Area | Amount | | | | |
| | | | | | Land | Reg. fees | Total | Received | Missing |
| 3751 | 17/11/2011 | Lachman Prithiviraj | Venison | | | | 350.00 | 0.00 | 350.00 |
| 3752 | 17/11/2011 | Pittea Premraj | Venison | | | | 540.00 | 0.00 | 540.00 |
| 3753 | 17/11/2011 | Duttoo | Venison | | | | 360.00 | 0.00 | 360.00 |
| 3754 | 17/11/2011 | Veerappa | Venison | | | | 360.00 | 0.00 | 360.00 |



Strategic Review of Rose Belle Sugar Estate Board



| | | | | | | | | | |
|------|------------|----------------------------|-------------|-----------|-----------|--|-----------|-----------|-----------|
| 3755 | 29/11/2011 | Careen Toussaint | Flowers | | | | 300.00 | 300.00 | 0.00 |
| 3756 | 2/12/2011 | Currimjee | Flowers | | | | 300.00 | 0.00 | 300.00 |
| 3757 | | Currimjee | Flowers | | | | 500.00 | 0.00 | 500.00 |
| 3758 | 19/12/2011 | Naiken | Flowers | | | | 75.00 | 0.00 | 75.00 |
| 3759 | 26/12/2011 | Luckeeram V | 7425A&7425B | 0.92+0.92 | 11,040.00 | | 11,040.00 | 0.00 | 11,040.00 |
| 3760 | 30/12/2011 | Haris Ramphul | Palm Heart | | | | 300.00 | 0.00 | 300.00 |
| 3761 | 31/01/2012 | Rawoo Samad Mohammad | 7520 | 2.07 | 6,210.00 | | 6,210.00 | 0.00 | 6,210.00 |
| 3762 | 2/2/2012 | Baboolall Ritesh Kumar | 7423E | 0.96 | 5,760.00 | | 5,760.00 | 0.00 | 5,760.00 |
| 3763 | 2/2/2012 | Somary Ajay | 7423F&7404I | 0.95+1.02 | 11,820.00 | | 11,820.00 | 11,820.00 | 0.00 |
| 3764 | 2/2/2012 | Somary Soodesh | 7424B | 0.93 | 5,580.00 | | 5,580.00 | 5,580.00 | 0.00 |
| 3765 | 2/2/2012 | Somary Deepak | 7404J | 0.99 | 5,940.00 | | 5,940.00 | 5,940.00 | 0.00 |
| 3766 | 2/2/2012 | Somary Bhoomeswaree | 7404K | 0.99 | 5,940.00 | | 5,940.00 | 5,940.00 | 0.00 |
| 3767 | 2/2/2012 | Gutty Soobhawree | 7404L | 0A99 | 5,940.00 | | 5,940.00 | 0.00 | 5,940.00 |
| 3768 | 3/2/2012 | Vikram Gopal | 7417F | 1.9 | 11,400.00 | | 11,400.00 | 0.00 | 11,400.00 |
| 3769 | 8/2/2012 | Meemooneeah Aly Farook | 7417C | 1.83 | 10,980.00 | | 10,980.00 | 0.00 | 10,980.00 |
| 3770 | 13/02/2012 | Reedoye Subiraj | B8 | | 3,000.00 | | 3,000.00 | 0.00 | 3,000.00 |
| 3771 | 13/02/2012 | Hurchurn Daumadeosing h | 7419B&7419E | 1.0+1.0 | 12,000.00 | | 12,000.00 | 0.00 | 12,000.00 |
| 3772 | 28/02/2012 | Corean Toussaint | Flowers | | | | 625.00 | 625.00 | 0.00 |
| 3773 | 29/02/2012 | Legrand Desire Clarel | 7436B | 1A15 | 13,800.00 | | 13,800.00 | 0.00 | 13,800.00 |
| 3774 | 1/3/2012 | Nunkoo Seerchedeo | 7425L | 0.93 | 6,975.00 | | 6,975.00 | 0.00 | 6,975.00 |
| 3775 | 5/3/2012 | Layove Jean Michel | 7517F | 0.98 | 5,880.00 | | 5,880.00 | 0.00 | 5,880.00 |
| 3776 | 5/3/2012 | Satisen Indiren Muthan | B9 | | 3,000.00 | | 3,000.00 | 0.00 | 3,000.00 |



Strategic Review of Rose Belle Sugar Estate Board



| | | | | | | | | | |
|------|------------|----------------------|-------------|-----------|-----------|--|-----------|----------|-----------|
| 3777 | 5/3/2012 | Appiah Siven | 7403D | 1.02 | 6,120.00 | | 6,120.00 | 0.00 | 6,120.00 |
| 3778 | 19/03/2012 | Badajee Sadanand | D3 | | 3,000.00 | | 3,000.00 | 0.00 | 3,000.00 |
| 3779 | 19/03/2012 | Heeramun Indurjeet | 7402C | 1.08 | 6,480.00 | | 6,480.00 | 0.00 | 6,480.00 |
| 3780 | 19/03/2012 | Aubeeluck Krishnadeo | 7402D | 1.08 | 6,480.00 | | 6,480.00 | 0.00 | 6,480.00 |
| 3781 | 27/02/2012 | Nasseevhu Cassam | 7402B | 1.07 | 6,420.00 | | 6,420.00 | 0.00 | 6,420.00 |
| 3782 | 20/03/2012 | Prayag Amit | B7 | | 3,000.00 | | 3,000.00 | 0.00 | 3,000.00 |
| 3783 | 30/03/2012 | Soomaroo Pravesh | A6 | | 3,000.00 | | 3,000.00 | 0.00 | 3,000.00 |
| 3784 | 30/03/2012 | Reedoye Subiraj | B8 | | 3,000.00 | | 3,000.00 | 0.00 | 3,000.00 |
| 3785 | 4/4/2012 | Mooroooven Vijayen | B10 | | 3,000.00 | | 3,000.00 | 0.00 | 3,000.00 |
| 3786 | 4/4/2012 | Johnson Ruby | B6 | | 3,000.00 | | 3,000.00 | 3,000.00 | 0.00 |
| 3787 | 4/4/2012 | Rajkumar Seedoyal | 7515H | 4.79 | 28,740.00 | | 28,740.00 | 0.00 | 28,740.00 |
| 3788 | 9/4/2013 | Coreen Toussaint | Flowers | | | | 285.00 | 0.00 | 285.00 |
| 3789 | 12/4/2012 | Kistoo Premila | 7432A | 0.95 | 5,700.00 | | 5,700.00 | 0.00 | 5,700.00 |
| 3790 | 13/04/2012 | Mathalay Roopmanee | 7424M | 0.93 | 5,580.00 | | 5,580.00 | 0.00 | 5,580.00 |
| 3791 | 30/04/2012 | Ramba Ragoonundun | 7412A | 1.02 | 6,120.00 | | 6,120.00 | 0.00 | 6,120.00 |
| 3792 | 2/5/2012 | Tirvassen Renganaden | 7404G&7404H | 1.02+1.02 | 12,240.00 | | 12,240.00 | 0.00 | 12,240.00 |
| 3793 | 2/5/2012 | Tirvassen Renganaden | 7404B | 0.91 | 5,460.00 | | 5,460.00 | 0.00 | 5,460.00 |
| 3794 | 2/5/2012 | Mungur Tejwantee | 7404C | 0.91 | 5,460.00 | | 5,460.00 | 0.00 | 5,460.00 |
| 3795 | 7/5/2012 | Currimjee | Flowers | | | | 1,000.00 | 0.00 | 1,000.00 |
| 3796 | 9/5/2012 | Bappoo Teyman | D1 | | 3,000.00 | | 3,000.00 | 0.00 | 3,000.00 |
| 3797 | | Prayag Amit | B7 | | 3,000.00 | | 3,000.00 | 0.00 | 3,000.00 |
| 3798 | 21/05/2012 | Ekwan Savitree | 7405A&7405B | 2.05+2.18 | 25,380.00 | | 25,380.00 | 0.00 | 25,380.00 |



Strategic Review of Rose Belle Sugar Estate Board



| | | | | | | | | | |
|------|------------|--------------|------------|--|-------------------|-------------|-------------------|------------------|-------------------|
| 3799 | 21/05/2012 | M.Jhuputroy | Eucalyptus | | | | 525.00 | 0.00 | 525.00 |
| 3800 | 21/05/2012 | Currimjee | Flowers | | | | 500.00 | 0.00 | 500.00 |
| | | Total | | | 269,445.00 | 0.00 | 275,465.00 | 33,205.00 | 242,260.00 |

Analysis of cash sales voucher number 4001-4050

| Serial No | Date | Name | Plot No | Area | Land | Regist. Fees | Amount | | |
|-----------|------------|--------------------------|------------|------|----------|--------------|----------|----------|----------|
| | | | | | | | Total | Received | Missing |
| 4001 | 18/05/2010 | Tropica Flore Ltd | | | | | 700.00 | 700.00 | 0.00 |
| 4002 | 18/05/2010 | Tropica Flore Ltd | | | | | 200.00 | 0.00 | 200.00 |
| 4003 | 20/05/2010 | Dendrobium | | | | | 300.00 | 0.00 | 300.00 |
| 4004 | 21/05/2010 | Pohith Asrah Devi | 7432B | 0.95 | 2,850.00 | | 2,850.00 | 0.00 | 2,850.00 |
| 4005 | 24/05/2010 | Tropica Flore Ltd | | | | | 500.00 | 500.00 | 0.00 |
| 4006 | 24/05/2010 | Gayetri Gunesie | 7409C | | 2,425.00 | | 2,425.00 | 0.00 | 2,425.00 |
| 4007 | 25/05/2010 | Mrs Toussaint | | | | | 1,310.00 | 0.00 | 1,310.00 |
| 4008 | 25/05/2011 | Tropica Flore Ltd | | | | | 500.00 | 0.00 | 500.00 |
| 4009 | 27/05/2010 | Mrs Pascal | | | | | 175.00 | 175.00 | 0.00 |
| 4010 | 28/05/2010 | Tropica Flore Ltd | | | | | 2,450.00 | 0.00 | 2,450.00 |
| 4011 | 28/05/2009 | Curimjee | | | | | 300.00 | 0.00 | 300.00 |
| 4012 | 28/05/2010 | Jhoomuck | | | | | 300.00 | 0.00 | 300.00 |
| 4013 | 2/6/2010 | Rahimbaccus Mehdi Hassan | Plot No C6 | | | | 3,000.00 | 0.00 | 3,000.00 |
| 4014 | | Tropica Flore Ltd | | | | | 500.00 | 0.00 | 500.00 |



Strategic Review of Rose Belle Sugar Estate Board



| | | | | | | | | | |
|------|------------|--------------------------|------------|--------|-----------|--------|-----------|-----------|----------|
| 4015 | 2/6/2010 | Tropica Flore Ltd | | | | | 1,200.00 | 0.00 | 1,200.00 |
| 4016 | | Ashok Ramgutty | | | | | 275.00 | 0.00 | 275.00 |
| 4017 | 4/6/2010 | Corine Toussaint | | | | | 1,300.00 | 1,300.00 | 0.00 |
| 4018 | 6/6/2010 | Angel Flower Shop | | | | | 825.00 | 825.00 | 0.00 |
| 4019 | 7/6/2010 | Espace Fleurie | | | | | 400.00 | 0.00 | 400.00 |
| 4020 | 7/6/2010 | Roopmanee Mathalay | 7424M | 0.93 | 5,580.00 | | 5,580.00 | 0.00 | 5,580.00 |
| 4021 | 7/6/2010 | Khoblall Koowaduth | 7517C | 0.98 | 2,940.00 | | 2,940.00 | 0.00 | 2,940.00 |
| 4022 | 8/6/2010 | Corine Toussaint | | | | | 845.00 | 845.00 | 0.00 |
| 4023 | 9/6/2010 | Tropica Flore Ltd | | | | | 500.00 | 0.00 | 500.00 |
| 4024 | 10/6/2010 | Corine Toussaint | | | | | 900.00 | 900.00 | 0.00 |
| 4025 | 10/6/2010 | Tropica Flore Ltd | | | | | 800.00 | 0.00 | 800.00 |
| 4026 | 18/06/2010 | Espace Fleurie | | | | | 500.00 | 0.00 | 500.00 |
| 4027 | 21/06/2010 | Tropica Flore Ltd | | | | | 800.00 | 800.00 | 0.00 |
| 4028 | | Corine Toussaint | | | | | 825.00 | 825.00 | 0.00 |
| 4029 | 28/06/2010 | Tropica Flore Ltd | | | | | 700.00 | 700.00 | 0.00 |
| 4030 | 7/7/2010 | Jean Christophe Seechurn | Plot No A1 | 990 m2 | 13,000.00 | 825.00 | 13,825.00 | 13,825.00 | 0.00 |
| 4031 | 7/7/2010 | Tropica Flore Ltd | | | | | 300.00 | 0.00 | 300.00 |
| 4032 | 12/7/2010 | Dip Madrah | | | | | 150.00 | 0.00 | 150.00 |
| 4033 | 12/7/2010 | C. Philippe Bazerque | Plot No C7 | | 13,000.00 | 825.00 | 13,825.00 | 13,725.00 | 100.00 |
| 4034 | | MISSING | | | | | | | 0.00 |



Strategic Review of Rose Belle Sugar Estate Board



| | | | | | | | | | |
|------|------------|-----------------------|-------|------|-----------|----------|------------------|------------------|------------------|
| 4035 | 17/07/2010 | Tropica Flore Ltd | | | | | 500.00 | 0.00 | 500.00 |
| 4036 | 28/07/2010 | Seedoyal Rajkumar | 7515H | 4.79 | 13,740.00 | 2,475.00 | 16,215.00 | 0.00 | 16,215.00 |
| 4037 | | Tropica Flore Ltd | | | | | 100.00 | 0.00 | 100.00 |
| 4038 | 29/07/2010 | Kishore Gungah | | | | | 125.00 | 0.00 | 125.00 |
| 4039 | 5/8/2010 | Tropica Flore Ltd | | | | | 1,200.00 | 0.00 | 1,200.00 |
| 4040 | 6/8/2010 | Kaylashnath Bonomally | 7411A | 1.05 | 6,300.00 | | 6,300.00 | 0.00 | 6,300.00 |
| 4041 | 10/8/2010 | Baratti Padaruth | 7515H | 4.79 | 3,000.00 | | 3,000.00 | 0.00 | 3,000.00 |
| 4042 | 12/8/2010 | Barraka Ltd | | | | | 400.00 | 400.00 | 0.00 |
| 4043 | 14/08/2010 | Barraka Ltd | | | | | 250.00 | 250.00 | 0.00 |
| 4044 | 14/08/2010 | Mackun | | | | | 150.00 | 0.00 | 150.00 |
| 4045 | 18/08/2010 | Barraka Ltd | | | | | 450.00 | 450.00 | 0.00 |
| 4046 | 23/08/2010 | Barraka Ltd | | | | | 500.00 | 500.00 | 0.00 |
| 4047 | 2/9/2010 | Barraka Ltd | | | | | 1,200.00 | 1,200.00 | 0.00 |
| 4048 | 4/9/2010 | Espace Fleurie | | | | | 270.00 | 0.00 | 270.00 |
| 4049 | 15/09/10 | Ajaye | | | | | 150.00 | 0.00 | 150.00 |
| 4050 | 16/09/2010 | Barraka Ltd | | | | | 800.00 | 800.00 | 0.00 |
| | | | | | | | 62,835.00 | 4,125.00 | 93,610.00 |
| | | | | | | | | 38,720.00 | 54,890.00 |

Analysis of cash sales voucher number 4454-4500

| Serial | Date | Name | Plot Number | Area | Amount |
|--------|------|------|-------------|------|--------|
|--------|------|------|-------------|------|--------|



Strategic Review of Rose Belle Sugar Estate Board



| Number | | | | | Land | Reg. fees | Total | Received | Missing |
|--------|------------|-------------------------------|-------------|-----------|-----------|-----------|-----------|----------|-----------|
| 4451 | 26/03/2013 | Racine Michel | 7411D | 1 | 12,000.00 | | 12,000.00 | 0.00 | 12,000.00 |
| 4452 | 28/03/2013 | Soodesh Ramessur | 7432D | 0.95 | 5,700.00 | | 5,700.00 | 0.00 | 5,700.00 |
| 4453 | 28/03/2013 | Bonamally Sharma ^k | 7411 | 1.05 | 6,300.00 | | 6,300.00 | 0.00 | 6,300.00 |
| 4454 | 28/03/2013 | Tirvassen Renganaden | 7404G | 1.02 | 6,120.00 | | 6,120.00 | 0.00 | 6,120.00 |
| 4455 | 29/03/2013 | Persad Jaywantee | 7418A | 1.24 | 7,440.00 | | 7,440.00 | 0.00 | 7,440.00 |
| 4456 | 29/03/2013 | Heeramun Indurjeet | 7402C | 1.08 | 6,480.00 | | 6,480.00 | 0.00 | 6,480.00 |
| 4457 | 29/03/2013 | Aubeeluck Krishnadev | 7402D | 1.08 | 6,480.00 | | 6,480.00 | 0.00 | 6,480.00 |
| 4458 | 2/4/2013 | Currimjee | Flowers | | 300.00 | | 300.00 | 0.00 | 300.00 |
| 4459 | 2/4/2013 | Siven Appiah | 7403D | 1.02 | 6,120.00 | | 6,120.00 | 0.00 | 6,120.00 |
| 4460 | 9/4/2013 | Barati Padaruth | 7431 | 0.9 | 3,000.00 | | 3,000.00 | 0.00 | 3,000.00 |
| 4461 | 9/4/2013 | Ekwan Saveetree | 7405A/7405B | 2.05+2.18 | 25,380.00 | | 25,380.00 | 0.00 | 25,380.00 |
| 4462 | 9/4/2013 | Pravesh Soomaroo | A6 | | 3,000.00 | | 3,000.00 | 0.00 | 3,000.00 |
| 4463 | Cancelled | | | | | | 0.00 | 0.00 | 0.00 |
| 4464 | 12/4/2013 | Nunkoo Seercheedeo | 7424L | 0.93 | 6,045.00 | | 6,045.00 | 0.00 | 6,045.00 |
| 4465 | 15/04/2013 | Mathoorah Devendrasingh | 7402A | 3.54 | 9,000.00 | | 9,000.00 | 0.00 | 9,000.00 |
| 4466 | 15/04/2013 | Poonam Seewamber | 7425E | 0.92 | 5,520.00 | | 5,520.00 | 0.00 | 5,520.00 |
| 4467 | 17/04/2013 | Currimjee | Flowers | | 600.00 | | 600.00 | 0.00 | 600.00 |
| 4468 | 17/04/2013 | Dhookee Jayprakash | 7423A | 0.97 | 5,820.00 | | 5,820.00 | 0.00 | 5,820.00 |
| 4469 | 18/04/2013 | Mareemootoo Manogaren | D4 | | 3,000.00 | | 3,000.00 | 0.00 | 3,000.00 |
| 4470 | 23/04/2013 | Gooljar Sooganetee | 7403A | 1.12 | 13,440.00 | | 13,440.00 | 0.00 | 13,440.00 |
| 4471 | 2/5/2013 | Currimjee | Flowers | | 600.00 | | 600.00 | 0.00 | 600.00 |



Strategic Review of Rose Belle Sugar Estate Board



| | | | | | | | | | |
|------|------------|----------------------------|--------------|-----------|-----------|--|-----------|------|-----------|
| 4472 | 8/4/2013 | Naseeven Cassam | 7402B | 1.07 | 6,420.00 | | 6,420.00 | 0.00 | 6,420.00 |
| 4473 | 30/05/2013 | Mohit Imrit | 7435B | 1.42 | 4,260.00 | | 4,260.00 | 0.00 | 4,260.00 |
| 4474 | 17/06/2013 | Jayram Narainsamy | 7415C | 0.89 | 5,340.00 | | 5,340.00 | 0.00 | 5,340.00 |
| 4475 | 21/06/2013 | satisen Indiren Muthan | B9 | | 3,000.00 | | 3,000.00 | 0.00 | 3,000.00 |
| 4476 | 24/06/2013 | Aqua Veg Ltd | C4&C5 | | 6,000.00 | | 6,000.00 | 0.00 | 6,000.00 |
| 4477 | 25/06/2013 | Bazerque Christopher | 3127A | 0.9 | 5,400.00 | | 5,400.00 | 0.00 | 5,400.00 |
| 4478 | 25/06/2013 | Jeetun Harrydeo | 7515E | 1 | 6,000.00 | | 6,000.00 | 0.00 | 6,000.00 |
| 4479 | 28/06/2013 | Burkutally Mohamed Shariff | 7403C | 1 | 6,000.00 | | 6,000.00 | 0.00 | 6,000.00 |
| 4480 | 1/7/2013 | Dowlutsing Tanuja | 7415E | 0.95 | 5,700.00 | | 5,700.00 | 0.00 | 5,700.00 |
| 4481 | 2/7/2013 | Seeburn Ahista | 7412C | 1.02 | 6,120.00 | | 6,120.00 | 0.00 | 6,120.00 |
| 4482 | 3/7/2013 | Jeetun Harrydeo | 7416C | 1.9 | 12,750.00 | | 12,750.00 | 0.00 | 12,750.00 |
| 4483 | 4/7/2013 | Deebeely H Ahmed | 7515G | 1 | 6,000.00 | | 6,000.00 | 0.00 | 6,000.00 |
| 4484 | 4/7/2013 | Jameer Bibi Fatima | 7515F | 1 | 6,000.00 | | 6,000.00 | 0.00 | 6,000.00 |
| 4485 | 9/7/2013 | Persad Jaywantee | 7518A | 1.24 | 5,000.00 | | 5,000.00 | 0.00 | 5,000.00 |
| 4486 | 9/7/2013 | Appadoo Vijay Laxmee | 7410 & 7435A | 1.17+1.42 | 14,790.00 | | 14,790.00 | 0.00 | 14,790.00 |
| 4487 | 5/7/2013 | Boyjoo Indranee Bye | 7409E | 0.95 | 5,700.00 | | 5,700.00 | 0.00 | 5,700.00 |
| 4488 | 12/7/2013 | Jawaheer Keshwarsing | 7425G | 0.92 | 5,520.00 | | 5,520.00 | 0.00 | 5,520.00 |
| 4489 | 15/07/2013 | Rageshnundhun Ramba | 7424K | 0.93 | 5,580.00 | | 5,580.00 | 0.00 | 5,580.00 |
| 4490 | 24/07/2013 | Nazurally Nawaz | 7418A | 0.99 | 5,940.00 | | 5,940.00 | 0.00 | 5,940.00 |
| 4491 | 25/07/2013 | Subiraj Reedoy | B8 | | 3,000.00 | | 3,000.00 | 0.00 | 3,000.00 |
| 4492 | 27/07/2013 | Peerajee Lalita | 7404E | 0.9 | 5,400.00 | | 5,400.00 | 0.00 | 5,400.00 |
| 4493 | 27/07/2013 | Oodoynath | 7403E | 1.02 | 6,120.00 | | 6,120.00 | 0.00 | 6,120.00 |



Strategic Review of Rose Belle Sugar Estate Board



| | | | | | | | | | |
|------|------------|----------------------|-------|------|-------------------|-----------------|-------------------|-------------|-------------------|
| | | Jaykishan | | | | | | | |
| 4494 | 29/07/2013 | Rajkumar Cahoolessur | 7428 | 1.89 | 11,340.00 | 4,660.00 | 16,000.00 | 0.00 | 16,000.00 |
| 4495 | 29/07/2013 | Ramsamy Ratna Devi | 7425F | 0.92 | 5,520.00 | | 5,520.00 | 0.00 | 5,520.00 |
| 4496 | 29/07/2013 | Radika Basenoo | 7417A | 1 | 6,000.00 | | 6,000.00 | 0.00 | 6,000.00 |
| 4497 | 29/07/2013 | Raj Basenoo | 7423K | 0.95 | 5,700.00 | | 5,700.00 | 0.00 | 5,700.00 |
| 4498 | 1/8/2013 | Ramessur Soodal | 7409D | 0.93 | 5,580.00 | | 5,580.00 | 0.00 | 5,580.00 |
| 4499 | 3/8/2013 | Purgus Rajshree | 7419G | 1 | 6,000.00 | | 6,000.00 | 0.00 | 6,000.00 |
| 4500 | 5/8/2013 | Jeebaun Brijanand | 7423B | 0.97 | 5,870.00 | | 5,870.00 | 0.00 | 5,870.00 |
| | | Total | | | 314,395.00 | 4,660.00 | 319,055.00 | 0.00 | 319,055.00 |

| Analysis of cash sales voucher number 4551-4600 | | | | | | | | | |
|---|------------|---------------------------------|----------|------|-----------|----------|-----------|----------|-----------|
| Serial Number | Date | Name | Plot | Area | Amount-Rs | | | | |
| | | | | | Number | Land | Reg. fees | Total | Received |
| 4551 | 24/10/2012 | Padaruth K | 7418I | 1 | 3,000.00 | 700.00 | 3,700.00 | 0.00 | 3,700.00 |
| 4552 | 24/10/2012 | Roopchand Ram | 7418I | 1 | 3,000.00 | 700.00 | 3,700.00 | 0.00 | 3,700.00 |
| 4553 | | Padaruth Bharatee | 7431 | | | | 0.00 | 0.00 | 0.00 |
| 4554 | 30/10/2012 | Mohit Deokumar | Potatoes | | 4,900.00 | | 4,900.00 | 4,900.00 | 0.00 |
| 4555 | 31/10/2012 | Cahoolessur Farming (Mtius) Ltd | 7422B | 1.02 | 6,120.00 | 1,500.00 | 7,620.00 | 0.00 | 7,620.00 |
| 4556 | 6/11/2012 | Balrup Ravi Sharma | 7424J | 0.93 | 5,580.00 | 1,000.00 | 6,580.00 | 0.00 | 6,580.00 |
| 4557 | 7/11/2012 | Vinod Heeroo | 7416D | 1.85 | 11,100.00 | | 11,100.00 | 0.00 | 11,100.00 |
| 4558 | 8/11/2012 | Mattabadul Souresh | Carrots | | 1,320.00 | | 1,320.00 | 1,320.00 | 0.00 |
| 4559 | 17/11/2012 | Rajkumar | 7412B | 1.02 | 6,120.00 | | 6,120.00 | 0.00 | 6,120.00 |



Strategic Review of Rose Belle Sugar Estate Board



| | | | | | | | | | |
|------|------------|------------------------|--------------|------|-----------|----------|-----------|----------|-----------|
| | | Rughoo | | | | | | | |
| 4560 | 19/11/2012 | O Saccaram | Palm Hearts | | 2,000.00 | | 2,000.00 | 2,000.00 | 0.00 |
| 4561 | 20/11/2012 | O Saccaram | Palm Hearts | | 1,000.00 | | 1,000.00 | 1,000.00 | 0.00 |
| 4562 | 22/11/2012 | | 7422C | 1.02 | 6,120.00 | 1,000.00 | 7,120.00 | 0.00 | 7,120.00 |
| 4563 | 30/11/2012 | Poheeth Asra Devi | 7432B | 0.95 | 2,850.00 | | 2,850.00 | 0.00 | 2,850.00 |
| 4564 | 3/12/2012 | Mothoora Devadrasingh | 7402A | 3A54 | 7,620.00 | | 7,620.00 | 0.00 | 7,620.00 |
| 4565 | 11/12/2012 | Vishal Seeumber | 7424C | 0.93 | 5,580.00 | | 5,580.00 | 0.00 | 5,580.00 |
| 4566 | 20/12/2012 | Vikram Gopal | 7417F | 1A90 | 11,400.00 | | 11,400.00 | 0.00 | 11,400.00 |
| 4567 | 28/12/2012 | Suresh Mattabadul | Carrots | | 1,400.00 | | 1,400.00 | 1,400.00 | 0.00 |
| 4568 | 31/12/2012 | Joy Pydiah | Garlic/Onion | | 6,555.00 | | 6,555.00 | 6,555.00 | 0.00 |
| 4569 | | | | | | | 0.00 | 0.00 | 0.00 |
| 4570 | 10/1/2013 | Idriss Bakhawat | 7401D | 1A00 | 6,000.00 | | 6,000.00 | 0.00 | 6,000.00 |
| 4571 | 11/1/2012 | Santa Jawaheer | 7423J | 0A95 | 5,700.00 | | 5,700.00 | 5,700.00 | 0.00 |
| 4572 | 11/01/2013 | Geerjanan Bangaroo | 7517B | 0.98 | 5,880.00 | | 5,880.00 | 0.00 | 5,880.00 |
| 4573 | 14/01/2013 | Nundanee Bissondoyal | B2 | | 3,000.00 | | 3,000.00 | 0.00 | 3,000.00 |
| 4574 | 23/01/2013 | Nemchand | Flowers | | 115.00 | | 115.00 | 0.00 | 115.00 |
| 4575 | 31/01/2013 | Tropica Flore | Flowers | | 250.00 | | 250.00 | 0.00 | 250.00 |
| 4576 | 31/01/2013 | Ajaye Somary | 7404I | 1.02 | 6,120.00 | | 6,120.00 | 6,120.00 | 0.00 |
| 4576 | | Ajaye Somary | 7424F | 0.95 | 5,700.00 | | 5,700.00 | 5,700.00 | 0.00 |
| 4577 | 31/01/2013 | Baboolall Reeteshkumar | 7423E | 0.96 | 5,760.00 | | 5,760.00 | 0.00 | 5,760.00 |
| 4578 | 31/01/2013 | Deepak Soomary | 7404J | 0.99 | 5,940.00 | | 5,940.00 | 0.00 | 5,940.00 |
| 4579 | 31/01/2013 | Somary Boomeshware | 7404K | 0.99 | 5,940.00 | | 5,940.00 | 5,940.00 | 0.00 |
| 4580 | 31/01/2013 | Gutty Soobawtee | 7404M | 0.99 | 5,940.00 | | 5,940.00 | 5,940.00 | 0.00 |



Strategic Review of Rose Belle Sugar Estate Board



| | | | | | | | | | |
|------|------------|-----------------------|---------------|-----------|-------------------|-----------------|-------------------|------------------|-------------------|
| 4581 | 31/01/2013 | Somary Sudesh | 7424B | 0.93 | 5,580.00 | | 5,580.00 | 0.00 | 5,580.00 |
| 4582 | 4/2/2013 | Tropica Flore | Flowers | | 250.00 | | 250.00 | 0.00 | 250.00 |
| 4583 | 5/2/2013 | Gunnessee Gaytree | 7409C | 0.97 | 5,820.00 | | 5,820.00 | 0.00 | 5,820.00 |
| 4584 | 6/2/2013 | Barati Padaruth | 7431 | 0.9 | 1,000.00 | | 1,000.00 | 0.00 | 1,000.00 |
| 4585 | 8/2/2013 | Tywantee Mangur | 7404C | 0.91 | 5,460.00 | | 5,460.00 | 0.00 | 5,460.00 |
| 4586 | 8/2/2013 | Tirvassen Anjalay | 7404B | 0.91 | 5,460.00 | | 5,460.00 | 0.00 | 5,460.00 |
| 4587 | 11/2/2013 | Premilla Kestoo | 7432A | 0.95 | 5,700.00 | | 5,700.00 | 0.00 | 5,700.00 |
| 4588 | 15/02/2013 | Cash Sales | Garlic | | 1,600.00 | | 1,600.00 | 1,600.00 | 0.00 |
| 4589 | 19/02/2013 | Balrup Jayraj | 7424D | 0.93 | 5,580.00 | | 5,580.00 | 0.00 | 5,580.00 |
| 4590 | 20/02/2013 | Mudoo Balraj | B4 | | 3,000.00 | | 3,000.00 | 0.00 | 3,000.00 |
| 4591 | 20/02/2013 | Oodhub Roopnarain | B5 | | 3,000.00 | | 3,000.00 | 0.00 | 3,000.00 |
| 4592 | 26/02/2013 | Arthi | Flowers | | 400.00 | | 400.00 | 0.00 | 400.00 |
| 4593 | 26/02/2013 | Narayan Parvesh | 7432A | 0.95 | 14,250.00 | | 14,250.00 | 0.00 | 14,250.00 |
| 4594 | 5/3/2013 | Amba Mathalay | C9 | | 3,000.00 | | 3,000.00 | 0.00 | 3,000.00 |
| 4595 | 5/3/2013 | Luckeeram V | 7425A & 7425B | 0.93 each | 11,160.00 | | 11,160.00 | 0.00 | 11,160.00 |
| 4596 | 14/03/2013 | Tropica Flore | Flowers | | 400.00 | | 400.00 | 0.00 | 400.00 |
| 4597 | 15/03/2013 | Pravesh Soomaroo | A6 | | 6,000.00 | | 6,000.00 | 6,000.00 | 0.00 |
| 4598 | 15/03/2012 | Kadir Mohammad Nasser | Cane Setts | | 5,774.00 | | 5,774.00 | 0.00 | 5,774.00 |
| 4599 | 18/03/2013 | Mathalay Roopmanee | 7424M | 0.93 | 5,580.00 | | 5,580.00 | 0.00 | 5,580.00 |
| 4600 | 19/03/2013 | Poheeth Asra Devi | 7432B | 0.95 | 3,000.00 | | 3,000.00 | 0.00 | 3,000.00 |
| | | TOTAL | | | 234,024.00 | 4,900.00 | 238,924.00 | 54,175.00 | 184,749.00 |



| Analysis of cash sales voucher number 4551-4600 | | | | | | | | | |
|---|------------|---------------------------|--------|------|------------|-----------|-----------|----------|-----------|
| Serial | Date | Name | Plot | Area | Amount- Rs | | | | |
| Number | | | Number | | Land | Reg. fees | Total | Received | Missing |
| 4601 | | Peerajee Lalita | 7404E | 0.91 | 5,460.00 | 700.00 | 6,160.00 | 0.00 | 6,160.00 |
| 4602 | 28/06/2012 | Somary Ajaye | 7426G | 0.96 | 5,760.00 | 800.00 | 6,560.00 | 6,560.00 | 0.00 |
| 4603 | 28/06/2012 | Somary Rashree | 7423H | 0.96 | 5,760.00 | 800.00 | 6,560.00 | 6,560.00 | 0.00 |
| 4604 | 28/06/2012 | Somaree Manohur | 7423I | 0.97 | 5,820.00 | 800.00 | 6,620.00 | 6,620.00 | 0.00 |
| 4605 | 28/06/2012 | Soondur Samilah | 7425H | 0.92 | 5,520.00 | 700.00 | 6,220.00 | 6,220.00 | 0.00 |
| 4606 | 29/06/2012 | Sakabuth Idriss | 7405C | 0.99 | 5,940.00 | 700.00 | 6,640.00 | 0.00 | 6,640.00 |
| 4607 | 29/06/2012 | Yetty Renganaden | 7415C | 0.89 | 5,340.00 | 660.00 | 6,000.00 | 6,100.00 | -100.00 |
| 4608 | 29/06/2012 | Gukhool Narvin | 7416F | 1.85 | 11,100.00 | 1,200.00 | 12,300.00 | 0.00 | 12,300.00 |
| 4609 | 29/06/2012 | Fakoo Sooreeyevatee | 7403G | 1.02 | 6,060.00 | 780.00 | 6,840.00 | 0.00 | 6,840.00 |
| 4610 | 2/7/2012 | Jeebun Brijnand | 7423B | 0.97 | 5,820.00 | 780.00 | 6,600.00 | 0.00 | 6,600.00 |
| 4611 | 2/7/2012 | Baboolall Devideen | 7424I | 0.93 | 5,580.00 | 720.00 | 6,300.00 | 0.00 | 6,300.00 |
| 4612 | 2/7/2012 | Nankoo Danraj | 7515D | 1.01 | 6,060.00 | 800.00 | 6,860.00 | 0.00 | 6,860.00 |
| 4613 | 4/7/2012 | Mareemootoo Manoogassen | D4 | | 3,000.00 | 0.00 | 3,000.00 | 3,000.00 | 0.00 |
| 4614 | 4/7/2012 | Appadoo Vijay Laximi | 7435A | 1.42 | 4,000.00 | | 4,000.00 | 0.00 | 4,000.00 |
| 4615 | 4/7/2012 | Bissessur Dewanand | 7424A | 0.93 | 5,580.00 | 1,500.00 | 7,080.00 | 0.00 | 7,080.00 |
| 4616 | 5/7/2012 | Juggurnath Coonjbeeharry | 7421B | 1 | 6,000.00 | 800.00 | 6,800.00 | 0.00 | 6,800.00 |
| 4617 | 5/7/2012 | Vitrayya Dharmendra Kumar | 7417C | 1.83 | 10,980.00 | 1,300.00 | 12,280.00 | 0.00 | 12,280.00 |
| 4618 | 5/7/2012 | Shiedeni Upadhaya Bhimsen | 7422A | 1.02 | 6,120.00 | 780.00 | 6,900.00 | 0.00 | 6,900.00 |
| 4619 | 11/7/2012 | Legrand Clarel | 7436A | 1.15 | 6,900.00 | 900.00 | 7,800.00 | 0.00 | 7,800.00 |
| 4620 | 12/7/2012 | Roopchan Atma | 7418B | 1 | 6,000.00 | 800.00 | 6,800.00 | 0.00 | 6,800.00 |
| 4621 | | Nazurally Nawaz | 7418A | 0.99 | 5,940.00 | 800.00 | 6,740.00 | 0.00 | 6,740.00 |
| 4622 | 16/07/2012 | Seewamber Poonam | 7425E | 0.92 | 5,520.00 | | 5,520.00 | 0.00 | 5,520.00 |
| 4623 | | Dhanraj Seewamber | 7425J | 0.92 | 5,520.00 | 700.00 | 6,220.00 | 6,220.00 | 0.00 |
| 4624 | 17/07/2012 | Bholah Verrnanddeo | 7414A | 1.77 | 5,310.00 | 1,200.00 | 6,510.00 | 6,510.00 | 0.00 |
| 4625 | 17/07/2012 | Jaiyom Narainsamy | 7415C | 0.89 | 5,340.00 | 800.00 | 6,140.00 | 6,140.00 | 0.00 |
| 4626 | 18/07/2012 | Narvada Kowlessur Co Ltd | 7514C | 0.93 | 5,580.00 | 1,500.00 | 7,080.00 | 0.00 | 7,080.00 |
| 4626 | 18/07/2012 | Narvada Kowlessur Co Ltd | 7514D | 0.93 | 5,580.00 | 1,500.00 | 7,080.00 | 0.00 | 7,080.00 |



Strategic Review of Rose Belle Sugar Estate Board



| | | | | | | | | | |
|------|------------|----------------------------|---------|------|-------------------|------------------|-------------------|-------------------|-------------------|
| 4627 | 18/07/2012 | Aum Farms Ltd | 7433 | 1.02 | 6,120.00 | 780.00 | 6,900.00 | 6,900.00 | 0.00 |
| 4628 | 19/07/2012 | Figaro Guichard | | | 5,940.00 | 800.00 | 6,740.00 | 0.00 | 6,740.00 |
| 4629 | 20/07/2012 | Martin Marie Natalie | 7418D | 0.98 | 5,880.00 | 800.00 | 6,680.00 | 6,680.00 | 0.00 |
| 4630 | 20/07/2012 | Lukheeram Viswanee | 7425D | 0.93 | 5,580.00 | 800.00 | 6,380.00 | 6,380.00 | 0.00 |
| 4631 | 23/07/2012 | Mokunah James Francis | 7418E | 0.99 | 5,940.00 | 1,000.00 | 6,940.00 | 0.00 | 6,940.00 |
| 4632 | 23/07/2012 | Oodhub Roopnarain | 7403B | 1.12 | 6,720.00 | 800.00 | 7,520.00 | 0.00 | 7,520.00 |
| 4633 | 23/07/2012 | Narvada Cahoolessur Ltd | 7417G | 0.98 | 5,880.00 | 1,500.00 | 7,380.00 | 0.00 | 7,380.00 |
| 4634 | 23/07/2012 | Narvada Cahoolessur Ltd | 7421F | 1.02 | 6,120.00 | 1,500.00 | 7,620.00 | 0.00 | 7,620.00 |
| 4635 | 24/07/2012 | Bholah Krishnadev | 7414B | 1.77 | 10,620.00 | 1,200.00 | 11,820.00 | 0.00 | 11,820.00 |
| 4636 | 24/07/2012 | Purgus Rajshree | 7118F | 1 | 6,000.00 | 1,500.00 | 7,500.00 | 0.00 | 7,500.00 |
| 4637 | 26/07/2012 | Padaruth Bharathee | 7431 | 1 | 3,000.00 | 800.00 | 3,800.00 | 0.00 | 3,800.00 |
| 4638 | 27/07/2012 | Ramessur Soodesh | 7409D | 0.93 | 5,580.00 | 800.00 | 6,380.00 | 0.00 | 6,380.00 |
| 4639 | 30/07/2012 | Persad Jaywantee | 7518A | 1.24 | 7,440.00 | 1,000.00 | 8,440.00 | 8,440.00 | 0.00 |
| 4640 | | Bitrayya Nirmala Devi | 7418E | 0.99 | 5,940.00 | 900.00 | 6,840.00 | 0.00 | 6,840.00 |
| 4641 | 11/8/2012 | Bitrayya Nirmala Devi | 7418F | 0.98 | 5,880.00 | 700.00 | 6,580.00 | 0.00 | 6,580.00 |
| 4642 | 13/08/2012 | Seedoyal Reshma Devi | 7515H | 4.79 | 28,740.00 | 0.00 | 28,740.00 | 0.00 | 28,740.00 |
| 4643 | 17/08/2012 | Evergreen | Flowers | | | | 385.00 | 0.00 | 385.00 |
| 4644 | 31/08/2012 | Cahoolessur Shailesh kumar | 7416C | 0.94 | 5,640.00 | 1,500.00 | 7,140.00 | 0.00 | 7,140.00 |
| 4645 | 3/9/2012 | Kissondoyal Narainduth | 7424F | 0.93 | 5,580.00 | | 5,580.00 | 0.00 | 5,580.00 |
| 4646 | 6/9/2012 | Gunessee Luxmee | 7512A | 2.06 | 12,360.00 | | 12,360.00 | 0.00 | 12,360.00 |
| 4647 | 10/9/2012 | Jeetun Hurrydeo | 7515E | 1 | 6,000.00 | 1,500.00 | 7,500.00 | 0.00 | 7,500.00 |
| 4648 | 10/9/2012 | Mooroven Vijaya | B10 | | 3,000.00 | | 3,000.00 | 0.00 | 3,000.00 |
| 4649 | 11/9/2012 | Watertech Ltd | 7426B | 4.1 | 24,600.00 | 2,800.00 | 27,400.00 | 27,400.00 | 0.00 |
| 4650 | 21/09/2012 | Thattapa Reddy Velloo | 7401B | 1 | 6,000.00 | 1,500.00 | 7,500.00 | 0.00 | 7,500.00 |
| | | Thattapa Reddy Velloo | 7503C | 0.9 | 5,400.00 | 1,500.00 | 6,900.00 | 0.00 | 6,900.00 |
| 4643 | 17/08/2012 | Evergreen | Flowers | | 385.00 | | 385.00 | 0.00 | 385.00 |
| | | Total | | | 351,935.00 | 45,700.00 | 398,020.00 | 109,730.00 | 288,290.00 |



23.11 Appendix 11: Training attended by staff RBSEB

| ROSE BELLE SUGAR ESTATE BOARD | | |
|-------------------------------|---------------------------------------|--|
| YEAR | NAME | COURSE |
| 2013 | R. Mahabirsingh | Strategies for Improving fertiliser Use Efficiency in a Changing Environment |
| | S. Durgauhee | Oracle Customer Day |
| 2012 | R. Mahabirisng | Balanced Scorecard |
| | S. Doorgakant | Balanced Scorecard |
| | S. Appadoo | Balanced Scorecard |
| | S. Durgauhee | Roadmap to Enterprise Cloud Computing |
| | S. Durgauhee | eAgriculture Action Plan |
| | S. Durgauhee | Datacenter Transformation: Engineered for Innovation Event |
| | 2011 | S. Appadoo |
| G. Paris | | CEMIS TRAINING - Stock Management |
| R. Harwanth | | CEMIS TRAINING - Stock Management |
| S. Durgauhee | | CEMIS TRAINING - Stock Management |
| B. Pydiah | | CEMIS TRAINING - Stock Management |
| J.Pydiah | | CEMIS TRAINING - Stock Management |
| D. Limbeea | | CEMIS TRAINING - Stock Management |
| K. Gungah | | CEMIS TRAINING - Stock Management |
| M. Jhuputroy | | CEMIS TRAINING - Stock Management |
| C. Teelwah | | CEMIS TRAINING - Stock Management |
| S. Appadoo | | CEMIS TRAINING - Cash Management |
| G. Paris | | CEMIS TRAINING - Cash Management |
| R. Harwanth | | CEMIS TRAINING - Cash Management |
| S. Durgauhee | | CEMIS TRAINING - Cash Management |
| B. Pydiah | | CEMIS TRAINING - Cash Management |
| D. Limbeea | | CEMIS TRAINING - Cash Management |
| S. Appadoo | | CEMIS Training - System Administration and Query Generator |
| G. Paris | | CEMIS Training - System Administration and Query Generator |
| R. Harwanth | | CEMIS Training - System Administration and Query Generator |
| S. Durgauhee | | CEMIS Training - System Administration and Query Generator |
| S. Doorgakant | | CEMIS Training - System Administration and Query Generator |
| S. Appadoo | | CEMIS Training - General Ledger |
| G. Paris | | CEMIS Training - General Ledger |
| R. Harwanth | | CEMIS Training - General Ledger |
| S. Durgauhee | | CEMIS Training - General Ledger |
| S. Appadoo | | CEMIS Training - Procurement |
| R. Harwanth | | CEMIS Training - Procurement |
| S. Durgauhee | | CEMIS Training - Procurement |
| S. Doorgakant | | CEMIS Training - Procurement |
| R. Mahabirisng | | CEMIS Training - Procurement |
| B. Pydiah | | CEMIS Training - Procurement |
| S. Appadoo | | CEMIS Training - Fixed Asset Register |
| R. Harwanth | | CEMIS Training - Fixed Asset Register |
| S. Durgauhee | CEMIS Training - Fixed Asset Register | |
| S. Doorgakant | CEMIS Training - Fixed Asset Register | |



Strategic Review of Rose Belle Sugar Estate Board



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| | | |
| S. Doorgakant | CEMIS Training - Garage and Fleet Management | |
| R. Mahabirisngh | CEMIS Training - Garage and Fleet Management | |
| B. Pydiah | CEMIS Training - Garage and Fleet Management | |
| S. Durgauhee | CEMIS Training - Garage and Fleet Management | |
| C. Teelwah | CEMIS Training - Garage and Fleet Management | |
| S. Malliate | CEMIS Training - Garage and Fleet Management | |
| | | |
| S. Appadoo | CEMIS Training – Creditors Ledger | |
| R. Harwanth | CEMIS Training – Creditors Ledger | |
| S. Durgauhee | CEMIS Training – Creditors Ledger | |
| B. Pydiah | CEMIS Training – Creditors Ledger | |
| | | |
| S. Appadoo | CEMIS Training - Debtors Ledger | |
| R. Harwanth | CEMIS Training - Debtors Ledger | |
| S. Durgauhee | CEMIS Training - Debtors Ledger | |
| B. Pydiah | CEMIS Training - Debtors Ledger | |
| G. Paris | CEMIS Training - Debtors Ledger | |
| | | |
| S. Doorgakant | CEMIS Training - Payroll and Human Resources | |
| R. Mahabirisngh | CEMIS Training - Payroll and Human Resources | |
| B. Pydiah | CEMIS Training - Payroll and Human Resources | |
| S. Durgauhee | CEMIS Training - Payroll and Human Resources | |
| S. Appadoo | CEMIS Training - Payroll and Human Resources | |
| G. Paris | CEMIS Training - Payroll and Human Resources | |
| R. Soobah | CEMIS Training - Payroll and Human Resources | |
| K. Gungah | CEMIS Training - Payroll and Human Resources | |
| M. Jhuputroy | CEMIS Training - Payroll and Human Resources | |
| | | |
| R. Mahabirisngh | CEMIS Training - Field Management | |
| B. Pydiah | CEMIS Training - Field Management | |
| S. Durgauhee | CEMIS Training - Field Management | |
| D. Bussier | CEMIS Training - Field Management | |
| D. Limbeea | CEMIS Training - Field Management | |
| K. Gungah | CEMIS Training - Field Management | |
| M. Jhuputory | CEMIS Training - Field Management | |
| J. Pydiah | CEMIS Training - Field Management | |
| | | |
| D. Bussier | CEMIS Training - Budget and MIS | |
| D. Limbeea | CEMIS Training - Budget and MIS | |
| S. Mothoora | CEMIS Training - Budget and MIS | |
| S. Malliate | CEMIS Training - Budget and MIS | |
| S. Doorgakant | CEMIS Training - Budget and MIS | |
| R. Mahabirisngh | CEMIS Training - Budget and MIS | |
| B. Pydiah | CEMIS Training - Budget and MIS | |
| S. Durgauhee | CEMIS Training - Budget and MIS | |
| S. Appadoo | CEMIS Training - Budget and MIS | |
| G. Paris | CEMIS Training - Budget and MIS | |
| C. Teelwah | CEMIS Training - Budget and MIS | |
| K. Gungah | CEMIS Training - Budget and MIS | |
| M. Jhuputroy | CEMIS Training - Budget and MIS | |
| R. Harwanth | CEMIS Training - Budget and MIS | |



23.12 Appendix 12: Summary of Board Minutes for 2013

| Date of Board Meeting | Chairmanship | Matters/ Issues Discussed | Decisions taken by the Board | As is Situation |
|-----------------------|------------------------|--|--|--|
| 07 September 2013 | Mr. N.Basant Roi, PDSM | <ul style="list-style-type: none"> Approval of Minutes of 4th Board Meeting held on Saturday 29th June 2013 | It was approved by the board | |
| | | <ul style="list-style-type: none"> Payment of increase in pension for retired employees The chairman informed that he has requested Management to work out the figures again. He also informed that there is a need to seek an appointment with the minister to discuss on various financial situation of the RBSEB. | The Board has decided to send a letter for an appointment with the minister concerning the financial situation of the RBSEB . | It has not been implemented. The figures are being worked out by Mr. Appadoo |
| | | <ul style="list-style-type: none"> Payment of arrears for allowance payable to MRs U. Rudhun | The chairman informed that he has not yet taken up the matter with management. | The payment for the allowances is pending since the Board is waiting for availability of funds. |
| | | <ul style="list-style-type: none"> Request from Omnicane Ethanol Holding Co Ltd(OEHL) | Approval has been received from the Ministry to sell the tanks on behalf of RBSEB but no decision has been taken. | It has not yet been implemented since RBSEB is waiting the time when Omicane will start dismantling tanks belonging to Ex-Alcodis. |



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|--|--|--|--|--|
| | | <ul style="list-style-type: none"> • Renewal of lease of Rose Belle Boxing Club | <p>A final reminder was sent to the valuation office for a valuation report and a reply is still being awaited.</p> | <p>The Valuation Office has responded and accepted to renew the lease of Rose- Belle Boxing Club.</p> |
| | | <ul style="list-style-type: none"> • Lease of Deer Ranch | <p>Decision is still pending since the PIMC would now look into the matter.</p> | <p>It is announced in the Board Meeting scheduled for the 21 December 2013 that an EOI would be launched and Management needs to publish it.</p> |
| | | <ul style="list-style-type: none"> • Number of Sub Committees | <p>GM circulated a paper on the TOR of each Sub-Committee.</p> | <p>Paper was circulated.</p> |
| | | <ul style="list-style-type: none"> • Retrieval of land from SPML | <p>The General Manager informed that the cheque of Rs 4.8 M was in his custody and it was only on 05 June 2013 that he returned it to the company</p> | <p>The case is still ongoing.</p> |
| | | <ul style="list-style-type: none"> • Report on Garlic Production and Seed Potatoes | <p>Members agreed to the recommendation of the GM that potato, garlic and onions can be grown by RBSEB provided that:</p> <ul style="list-style-type: none"> • B soils type are used instead of F soil; • Derocking and | <p>It was planted and resulted to a loss. The report will be sent at the Board meeting on</p> |



| | | | | |
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| | | | <p>stoning works should be done for a good tilth of the soil;</p> <ul style="list-style-type: none"> • Harvests should be targeted in the month of October so as to avoid dry conditions; and • The lands should be kept fallow after previous year's cane harvest so as to allow for land preparation works and planning in the months of April and May. | 21 December 2013. |
| | | <ul style="list-style-type: none"> • Report on sale of Tractors | <p>It was agreed that RBSEB should maintain its price Rs 10000 for each Tractor that is a total of Rs 20,000 and an additional amount of Rs 10000 representing amount spent by RBSEB for renewal of insurance would also be claimed. In case the ODIC was not agreeable, the matter would be referred to the Parent Ministry.</p> | Approval of Ministry has been received to sell the tractors Mr. Appadoo is doing the necessary. |
| | | <ul style="list-style-type: none"> • Recruitment of Consultant | <p>The Board approved with the recommendation of Bid Evaluation Committee that the contract will be awarded to Servansingh Jadav & partners Consulting Engineer Ltd.</p> | The Consultant was appointed on the 17 September 2013. |
| | | <ul style="list-style-type: none"> • Scattered plot of land available for immediate sale | <p>Decision pending, need approval from the Ministry</p> | The Ministry has disapproved the sale of the scattered plot of land but the Valuation report has been received. |
| | | <ul style="list-style-type: none"> • Land of 1A 53 P to be Purchased by Ministry of Housing & Lands for setting up of Divisional Headquarters | <p>It was informed that both the Ministry of Housing and Lands and Valuation office has agreed for a fresh valuation of the</p> | Approval has been received from the Ministry. MRs Lotun |



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| | | | land. | (Notary) is proceeding with the sale. |
| | | <ul style="list-style-type: none"> • Project scrutinized by the Project Implementation and Monitoring Committee (PIMC) | <p>It was agreed the projects would be implemented as per the clusters that is :</p> <ul style="list-style-type: none"> • Industrial • Health/ Education/ Social • Residential • Agricultural • Eco Tourism ; and • Commercial | All the projects are pending at the level of PIMC. |
| | | <ul style="list-style-type: none"> • Recommendation of the Bid Evaluation Committee for the strategic review of RBSEB | It was agreed to award the bid to BDO. | Implemented |
| | | <ul style="list-style-type: none"> • Procedures for sale of land for 3 ongoing Morcellement projects. | The General Manager suggested for a Sub Committee to look into the mechanism. Hence the chairman informed that he need to liaise with the sugar investment trust to enquire on the procedures. | The sale of land for 3 ongoing Morcellement projects is still ongoing. Sale of land will start when bank guarantee have been submitted to the Morc. Board scheduled for end of Jan 2014. |
| | | <ul style="list-style-type: none"> • Appointment of notary for sale of land of 1A53 for the setting up of divisional headquarters, next to CWA office | It was agreed by chairman that the Notary who was appointed to draw the Title Deeds for VRS beneficiaries be appointed for this particular assignment. | MRs Lotun has been appointed to draw the Title Deeds. |
| | | <ul style="list-style-type: none"> • Court Cases – the case of Mr. Patrick Lawrens Amyss Ex- Financial Controller | The case has now been withdrawn but there was a need to pay the fees of the Legal Advisor s. The Board approved to payment. | The Court cases have been struck off. No case exists now. |
| | | <ul style="list-style-type: none"> • Report of Finance & Tender Committee plus financial situation of the RBSEB Matters were discussed of why RBSEB were making losses. | The GM has given an overview of RBSEB while stating the reason of the losses .Decision taken after the discussion were that as a matter of priority the | The Board has implemented it and the employees were paid first. |



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| | | | employees should be paid while other payments should be postponed. | |
| | | <ul style="list-style-type: none"> Human Resource Issues . Matters were discussed on the post of Accountant | The Board agreed that same should be rephrased and issued. | The matter is still pending. The chairman has refused to set up the HR Committee since there is lack of funds. |
| | | <ul style="list-style-type: none"> Expression of interest for supplying services of notaries, valuers and land surveyors | The Board agreed to the proposal of the Management to launch the EOI and the chairman stressed that the approval should be obtained prior to retaining the services of these professionals. | The EOI was launched. |
| | | <ul style="list-style-type: none"> Sale of van 944 MR 95 | Board agreed to the proposal of Management subject to the approval of the Ministry. | The Ministry has approved the sale of van. Mr. Appadoo is proceeding with the sale. |
| | | <ul style="list-style-type: none"> Request from Ministry of AGRO Industry and Food Security for renting of House. | The Board agreed that the house of Mr. S. Mothoora will be leased to the Ministry to accommodate an expert in Animal Husbandry. The chairman also added that the RBSEB should advertised to rent the house on %an as where is basis+. | The Ministry is no more interested in renting the house. EOI for renting the house will be launched again in Jan 2014. |
| | | <ul style="list-style-type: none"> Retrospective approval for: (a) a new cutter, (b) purchase of fertilisers and Herbicides (c) and (d) job contractoRs | The Board approved the recommendations of the BEC for the purchase. | It has already been implemented. |
| | | <ul style="list-style-type: none"> Report on harvest | The chairman informed that RBSEB was not having a good harvest and there is a need to inform the SIFB on the matter so as to obtain compensation. | RBSEB has not yet contacted the SIFB. There was no need to contact SIFB. Compensation is normally paid to |



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| | | | | planters as and when the need arises. |
| | | <ul style="list-style-type: none"> • Request for water rights | The Board approved the request of Le Val Co. Ltd for transfer of water rights but the approval of the Parent Ministry would be sought. | Documentary evidence is being sought from the CWA and NRU. |
| 29 June 2013 | Mr. N.Basant Roi, PDSM | <ul style="list-style-type: none"> • Press Article . article published on payment of increase in pension to retired employees of the RBSEB | It was agreed that Management would address a %aise au point+ in order to clear any doubt on the issue. | %Mise au Point+has not yet been addressed since it is not required as the RBSEB is not bond to pay increase in pension according to exciting legislation. |
| | | <ul style="list-style-type: none"> • Payment of arrears for allowance payable to MRs U. Rudhun | The chairperson clarified the agenda should be discussed to him prior by sending convocation letters to all directoRs The chairman does not agree to the matter at this stage and also informed that this item will not be discussed in this Board meeting. | The payment for the allowances is pending since the Board is waiting for availability of funds. |
| | | <ul style="list-style-type: none"> • Management Meeting | The chairman pointed out that the GM should has regular Management meetings with his heads of departments and he should send a proper note of Meeting to him and the Ministry. | Management meeting was conducted but proper note of meeting was not sent since it is an internal matter. |
| | | <ul style="list-style-type: none"> • Approval of Minutes of 3th Board Meeting Held on Saturday 11th May | The minutes were read and approved with amendments. | |
| | | <ul style="list-style-type: none"> • Approval of Minutes of 2nd Special Board Meeting held on Saturday 25th May | The minutes were read and approved | |
| | | <ul style="list-style-type: none"> • Approval of Minutes of 3th Board Special Board Meeting Held on Monday 17th June | The minutes were read and approved | |
| | | <ul style="list-style-type: none"> • Request for additional | The chairman informed | Valuation |



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| | <p>Morcellement project, request from Omnicane Ethanol Holding Co Ltd (OEHL) and renewal of lease of Rose Belle Boxing Club.</p> | <p>that since the valuation office takes too much time to submit its recommendations the RBSEB should proceed with the valuation of properties by a private evaluator instead of government valuation office through a selective tendering exercise.</p> | <p>report is being awaited from private evaluator Mr. Ramrekha</p> |
| | <ul style="list-style-type: none"> • Lease of Deer Ranch | <p>The GM informed that TOR for recruitment of a consultant is still being prepared and has not been finalised. The decision is still pending</p> | <p>It is announced in the Board Meeting scheduled for the 21 December 2013 that an EOI would be launched and Management needs to publish it.</p> |
| | <ul style="list-style-type: none"> • Fringe Benefits Paper on the number of meetings held by various sub . committees during the year 2012 and up to April 2013 and the TOR were requested by the Director Quedou. However, it was not being tabled. | <p>The GM stated that needful will be done and it will be presented in the next Board meeting. The decision is still pending</p> | <p>Information was submitted at the next Board meeting scheduled on 21 December 2013.</p> |
| | <ul style="list-style-type: none"> • Retrieval of Land from SPML | <p>As per the General Manager this case has been postponed.</p> | <p>The matter is still ongoing</p> |
| | <ul style="list-style-type: none"> • Report on Garlic production and seed Potatoes As per the General Manager information still need to be complied. | <p>The chairman pointed out that the report will help RBSEB to take decision of whether to continue the production of Garlic and seed potatoes.</p> | <p>It was planted and resulted to a loss. The report will be sent at the Board meeting on 21 December 2013.</p> |
| | <ul style="list-style-type: none"> • Report on sale of Tractors | <p>Decision is still pending since the report is being prepared</p> | <p>Approval received from MOA. Mr. Appadoo is dealing with the matter.</p> |
| | <ul style="list-style-type: none"> • Request for creative media to install two billboards on behalf of Gamma Materials | <p>The decision taken after the verification is that the land identified does not</p> | <p>A letter was sent to the Creative</p> |



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| | <p>Ltd. As per the last Meeting it was decided that the Management needs to carry out a site visit as it would seem that the land identified by the Creative Media does not belong to RBSEB.</p> | belong to RBSEB . | Media informing them the land does not belong to RBSEB . |
| | <ul style="list-style-type: none"> Recruitment of consultant It has being informed by the General Manager that a Bid Evaluation Committee has been set up to examine the bids received and that enquires about the fees to be paid was being raised by Mr. Poovathal. | It has been decided by the Board that the rate payable in the civil service will be applicable for this case. | The payment of fees is pending at the level of the Parent Ministry |
| | <ul style="list-style-type: none"> Scattered plots of land for immediate sale The General Manager informed that reply is still being awaited by the Ministry. | It was decided by the Board that the Director Dabeedyal looks upon the matter. The decision is still pending. | The Ministry has disapproved the sale of the scattered plot of land but the Valuation report has been received. |
| | <ul style="list-style-type: none"> Land of 1 A 53 P to be purchased by Ministry of Housing & Lands for setting up of Divisional Headquarters | From the information gathered both the Ministry of housing and Lands and Valuation Office have agreed for a fresh valuation of the land. No decision has been taken. | MRs Lotun has been appointed to draw the Title Deeds. |
| | <ul style="list-style-type: none"> Minutes of 25th May 2013 | The contract has been awarded to Mecom for the purchase of one cane loader for the sum of 5,968,000 exc. VAT | |
| | <ul style="list-style-type: none"> Minutes of 17th June 2013 | The Board has approved to the minutes on the 17 th June 2013 | |
| | <ul style="list-style-type: none"> Reports of Finance and Tender Committees held on 13 April and 25 May 2013 & other Connected Issues | Approval of the Overdraft of Rs 5 Million has been approved and it will be paid to staff as their salary. Director Ah- Tow has requested to provide a snapshot of the financial situation of RBSEB . The Board has agreed to this proposal | Action was taken and employees salary was paid. |
| | <ul style="list-style-type: none"> Request from Mr. D. Busier for cash payment for untaken leave. | The Board agreed that payment to Mr. Bussier would create precedence | The request has not been approved by |



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| | | | the more so that all other employees have taken their leaves. Thus, the request cannot be entertained. The deadline to take the leave could however be extended. | Board in order not to create precedence. The Applicant has been informed by way of a letter. |
| | | <ul style="list-style-type: none"> Post of Accountant After the re- 11 applicants were received for the post of Accountant however none of them were eligible for the post. Therefore, the post was re-advertised. Advertisement MRs Priya Suroopjeet has been called for an interview. | The Board approved that MRs Suroopjeet be appointed as Accountant. Approval of the Ministry would be sought and an initial salary as per the salary scale as advertised plus 5 increments will be provided. | The recruitment is still pending since the HR Committee announced there is lack of funds. |
| | | <ul style="list-style-type: none"> Case if Mr. D. Pydiah: Proposal for acting ship | It is proposed to give Acting ship to Mr. D. Pydiah, presently field Officer as Head of section. The decision was approved. | Mr. D. Pydiah has been given the acting ship. |
| | | <ul style="list-style-type: none"> Case of Ms. G. Bhirgoo: Payment of allocation de voyage. | The HR committee did not recommend payment of the allocation de voyage. The Board has agreed to the recommendation if the HR committee. | Not approved by Board since the HR Committee did not recommend the payment. |
| | | <ul style="list-style-type: none"> Review of the pay structure for staff of the RBSEB | The Board has approved to the TOR for appointment of a salary commissioner | Board has requested that the appointment of a salary commissioner be kept in abeyance until funds are available. |
| | | <ul style="list-style-type: none"> Request from MRs A. Naiker : Increase of Pension | The Board has approved to increase the pension | The figures are being computed by Mr. Appadoo and it will be submitted at the next board meeting. |
| | | <ul style="list-style-type: none"> Proposed Organigram | No decision has been taken since the Board has agreed that the Management needs s to | It is still pending because the Personnel |



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| | | | work again and present it to the board. | Manager has informed it is only the Salary Commissioner who can change the Organigram. |
| | | <ul style="list-style-type: none"> Report of project implementation and monitoring committee held on 22nd June 2013 | <ul style="list-style-type: none"> The Board approved the recommendation of the committee that they should prepare a clustering plan on potential use for all these lands and to seek Board's approval to advertise for either sale or lease of these lands. The Board will take a decision after the chairman has an adhoc committee with the Management of the RBSEB to discuss the projects. | Plan has been discussed at the Board and some projects have been identified for lease/ sale. |
| | | <ul style="list-style-type: none"> Report of Bid Evaluation committee for the strategic review of the RBSEB The Board noted that the project & monitoring committee had already come up with some valid projects which will generate revenue for the RBSEB in the short, medium and long term. | The Board has decided not to award the contract at this stage. | Action already taken. Contract awarded to BDO on 30 th October 2013 |
| | | <ul style="list-style-type: none"> Procedures for sale of land for 3 ongoing Morcellement projects. | Note has been taken by the Board about the 3 matters | Ongoing |
| | | <ul style="list-style-type: none"> Payment of Allowance to MRs U. Rudhun – Item withdraw | No decision was taken | The payment for the allowances is pending since the Board is waiting for availability of funds. |
| | | <ul style="list-style-type: none"> Appointment of Notary for sale of land of 1A53 for the setting up of divisional headquarters, next to CWA office | The Board has approved the appointment of a pool of notaries. | Will be implemented soon. Notary attending to the matter. |
| | | <ul style="list-style-type: none"> Court Cases Information were submitted to | No decision was taken since the cases were still | Updates of court cases |



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| | | the Board about the 8 cases | pending | are submitted at every Board meeting. |
| | | <ul style="list-style-type: none"> To ratify the resolution by circulation for the purchase of cane loader | The Board has approved the decision | The Cane loader was purchased. |
| | | <ul style="list-style-type: none"> To ratify the resolution by circulation for the purchase of proteck boots, rubber gloves and transport of 50 tonnes of cane per day. | The Board has approved the purchase of proteck boots, rubber gloves and transport of 50 tonnes of cane per day. | It was purchased. |
| | | <ul style="list-style-type: none"> Any other business The chairman informed on the following issues : <ol style="list-style-type: none"> The final payment for crop year 2012 has been set at R 17363.92 per arpent. The First payment has been made on 28th June 2013 The Joint Negotiating panel for the sugar industry has made representation for an increase of 40% in the salary of workers in the sugar sector as from January 2014. The World Bank in a report has recommended the rate of pension contribution should increase. The General Manager informed that there is a request from the Ministry of Agro industry and food security to declare the road servicing the ValleeDosterlog as public road. | The Board has approved the request and directed the GM to press for appropriate compensation. | <ol style="list-style-type: none"> The first payment was done. Need suggestion from GM/PM for the increase of 40% in the salary. Need suggestion The Matter will be discussed at the Board Meeting 21/12/2013 |
| 17 th June 2013 | Mr. N.Basant Roi, PDSM | Overdraft Facilities <ul style="list-style-type: none"> Issues on Loan taken for implementation of VRS for its employees. The chair person stated that the overdrafts of Rs 50 M will not be taken at one go. Matters on the finance committee held on the Saturday 25th may. | Since it was noted that the payment of employee for the month of June cannot be postponed thus the Board has agreed that RBSEB availed itself of an overdraft facility of Rs 5 million. | MOA has approved the overdraft amounting to Rs 5 Million andRs 15 million was received. |



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| | | <ul style="list-style-type: none"> It was agreed that Management will submit more details on the financial plan of RBSEB. Mention has been made accordingly to the profit receivable from sale of land on future Morcellement projects will be used to repay the overdraft. It was also found that RBSEB will receive proceed from sugar cane harvest thus it will not be necessary to take an overdraft. | | |
| 07 th June 2013 | Mr. N.Basant Roi, PDSM | <ul style="list-style-type: none"> Request of selective tendering for 1. Supply of rubber / proteck boots 2. Supply of rubber gloves 3. Transportation of 50 tonnes of cane per day | The bids were rejected. | Approval has been received the following Board. |
| | | <ul style="list-style-type: none"> Request to open tenders for sale of land of four plots at Morcellement Orchidées, Rose Belle, two plots at Camp- Bouvet, New Grove and one plot of forty perches at GrosBillot, New Grove. | | Matter still ongoing- awaiting report from Valuer for the two plots at Camp-Bouvet and New Grove and Ministry approval is being awaited for Gros Billot. |
| | | <ul style="list-style-type: none"> Transport of 50 tons cane per day | As decided by the board, the bid will be given to Mr. Sanjiv Sing Nowrung at a price of 80.00/ tonnes. | Action taken and it was Mr. Sanjiv Sing Nowrung who was awarded with the contract. |
| | | <ul style="list-style-type: none"> Sale of land at Morc. Orchidées, Camp- Bouvet and GrosBillot | With the bid received no decision could be taken thus it was recommended that the Bid Evaluation Committee will be discussed at the next meeting. | BEC has been discussed. Matter is still ongoing except for Gros Billot |
| | | <ul style="list-style-type: none"> Supply of Fertilisers and Herbicides | The Bid evaluation committee was of the view that a special | It was purchased. |



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| | | | committee comprising of at least one independent member from the Parent Ministry should be constituted to evaluate all the quotations received. Hence the entire bid received should be returned to the General Manager. | |
| 04 th June 2013 | Mr. N.Basant Roi, PDSM | <ul style="list-style-type: none"> • Supply of a new Cane Loader | A New Atlas TW 150 Cane Loader from Mecom has been purchased at the price of 6,863,200.00 Inclusive Vat the leasing facility. | It was purchased. |
| 11 th May 2013 | Mr. N.Basant Roi, PDSM | <p>Approval of Minutes of 2nd Meeting held on 20th April 2013 and special Board Meeting held on 27th April 2013.</p> <ul style="list-style-type: none"> • Minutes of 20th April 2013 • Minutes of 27th April 2013 | Correction was made and the Board requested the General manager to look into the matter and report back in the next meetings. | |
| | | <ul style="list-style-type: none"> • Request for additional Morcellement projects | No decision has been made since the Board is still waiting for a reply from the Parent ministry. The Board has asked the Management to look upon the matter. | The matter is still ongoing at the level of Ministry. |
| | | <ul style="list-style-type: none"> • Request from Omnicane Ethanol Holding Co Ltd – The GM informed that the rental due has been settled by OEHL. | Approval from the Ministry is still being awaited thus no decision has been taken concerning the sale of the tanks as scrap metals. | Approval from the Ministry has been received to sell the tanks as scrap metals. |
| | | <ul style="list-style-type: none"> • Renewal of lease of Rose Belle Boxing Club The GM informed that no reply has been received from the valuation office | Since the Ministry of Agro industry and Food Security is taking too much time to approve the case, the Board has decided to appoint a private evaluator instead of Government Valuation Office. | The private evaluator was appointed and the valuation report is being awaited. |
| | | <ul style="list-style-type: none"> • Lease of Deer Ranch | No decision has been made since the GM informed that the TOR for recruiting a consultant is still being prepared and has not yet been finalized. | It is announced in the Board Meeting scheduled the 21 December 2013 that an EOI should |



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| | | | | launch and Management needs to publish it. |
| | | <ul style="list-style-type: none"> Fringe Benefits – as per the GM directives were given to parastatal bodies that the representative of the Parent Ministry should chair the Human Resource Committee. According to Director Quedou the sub committees should have regular meetings. The Director AH tow pointed out that each Sub Committee should have a rationale and accordingly TOR for each committee should be circulated | <p>All the directors have agreed that there is a need to review the composition of the various sub- committees.</p> <p>It was decided that the GM should update the Exciting TOR and submit same for discussion and approval.</p> | The Board has agreed to review the composition of the various sub committees and the existing TOR has been circulated but no amendment has yet been done. |
| | | <ul style="list-style-type: none"> Retrieval of Land from SPML- The GM informed about the payment made my SPML by cheque but the RBSEB has not cashed it. | | The cheque of Rs 4.8 M has been returned to SPML. |
| | | <ul style="list-style-type: none"> Request from Etchelle papers for quarterly payment & other debtors | No decision has been taken but legal action has been initiated against Mr. Moothy and Mr. Bhirgoo. | No payment has been received. Etchelle paper limited has brought a proposal to pay the outstanding balance that is Rs 75, 000 monthly. |
| | | <ul style="list-style-type: none"> Report on garlic production and seed potatoes The GM informed that due to absence of Mr. Mahabirsing, no report has been presented and he also added that this year RBSEB will not go ahead with potato cultivation since the fields are not suitable. | | It was planted and resulted to a loss. The report will be sent at the Board meeting on 21 December 2013. |
| | | <ul style="list-style-type: none"> Report on Breakdown of Tractors Bids have been received from Nab Equipment Sales Ltd and CVS. <p>In addition question was raised</p> | <p>The Board has approved to sell the tractors at Rs 76,412 and Rs 40,250.</p> <p>The Board has informed the GM to present a report on the issue</p> | The tractors were sold in May 2013. |



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| | <p>concerning the sale of tractor to the OI DC in Agalega. Thus, the GM added that it was on lease and OI DC has agreed to purchase it</p> | | |
| | <ul style="list-style-type: none"> Allocation de Voyage and Travelling Issues were raised concerning the increase in allowance of the Board members | <p>As per the recommendation of the Director Quedou, the Board has agreed that the Board members and the secretary of Board the fees remained the same but the allowance for mobile phone be restored to Rs 500 and travelling allowance be increased from Rs 400 to Rs 600.</p> | <p>The matter is kept in abeyance since lack of funds.</p> |
| | <ul style="list-style-type: none"> Request for creative media to install two billboards on behalf of Gamma Materials Ltd. The GM informed that the land identified by creative media does not belong to RBSEB. | <p>It is decided by the chairperson that the Management needs to do a site visit then report to next meeting. Thus, the Board has approved to the request.</p> | <p>A letter was sent to the Creative Media informing them the land does not belong to RBSEB.</p> |
| | <ul style="list-style-type: none"> Consultant as proposed by OPSG – It was informed by the GM that the AREU has submitted the name of its representative to form part of the Bid Evaluation Committee | <p>It was therefore agreed that RBSEB would follow up the matter and thereafter proceed with the setting up of the committee. The GM and other two Board member could also be in attendance to guide the Committee</p> | <p>Action already taken. Contract awarded to BDO on 30th October 2013</p> |
| | <ul style="list-style-type: none"> Proposed Organigram | <p>The Board has agreed that the HR committee should look upon the matter at first instance and should also emanate from Management and not from the salary commissioner.</p> | <p>It is still pending because the Personnel Manager has informed it is only the Salary Commissioner who can change the Organigram.</p> |
| | <ul style="list-style-type: none"> Recruitment of consultant for 3 small Morcellement projects | <p>No decision has been taken since the GM has informed about the advertisement of the consultant in the</p> | <p>Action taken.</p> |



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| | | | newspaper. | |
| | | <ul style="list-style-type: none"> Scattered plots of land available for immediate sale | No decision has been taken since the RBSEB is waiting a reply from the ministry. | The Ministry has disapproved the sale of the scattered plot of land but the Valuation report has been received. |
| | | <ul style="list-style-type: none"> Land of 1 A 53 P to be purchased by Ministry of Housing & lands for setting up of Divisional Headquarters | No decision has been taken since the RBSEB is waiting a reply from the ministry. | MRs Lotun has been appointed to draw the Title Deeds. |
| | | <ul style="list-style-type: none"> Reduction in fertilizations rates in 2013 | The Board has requested to investigate the possibility of reducing fertilization rates of ratoon cane and has asked to submit a report for next meeting. | DGM has proposed a reduction in fertilizations. |
| | | <ul style="list-style-type: none"> Contracting out of the transport of about 50 tonnes of cane per day | The Board has agreed that the Management would liaise with potential lorry owners (Min 10) and request for quotations from them. | Decision taken. |
| | | <ul style="list-style-type: none"> Appointment of salary commissioner | The Board has agreed that it must be discussed by the HR committee in first instance. | The matter is kept in abeyance due to lack of funds. |
| | | <ul style="list-style-type: none"> Allowance to MRs U. Rudhun , Confidential Secretary | The Board has agreed to paid the allowance | The payment for the allowances is pending since the Board is waiting for availability of funds. |
| | | <ul style="list-style-type: none"> Report on Cane Loader <p>The GM informed that as per the specifications in the tender document MECOM has informed of not having the loader of 8.5 meters but will provide for another loader where the dimension has not been provided. He also informed that instead of repairing the loader at a cost of Rs 25,000 MECOM will repair it to</p> | The decision taken is that the RBSEB would purchase the loader only if MECOM gives the guarantee that it would provide the equipment as per specifications. Furthermore the RBSEB would also avail of the services of MECOM for repair of the equipment. | A letter of award was sent to MECOM on the 10 June 2013 informing that RBSEB will purchase the cane loader. |



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| | | Rs 40,000. | However the RBSEB should have the official response of MECOM that it would not charge for the repairs as stated by the company in the various meetings between his representatives and that of RBSEB . | |
| | | <ul style="list-style-type: none"> Post of Accountant | The Board has agreed to the suggestion of Director Quedou that the post should be re-advertised. | The recruitment is still pending since the HR Committee announced there is lack of funds. |
| | | <ul style="list-style-type: none"> Financial Situation of the RBSEB | <p>It was decided that the financial situation of RBSEB will be discussed on the next finance and tender committee.</p> <p>It was also decided from the suggestion of the Director Dumur that a paper on sugar production together with a study on a field basis is prepared.</p> | In every Finance and Tender Committee, the financial situation of RBSEB is discussed thoroughly. |
| | | <ul style="list-style-type: none"> Any other Business <p>The followings were pointed to the GM :</p> <ol style="list-style-type: none"> Meeting with the GM -The chairman wanted to have regular interaction with the GM after each Board Meeting so that there is a proper implementation of decision taken but it is not possible since the GM is often in the office only after 09. 30 or 09. 45 and the GM does not sign the attendance register <p>The Director Quedou pointed out that the GM need not to be present at 7 o'clock since there is a field officers to monitor the work but he could time to time make surprise checks . Director Dumur pointed out that there should be control</p> | All members agreed that there is a need to have a joint effort from both the part of the chairman and the GM in order to have their differences resolved. | <ol style="list-style-type: none"> Meetings are conducted as and when the need arise. Action taken. |



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| | | <p>mechanism so that all officers carry out their duty as they should do.</p> <p>2. Management Meeting with senior staff . lack of communication between the two parties since there is no Management meeting</p> <p>3. Transfer of Mr. J. Pydiah . He was being transferred without making the Personnel Manager aware of the situation. Another issue was that, he was provided with a motorcycle but still driver was paid overtime to bring him from his home to work.</p> <p>4. Lease of houses belonging to the RBSEB - Approval has been received but the decision has not been implemented</p> <p>5. Presence of insects in field . The GM was not aware of the situation.</p> <p>6. Case of MRs Rudhun</p> | <p>6. The chairman informed that the GM should have discussed the matter of MRs Rudhun with him in the first instance so as to discuss possible course of action and thus it was decided that this issues would be tabled during one of the Board meeting.</p> | <p>4. Valuation report is being awaited from the Valuer.</p> <p>5. The Chairman is informed of the management issues before the GM.</p> <p>6. Decision taken is that the payment will remain pending since the availability of funds.</p> |
| 27 th April 2013 | Mr. N.Basant Roi, PDSM | <ul style="list-style-type: none"> • Supply of cane loader – The GM informed that MECOM would not be able to supply the cane loader before June and it has proposed to repair the exciting one or provide an exciting one to RBSEB at his own cost. | <p>The Board has agreed to proposal and requested Management to have a written understanding that MECOM would not charge additional fees for this cost.</p> | <p>A letter of award was sent to MECOM on the 10 June 2013 informing that RBSEB will purchase the cane loader.</p> |
| | | <ul style="list-style-type: none"> • Post of Accountant | <p>It was agreed that all applications received would be scrutinized by the directors and thereafter the post will be re-advertised anew.</p> | <p>The recruitment is still pending since the HR Committee announced there is lack of funds.</p> |
| | | <ul style="list-style-type: none"> • Appointment of the new salary commissioner | <p>It was agreed that an ad hoc Committee comprising of Director Ah Tow, Director Rughoobur, Director Quedou , Director Benimadhu and the</p> | <p>The matter is kept in abeyance due to lack of funds.</p> |



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| 20 th April 2013 | Mr. N.Basant Roi, PDSM | <ul style="list-style-type: none"> Approval of Minutes of 1st Meeting held on 16th and 23th March 2013 | | |
| | | <ul style="list-style-type: none"> Request for additional Morcellement project | No decision could be taken still a reply were being awaited from the Parent Ministry | It is still pending at the level of the Ministry. |
| | | <ul style="list-style-type: none"> Request from SIPF for transfer of excess fund | The Board has taken note of the paper on the choice of the actuary as per the paper circulated and approved the choice of Feber Associates for the quoted fees of Rs 45000 plus VAT. | Action has been taken and it was given to the Feber Associates. |
| | | <ul style="list-style-type: none"> Request from Omnicane Ethanol CO Ltd (OEHL) | The Board has agreed to the proposal of OEHL subject to the approval of the Ministry of Agro Industry and Food Security | Approval from the Ministry has been received to sell the tanks as scrap metals. |
| | | <ul style="list-style-type: none"> Renewal of lease of rose belle boxing club | The Board has requested the representative of the Ministry of Agro industry & food Security to urgently look into this issue at the required level since it was noted that the valuation office is not responding to the request. | The Valuation Office has responded and accepted to renew the lease of Rose- Belle Boxing Club. |
| | | <ul style="list-style-type: none"> Request of overdraft facility – | It is on agenda. | Overdraft has been received. |
| | | <ul style="list-style-type: none"> Morcellement projects at Union Park | Decision was not taken since the GM informed that plans have been prepared by the Land surveyors and it has been submitted to the EIA consultant. | Awaiting decision from Ministry. |
| | | <ul style="list-style-type: none"> Lease of Deer Ranch | Decision has not been taken since TOR for recruitment of the consultant is being prepared and will be submitted to the board. | It is announced in the Board Meeting scheduled for the 21 December 2013 that an EOI would be launched and Management needs to publish it. |
| <ul style="list-style-type: none"> Fringe Benefits | It was decided that Management needs to | Circular on chairperson | | |



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| | <p>According to Director Quedou he expressed his concern that other member of the Board must be given fair chance to be chair sub-committees apart from the representative of the Parent Ministry</p> | <p>look for a copy of the circular from the Ministry</p> | <p>submitted to the Board.</p> |
| | <ul style="list-style-type: none"> • Retrieval of Land from SPML | <p>No decision has been taken; it was postponed for the 3rd and 4th June 2013.</p> | <p>The cheque of Rs 4.8 M has been returned to SPML.</p> |
| | <ul style="list-style-type: none"> • Request from Etchelle Papers for Quarterly payment & other debtors The GM informed that Etchelle has proposed to pay the remaining balance in monthly installments. | <p>The Board has agreed to the decision. However, concerning Avantime Ltd, Mr. Moothy and Mr. Bhirgoo, the Board has requested to take legal action.</p> | <p>No payment has been received. Etchelle paper limited has brought a proposal to pay the outstanding balance that is Rs 75, 000 monthly.</p> |
| | <ul style="list-style-type: none"> • Report on garlic production and seed potatoes | <p>No decision has been taken since the report will be tabled at the next Board meeting.</p> | <p>It was planted and resulted to a loss. The report will be sent at the Board meeting on 21 December 2013.</p> |
| | <ul style="list-style-type: none"> • Report on breakdown of Tractors | <p>Approval has been received from the Parent Ministry, and the sale of the tractors has been advertised and will be effected as per established procedures.</p> | <p>Approval of Ministry has been received to sell the tractorRs Mr. Appadoo is doing the necessary.</p> |
| | <ul style="list-style-type: none"> • Day to day Management of the RBSEB – The GM was asked about the day to day running of the RBSEB and also about the issues prevailing at the Estate | <p>No decision has been taken</p> | <p>The situation is still the same.</p> |
| | <ul style="list-style-type: none"> • Case of Mr. S .Malliate | <p>Nothing was reported so no decision taken.</p> | <p>The Board has decided to pay all the allowances even during his pre-retirement.</p> |
| | <ul style="list-style-type: none"> • Case of Mr. R. Soobah - Director Quedou informed that he was given the responsibility to talk to Mr. Soobah and that the matter needs to be settled. | <p>No decision has been taken</p> | <p>Director Quedou had a meeting with him requesting him not to interfere with other issues not relating to his work.</p> |



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| | <ul style="list-style-type: none"> Report of Human Resource and Finance committee held on 22nd December 2012 and 9th February 2013 | | The Board took note of the paper simulated. |
| | <ul style="list-style-type: none"> Refund of medical expenses incurred by actual and retired employees | | A report was circulated to the Board. No decision has been taken since the details were not as per the request of the Board. |
| | <ul style="list-style-type: none"> Use of vehicles | | The Board has taken note of the vehicle. |
| | <ul style="list-style-type: none"> Allocation de voyage and travelling | | The Board took note of the matter. No decision taken. |
| | <ul style="list-style-type: none"> Increase in allowance payable to Board Members | Director Dumur informed that the increase in allowance payable to Board members will be kept in abeyance until the financial situation is improved thus Director Quedou has requested to look upon the matter in next Board meetings. The Board has accepted to this request. | The Matter is kept in abeyance since there is unavailability of funds at RBSEB . |
| | <ul style="list-style-type: none"> Request for creative media to install two billboards on behalf of gamma materials Ltd | The Board has requested to proceed with caution on this issue and the representative of the Ministry was requested to check on the position of the Government on the issue of placing billboard along the highway. | A letter was sent to the Creative Media informing them the land does not belong to RBSEB . |
| | <ul style="list-style-type: none"> Consultant as proposed by OPSG – The GM informed that the tenders have been received and have yet to be evaluated | The Board has requested that an independent evaluation team be set up where Mr. Lallmohamed from the OPSG can be part of the team as well as other two independent members | Action already taken. Contract awarded to BDO on 30 th October 2013 |
| | <ul style="list-style-type: none"> Court cases | | Updates of court cases are |



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| | | | | submitted at every Board meeting. |
| | | <ul style="list-style-type: none"> • Payment of outstanding productivity bonus for year 2012 to members of the staff | The Board has approved to the payment of the outstanding productivity bonus to all members of the staff. | Action taken. |
| | | <ul style="list-style-type: none"> • Proposed Organigram | No discussion has been taken since the issue was postponed. | It is still pending because the Personnel Manager has informed it is only the Salary Commissioner who can change the Organigram. |
| | | <ul style="list-style-type: none"> • Management letter, year ended December 31,2010 and 2011 | The Board has took note of the Management letters submitted by BDO and approved the Management comments and proposed actions and the Board has also approved in principle the current and capital budget for year 2013 | Action taken by Management. |
| | | <ul style="list-style-type: none"> • Financial statement for the year ended 31 December 2010 and 31 December 2011 | The Board has approved to the financial statements for the year ended 31 December 2010 and 2011. | It was approved. |
| | | <ul style="list-style-type: none"> • Any other business <ol style="list-style-type: none"> 1. Recruitment of consultant of 3 Morcellement project– TOR has already been prepared and has already been send to RBSEB by mail. 2. Rose Belle Sugar Estate current financial situation 3. Scattered plots of | <p>2. The Board has requested the Management to prepare a full dossier on the Master plan of the financial situation of the Estate for submission to Board and the Parent ministry. Board further resolved to have a special Meeting on 27 April 2013 for in-depth discussion on the</p> | <p>1. Recruitment has been effected and it was awarded to Servansingh Jadav and Partners on 17th September 2013.</p> <p>2. Action taken.</p> <p>3. The Ministry has disapproved the sale of the scattered plot of land but the</p> |



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| | | <p>land available for immediate sale</p> | <p>financial situation of the estate.</p> | <p>Valuation report has been received.</p> |
| | | <p>4. Land of 1A53P to be purchased by Ministry of Housing & lands for setting up of divisional headquarterS</p> | <p>3The Board has approved to the sale of all the scattered plots subject to the approval of the Ministry of Agro Industry & food Security. Advice of the valuation office to be sought for the valuation of the plots after the receipt of the tendereRs</p> | <p>4. Approval has been received from the Ministry. MRs Lotun (Notary) is proceeding with the sale. 5. Action taken.</p> |
| | | <p>5. Reduction in fertilization rates of ratoon 2013</p> | <p>4.The Board has resolved to accept the price of Rs 6.8 M for the said plot of land, The Ministry of Housing and Lands be requested to consider making good for the interest foregone as the land has been valued more than two year back</p> | <p>6. It was purchased. 7. It was approved.</p> |
| | | <p>6. Report of technical evaluation committee on the supply of a new cane loader</p> | <p>5. The Board has requested to investigate into the possibility of reducing fertilization rates of ratoon cane for period July 2013 to December 2013 as a cost cutting measure.</p> | <p>8.It was approved. 9. The payment for the allowances is pending since the Board is waiting for availability of funds.</p> |
| | | <p>7. Recruitment of seasonal workers and job contractors for the period June 2013 to December 2013</p> | <p>6. The Board has approved to purchase the cane loader atlas from MECOM and also the Board has approved to purchase it through the SBM lease line facility with repayment over a period of five yearS</p> | <p>10. The Board has agreed to give him full quota even in his pre- retirement period.</p> |
| | | <p>8. Contracting out of the transport of about 50 tonnes of cane per day</p> | | |
| | | <p>9. Case of MRs U. Rudhun</p> | <p>7. The Board has approved to recruit 67 male seasonal workers, 98 female seasonal workers and to recruit</p> | |



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| | | <p>10. Case of Mr. Mothoora The fuel quota of Mr. Mothoora has been reduced from 350 liters to 100 liters but Mr. Mothoora has objection to it and is willing to receive the full fuel quota.</p> <p>11. Press article in Express of 2nd April 2013 Director Quedou has informed that everyone should refrain from making such statements to the press since it does not honor to the chairman and directors of the board.</p> <p>12. Information paper – Papers were circulated on cane growth and production</p> | <p>contractors to harvest around 145 tonnes of cane per day.</p> <p>8. Since the Board took note of not receiving any tenders the Board requested to re-tender for this item.</p> <p>9. The Board has requested to postpone this matter to the next Board meeting.</p> <p>10. The Board has agreed to give fuel quota but requested to be conformed by circulating the legal advice required.</p> | | |
| 16 th 2013 | March | Mr. N.Basant Roi, PDSM | <ul style="list-style-type: none"> • Approval of Minutes of 12th Meeting of the Board held on 15 December 2012 | It was approved by the board | |
| | | | <ul style="list-style-type: none"> • Request for additional Morcellement projects | Since the Ministry is requesting for additional information, no decision has been taken yet. A reply in connection with the request for additional Morcellement would be made shortly. | The matter is still ongoing at the level of Ministry. |
| | | | <ul style="list-style-type: none"> • Request from SIFP for transfer of excess fund | No decision has been taken since the reply of MRs Purrin is still be awaited and thus it will be discussed in the next Board meeting. | Action has been taken and it was given to Feber Associates. |
| | | | <ul style="list-style-type: none"> • Request from Omnicane Ethanol Holding Ltd | No decision has been made since the GM informed that reply is still being awaited. | Payment of 1.6 Million was received from Omnicane . |
| | | | <ul style="list-style-type: none"> • Renewal of lease for Rose- Belle Boxing Ltd | The GM was requested to look upon the matter since the chairman has already talked with the principal assistant Secretary of the Ministry | The Valuation Office has responded and accepted to renew the lease of Rose- Belle |



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| | | | of Finance. | Boxing Club. |
| | | <ul style="list-style-type: none"> Request for overdraft facility | It has been agreed that RBSEB would request for overdraft facility and each time RBSEB make use of the overdraft facility board's approval would be sought. As regards the amount of overdraft facility, same would be submitted to all directors for approval by circulation. | MOA has approved to the overdraft and an amount of Rs 5 Million and Rs 15 million was received. |
| | | <ul style="list-style-type: none"> Morcellement project at Union Park | No decision could be taken since the Director Dumur was in the view that reply from the Ministry will be made shortly and that this would imply delays in the implementation of the projects | Awaiting decision from Ministry to continue with the project. |
| | | <ul style="list-style-type: none"> Lease of Deer Ranch | It has been decided that Management would launch EOI for appointment of a consultant to advise of possible options for use of the deer ranch thereafter the subcommittee would have a Meeting to examine the proposals. | It is announced in the Board Meeting scheduled the 21 December 2013 that an EOI is set up and Management needs to publish it. |
| | | <ul style="list-style-type: none"> Fringe benefits | No decision has been taken and since it was on the agenda and it will be discussed on the next Board meeting. | Information was submitted at the next Board meeting scheduled on 21 December 2013. |
| | | <ul style="list-style-type: none"> Retrieval of land from SPML | No decision has been taken since the GM informed that the cases are scheduled for Monday 18 th and Tuesday 19 th march 2013 | The court case is still ongoing. |
| | | <ul style="list-style-type: none"> Request from Vita Rice for quarterly payment | It has been decided that SKC Surat will settle the payment in four installments as from April /May 2013, where interest should be charged. The Board has also agreed that a last | SKC was effected accordingly as what was presented by him. As for Etchelle Papers Ltd , fresh repayment |



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| | | | <p>reminder need to be sent to Etchelle papers LTD and Avantime LTD to settle the payment failing which legal actions would be initiated</p> <p>It has also been agreed that legal actions need to be initiated against Mr. Moothy for nonpayment of housing rent and Mr. Birghoo for non-payment of advance on medical claims respectively.</p> | <p>schedule has been submitted and it will be tabled at the next Board meeting.</p> |
| | | <ul style="list-style-type: none"> • Report on garlic production and seed potatoes | <p>The Board has noted that the Agronomist did not possess the required competence to submit a proper report thus it was agreed that Mr. Mahabirsing who is trained in Agronomy would prepare the report together with the Agronomist.</p> | <p>Action taken. It was planted and resulted to a loss. The report will be sent at the Board meeting on 21 December 2013.</p> |
| | | <ul style="list-style-type: none"> • Report on breakdown of tractors The GM informed that approval from the Parent Ministry was still being awaited concerning the sale of the tractoRs | <p>It has been decided that Director Kawol will look into the matter.</p> | <p>Director Kawol has look upon the matter and the tractors were sold on May 2013.</p> |
| | | <ul style="list-style-type: none"> • Day to Day Management of the RBSEB | <p>The Board has agreed that it was only a perception that the chairman was interfering with the day to day running of the RBSEB and the matter was considered as closed.</p> | <p>The situation is still the same.</p> |
| | | <ul style="list-style-type: none"> • Case of Mr. Malliate – The GM informed that Mr. Malliate has not yet retired but is still on pre-retirement leave | <p>No decision has been taken.</p> | <p>Some fringe benefits were paid even after pre-retirement.</p> |
| | | <ul style="list-style-type: none"> • Case of one Mr. Jim- The GM informed that Mr. Jim had purchased the quarters where he is presently residing | <p>No decision has been taken.</p> | <p>Nothing to report.</p> |
| | | <ul style="list-style-type: none"> • Case of Mr. Soobah – | <p>No decision has been taken.</p> | <p>Partly resolved.</p> |



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| | <p>The GM informed that Mr. Sabah case has been resolved but he is not coming every day to RBSEB.</p> | | |
| | <ul style="list-style-type: none"> • Scratch cards | <p>The Board has approved to the recommendation of the committee for a review of payment of scratch cards.</p> | <p>It was implemented.</p> |
| | <ul style="list-style-type: none"> • Newspaper allowance | <p>The Board has approved that his allowance should be removed and the newspaper meant for the GM should be made available to other staff after the latter had read it.</p> | <p>Action taken.</p> |
| | <ul style="list-style-type: none"> • Allowances | <p>The Board has agreed that the payment of allowances as stipulated in the contract of Mr. Mahabirsing should be paid to him.</p> | <p>It was effected as stated by the Board.</p> |
| | <ul style="list-style-type: none"> • Refund of medical expenses incurred by actual and retired employees | <p>No decision has been taken since the GM informed that the paper is being prepared and will soon be submitted</p> | <p>Personnel Manager has submitted a report.</p> |
| | <ul style="list-style-type: none"> • Use of vehicles & proposed Organigram | <p>It was decided by the Board that my Pydiah will be responsible of for the transport section and the Management should come together with the HR department a detailed paper on the Organigram.</p> | <p>It is still pending because the Personnel Manager has informed it is only the Salary Commissioner who can change the Organigram.</p> |
| | <ul style="list-style-type: none"> • Allocation de voyage and travelling – The GM informed that the paper is being prepared and would be submitted. | <p>Since the paper was unavailable no decision could be taken.</p> | <p>The Board took note of the situation.</p> |
| | <ul style="list-style-type: none"> • Increase in allowance payable to Board Members | <p>No decision has been taken since it was agreed that this issue will be discussed at a later stage.</p> | <p>It is still pending.</p> |
| | <ul style="list-style-type: none"> • Representations by sugar industry overseers association (SIOA)- The GM informed that a reply has been submitted | | <p>Action taken. Personnel Manager submitted a paper regarding check-off to the Board.</p> |



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| | <ul style="list-style-type: none"> • Replacement of Mr. S. Mothoora | It was decided that a report will be submitted on Mr. Pydiah and the matter be referred to the HR committee. | Mr. Pydiah was appointed as acting head of the section to replace Mr. Mothoora. |
| | <ul style="list-style-type: none"> • Post of Accountant / Corporative Secretary | It has been decided that the post will be named as %accountant+only and the person appointed will be responsible to act as secretary to the Board and its sub- committees as well and the salary will be prescribed by the PRB and would be negotiated along this scale. | The recruitment is still pending since the HR Committee announced there is lack of funds. |
| | <ul style="list-style-type: none"> • Request for additional payment for infrastructural works for VRS sites- The GM has announced of the availability of funds | It was decided that the payment of the additional sum of Rs 1,932,801.29 + VAT to Best Construct Ltd. | Action taken. The Board has approved for the payment of Rs 1,932,801.29 + VAT to Best Construct Ltd. |
| | <ul style="list-style-type: none"> • Report of Bid Evaluation Committee <ol style="list-style-type: none"> 1. External auditors and supply of Uniforms 2. Approval of Planner 3. Purchase of new cane loader | <ol style="list-style-type: none"> 1. The Board has agreed that Bacha& Bacha will be appointed as external auditoRs 2. The Board has also agreed to appoint planner for the site camp Bouvet to Gibb Ltd and Mare Tabac Road to KDA Geosystem Ltd. 3. The Board has agreed to purchase a new cane loader and has requested the Management to launch tenders by strictly following the procurement procedures as per the Procurement Act. | <ol style="list-style-type: none"> 1. It is approved. 2. It is approved. 3. It is approved. |
| | <ul style="list-style-type: none"> • Request from Grand Port Savanne District Council to declare | After the site visit , it was decided to accede to the request of the grand port | Action has been taken by the Ministry but has |



| | Public an Estate road | district council | not materialized. |
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| | <ul style="list-style-type: none"> • Application from D.Y Patil Medical College | The Board has agreed that unsolicited bids cannot be accepted however, while examining the master plan for RBSEB , consideration could be given for release of marginal land and land-locked plots for other purposes. Thus, it was decided that EOI would be invited. | The Board has approved in principle subject to Ministry's approval and Cabinet's decision. |
| | <ul style="list-style-type: none"> • Master Plan on land utilization on the Estate – Mr. Mahabirsing was called to explain the land utilization. | The Board accepted that the proposal of Mr. Mahabirsing need to be studied by the Board and it will be discussed at the next Board meeting. | The Board took note of the place. |
| | <ul style="list-style-type: none"> • Request from creative media to install 2 billboards on behalf of gamma material Ltd | It was agreed that the Management would arrange for promoters to meet Board members during the next Board Meeting for them to present their projects. | A letter was sent to the Creative Media informing them the land does not belong to RBSEB . |
| | <ul style="list-style-type: none"> • Management letter year ended December 31,2010 and 2011 | The Board has agreed that the Management should work out an implementation plan in order to address issues/ recommendations made in the Management letter. | Meeting was held with senior members of the staff. |
| | <ul style="list-style-type: none"> • Financial statements year ended December 31, 2010 and 2011 | The Board agreed that the Management needs to come up with a paper during next meetings about the remedial measures taken or which need to be taken to the address the issue raised by the AuditoRs | Action has been taken by the management. |
| | <ul style="list-style-type: none"> • Recurrent and capital budget for the year 2013- Mr. Paris was called to explained the financial situation of the RBSEB | It was agreed that recurrent and capital budget for the year 2013 be submitted to the Finance Committee for the latter to make appropriate recommendations to the Board. | The Finance and tender Committee approved budget 2013. |



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| | | | It was decided that the GM together with his whole team and heads of departments need to work on such financial plan. | |
| | | <ul style="list-style-type: none"> • Consultant as proposed by OPSG | The Board has agreed of launching an EOI on recruiting a consultant for a review of the organization. Thus the TOR of the consultant should also include (i) restructuring plan of the RBSEB and (ii) food security issues. | Action already taken. Contract awarded to BDO on 30 th October 2013 |
| | | <ul style="list-style-type: none"> • Report of bid evaluation Committee for shoes , boggies, uniforms & gloves | The Board has agreed to the decision | Action taken. |
| | | <ul style="list-style-type: none"> • To ratify the resolution by circulation for signatory during the absence of the GM from 5th January to 24th January 2013 | The Board has agreed to the decision | It is implemented |
| | | <ul style="list-style-type: none"> • Court cases | Note has been taken on the pending cases and the Board has asked the Management to inform on the outcome. | Updates of court cases are submitted at every Board meeting. |
| | | <ul style="list-style-type: none"> • AOB <ol style="list-style-type: none"> 1. Theft of orchid plant- 2. The chairperson sought confirmation from all directors that the services of MRs Brigemohane be retained to assist in the preparation of the TOR for consultancy services for engineering/planning for the Morcellement projects 3. Recruitment of seasonal workers | <ol style="list-style-type: none"> 1. The GM informed that matter has been referred to the police 2. The Board has agreed to the decision 3. Members of the Board were agreeable to the request of the GM of recruiting 67 male and 98 female workers but since the total cost has not been incurred for the temporary recruitment the chairperson has | <ol style="list-style-type: none"> 1. The case is still ongoing 2. Action taken. 3. Action taken. 4. Action taken. |



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| | | <p>4. Money advanced to employees for payment of examination purpose</p> <p>5. Services of actuary</p> | <p>agreed that the paper will be circulated with more details on cost for approval by all directors</p> <p>4. The Board has agreed to this decision.</p> <p>5. It was agreed that the GM need to circulate information at the next Board Meeting regarding the choice of the actuary.</p> | <p>5. Action taken. Feber Associates has been appointed.</p> |
| <p>05 February 2013</p> | <p>Mr. N.Basant Roi, PDSM</p> | <ul style="list-style-type: none">Recruitment of 12 male and 79 additional agricultural workers for the period of 06 Feb 2013 to 31 may 2013 | <p>The Board has approved to this decision</p> | <p>Action taken.</p> |



23.13 Appendix 13: VRS Calculations

Concept of Voluntary Retirement Scheme

The Sugar Industry was facing some serious difficulties and needed a major urgent rethinking. The erosion of preferential access on our traditional export markets for sugar and the challenges imposed by the trade liberalization process called for immediate action. Thus, the long-term viability of our sugar industry depends on its ability to cut down its cost of production. The **Voluntary Retirement Scheme (VRS)** being one of the main components the Sugar Strategic Plan 2001-2005, was aimed at reducing the operating cost of production of sugar in Mauritius, for which labour represented 56 percent in 2001. One of its main objectives was to rightsize the labour of the industry, reducing it by at least 30 percent in the first instance, in order to reach a level that is more in line with its actual requirements and economic realities.

To that effect, the **Sugar Industry Efficiency (SIE) Act**, which is the legal framework governing sugar activities in Mauritius, as well as relevant labour and pension laws, were amended to cater for the implementation of the VRS

The Scheme offers a package to all employees of the sugar industry, wishing for an early retirement. Priority is given to those aged 50 and above. The package includes, among others, compensation in terms of cash payment as well as land entitlement (7perches, i.e. about 300 m²), exemption from income tax in respect of the cash and land compensation payable and housing loans at preferential rates.

Moreover, a package of support measures has been implemented, among which, awareness campaigns, training courses for Younger VRS leavers, counseling units, medical cover schemes, and scholarships awarded to children.

The section of the act related to VRS provides for the following compensations to staff/ workers who opt for a VRS:

FIRST SCHEDULE

(Section 13)

ELEVENTH SCHEDULE

(Section 23, 23a, 27 and 34)

Conditions for Voluntary Retirement Scheme and Early Retirement Scheme

Part I

1. Cash Compensation

The cash compensation shall be the product of-

$$N \times F \times W$$

where N: is the number of years of service on the day the Minister approves a VRS or an ERS and includes a proportion for and uncompleted year

F: is the number of months of compensation payable per year of service and shall be determined from the scale given in Table 1 below

W: is the basic wage or basic salary applicable on the day the Minister approves a VRS or an ERS



| Table 1: Determination of F | |
|---|--|
| Category of Employees | No. of months per year of service |
| (a) Female agricultural or non-agricultural worker- i. of the age of 45 or over; or ii. Reckoning not less than 25 years of service | 2.0 |
| (b) Male agricultural or non-agricultural worker- i. of the age of 50 or over; or ii. reckoning not less than 30 years of service | 2.0 |
| All other cases including staff | 1.5 |

2. Land Entitlement

Land entitlement for employees shall be in accordance with Table 2 below-

| Table 2: Land Entitlement | |
|---|---------------------------------|
| Category of Employees | Extent of land (perches) |
| (a) Female agricultural or non-agricultural worker- i. Of the age of 45 or over; or ii. Reckoning not less than 25 years of service | 7.0 |
| (b) Male agricultural or non-agricultural worker- i. of the age of 50 or over; or ii. reckoning not less than 30 years of service | 7.0 |
| All other cases including staff | 7.0 |

3. Safeguarding of interest retiring workers

- (a) Where an employer intends to implement a VRS, all his employees, who retire between the date this Act comes into operation and the date the application for approval of the VRS is approved by the Minister, shall be entitled to the benefits under the VRS
- (b) In the case of a factory closure, all those employees in respect of that factory, who have voluntarily terminated their contract of employment pursuant to the VRS in the year immediately preceding the closure, shall be entitled to the difference, where applicable, between the conditions under section 24 of the Cane Planters and Millers Arbitration and Control Board Act and those under the VRS

4. Choice of site for land granted

The Planter, Miller, service provider or any other relevant company undertaking a VRS or an ERS shall, in respect of the land granted by way of compensation-

- (a) agree with the employees on the site or sites;
- (b) undertake the necessary infrastructural works for the division of plots under reference, namely roads, drains, electricity and water supply;
- (c) provide social amenities as are agreed with the workers;



- (d) undertake to carry out the maintenance of the roads and drains of the new housing estates and the refuse collection at its own cost for a period of 3 years from the date on which the portions of land are allocated to their recipients or until such time as the local authorities take over these responsibilities, whichever the earlier.

5. Entitlement to estate houses and hospital facilities

- (a) The agricultural and non-agricultural workers presently living in estate houses shall be given a two-year period following the date on which they become owners of their land entitlements to vacate those houses.
- (b) The agricultural and non-agricultural workers shall be entitled to use the facilities offered by the relevant hospital for a period of 5 years as from the day the Minister approves a request for a VRS or an ERS

6. Training Scheme

The Planter, miller, service provider or any other relevant company undertaking a VRS or an ERS shall dispense, where a worker or employee has signified his acceptance in writing in respect of an offer for a VRS or an ERS, a training scheme, in collaboration with the Mauritius Sugar Authority, to the worker or employee 2 months prior to the voluntary termination of his contract of employment.

7. Children of workers

- 1) For the same two-year period referred to in paragraph 5, the planter, miller, service provider or any other relevant company shall reimburse the school transport of the workers' children living on the estate.
- 2) The children of agricultural and non-agricultural workers shall remain eligible for the various scholarships offered by the SILWF for secondary education.
- (a) Provision shall be made, for a period of 10 years, for annual scholarships to be awarded to 2 of the children of the workers concerned by the VRS or an ERS to follow any diploma/degree course at the University of Mauritius, the University of Technology of Mauritius or any recognised institution.
- (b) This scheme shall be operated under the aegis of the Ministry of Education.

8. Guarantees to heirs in specified cases

Where any employees specified in a paragraph 3(a) and (b) passes away or where any employee passes away between the time a request for a VRS or an ERS is made to the

Minister and the request and the request is approved by the Minister, the benefits accruing, after deduction of any death gratuity paid or payable, shall be paid to the heiRs

9. Signature of documents

All documents relating to the acceptance of a VRS or an ERS shall be signed by the parties concerned in the presence of an official of the Mauritius Sugar Authority.

10. Non acceptance of offer of VRS or ERS



A copy of all documents relating to the refusal of a VRS or an ERS by an employee or a worker shall, not later than 30 days of any such refusal, be submitted to the Mauritius Sugar Authority by the planter, miller or service provider, as the case may be.

Part II

11. Facilities for construction of houses

An agricultural or a non-agricultural worker or his children, as the case may be, shall be entitled, for the purpose of erecting one house on the plot of land allocated to him under paragraph 2 of Part I-

- (a) To a loan from the Mauritius Housing Company **Ltd** on terms and conditions applicable for the phasing out of sugar estate camps; or
- (b) To a Government sponsored grant for the casting of a roof slab or for the purchase of building materials from the National Housing Development Company **Ltd**.

Thus, the amount of cash compensation payable to staff and workers in the implementation of a VRS is dependent on the years of service of the employee concerned.

Based on the above, the amount payable to each employee opting for a VRS is given below. We have considered 3 scenarios: Implementation of a VRS in 2014, 2015 and 2016. The cash compensation payables in each of these years are as follows:

In this context, Rose Belle Sugar Estate Board was no exception and was also facing serious financial difficulties and had to follow suit.

Consequently a first VRS was implemented in December 2001 as follows:

| CATEGORY | NO. OF EMPLOYEES |
|-------------------|------------------|
| CATEGORY A | |
| Male above 55 | 76 |
| Female above 50 | 211 |
| Total | 287 |
| CATEGORY B | |
| Male above 55 | 189 |
| Female above 50 | 27 |
| Total | 216 |
| Staff | 20 |

Thus, a total of 523 (i.e. 287 + 216 +20 Staff) took advantage of the VRS I Scheme.



The Sugar Industry Efficiency Act was again amended in year 2007 to allow a second VRS to further reduce its cost of production.

In line with the sugar reform, **Rose Belle Sugar Estate Board** implemented a second VRS in December 2007 as follows:

| CATEGORY | NO. OF EMPLOYEES |
|--|------------------|
| CATEGORY A | |
| Male above 50 or more than 30 years of service | 76 |
| Female above 45 or more than 25 years of service | 211 |
| Total | 287 |
| CATEGORY B | |
| Male above 50 | 189 |
| Female above 45 | 27 |
| Total | 216 |
| Staff | 20 |
| GRAND TOTAL | 252 |

We are now proposing that **RBSEB** implements a third VRS . VRS 3. The full cost of it would be as follows:



Category A Workers

LIST OF WORKERS ELIGIBLE FOR VRS 2014

| | EMP_SURNAME | EMP_NAME | E | DATE_OF_BI | DATE_OF_EM | AGE 1- Dec- 14 | Years of service 1- Dec- 14 | WAGES 2013 | WAGES 2015 | AMOUNT |
|----|-------------|----------------------------|---|------------|------------|-------------------------|--|---------------|---------------|--------------|
| | | | | | | | | | 114% | |
| 1 | HURDOYAL | HURRYLALL | M | 10-Oct-53 | 7/10/1986 | 61.1 | 28.4 | 10,042.08 | 11,417.84 | 648,402.30 |
| 2 | JHOOMUCK | SOODEVI | F | 11/27/1953 | 29-Jun-98 | 61.0 | 16.4 | 8,438.23 | 9,594.27 | 315,159.54 |
| 3 | SOOBRAYEN | MANTEE | F | 5-Apr-54 | 6/7/1993 | 60.7 | 21.5 | 8,438.23 | 9,594.27 | 412,244.86 |
| 4 | BURTONY | DHANWANTEE | F | 4/15/1954 | 24-Jun-91 | 60.6 | 23.4 | 8,438.23 | 9,594.27 | 449,755.09 |
| 5 | LANGUTH | KOOLRAJ | M | 10/21/1954 | 15-Jun-94 | 60.1 | 20.5 | 10,042.08 | 11,417.84 | 467,279.80 |
| 6 | KOODAYE | MOONSEEDIAL | M | 3/30/1955 | 17-Aug-71 | 59.7 | 43.3 | 16,415.00 | 18,663.86 | 1,615,950.04 |
| 7 | KHOOSSEE | NEETEEANAND | M | 5-Sep-55 | 21-Jan-71 | 59.2 | 43.9 | 15,416.00 | 17,527.99 | 1,537,568.42 |
| 8 | GUNDOLA | SEETWANTEE | F | 11/24/1955 | 13-Jun-88 | 59.0 | 26.5 | 8,438.23 | 9,594.27 | 507,859.19 |
| 9 | SEEDAM | OOMADUTH | M | 8-Jan-56 | 3/6/1986 | 58.9 | 28.7 | 10,042.08 | 11,417.84 | 656,279.91 |
| 10 | AGATHINA | ANNE MARIE | F | 8-Feb-56 | 14-Sep-72 | 58.8 | 42.2 | 8,438.23 | 9,594.27 | 809,989.96 |
| 11 | ANTHONY | GEORGES EMMANUEL JOSEPH | M | 10/16/1956 | 25-Jul-75 | 58.1 | 39.4 | 10,501.24 | 11,939.91 | 939,763.26 |
| 12 | SEETUL | JAYRUJ | M | 10-Apr-57 | 7/10/1986 | 57.6 | 28.4 | 10,042.08 | 11,417.84 | 648,402.30 |
| 13 | RAMNATH | GHEERJAH | M | 4/25/1957 | 9/2/1986 | 57.6 | 28.2 | 10,042.08 | 11,417.84 | 645,026.18 |
| 14 | BYARESINGH | LALITA | F | 2-Jun-57 | 18-Aug-80 | 57.5 | 34.3 | 8,438.23 | 9,594.27 | 657,900.13 |



Strategic Review of Rose Belle Sugar Estate Board



| | | | | | | | | | | |
|----|-------------|-----------------------|-----------|------------|-----------|------|------|-----------|-----------|--------------|
| 15 | SEEWOOLALL | CHANDRA KESWARSING | M | 4-Jun-57 | 14-Jun-88 | 57.5 | 26.5 | 10,501.24 | 11,939.91 | 631,957.12 |
| 16 | NAHANOO | SOORYAJEE | M | 6/14/1957 | 21-Sep-72 | 57.5 | 42.2 | 10,501.24 | 11,939.91 | 1,007,561.68 |
| 17 | SOMARY | DEWRANEE | F | 6/26/1957 | 25-Jun-74 | 57.4 | 40.4 | 8,438.23 | 9,594.27 | 775,894.52 |
| 18 | BYARESINGH | MAHESWARNATHSING | M | 6/30/1957 | 19-Jul-80 | 57.4 | 34.4 | 16,415.00 | 18,663.86 | 1,282,887.73 |
| 19 | BHUNOOA | KEMRAJ | M | 11-Sep-57 | 13-Jun-74 | 57.2 | 40.5 | 11,504.63 | 13,080.76 | 1,058,709.25 |
| 20 | AGATHINA | THEOLAND MARIE | F | 9/15/1957 | 4/7/1978 | 57.2 | 36.7 | 8,438.23 | 9,594.27 | 703,290.67 |
| 21 | ITTOO | BALEERAM | M | 10/22/1957 | 22-Sep-80 | 57.1 | 34.2 | 16,415.00 | 18,663.86 | 1,276,244.88 |
| 22 | SOHENDRE | RAMDASS | M | 11/23/1957 | 21-Jul-80 | 57.0 | 34.4 | 10,042.08 | 11,417.84 | 784,697.45 |
| 23 | DAVIDSON | CHRISTIAN PAUL | JEAN M | 1/20/1958 | 20-Jul-72 | 56.9 | 42.4 | 11,504.63 | 13,080.76 | 1,108,346.32 |
| 24 | PHILIPPE | LOUIS MARIO | M | 11-Feb-58 | 15-Jun-93 | 56.8 | 21.5 | 10,042.08 | 11,417.84 | 490,099.86 |
| 25 | FARZAN | ABOO ALLYMAN | M | 11-Apr-58 | 7/2/1987 | 56.6 | 27.4 | 10,042.08 | 11,417.84 | 626,082.41 |
| 26 | APPA | SEELABAYE | F | 6-May-58 | 7/12/1973 | 56.6 | 41.4 | 8,438.23 | 9,594.27 | 794,176.82 |
| 27 | MADIAH | ANNEEROOD | M | 7/15/1958 | 13-Jun-88 | 56.4 | 26.5 | 10,042.08 | 11,417.84 | 604,387.72 |
| 28 | JHANGOOA | HARRY DEV | M | 7/23/1958 | 6/5/1989 | 56.4 | 25.5 | 10,042.08 | 11,417.84 | 582,067.83 |
| 29 | RAMASAWMY | KHRUSHNA | M | 8/25/1958 | 13-Jun-74 | 56.3 | 40.5 | 10,042.08 | 11,417.84 | 924,118.64 |
| 30 | RAMSAHA | CHANDRANEE | F | 9-Sep-58 | 29-Jun-98 | 56.2 | 16.4 | 8,438.23 | 9,594.27 | 315,159.54 |
| 31 | SONOO | ANEEROW | M | 9/25/1958 | 7/10/1973 | 56.2 | 41.4 | 16,415.00 | 18,663.86 | 1,545,127.03 |
| 32 | ESSURRUDEEN | VILRAJ | M | 10/28/1958 | 6/4/1990 | 56.1 | 24.5 | 10,042.08 | 11,417.84 | 559,310.29 |
| 33 | GIGELLE | GAETAN | M | 11/25/1958 | 29-Aug-74 | 56.0 | 40.3 | 10,042.08 | 11,417.84 | 919,304.54 |
| 34 | MOOSAYE | BENISWAR | M | 11/29/1958 | 29-Jun-92 | 56.0 | 22.4 | | | |



Strategic Review of Rose Belle Sugar Estate Board



| | | | | | | | | | | |
|----|------------|---------------|---|------------|------------|------|------|-----------|-----------|------------|
| | | | | | | | | 10,042.08 | 11,417.84 | 512,044.63 |
| 35 | MAKAIR | LOUIS MARIO | M | 1/29/1959 | 23-Jun-97 | 55.8 | 17.4 | 10,042.08 | 11,417.84 | 398,256.93 |
| 36 | ROMAN | LOUIS MARIO | M | 9-Feb-59 | 22-Sep-80 | 55.8 | 34.2 | 10,042.08 | 11,417.84 | 780,758.65 |
| 37 | MUNGROO | GEEANEE | F | 2/13/1959 | 30-Jun-97 | 55.8 | 17.4 | 8,438.23 | 9,594.27 | 334,282.40 |
| 38 | SOBLAYECK | SONAH | M | 5-Mar-59 | 6/10/1976 | 55.7 | 38.5 | 10,042.08 | 11,417.84 | 878,603.56 |
| 39 | TAYMUN | PREETUM | M | 7/25/1959 | 8/2/1980 | 55.4 | 34.3 | 10,042.08 | 11,417.84 | 783,947.20 |
| 40 | PEERTAUB | ASSOCK KUMAR | M | 8/16/1959 | 17-Jun-91 | 55.3 | 23.5 | 10,042.08 | 11,417.84 | 535,677.46 |
| 41 | DOMUR | ISWARDUTH | M | 8/28/1959 | 13-Jun-88 | 55.3 | 26.5 | 10,042.08 | 11,417.84 | 604,387.72 |
| 42 | DUSSOOA | SOUNIADUTH | M | 9/29/1959 | 15-Jun-94 | 55.2 | 20.5 | 10,042.08 | 11,417.84 | 467,279.80 |
| 43 | APPIAH | SIVEN | M | 5-Oct-59 | 21-Jul-80 | 55.2 | 34.4 | 10,042.08 | 11,417.84 | 784,697.45 |
| 44 | CALLACHAND | SAYGUR | M | 10/13/1959 | 17-Jun-91 | 55.1 | 23.5 | 10,042.08 | 11,417.84 | 535,677.46 |
| 45 | LUTCHMUN | RAJESWAR | M | 10/14/1959 | 17-Jul-75 | 55.1 | 39.4 | 10,042.08 | 11,417.84 | 899,172.87 |
| 46 | AUSKURUN | FAREED | M | 16-Oct-59 | 7/10/1986 | 55.1 | 28.4 | 10,042.08 | 11,417.84 | 648,402.30 |
| 47 | RAWJEE | MAHADEO | M | 12/27/1959 | 21-Jul-80 | 54.9 | 34.4 | 10,042.08 | 11,417.84 | 784,697.45 |
| 48 | BAHSU | ABIDE | M | 18-Jan-60 | 7/10/1986 | 54.9 | 28.4 | 10,042.08 | 11,417.84 | 648,402.30 |
| 49 | KHEDOO | JAYRAJ | M | 28-Jan | 13-Jun-88 | 54.8 | 26.5 | 10,042.08 | 11,417.84 | 604,387.72 |
| 50 | BHOIJEDHUR | SADAR MANSOOR | M | 5-Mar-60 | 15-Jun-93 | 54.7 | 21.5 | 10,042.08 | 11,417.84 | 490,099.86 |
| 51 | NAIKOO | POWAN KOOMAR | M | 3/21/1960 | 2/10/1987 | 54.7 | 27.8 | 10,042.08 | 11,417.84 | 634,960.35 |
| 52 | GOPAUL | PREMDUTH | M | 3/25/1960 | 13-Jun-88 | 54.7 | 26.5 | 10,042.08 | 11,417.84 | 604,387.72 |
| 53 | DOOKHITRAM | ANAN | M | 4/14/1960 | 19/07/1980 | 54.6 | 34.4 | 10,501.24 | 11,939.91 | 820,707.40 |



Strategic Review of Rose Belle Sugar Estate Board



| | | | | | | | | | | |
|----|-------------|-----------------|---|------------|-----------|------|------|-----------|-----------|--------------|
| 54 | RAMCHURN | PREM | M | 7-May-60 | 21-Jul-80 | 54.6 | 34.4 | 10,042.08 | 11,417.84 | 784,697.45 |
| 55 | SOMARY | BIDWANTEE | F | 5/16/1960 | 29-Jun-98 | 54.5 | 16.4 | 8,438.23 | 9,594.27 | 315,159.54 |
| 56 | CHINDAUM | RAVINDRANATH B. | M | 5/21/1960 | 25-Sep-80 | 54.5 | 34.2 | 16,415.00 | 18,663.86 | 1,275,938.29 |
| 57 | FAKOO | ISWAROO | M | 5/25/1960 | 23-Jun-97 | 54.5 | 17.4 | 10,042.08 | 11,417.84 | 398,256.93 |
| 58 | RAGHOOBUR | SOOKDEO | M | 3-Jun-60 | 13-Jun-88 | 54.5 | 26.5 | 10,042.08 | 11,417.84 | 604,387.72 |
| 59 | CAUROO | DEVANAND | M | 6/29/1960 | 25-Jul-74 | 54.4 | 40.4 | 10,042.08 | 11,417.84 | 921,492.77 |
| 60 | HURWANTH | RAJ | M | 6-Jul-60 | 7/10/1986 | 54.4 | 28.4 | 10,042.08 | 11,417.84 | 648,402.30 |
| 61 | BHAWOONAUTH | MALA | F | 6-Jul-60 | 6/4/1990 | 54.4 | 24.5 | 8,438.23 | 9,594.27 | 469,981.20 |
| 62 | SOOKUN | RAJPUTH | M | 7/17/1960 | 24-Apr-87 | 54.4 | 27.6 | 10,042.08 | 11,417.84 | 630,396.34 |
| 63 | RUGHOO | MAHENDUR | M | 8/22/1960 | 7/1/1977 | 54.3 | 37.4 | 12,817.52 | 14,573.52 | 1,090,629.99 |
| 64 | KALLEEKA | MOHUN | M | 9/18/1960 | 7/10/1986 | 54.2 | 28.4 | 10,042.08 | 11,417.84 | 648,402.30 |
| 65 | SOBAHAH | MOONESWUR | M | 9/19/1960 | 17-Jul-75 | 54.2 | 39.4 | 11,504.63 | 13,080.76 | 1,030,130.33 |
| 66 | GIGELLE | JEAN SYLVIO | M | 8-Oct-60 | 7/10/1975 | 54.1 | 39.4 | 10,042.08 | 11,417.84 | 899,610.52 |
| 67 | LONFLE | MARIE LISEBY | F | 10/14/1960 | 31-Oct-79 | 54.1 | 35.1 | 10,501.24 | 11,939.91 | 837,836.80 |
| 68 | RAMA | DARMADEO | M | 10/20/1960 | 17-Jul-75 | 54.1 | 39.4 | 11,504.63 | 13,080.76 | 1,030,130.33 |
| 69 | MONPLE | GERARD DESIRE | M | 10/22/1960 | 23-Jul-80 | 54.1 | 34.4 | 10,042.08 | 11,417.84 | 784,572.41 |
| 70 | HAURADHUN | JACKDISH | M | 25-Oct | 7/7/1995 | 54.1 | 19.4 | 10,042.08 | 11,417.84 | 443,084.28 |
| 71 | TAHAZEEAH | DARMOWTEE | F | 10/28/1960 | 30-Jun-97 | 54.1 | 17.4 | 8,438.23 | 9,594.27 | 334,282.40 |
| 72 | ESSURRUDEEN | HEMRAJ | M | 11/28/1960 | 6/4/1990 | 54.0 | 24.5 | 10,042.08 | 11,417.84 | 559,310.29 |
| 73 | TOBY | WILL LAVAL | M | 7-Feb-61 | 28-Aug-75 | 53.8 | 39.3 | | | |



Strategic Review of Rose Belle Sugar Estate Board



| | | | | | | | | | | |
|----|-----------------|---------------|---|------------|-----------|------|------|-----------|-----------|--------------|
| | | | | | | | | 10,042.08 | 11,417.84 | 896,547.00 |
| 74 | SUNTOOBACUS | SWUSTEE | F | 7-Mar-61 | 30-Jun-97 | 53.7 | 17.4 | 8,438.23 | 9,594.27 | 334,282.40 |
| 75 | KHADER | MAMODE RAFICK | M | 3/23/1961 | 7/10/1986 | 53.7 | 28.4 | 10,042.08 | 11,417.84 | 648,402.30 |
| 76 | AUDHIN | KRISHEN | M | 12-Apr-61 | 7/7/1995 | 53.6 | 19.4 | 10,042.08 | 11,417.84 | 443,084.28 |
| 77 | SUNGKUR | INDURJEET | M | 5/14/1961 | 7/2/1987 | 53.5 | 27.4 | 10,042.08 | 11,417.84 | 626,082.41 |
| 78 | BHEEROO | KEESORSING | M | 5/17/1961 | 7/2/1987 | 53.5 | 27.4 | 10,042.08 | 11,417.84 | 626,082.41 |
| 79 | PYNDIAH | J.FRANCOIS | M | 5/20/1961 | 27-Dec-74 | 53.5 | 39.9 | 10,042.08 | 11,417.84 | 911,802.06 |
| 80 | LUKKOO | GAJANAND | M | 7-Jul-61 | 13-Jun-88 | 53.4 | 26.5 | 10,042.08 | 11,417.84 | 604,387.72 |
| 81 | SEECHURN | RAJCOOMAR | M | 26-Jul | 7/2/1987 | 53.3 | 27.4 | 10,042.08 | 11,417.84 | 626,082.41 |
| 82 | VEERAMALAY | PONOO | F | 7/31/1961 | 22-Aug-79 | 53.3 | 35.3 | 8,438.23 | 9,594.27 | 676,917.93 |
| 83 | BARAH | ISWARLALL | M | 4-Aug-61 | 6/4/1990 | 53.3 | 24.5 | 10,042.08 | 11,417.84 | 559,310.29 |
| 84 | NARALLOO | VISHNU | M | 8/17/1961 | 23-Jun-76 | 53.3 | 38.4 | 10,042.08 | 11,417.84 | 877,790.79 |
| 85 | POOROOSOTUMAREN | KOONRAJ | M | 8/27/1961 | 7/6/1977 | 53.3 | 37.4 | 10,042.08 | 11,417.84 | 854,157.96 |
| 86 | SHIBCHURN | JAIMANJAI | M | 8/28/1961 | 9/3/1980 | 53.3 | 34.2 | 16,415.00 | 18,663.86 | 1,278,186.64 |
| 87 | BAHSU | RAHLIDE | M | 6-Sep-61 | 7/10/1986 | 53.2 | 28.4 | 10,042.08 | 11,417.84 | 648,402.30 |
| 88 | BALLEA | SANTARAM | M | 22-Sep-61 | 7/7/1995 | 53.2 | 19.4 | 10,042.08 | 11,417.84 | 443,084.28 |
| 89 | SEEBOCHUN | KEDLEE | F | 4-Oct-61 | 13-Feb-87 | 53.2 | 27.8 | 8,438.23 | 9,594.27 | 533,391.36 |
| 90 | LOUISE | LALL DEWANAND | M | 11-Oct-61 | 7/7/1995 | 53.1 | 19.4 | 10,042.08 | 11,417.84 | 443,084.28 |
| 91 | GAJADHUR | SOOBIRAZ | M | 10/28/1961 | 2/9/1987 | 53.1 | 27.8 | 10,042.08 | 11,417.84 | 635,022.87 |
| 92 | BHOYROW | SATIANAND | M | 9-Nov-61 | 7/7/1995 | 53.1 | 19.4 | 10,042.08 | 11,417.84 | 443,084.28 |



Strategic Review of Rose Belle Sugar Estate Board



| | | | | | | | | | | |
|-----|-----------|--------------------------|---|------------|-----------|------|------|-----------|-----------|--------------|
| 93 | JHUMMUN | BREECH | M | 11/16/1961 | 5/2/1994 | 53.0 | 20.6 | 10,042.08 | 11,417.84 | 470,030.71 |
| 94 | SOONDUR | DEWVIJAY | M | 11/18/1961 | 7/10/1986 | 53.0 | 28.4 | 10,042.08 | 11,417.84 | 648,402.30 |
| 95 | DABEE | SUBEERAJ | M | 11/20/1961 | 6/5/1989 | 53.0 | 25.5 | 10,042.08 | 11,417.84 | 582,067.83 |
| 96 | CALLOO | MAHADUTH | M | 12/27/1961 | 23-Jun-88 | 52.9 | 26.4 | 11,144.87 | 12,671.72 | 670,065.83 |
| 97 | MATHOORA | ISSOREESING | M | 8-Feb-62 | 6/5/1989 | 52.8 | 25.5 | 10,042.08 | 11,417.84 | 582,067.83 |
| 98 | ANNUNDA | GANGARAM | M | 6-Mar-62 | 15-Jun-93 | 52.7 | 21.5 | 10,042.08 | 11,417.84 | 490,099.86 |
| 99 | BULUCK | LUKHEENARAIN | M | 3/13/1962 | 6/4/1990 | 52.7 | 24.5 | 15,415.00 | 17,526.86 | 858,563.97 |
| 100 | PEERTHY | BOLAH | M | 8-Apr-62 | 26-Sep-86 | 52.6 | 28.2 | 10,042.08 | 11,417.84 | 643,525.68 |
| 101 | BAPTISTE | SYLVIO DANIEL GEORGES | M | 5/14/1962 | 7/10/1986 | 52.6 | 28.4 | 10,042.08 | 11,417.84 | 648,402.30 |
| 102 | CUSIMA | DHANRAJ | M | 5/27/1962 | 6/5/1989 | 52.5 | 25.5 | 10,042.08 | 11,417.84 | 582,067.83 |
| 103 | CAULLOO | CHRISNA | M | 6/30/1962 | 14-Jul-86 | 52.4 | 28.4 | 10,042.08 | 11,417.84 | 648,152.22 |
| 104 | JHOOMUCK | JAYANTEE | F | 12-Jul-62 | 4/7/1978 | 52.4 | 36.7 | 15,415.00 | 17,526.86 | 1,284,774.85 |
| 105 | BULYE | PREM | M | 7/22/1962 | 18-Jun-79 | 52.4 | 35.5 | 10,042.08 | 11,417.84 | 809,643.22 |
| 106 | MATABADUL | CHANDRADUTH | M | 7/27/1962 | 23-Jun-97 | 52.3 | 17.4 | 10,042.08 | 11,417.84 | 398,256.93 |
| 107 | PURSUN | SATEEANAND | M | 7-Aug-62 | 23-Jun-79 | 52.3 | 35.4 | 10,042.08 | 11,417.84 | 809,330.61 |
| 108 | GUNNOO | RAMDEO | M | 8/18/1962 | 7/10/1986 | 52.3 | 28.4 | 10,042.08 | 11,417.84 | 648,402.30 |
| 109 | JAHAGEE | SORAJ | M | 8/24/1962 | 13-Jun-88 | 52.3 | 26.5 | 10,042.08 | 11,417.84 | 604,387.72 |
| 110 | ANNIA | DOORPUTHBYE | F | 9/21/1962 | 7/7/1995 | 52.2 | 19.4 | 8,438.23 | 9,594.27 | 372,318.00 |
| 111 | POHEETH | MAHADAVE | M | 9/26/1962 | 7/11/1986 | 52.2 | 28.4 | 10,042.08 | 11,417.84 | 648,339.78 |
| 112 | SANASSY | APPADOO | M | 3-Oct-62 | 22-Sep-80 | 52.2 | 34.2 | | | |



Strategic Review of Rose Belle Sugar Estate Board



| | | | | | | | | | | |
|-----|--------------|-------------------------|---|------------|-----------|------|------|-----------|-----------|------------|
| | | | | | | | | 11,504.63 | 13,080.76 | 894,470.01 |
| 113 | MOOLEE | ASSENJEE | M | 10/15/1962 | 7/10/1986 | 52.1 | 28.4 | 10,042.08 | 11,417.84 | 648,402.30 |
| 114 | SOOKY | RAMJEET | M | 1-Nov-62 | 7/10/1986 | 52.1 | 28.4 | 10,042.08 | 11,417.84 | 648,402.30 |
| 115 | MOHUNSING | NANKOOMAR | M | 4-Nov-62 | 7/10/1986 | 52.1 | 28.4 | 10,042.08 | 11,417.84 | 648,402.30 |
| 116 | APPADU | DHANRAJ | M | 11/18/1962 | 21-Jul-80 | 52.0 | 34.4 | 10,042.08 | 11,417.84 | 784,697.45 |
| 117 | MARIANNE | JOSEPH JOEL | M | 9-Dec-62 | 15-Jun-93 | 52.0 | 21.5 | 10,042.08 | 11,417.84 | 490,099.86 |
| 118 | BATOHI | NARAINDUTH | M | 12/25/1962 | 13-Jan-78 | 51.9 | 36.9 | 10,042.08 | 11,417.84 | 842,216.51 |
| 119 | CHINNAN | NARAINSAMY | M | 9-Feb-63 | 7/10/1986 | 51.8 | 28.4 | 10,042.08 | 11,417.84 | 648,402.30 |
| 120 | MUTTNA-NAIKO | JAYSING | M | 2/15/1963 | 15-Jun-94 | 51.8 | 20.5 | 10,042.08 | 11,417.84 | 467,279.80 |
| 121 | ROOPSING | SEWSUNKUR | M | 24-Feb | 15-Jun-94 | 51.8 | 20.5 | 10,042.08 | 11,417.84 | 467,279.80 |
| 122 | HEMRAZ | BAGWANTEE | F | 3/20/1963 | 24-Jun-96 | 51.7 | 18.4 | 8,438.23 | 9,594.27 | 353,773.02 |
| 123 | GOKHoola | POORUNNAKOOL | M | 8-Apr-63 | 7/10/1986 | 51.6 | 28.4 | 10,042.08 | 11,417.84 | 648,402.30 |
| 124 | DEVJEE | BEEDIANAND | M | 4/15/1963 | 6/4/1990 | 51.6 | 24.5 | 10,042.08 | 11,417.84 | 559,310.29 |
| 125 | BAHSU | IMRAN | M | 16-Apr-63 | 23-Jun-97 | 51.6 | 17.4 | 10,042.08 | 11,417.84 | 398,256.93 |
| 126 | SOONDUR | BANERJEE | M | 1-May-63 | 6/5/1989 | 51.6 | 25.5 | 10,042.08 | 11,417.84 | 582,067.83 |
| 127 | ARLANDA | JACQUE JOSEPH DESIRE | M | 4-May-63 | 8/9/1976 | 51.6 | 38.3 | 10,042.08 | 11,417.84 | 874,852.32 |
| 128 | DAMREE | BHOOWAN | M | 7-May-63 | 6/5/1989 | 51.6 | 25.5 | 10,042.08 | 11,417.84 | 582,067.83 |
| 129 | DOOBUL | CHATTARDEO | M | 5/27/1963 | 19-Nov-79 | 51.5 | 35.0 | 10,042.08 | 11,417.84 | 800,015.03 |
| 130 | BAHADOOR | ISSURDIAL | M | 11-Jun-63 | 24-Sep-79 | 51.5 | 35.2 | 11,144.87 | 12,671.72 | 891,755.83 |
| 131 | RAMCHURN | SUNILDUTH | M | 6/23/1963 | 6/7/1990 | 51.4 | 24.5 | 10,042.08 | 11,417.84 | 559,122.72 |



Strategic Review of Rose Belle Sugar Estate Board



| | | | | | | | | | | |
|-----|--------------|----------------|---|------------|-----------|------|------|-----------|-----------|------------|
| 132 | ESSO | CHANDRADUTH | M | 10-Aug-63 | 13-Jun-88 | 51.3 | 26.5 | 10,042.08 | 11,417.84 | 604,387.72 |
| 133 | BHIMANA | APPADOO | M | 11-Aug-63 | 5/2/1980 | 51.3 | 34.6 | 11,144.87 | 12,671.72 | 876,421.41 |
| 134 | TAROO LAH | BEEJAY | M | 8/13/1963 | 7/10/1986 | 51.3 | 28.4 | 10,042.08 | 11,417.84 | 648,402.30 |
| 135 | APPIAH | KRISNADUTH | M | 8/22/1963 | 6/11/1990 | 51.3 | 24.5 | 10,042.08 | 11,417.84 | 558,872.64 |
| 136 | SOOMARY | BEEDIANAND | M | 10-Sep-63 | 6/6/1990 | 51.2 | 24.5 | 10,042.08 | 11,417.84 | 559,185.24 |
| 137 | CONHYE | SOORYDEO | M | 12-Oct-63 | 7/10/1986 | 51.1 | 28.4 | 10,042.08 | 11,417.84 | 648,402.30 |
| 138 | THARNVITHIAN | COOSMOWTEE | F | 12-Oct-63 | 15-Jun-93 | 51.1 | 21.5 | 8,438.23 | 9,594.27 | 411,824.58 |
| 139 | BISSOO | JANKYSAO | M | 10/20/1963 | 7/2/1987 | 51.1 | 27.4 | 10,042.08 | 11,417.84 | 626,082.41 |
| 140 | DIP | GAJRAJSING | M | 10/24/1963 | 8/4/1980 | 51.1 | 34.3 | 11,144.87 | 12,671.72 | 869,899.07 |
| 141 | NOBINE | JEAN CLEMENT | M | 8-Nov-63 | 18-Jun-79 | 51.1 | 35.5 | 10,042.08 | 11,417.84 | 809,643.22 |
| 142 | JOYNAUTH | PREMDUTH | M | 10-Nov-63 | 6/4/1990 | 51.1 | 24.5 | 10,598.61 | 12,050.62 | 590,307.15 |
| 143 | BAHSU | ECKBAL M | M | 11/27/1963 | 7/10/1986 | 51.0 | 28.4 | 10,042.08 | 11,417.84 | 648,402.30 |
| 144 | GUNDOLA | RAJ | M | 1-Dec-63 | 23-Jun-97 | 51.0 | 17.4 | 10,042.08 | 11,417.84 | 398,256.93 |
| 145 | SOBAHAH | NARAIN | M | 4-Dec-63 | 25-Jun-77 | 51.0 | 37.4 | 10,501.24 | 11,939.91 | 893,932.31 |
| 146 | THARNVITHIAN | SEEVEN | M | 1/20/1964 | 6/12/1978 | 50.9 | 36.5 | 10,042.08 | 11,417.84 | 832,838.40 |
| 147 | DOYA | HURRYDIANSINGH | M | 9-Feb-64 | 21-Jul-80 | 50.8 | 34.4 | 10,042.08 | 11,417.84 | 784,697.45 |
| 148 | BROQUET | SATYAWATEE | F | 12-Feb-64 | 15-Jun-93 | 50.8 | 21.5 | 8,438.23 | 9,594.27 | 411,824.58 |
| 149 | TAYMUN | JAYRAJ | M | 2/16/1964 | 21-Jul-80 | 50.8 | 34.4 | 10,042.08 | 11,417.84 | 784,697.45 |
| 150 | AMODE | FAROOK | M | 8-Mar-64 | 7/10/1986 | 50.7 | 28.4 | 10,042.08 | 11,417.84 | 648,402.30 |
| 151 | BAWNAUTH | KRISHNA | M | 3/21/1964 | 7/7/1995 | 50.7 | 19.4 | | | |



Strategic Review of Rose Belle Sugar Estate Board



| | | | | | | | | | | |
|-----|-------------|-----------------|---|------------|-----------|------|------|-----------|-----------|------------|
| | | | | | | | | 10,042.08 | 11,417.84 | 443,084.28 |
| 152 | SEEREEVACHY | SATIDANAND | M | 3/21/1964 | 6/11/1990 | 50.7 | 24.5 | 10,042.08 | 11,417.84 | 558,872.64 |
| 153 | COLLEEMALAY | VASAMBAH | F | 3/25/1964 | 22-Aug-79 | 50.7 | 35.3 | 8,438.23 | 9,594.27 | 676,917.93 |
| 154 | RAMDIN | TARADUTH | M | 4/22/1964 | 10/7/1986 | 50.6 | 28.2 | 10,042.08 | 11,417.84 | 642,837.96 |
| 155 | URPUTHEE | JEEWANRAJ | M | 4/22/1964 | 13-Jun-88 | 50.6 | 26.5 | 10,042.08 | 11,417.84 | 604,387.72 |
| 156 | GUILLAUME | JOSEPH GONZAGUE | M | 6-May-64 | 15-Jun-94 | 50.6 | 20.5 | 10,042.08 | 11,417.84 | 467,279.80 |
| 157 | NOORBUX | ESSAN | M | 5/19/1964 | 7/6/1977 | 50.5 | 37.4 | 10,042.08 | 11,417.84 | 854,157.96 |
| 158 | KHETTUR | SATIADAO NARAIN | M | 2-Jun-64 | 13-Jun-88 | 50.5 | 26.5 | 10,042.08 | 11,417.84 | 604,387.72 |
| 159 | MANGO | KISSEN | M | 6-Jun-64 | 23-Jun-97 | 50.5 | 17.4 | 10,042.08 | 11,417.84 | 398,256.93 |
| 160 | BULUCK | JEENARAIN | M | 7-Jun-64 | 29-Jun-98 | 50.5 | 16.4 | 10,042.08 | 11,417.84 | 375,061.75 |
| 161 | TOOLSEE | HURRYDUTH SARMA | M | 9-Jul-64 | 15-Jun-94 | 50.4 | 20.5 | 10,042.08 | 11,417.84 | 467,279.80 |
| 162 | JUGOO | SOURAJDEW | M | 9-Jul-64 | 22-Jul-80 | 50.4 | 34.4 | 10,042.08 | 11,417.84 | 784,634.93 |
| 163 | NATTOO | JAYRAJ | M | 9-Aug-64 | 7/2/1987 | 50.3 | 27.4 | 11,144.87 | 12,671.72 | 694,836.83 |
| 164 | BHUJUN | VIJAY | M | 7-Sep-64 | 21-Jul-80 | 50.2 | 34.4 | 10,042.08 | 11,417.84 | 784,697.45 |
| 165 | BUNAMALLY | JAYASHREE | F | 9/25/1964 | 18-Aug-80 | 50.2 | 34.3 | 8,438.23 | 9,594.27 | 657,900.13 |
| 166 | DALEEP | MAHENDRANATH | M | 9/28/1964 | 18-Jul-80 | 50.2 | 34.4 | 10,042.08 | 11,417.84 | 784,885.01 |
| 167 | URJOON | DIDNATH | M | 9/29/1964 | 13-Jun-88 | 50.2 | 26.5 | 10,042.08 | 11,417.84 | 604,387.72 |
| 168 | AMERALLY | ALEEM | M | 10/20/1964 | 7/9/1978 | 50.1 | 36.4 | 10,042.08 | 11,417.84 | 831,150.34 |
| 169 | PATCHAY | SIVALINGUM | M | 2-Nov-64 | 14-Nov-79 | 50.1 | 35.0 | 10,042.08 | 11,417.84 | 800,327.63 |
| 170 | IATCHANNA | KANTA | M | 6-Nov-64 | 21-Jul-80 | 50.1 | 34.4 | 10,042.08 | 11,417.84 | 784,697.45 |



| | | | | | | | | | | |
|--------------------------------------|------------------|------------------|---|------------|-----------|------|------|-----------|-----------|--------------|
| 171 | DEBIDIN | SEEWAN | M | 10-Nov-64 | 26-Jun-98 | 50.1 | 16.4 | 10,042.08 | 11,417.84 | 375,249.31 |
| 172 | ITTOO | ATMARAM | M | 8-Dec-64 | 24-Sep-80 | 50.0 | 34.2 | 10,598.61 | 12,050.62 | 823,896.16 |
| MORE THAN 30 YEARS OF SERVICE | | | | | | | | | | |
| 1 | BALLGOBIND | BEEDINAND | M | 6/28/1965 | 2/1/1978 | 49.4 | 36.8 | 10,042.08 | 11,417.84 | 841,028.61 |
| 2 | AUCKLOO | AHMED | M | 2/20/1966 | 20-Nov-78 | 48.8 | 36.0 | 10,042.08 | 11,417.84 | 822,772.56 |
| 3 | RAGHOOBEER | MAHESS | M | 12/27/1964 | 18-Jun-79 | 49.9 | 35.5 | 10,042.08 | 11,417.84 | 809,643.22 |
| 4 | SHAMUTALLY ESHAN | MOHAMAD | M | 10/27/1966 | 19-Jun-79 | 48.1 | 35.5 | 10,042.08 | 11,417.84 | 809,580.69 |
| 5 | CLARK | JEAN MARIO | M | 8/20/1965 | 18-Sep-79 | 49.3 | 35.2 | 11,504.63 | 13,080.76 | 920,971.76 |
| 6 | VOLAVITE | LOUIS | M | 3/20/1965 | 17-Oct-79 | 49.7 | 35.1 | 10,501.24 | 11,939.91 | 838,752.11 |
| 7 | ARNASALON | NARAINSAMY | M | 2/22/1967 | 11/8/1979 | 47.8 | 35.1 | 10,042.08 | 11,417.84 | 800,702.75 |
| 8 | MOHUN | MEKRAJ | M | 9-Feb-66 | 19-Nov-79 | 48.8 | 35.0 | 16,415.00 | 18,663.86 | 1,307,721.77 |
| 9 | AURIANT | LOUIS DAVIDVALEN | M | 12/30/1965 | 30-Jan-80 | 48.9 | 34.8 | 11,144.87 | 12,671.72 | 882,874.36 |
| 10 | OOCHIT | SUNILDUTHSING | M | 8-Apr-65 | 21-Jul-80 | 49.6 | 34.4 | 10,042.08 | 11,417.84 | 784,697.45 |
| 11 | ITTOO | JAYRAM | M | 7/24/1966 | 21-Jul-80 | 48.4 | 34.4 | 10,042.08 | 11,417.84 | 784,697.45 |
| 12 | SOODIN | UGEEANDUTH | M | 4-Oct-66 | 21-Jul-80 | 48.2 | 34.4 | 10,042.08 | 11,417.84 | 784,697.45 |
| 13 | REEDOY | SADANAND | M | 4/27/1965 | 22-Jul-80 | 49.6 | 34.4 | 11,144.87 | 12,671.72 | 870,801.10 |
| 14 | HERA | KHOOSEERAM | M | 8/28/1966 | 22-Jul-80 | 48.3 | 34.4 | 10,042.08 | 11,417.84 | 784,634.93 |
| 15 | DWAKHAN | ROOPNARAIN | M | 12/27/1965 | 26-Jul-80 | 48.9 | 34.3 | 10,042.08 | 11,417.84 | 784,384.85 |
| 16 | HORTENSE | LOUIS VIVIAN | M | 18-Sep | 11/8/1980 | 49.2 | 34.1 | 10,042.08 | 11,417.84 | 777,820.17 |



| | | | | | | | | | | |
|----|-----------|-----------|---|------------|-----------|------|------|-----------|-----------|-----------------------|
| 17 | ABDOOL | SALIM | M | 11-Sep-66 | 6/1/1982 | 48.2 | 32.5 | 10,042.08 | 11,417.84 | 742,183.37 |
| 18 | JAREE | JAGRESWAR | M | 10/23/1967 | 6/2/1982 | 47.1 | 32.5 | 10,042.08 | 11,417.84 | 742,120.85 |
| 19 | TIRPUTHEE | SIMADREE | M | 11/29/1967 | 6/2/1982 | 47.0 | 32.5 | 10,042.08 | 11,417.84 | 742,120.85 |
| 20 | PAGOO | MAHENDRA | M | 1-Sep-66 | 6/5/1982 | 48.2 | 32.5 | 10,042.08 | 11,417.84 | 741,933.28 |
| 21 | LAVERDURE | GERARD | M | 4/27/1965 | 20-Jul-82 | 49.6 | 32.4 | 10,042.08 | 11,417.84 | 739,119.85 |
| 22 | CHIMEA | RAM | M | 12/13/1967 | 16-Aug-82 | 47.0 | 32.3 | 10,042.08 | 11,417.84 | 737,431.79 |
| | | | | | | | | | | 135,732,259.58 |

Category A Workers

LIST OF WORKERS ELIGIBLE FOR VRS 2015

| | EMP_SURNAME | EMP_NAME | E | DATE_OF_BI | DATE_OF_EM | AGE | Years of service | | WAGES 2013 | WAGES 2015 | AMOUNT |
|---|-------------|-------------|---|------------|------------|----------|------------------|-----------|------------|--------------|--------|
| | | | | | | | 1-Dec-15 | 1-Dec-15 | | | |
| | | | | | | 1-Dec-15 | 1-Dec-15 | | | 122% | |
| 1 | HURDOYAL | HURRYLALL | M | 10-Oct-53 | 7/10/1986 | 62.1 | 29.4 | 10,042.08 | 12,251.34 | 720,221.00 | |
| 2 | JHOOMUCK | SOODEVI | F | 11/27/1953 | 29-Jun-98 | 62.0 | 17.4 | 8,438.23 | 10,294.64 | 358,741.10 | |
| 3 | SOOBRAYEN | MANTEE | F | 5-Apr-54 | 6/7/1993 | 61.7 | 22.5 | 8,438.23 | 10,294.64 | 462,913.56 | |
| 4 | BURTONY | DHANWANTEE | F | 4/15/1954 | 24-Jun-91 | 61.6 | 24.4 | 8,438.23 | 10,294.64 | 503,162.01 | |
| 5 | LANGUTH | KOOLRAJ | M | 10/21/1954 | 15-Jun-94 | 61.1 | 21.5 | 10,042.08 | 12,251.34 | 525,876.72 | |
| 6 | KOODAYE | MOONSEEDIAL | M | 3/30/1955 | 17-Aug-71 | 60.7 | 44.3 | 16,415.00 | 20,026.30 | 1,773,938.15 | |
| 7 | KHOOSSE | NEETEEANAND | M | 5-Sep-55 | 21-Jan-71 | 60.2 | 44.9 | 15,416.00 | 18,807.52 | 1,687,398.85 | |



Strategic Review of Rose Belle Sugar Estate Board



| | | | | | | | | | | |
|----|------------|-------------------------|---|------------|-----------|------|------|-----------|-----------|--------------|
| 8 | GUNDOLA | SEETWANTEE | F | 11/24/1955 | 13-Jun-88 | 60.0 | 27.5 | 8,438.23 | 10,294.64 | 565,507.65 |
| 9 | SEEDAM | OOMADUTH | M | 8-Jan-56 | 3/6/1986 | 59.9 | 29.7 | 10,042.08 | 12,251.34 | 728,673.67 |
| 10 | AGATHINA | ANNE MARIE | F | 8-Feb-56 | 14-Sep-72 | 59.8 | 43.2 | 8,438.23 | 10,294.64 | 889,693.70 |
| 11 | ANTHONY | GEORGES EMMANUEL JOSEPH | M | 10/16/1956 | 25-Jul-75 | 59.1 | 40.4 | 10,501.24 | 12,811.51 | 1,033,970.63 |
| 12 | SEETUL | JAYRUJ | M | 10-Apr-57 | 7/10/1986 | 58.6 | 29.4 | 10,042.08 | 12,251.34 | 720,221.00 |
| 13 | RAMNATH | GHEERJAH | M | 4/25/1957 | 9/2/1986 | 58.6 | 29.2 | 10,042.08 | 12,251.34 | 716,598.43 |
| 14 | BYARESINGH | LALITA | F | 2-Jun-57 | 18-Aug-80 | 58.5 | 35.3 | 8,438.23 | 10,294.64 | 726,501.45 |
| 15 | SEEWOLALL | CHANDRA KESWARSING | M | 4-Jun-57 | 14-Jun-88 | 58.5 | 27.5 | 10,501.24 | 12,811.51 | 703,694.92 |
| 16 | NAHANOO | SOORYAJEE | M | 6/14/1957 | 21-Sep-72 | 58.5 | 43.2 | 10,501.24 | 12,811.51 | 1,106,718.28 |
| 17 | SOMARY | DEWRANEE | F | 6/26/1957 | 25-Jun-74 | 58.4 | 41.4 | 8,438.23 | 10,294.64 | 853,109.33 |
| 18 | BYARESINGH | MAHESWARNATHSING | M | 6/30/1957 | 19-Jul-80 | 58.4 | 35.4 | 16,415.00 | 20,026.30 | 1,416,562.59 |
| 19 | BHUNOOA | KEMRAJ | M | 11-Sep-57 | 13-Jun-74 | 58.2 | 41.5 | 11,504.63 | 14,035.65 | 1,164,046.18 |
| 20 | AGATHINA | THEOLAND MARIE | F | 9/15/1957 | 4/7/1978 | 58.2 | 37.7 | 8,438.23 | 10,294.64 | 775,205.46 |
| 21 | ITTOO | BALEERAM | M | 10/22/1957 | 22-Sep-80 | 58.1 | 35.2 | 16,415.00 | 20,026.30 | 1,409,434.82 |
| 22 | SOHENDRE | RAMDASS | M | 11/23/1957 | 21-Jul-80 | 58.0 | 35.4 | 10,042.08 | 12,251.34 | 866,465.58 |
| 23 | DAVIDSON | CHRISTIAN JEAN PAUL | M | 1/20/1958 | 20-Jul-72 | 57.9 | 43.4 | 11,504.63 | 14,035.65 | 1,217,306.71 |
| 24 | PHILIPPE | LOUIS MARIO | M | 11-Feb-58 | 15-Jun-93 | 57.8 | 22.5 | 10,042.08 | 12,251.34 | 550,362.62 |
| 25 | FARZAN | ABOO ALLYMAN | M | 11-Apr-58 | 7/2/1987 | 57.6 | 28.4 | 10,042.08 | 12,251.34 | 696,271.78 |
| 26 | APPA | SEELABAYE | F | 6-May-58 | 7/12/1973 | 57.6 | 42.4 | 8,438.23 | 10,294.64 | 872,726.22 |
| 27 | MADIAH | ANNEEROOD | M | 7/15/1958 | 13-Jun-88 | 57.4 | 27.5 | | | |



Strategic Review of Rose Belle Sugar Estate Board



| | | | | | | | | | | |
|----|-------------|--------------|---|------------|-----------|------|------|-----------|-----------|--------------|
| | | | | | | | | 10,042.08 | 12,251.34 | 672,993.40 |
| 28 | JHANGOOA | HARRY DEV | M | 7/23/1958 | 6/5/1989 | 57.4 | 26.5 | 10,042.08 | 12,251.34 | 649,044.17 |
| 29 | RAMASAWMY | KHRUSHNA | M | 8/25/1958 | 13-Jun-74 | 57.3 | 41.5 | 10,042.08 | 12,251.34 | 1,016,064.39 |
| 30 | RAMSAHA | CHANDRANEE | F | 9-Sep-58 | 29-Jun-98 | 57.2 | 17.4 | 8,438.23 | 10,294.64 | 358,741.10 |
| 31 | SONOO | ANEEROW | M | 9/25/1958 | 7/10/1973 | 57.2 | 42.4 | 16,415.00 | 20,026.30 | 1,697,945.13 |
| 32 | ESSURRUDEEN | VILRAJ | M | 10/28/1958 | 6/4/1990 | 57.1 | 25.5 | 10,042.08 | 12,251.34 | 624,625.35 |
| 33 | GIGELLE | GAETAN | M | 11/25/1958 | 29-Aug-74 | 57.0 | 41.3 | 10,042.08 | 12,251.34 | 1,010,898.87 |
| 34 | MOOSAYE | BENISWAR | M | 11/29/1958 | 29-Jun-92 | 57.0 | 23.4 | 10,042.08 | 12,251.34 | 573,909.34 |
| 35 | MAKAIR | LOUIS MARIO | M | 1/29/1959 | 23-Jun-97 | 56.8 | 18.4 | 10,042.08 | 12,251.34 | 451,815.24 |
| 36 | ROMAN | LOUIS MARIO | M | 9-Feb-59 | 22-Sep-80 | 56.8 | 35.2 | 10,042.08 | 12,251.34 | 862,239.25 |
| 37 | MUNGROO | GEEANEE | F | 2/13/1959 | 30-Jun-97 | 56.8 | 18.4 | 8,438.23 | 10,294.64 | 379,259.91 |
| 38 | SOBLAYECK | SONAH | M | 5-Mar-59 | 6/10/1976 | 56.7 | 39.5 | 10,042.08 | 12,251.34 | 967,226.75 |
| 39 | TAYMUN | PREETUM | M | 7/25/1959 | 8/2/1980 | 56.4 | 35.3 | 10,042.08 | 12,251.34 | 865,660.56 |
| 40 | PEERTAUB | ASSOCK KUMAR | M | 8/16/1959 | 17-Jun-91 | 56.3 | 24.5 | 10,042.08 | 12,251.34 | 599,267.34 |
| 41 | DOMUR | ISWARDUTH | M | 8/28/1959 | 13-Jun-88 | 56.3 | 27.5 | 10,042.08 | 12,251.34 | 672,993.40 |
| 42 | DUSSOOA | SOUNIADUTH | M | 9/29/1959 | 15-Jun-94 | 56.2 | 21.5 | 10,042.08 | 12,251.34 | 525,876.72 |
| 43 | APPIAH | SIVEN | M | 5-Oct-59 | 21-Jul-80 | 56.2 | 35.4 | 10,042.08 | 12,251.34 | 866,465.58 |
| 44 | CALLACHAND | SAYGUR | M | 10/13/1959 | 17-Jun-91 | 56.1 | 24.5 | 10,042.08 | 12,251.34 | 599,267.34 |
| 45 | LUTCHMUN | RAJESWAR | M | 10/14/1959 | 17-Jul-75 | 56.1 | 40.4 | 10,042.08 | 12,251.34 | 989,297.61 |
| 46 | AUSKURUN | FAREED | M | 16-Oct-59 | 7/10/1986 | 56.1 | 29.4 | 10,042.08 | 12,251.34 | 720,221.00 |



Strategic Review of Rose Belle Sugar Estate Board



| | | | | | | | | | | |
|----|-------------|-----------------|---|------------|------------|------|------|-----------|-----------|--------------|
| 47 | RAWJEE | MAHADEO | M | 12/27/1959 | 21-Jul-80 | 55.9 | 35.4 | 10,042.08 | 12,251.34 | 866,465.58 |
| 48 | BAHSU | ABIDE | M | 18-Jan-60 | 7/10/1986 | 55.9 | 29.4 | 10,042.08 | 12,251.34 | 720,221.00 |
| 49 | KHEDOO | JAYRAJ | M | 28-Jan | 13-Jun-88 | 55.8 | 27.5 | 10,042.08 | 12,251.34 | 672,993.40 |
| 50 | BHOOJEDHUR | SADAR MANSOOR | M | 5-Mar-60 | 15-Jun-93 | 55.7 | 22.5 | 10,042.08 | 12,251.34 | 550,362.62 |
| 51 | NAIKOO | POWAN KOOMAR | M | 3/21/1960 | 2/10/1987 | 55.7 | 28.8 | 10,042.08 | 12,251.34 | 705,797.80 |
| 52 | GOPAUL | PREMDUTH | M | 3/25/1960 | 13-Jun-88 | 55.7 | 27.5 | 10,042.08 | 12,251.34 | 672,993.40 |
| 53 | DOOKHITRAM | ANAN | M | 4/14/1960 | 19/07/1980 | 55.6 | 35.4 | 10,501.24 | 12,811.51 | 906,223.80 |
| 54 | RAMCHURN | PREM | M | 7-May-60 | 21-Jul-80 | 55.6 | 35.4 | 10,042.08 | 12,251.34 | 866,465.58 |
| 55 | SOMARY | BIDWANTEE | F | 5/16/1960 | 29-Jun-98 | 55.5 | 17.4 | 8,438.23 | 10,294.64 | 358,741.10 |
| 56 | CHINDAUM | RAVINDRANATH B. | M | 5/21/1960 | 25-Sep-80 | 55.5 | 35.2 | 16,415.00 | 20,026.30 | 1,409,105.85 |
| 57 | FAKOO | ISWAROO | M | 5/25/1960 | 23-Jun-97 | 55.5 | 18.4 | 10,042.08 | 12,251.34 | 451,815.24 |
| 58 | RAGHOOBUR | SOOKDEO | M | 3-Jun-60 | 13-Jun-88 | 55.5 | 27.5 | 10,042.08 | 12,251.34 | 672,993.40 |
| 59 | CAUROO | DEVANAND | M | 6/29/1960 | 25-Jul-74 | 55.4 | 41.4 | 10,042.08 | 12,251.34 | 1,013,246.83 |
| 60 | HURWANTH | RAJ | M | 6-Jul-60 | 7/10/1986 | 55.4 | 29.4 | 10,042.08 | 12,251.34 | 720,221.00 |
| 61 | BHAWOONAUTH | MALA | F | 6-Jul-60 | 6/4/1990 | 55.4 | 25.5 | 8,438.23 | 10,294.64 | 524,864.61 |
| 62 | SOOKUN | RAJPUTH | M | 7/17/1960 | 24-Apr-87 | 55.4 | 28.6 | 10,042.08 | 12,251.34 | 700,900.62 |
| 63 | RUGHOO | MAHENDUR | M | 8/22/1960 | 7/1/1977 | 55.3 | 38.4 | 12,817.52 | 15,637.37 | 1,201,498.36 |
| 64 | KALLEEKA | MOHUN | M | 9/18/1960 | 7/10/1986 | 55.2 | 29.4 | 10,042.08 | 12,251.34 | 720,221.00 |
| 65 | SOBAHAH | MOONESWUR | M | 9/19/1960 | 17-Jul-75 | 55.2 | 40.4 | 11,504.63 | 14,035.65 | 1,133,381.03 |
| 66 | GIGELLE | JEAN SYLVIO | M | 8-Oct-60 | 7/10/1975 | 55.1 | 40.4 | | | |



Strategic Review of Rose Belle Sugar Estate Board



| | | | | | | | | | | |
|----|-----------------|---------------|---|------------|-----------|------|------|-----------|-----------|--------------|
| | | | | | | | | 10,042.08 | 12,251.34 | 989,767.20 |
| 67 | LONFLE | MARIE LISEBY | F | 10/14/1960 | 31-Oct-79 | 55.1 | 36.1 | 10,501.24 | 12,811.51 | 924,603.63 |
| 68 | RAMA | DARMADEO | M | 10/20/1960 | 17-Jul-75 | 55.1 | 40.4 | 11,504.63 | 14,035.65 | 1,133,381.03 |
| 69 | MONPLE | GERARD DESIRE | M | 10/22/1960 | 23-Jul-80 | 55.1 | 35.4 | 10,042.08 | 12,251.34 | 866,331.41 |
| 70 | HAURADHUN | JACKDISH | M | 25-Oct | 7/7/1995 | 55.1 | 20.4 | 10,042.08 | 12,251.34 | 499,914.95 |
| 71 | TAHAZEEAH | DARMOWTEE | F | 10/28/1960 | 30-Jun-97 | 55.1 | 18.4 | 8,438.23 | 10,294.64 | 379,259.91 |
| 72 | ESSURRUDEEN | HEMRAJ | M | 11/28/1960 | 6/4/1990 | 55.0 | 25.5 | 10,042.08 | 12,251.34 | 624,625.35 |
| 73 | TOBY | WILL LAVAL | M | 7-Feb-61 | 28-Aug-75 | 54.8 | 40.3 | 10,042.08 | 12,251.34 | 986,480.05 |
| 74 | SUNTOOBACUS | SWUSTEE | F | 7-Mar-61 | 30-Jun-97 | 54.7 | 18.4 | 8,438.23 | 10,294.64 | 379,259.91 |
| 75 | KHADER | MAMODE RAFICK | M | 3/23/1961 | 7/10/1986 | 54.7 | 29.4 | 10,042.08 | 12,251.34 | 720,221.00 |
| 76 | AUDHIN | KRISHEN | M | 12-Apr-61 | 7/7/1995 | 54.6 | 20.4 | 10,042.08 | 12,251.34 | 499,914.95 |
| 77 | SUNGKUR | INDURJEET | M | 5/14/1961 | 7/2/1987 | 54.5 | 28.4 | 10,042.08 | 12,251.34 | 696,271.78 |
| 78 | BHEEROO | KEESORSING | M | 5/17/1961 | 7/2/1987 | 54.5 | 28.4 | 10,042.08 | 12,251.34 | 696,271.78 |
| 79 | PYNDIAH | J.FRANCOIS | M | 5/20/1961 | 27-Dec-74 | 54.5 | 40.9 | 10,042.08 | 12,251.34 | 1,002,848.71 |
| 80 | LUKOO | GAJANAND | M | 7-Jul-61 | 13-Jun-88 | 54.4 | 27.5 | 10,042.08 | 12,251.34 | 672,993.40 |
| 81 | SEECHURN | RAJCOOMAR | M | 26-Jul | 7/2/1987 | 54.3 | 28.4 | 10,042.08 | 12,251.34 | 696,271.78 |
| 82 | VEERAMALAY | PONOO | F | 7/31/1961 | 22-Aug-79 | 54.3 | 36.3 | 8,438.23 | 10,294.64 | 746,907.53 |
| 83 | BARAH | ISWARLALL | M | 4-Aug-61 | 6/4/1990 | 54.3 | 25.5 | 10,042.08 | 12,251.34 | 624,625.35 |
| 84 | NARALLOO | VISHNU | M | 8/17/1961 | 23-Jun-76 | 54.3 | 39.4 | 10,042.08 | 12,251.34 | 966,354.65 |
| 85 | POOROOSOTUMAREN | KOONRAJ | M | 8/27/1961 | 7/6/1977 | 54.3 | 38.4 | 10,042.08 | 12,251.34 | 940,996.65 |



| | | | | | | | | | | |
|-----|-----------|--------------------------|---|------------|-----------|------|------|-----------|-----------|--------------|
| 86 | SHIBCHURN | JAIMANJAI | M | 8/28/1961 | 9/3/1980 | 54.3 | 35.2 | 16,415.00 | 20,026.30 | 1,411,518.32 |
| 87 | BAHSU | RAHLIDE | M | 6-Sep-61 | 7/10/1986 | 54.2 | 29.4 | 10,042.08 | 12,251.34 | 720,221.00 |
| 88 | BALLEA | SANTARAM | M | 22-Sep-61 | 7/7/1995 | 54.2 | 20.4 | 10,042.08 | 12,251.34 | 499,914.95 |
| 89 | SEEBOCHUN | KEDLEE | F | 4-Oct-61 | 13-Feb-87 | 54.2 | 28.8 | 8,438.23 | 10,294.64 | 592,903.65 |
| 90 | LOUISE | LALL DEWANAND | M | 11-Oct-61 | 7/7/1995 | 54.1 | 20.4 | 10,042.08 | 12,251.34 | 499,914.95 |
| 91 | GAJADHUR | SOOBIRAZ | M | 10/28/1961 | 2/9/1987 | 54.1 | 28.8 | 10,042.08 | 12,251.34 | 705,864.88 |
| 92 | BHOYROW | SATIANAND | M | 9-Nov-61 | 7/7/1995 | 54.1 | 20.4 | 10,042.08 | 12,251.34 | 499,914.95 |
| 93 | JHUMMUN | BREECH | M | 11/16/1961 | 5/2/1994 | 54.0 | 21.6 | 10,042.08 | 12,251.34 | 528,828.44 |
| 94 | SOONDUR | DEWVIJAY | M | 11/18/1961 | 7/10/1986 | 54.0 | 29.4 | 10,042.08 | 12,251.34 | 720,221.00 |
| 95 | DABEE | SUBEERAJ | M | 11/20/1961 | 6/5/1989 | 54.0 | 26.5 | 10,042.08 | 12,251.34 | 649,044.17 |
| 96 | CALLOO | MAHADUTH | M | 12/27/1961 | 23-Jun-88 | 53.9 | 27.4 | 11,144.87 | 13,596.74 | 746,154.92 |
| 97 | MATHOORA | ISSOREESING | M | 8-Feb-62 | 6/5/1989 | 53.8 | 26.5 | 10,042.08 | 12,251.34 | 649,044.17 |
| 98 | ANNUNDA | GANGARAM | M | 6-Mar-62 | 15-Jun-93 | 53.7 | 22.5 | 10,042.08 | 12,251.34 | 550,362.62 |
| 99 | BULUCK | LUKHEENARAIN | M | 3/13/1962 | 6/4/1990 | 53.7 | 25.5 | 15,415.00 | 18,806.30 | 958,825.24 |
| 100 | PEERTHY | BOLAH | M | 8-Apr-62 | 26-Sep-86 | 53.6 | 29.2 | 10,042.08 | 12,251.34 | 714,988.40 |
| 101 | BAPTISTE | SYLVIO DANIEL GEORGES | M | 5/14/1962 | 7/10/1986 | 53.5 | 29.4 | 10,042.08 | 12,251.34 | 720,221.00 |
| 102 | CUSIMA | DHANRAJ | M | 5/27/1962 | 6/5/1989 | 53.5 | 26.5 | 10,042.08 | 12,251.34 | 649,044.17 |
| 103 | CAULLOO | CHRISNA | M | 6/30/1962 | 14-Jul-86 | 53.4 | 29.4 | 10,042.08 | 12,251.34 | 719,952.66 |
| 104 | JHOOMUCK | JAYANTEE | F | 12-Jul-62 | 4/7/1978 | 53.4 | 37.7 | 15,415.00 | 18,806.30 | 1,416,149.14 |
| 105 | BULYE | PREM | M | 7/22/1962 | 18-Jun-79 | 53.4 | 36.5 | | | |



Strategic Review of Rose Belle Sugar Estate Board



| | | | | | | | | | | |
|-----|--------------|--------------|---|------------|-----------|------|------|-----------|-----------|------------|
| | | | | | | | | 10,042.08 | 12,251.34 | 893,232.36 |
| 106 | MATABADUL | CHANDRADUTH | M | 7/27/1962 | 23-Jun-97 | 53.3 | 18.4 | 10,042.08 | 12,251.34 | 451,815.24 |
| 107 | PURSUN | SATEEANAND | M | 7-Aug-62 | 23-Jun-79 | 53.3 | 36.4 | 10,042.08 | 12,251.34 | 892,896.94 |
| 108 | GUNNOO | RAMDEO | M | 8/18/1962 | 7/10/1986 | 53.3 | 29.4 | 10,042.08 | 12,251.34 | 720,221.00 |
| 109 | JAHAGEE | SORAJ | M | 8/24/1962 | 13-Jun-88 | 53.3 | 27.5 | 10,042.08 | 12,251.34 | 672,993.40 |
| 110 | ANNIA | DOORPUTHBYE | F | 9/21/1962 | 7/7/1995 | 53.2 | 20.4 | 8,438.23 | 10,294.64 | 420,072.07 |
| 111 | POHEETH | MAHADAVE | M | 9/26/1962 | 7/11/1986 | 53.2 | 29.4 | 10,042.08 | 12,251.34 | 720,153.92 |
| 112 | SANASSY | APPADOO | M | 3-Oct-62 | 22-Sep-80 | 53.2 | 35.2 | 11,504.63 | 14,035.65 | 987,817.61 |
| 113 | MOOLEE | ASSENJEE | M | 10/15/1962 | 7/10/1986 | 53.1 | 29.4 | 10,042.08 | 12,251.34 | 720,221.00 |
| 114 | SOOKY | RAMJEET | M | 1-Nov-62 | 7/10/1986 | 53.1 | 29.4 | 10,042.08 | 12,251.34 | 720,221.00 |
| 115 | MOHUNSING | NANKOOMAR | M | 4-Nov-62 | 7/10/1986 | 53.1 | 29.4 | 10,042.08 | 12,251.34 | 720,221.00 |
| 116 | APPADU | DHANRAJ | M | 11/18/1962 | 21-Jul-80 | 53.0 | 35.4 | 10,042.08 | 12,251.34 | 866,465.58 |
| 117 | MARIANNE | JOSEPH JOEL | M | 9-Dec-62 | 15-Jun-93 | 53.0 | 22.5 | 10,042.08 | 12,251.34 | 550,362.62 |
| 118 | BATOHI | NARAINDUTH | M | 12/25/1962 | 13-Jan-78 | 52.9 | 37.9 | 10,042.08 | 12,251.34 | 928,183.47 |
| 119 | CHINNAN | NARAINSAMY | M | 9-Feb-63 | 7/10/1986 | 52.8 | 29.4 | 10,042.08 | 12,251.34 | 720,221.00 |
| 120 | MUTTNA-NAIKO | JAYSING | M | 2/15/1963 | 15-Jun-94 | 52.8 | 21.5 | 10,042.08 | 12,251.34 | 525,876.72 |
| 121 | ROOPSING | SEWSUNKUR | M | 24-Feb | 15-Jun-94 | 52.8 | 21.5 | 10,042.08 | 12,251.34 | 525,876.72 |
| 122 | HEMRAZ | BAGWANTEE | F | 3/20/1963 | 24-Jun-96 | 52.7 | 19.4 | 8,438.23 | 10,294.64 | 400,173.33 |
| 123 | GOKHOOLA | POORUNNAKOOL | M | 8-Apr-63 | 7/10/1986 | 52.6 | 29.4 | 10,042.08 | 12,251.34 | 720,221.00 |
| 124 | DEVJEE | BEEDIANAND | M | 4/15/1963 | 6/4/1990 | 52.6 | 25.5 | 10,042.08 | 12,251.34 | 624,625.35 |



Strategic Review of Rose Belle Sugar Estate Board



| | | | | | | | | | | |
|-----|--------------|-------------------------|---|------------|-----------|------|------|-----------|-----------|------------|
| 125 | BAHSU | IMRAN | M | 16-Apr-63 | 23-Jun-97 | 52.6 | 18.4 | 10,042.08 | 12,251.34 | 451,815.24 |
| 126 | SOONDUR | BANERJEE | M | 1-May-63 | 6/5/1989 | 52.6 | 26.5 | 10,042.08 | 12,251.34 | 649,044.17 |
| 127 | ARLANDA | JACQUE JOSEPH DESIRE | M | 4-May-63 | 8/9/1976 | 52.6 | 39.3 | 10,042.08 | 12,251.34 | 963,201.67 |
| 128 | DAMREE | BHOOWAN | M | 7-May-63 | 6/5/1989 | 52.6 | 26.5 | 10,042.08 | 12,251.34 | 649,044.17 |
| 129 | DOOBUL | CHATTARDEO | M | 5/27/1963 | 19-Nov-79 | 52.5 | 36.0 | 10,042.08 | 12,251.34 | 882,901.32 |
| 130 | BAHADOOR | ISSURDIAL | M | 11-Jun-63 | 24-Sep-79 | 52.5 | 36.2 | 11,144.87 | 13,596.74 | 984,028.10 |
| 131 | RAMCHURN | SUNILDUTH | M | 6/23/1963 | 6/7/1990 | 52.4 | 25.5 | 10,042.08 | 12,251.34 | 624,424.10 |
| 132 | ESSOO | CHANDRADUTH | M | 10-Aug-63 | 13-Jun-88 | 52.3 | 27.5 | 10,042.08 | 12,251.34 | 672,993.40 |
| 133 | BHIMANA | APPADOO | M | 11-Aug-63 | 5/2/1980 | 52.3 | 35.6 | 11,144.87 | 13,596.74 | 967,574.27 |
| 134 | TAROO LAH | BEEJAY | M | 8/13/1963 | 7/10/1986 | 52.3 | 29.4 | 10,042.08 | 12,251.34 | 720,221.00 |
| 135 | APPIAH | KRISNADUTH | M | 8/22/1963 | 6/11/1990 | 52.3 | 25.5 | 10,042.08 | 12,251.34 | 624,155.76 |
| 136 | SOOMARY | BEEDIANAND | M | 10-Sep-63 | 6/6/1990 | 52.2 | 25.5 | 10,042.08 | 12,251.34 | 624,491.18 |
| 137 | CONHYE | SOORYDEO | M | 12-Oct-63 | 7/10/1986 | 52.1 | 29.4 | 10,042.08 | 12,251.34 | 720,221.00 |
| 138 | THARNVITHIAN | COOSMOWTEE | F | 12-Oct-63 | 15-Jun-93 | 52.1 | 22.5 | 8,438.23 | 10,294.64 | 462,462.60 |
| 139 | BISSOO | JANKYSAO | M | 10/20/1963 | 7/2/1987 | 52.1 | 28.4 | 10,042.08 | 12,251.34 | 696,271.78 |
| 140 | DIP | GAJRAJSING | M | 10/24/1963 | 8/4/1980 | 52.1 | 35.3 | 11,144.87 | 13,596.74 | 960,575.81 |
| 141 | NOBINE | JEAN CLEMENT | M | 8-Nov-63 | 18-Jun-79 | 52.1 | 36.5 | 10,042.08 | 12,251.34 | 893,232.36 |
| 142 | JOYNAUTH | PREMDUTH | M | 10-Nov-63 | 6/4/1990 | 52.1 | 25.5 | 10,598.61 | 12,930.30 | 659,241.96 |
| 143 | BAHSU | ECKBAL M | M | 11/27/1963 | 7/10/1986 | 52.0 | 29.4 | 10,042.08 | 12,251.34 | 720,221.00 |
| 144 | GUNDOLA | RAJ | M | 1-Dec-63 | 23-Jun-97 | 52.0 | 18.4 | | | |



Strategic Review of Rose Belle Sugar Estate Board



| | | | | | | | | | | |
|-----|--------------|-----------------|---|-----------|-----------|------|------|-----------|-----------|------------|
| | | | | | | | | 10,042.08 | 12,251.34 | 451,815.24 |
| 145 | SOBAHAH | NARAIN | M | 4-Dec-63 | 25-Jun-77 | 52.0 | 38.4 | 10,501.24 | 12,811.51 | 984,794.07 |
| 146 | THARNVITHIAN | SEEVEN | M | 1/20/1964 | 6/12/1978 | 51.9 | 37.5 | 10,042.08 | 12,251.34 | 918,120.77 |
| 147 | DOYA | HURRYDIANSINGH | M | 9-Feb-64 | 21-Jul-80 | 51.8 | 35.4 | 10,042.08 | 12,251.34 | 866,465.58 |
| 148 | BROQUET | SATYAWATEE | F | 12-Feb-64 | 15-Jun-93 | 51.8 | 22.5 | 8,438.23 | 10,294.64 | 462,462.60 |
| 149 | TAYMUN | JAYRAJ | M | 2/16/1964 | 21-Jul-80 | 51.8 | 35.4 | 10,042.08 | 12,251.34 | 866,465.58 |
| 150 | AMODE | FAROOK | M | 8-Mar-64 | 7/10/1986 | 51.7 | 29.4 | 10,042.08 | 12,251.34 | 720,221.00 |
| 151 | BAWNAUTH | KRISHNA | M | 3/21/1964 | 7/7/1995 | 51.7 | 20.4 | 10,042.08 | 12,251.34 | 499,914.95 |
| 152 | SEEREEVACHY | SATIDANAND | M | 3/21/1964 | 6/11/1990 | 51.7 | 25.5 | 10,042.08 | 12,251.34 | 624,155.76 |
| 153 | COLLEEMALAY | VASAMBAH | F | 3/25/1964 | 22-Aug-79 | 51.7 | 36.3 | 8,438.23 | 10,294.64 | 746,907.53 |
| 154 | RAMDIN | TARADUTH | M | 4/22/1964 | 10/7/1986 | 51.6 | 29.1 | 10,042.08 | 12,251.34 | 714,250.47 |
| 155 | URPUTHEE | JEEWANRAJ | M | 4/22/1964 | 13-Jun-88 | 51.6 | 27.5 | 10,042.08 | 12,251.34 | 672,993.40 |
| 156 | GUILLAUME | JOSEPH GONZAGUE | M | 6-May-64 | 15-Jun-94 | 51.6 | 21.5 | 10,042.08 | 12,251.34 | 525,876.72 |
| 157 | NOORBUX | ESSAN | M | 5/19/1964 | 7/6/1977 | 51.5 | 38.4 | 10,042.08 | 12,251.34 | 940,996.65 |
| 158 | KHETTUR | SATIADAO NARAIN | M | 2-Jun-64 | 13-Jun-88 | 51.5 | 27.5 | 10,042.08 | 12,251.34 | 672,993.40 |
| 159 | MANGOO | KISSEN | M | 6-Jun-64 | 23-Jun-97 | 51.5 | 18.4 | 10,042.08 | 12,251.34 | 451,815.24 |
| 160 | BULUCK | JEENARAIN | M | 7-Jun-64 | 29-Jun-98 | 51.5 | 17.4 | 10,042.08 | 12,251.34 | 426,926.83 |
| 161 | TOOLSEE | HURRYDUTH SARMA | M | 9-Jul-64 | 15-Jun-94 | 51.4 | 21.5 | 10,042.08 | 12,251.34 | 525,876.72 |
| 162 | JUGOO | SOURAJDEW | M | 9-Jul-64 | 22-Jul-80 | 51.4 | 35.4 | 10,042.08 | 12,251.34 | 866,398.49 |
| 163 | NATTOO | JAYRAJ | M | 9-Aug-64 | 7/2/1987 | 51.3 | 28.4 | 11,144.87 | 13,596.74 | 772,734.18 |



Strategic Review of Rose Belle Sugar Estate Board



| | | | | | | | | | | |
|-----|-------------|---------------|---|------------|-----------|------|------|-----------|-----------|--------------|
| 164 | BHUJUN | VIJAY | M | 7-Sep-64 | 21-Jul-80 | 51.2 | 35.4 | 10,042.08 | 12,251.34 | 866,465.58 |
| 165 | BUNAMALLY | JAYASHREE | F | 9/25/1964 | 18-Aug-80 | 51.2 | 35.3 | 8,438.23 | 10,294.64 | 726,501.45 |
| 166 | DALEEP | MAHENDRANATH | M | 9/28/1964 | 18-Jul-80 | 51.2 | 35.4 | 10,042.08 | 12,251.34 | 866,666.83 |
| 167 | URJOON | DIDNATH | M | 9/29/1964 | 13-Jun-88 | 51.2 | 27.5 | 10,042.08 | 12,251.34 | 672,993.40 |
| 168 | AMERALLY | ALEEM | M | 10/20/1964 | 7/9/1978 | 51.1 | 37.4 | 10,042.08 | 12,251.34 | 916,309.49 |
| 169 | PATCHAY | SIVALINGUM | M | 2-Nov-64 | 14-Nov-79 | 51.1 | 36.0 | 10,042.08 | 12,251.34 | 883,236.75 |
| 170 | IATCHANNA | KANTA | M | 6-Nov-64 | 21-Jul-80 | 51.1 | 35.4 | 10,042.08 | 12,251.34 | 866,465.58 |
| 171 | DEBIDIN | SEEWAN | M | 10-Nov-64 | 26-Jun-98 | 51.1 | 17.4 | 10,042.08 | 12,251.34 | 427,128.08 |
| 172 | ITTOO | ATMARAM | M | 8-Dec-64 | 24-Sep-80 | 51.0 | 35.2 | 10,598.61 | 12,930.30 | 909,882.76 |
| 173 | PARMESSUR | SWADESRAJ | M | 12/23/1964 | 13-Jun-88 | 50.9 | 27.5 | 10,042.08 | 12,251.34 | 672,993.40 |
| 174 | RAGHOUBEER | MAHESS | M | 12/27/1964 | 18-Jun-79 | 50.9 | 36.5 | 10,042.08 | 12,251.34 | 893,232.36 |
| 175 | GUNNOO | VEELAMDEV | M | 9-Jan-65 | 7/10/1986 | 50.9 | 29.4 | 10,042.08 | 12,251.34 | 720,221.00 |
| 176 | RAMLALL | ANIL | M | 3/14/1965 | 29-Jun-92 | 50.7 | 23.4 | 10,042.08 | 12,251.34 | 573,909.34 |
| 177 | VOLAVITE | LOUIS | M | 3/20/1965 | 17-Oct-79 | 50.7 | 36.1 | 10,501.24 | 12,811.51 | 925,585.76 |
| 178 | SOOKUN | MANOJ | M | 3/22/1965 | 23-Jun-88 | 50.7 | 27.4 | 15,415.00 | 18,806.30 | 1,032,042.37 |
| 179 | BABOOLALL | DEODUTH | M | 3/30/1965 | 17-Jun-91 | 50.7 | 24.5 | 10,042.08 | 12,251.34 | 599,267.34 |
| 180 | GOOLAMOSSEN | ABDOOL AZAD | M | 7-Apr-65 | 7/10/1986 | 50.7 | 29.4 | 10,042.08 | 12,251.34 | 720,221.00 |
| 181 | OOCHIT | SUNILDUTHSING | M | 8-Apr-65 | 21-Jul-80 | 50.6 | 35.4 | 10,042.08 | 12,251.34 | 866,465.58 |
| 182 | LAVERDURE | GERARD | M | 4/27/1965 | 20-Jul-82 | 50.6 | 33.4 | 10,042.08 | 12,251.34 | 817,560.86 |
| 183 | REEDOY | SADANAND | M | 4/27/1965 | 22-Jul-80 | 50.6 | 35.4 | | | |



| | | | | | | | | | | |
|---|------------------|---------------------|---|------------|-----------|------|------|-----------|-----------|--------------|
| | | | | | | | | 11,144.87 | 13,596.74 | 961,543.68 |
| 184 | BALLOO | JAYKISSAN | M | 3-May-65 | 13-Jun-88 | 50.6 | 27.5 | 10,042.08 | 12,251.34 | 672,993.40 |
| 185 | SUTTROODASS | JAGAN | M | 5/23/1965 | 6/4/1990 | 50.5 | 25.5 | 10,042.08 | 12,251.34 | 624,625.35 |
| 186 | THODDA | RAMOWTEE CHAMRAH | F | 4-Jun-65 | 7/7/1995 | 50.5 | 20.4 | 8,438.23 | 10,294.64 | 420,072.07 |
| 187 | BALLGOBIND | BEEDINAND | M | 6/28/1965 | 2/1/1978 | 50.4 | 37.8 | 10,042.08 | 12,251.34 | 926,908.87 |
| 188 | CHEETUNGHEE | DHANAND | M | 6/30/1965 | 24-Jun-86 | 50.4 | 29.4 | 10,042.08 | 12,251.34 | 721,294.36 |
| 189 | CLARK | JEAN MARIO | M | 8/20/1965 | 18-Sep-79 | 50.3 | 36.2 | 11,504.63 | 14,035.65 | 1,016,253.97 |
| 190 | LAMBEAU | CLAUDE ALAIN | M | 8/29/1965 | 7/10/1986 | 50.3 | 29.4 | 10,042.08 | 12,251.34 | 720,221.00 |
| 191 | BOOLAKY | RAJMAN | M | 3-Sep-65 | 6/4/1990 | 50.2 | 25.5 | 10,042.08 | 12,251.34 | 624,625.35 |
| 192 | TIRPUTHEE | RAJCOOMAR | M | 7-Sep-65 | 23-Jun-88 | 50.2 | 27.4 | 10,042.08 | 12,251.34 | 672,322.55 |
| 193 | HORTENSE | LOUIS VIVIAN | M | 18-Sep | 11/8/1980 | 50.2 | 35.1 | 10,042.08 | 12,251.34 | 859,086.27 |
| 194 | BHUNOOA | SURESH | M | 10/26/1965 | 15-Jun-94 | 50.1 | 21.5 | 10,042.08 | 12,251.34 | 525,876.72 |
| 195 | KANNOO | PREMRAJ | M | 11/29/1965 | 17-Jun-91 | 50.0 | 24.5 | 10,042.08 | 12,251.34 | 599,267.34 |
| More than 30 years of service but less than 50 years | | | | | | | | | | |
| 1 | AUCKLOO | AHMED | M | 2/20/1966 | 20-Nov-78 | 49.8 | 37.0 | 10,042.08 | 12,251.34 | 907,320.14 |
| 2 | SHAMUTALLY ESHAN | MOHAMAD | M | 10/27/1966 | 19-Jun-79 | 49.1 | 36.5 | 10,042.08 | 12,251.34 | 893,165.28 |
| 3 | ARNASALON | NARAINSAMY | M | 2/22/1967 | 11/8/1979 | 48.8 | 36.1 | 10,042.08 | 12,251.34 | 883,639.25 |
| 4 | MOHUN | MEKRAJ | M | 9-Feb-66 | 19-Nov-79 | 49.8 | 36.0 | 16,415.00 | 20,026.30 | 1,443,209.50 |
| 5 | AURIANT | LOUIS DAVIDVALEN | M | 12/30/1965 | 30-Jan-80 | 49.9 | 35.8 | 11,144.87 | 13,596.74 | 974,498.28 |
| 6 | ITTOO | JAYRAM | M | 7/24/1966 | 21-Jul-80 | 49.4 | 35.4 | 10,042.08 | 12,251.34 | 866,465.58 |



| | | | | | | | | | | |
|----|-----------|------------|---|------------|-----------|------|------|-----------|-----------|-----------------------|
| 7 | SOODIN | UGEEANDUTH | M | 4-Oct-66 | 21-Jul-80 | 49.2 | 35.4 | 10,042.08 | 12,251.34 | 866,465.58 |
| 8 | HERA | KHOOSEERAM | M | 8/28/1966 | 22-Jul-80 | 49.3 | 35.4 | 10,042.08 | 12,251.34 | 866,398.49 |
| 9 | DWAKHAN | ROOPNARAIN | M | 12/27/1965 | 26-Jul-80 | 49.9 | 35.3 | 10,042.08 | 12,251.34 | 866,130.16 |
| 10 | ABDOOL | SALIM | M | 11-Sep-66 | 6/1/1982 | 49.2 | 33.5 | 10,042.08 | 12,251.34 | 820,848.00 |
| 11 | JAREE | JAGRESWAR | M | 10/23/1967 | 6/2/1982 | 48.1 | 33.5 | 10,042.08 | 12,251.34 | 820,780.92 |
| 12 | TIRPUTHEE | SIMADREE | M | 11/29/1967 | 6/2/1982 | 48.0 | 33.5 | 10,042.08 | 12,251.34 | 820,780.92 |
| 13 | PAGOO | MAHENDRA | M | 1-Sep-66 | 6/5/1982 | 49.2 | 33.5 | 10,042.08 | 12,251.34 | 820,579.67 |
| 14 | CHIMEA | RAM | M | 12/13/1967 | 16-Aug-82 | 48.0 | 33.3 | 10,042.08 | 12,251.34 | 815,749.57 |
| | | | | | | | | | | 160,406,485.30 |

Category A Workers

LIST OF WORKERS ELIGIBLE FOR VRS 2016

| | EMP_SURNAME | EMP_NAME | E | DATE_OF_BI | DATE_OF_EM | AGE 1- Dec- 16 | Years of service 1- Dec- 16 | WAGES 2013 | WAGES 2016 | AMOUNT |
|---|-------------|------------|---|------------|------------|-------------------------|--|---------------|---------------|------------|
| | | | | | | | | | 130% | |
| 1 | HURDOYAL | HURRYLALL | M | 10-Oct-53 | 7/10/1986 | 63.1 | 30.4 | 10,042.08 | 13,054.70 | 793,611.63 |
| 2 | JHOOMUCK | SOODEVI | F | 11/27/1953 | 29-Jun-98 | 63.0 | 18.4 | 8,438.23 | 10,969.70 | 404,249.55 |
| 3 | SOBRAYEN | MANTEE | F | 5-Apr-54 | 6/7/1993 | 62.7 | 23.5 | 8,438.23 | 10,969.70 | 515,252.99 |
| 4 | BURTONY | DHANWANTEE | F | 4/15/1954 | 24-Jun-91 | 62.6 | 25.4 | 8,438.23 | 10,969.70 | 558,140.69 |
| 5 | LANGUTH | KOOLRAJ | M | 10/21/1954 | 15-Jun-94 | 62.1 | 22.5 | 10,042.08 | 13,054.70 | 586,523.46 |



Strategic Review of Rose Belle Sugar Estate Board



| | | | | | | | | | | |
|----|------------|-------------------------|---|------------|-----------|------|------|-----------|-----------|--------------|
| 6 | KOODAYE | MOONSEEDIAL | M | 3/30/1955 | 17-Aug-71 | 61.7 | 45.3 | 16,415.00 | 21,339.50 | 1,933,028.60 |
| 7 | KHOOSSEE | NEETEEANAND | M | 5-Sep-55 | 21-Jan-71 | 61.2 | 45.9 | 15,416.00 | 20,040.80 | 1,838,211.86 |
| 8 | GUNDOLA | SEETWANTEE | F | 11/24/1955 | 13-Jun-88 | 61.0 | 28.5 | 8,438.23 | 10,969.70 | 624,574.57 |
| 9 | SEEDAM | OOMADUTH | M | 8-Jan-56 | 3/6/1986 | 60.9 | 30.7 | 10,042.08 | 13,054.70 | 802,618.57 |
| 10 | AGATHINA | ANNE MARIE | F | 8-Feb-56 | 14-Sep-72 | 60.8 | 44.2 | 8,438.23 | 10,969.70 | 970,018.72 |
| 11 | ANTHONY | GEORGES EMMANUEL JOSEPH | M | 10/16/1956 | 25-Jul-75 | 60.1 | 41.4 | 10,501.24 | 13,651.61 | 1,129,131.28 |
| 12 | SEETUL | JAYRUJ | M | 10-Apr-57 | 7/10/1986 | 59.6 | 30.4 | 10,042.08 | 13,054.70 | 793,611.63 |
| 13 | RAMNATH | GHEERJAH | M | 4/25/1957 | 9/2/1986 | 59.6 | 30.2 | 10,042.08 | 13,054.70 | 789,751.51 |
| 14 | BYARESINGH | LALITA | F | 2-Jun-57 | 18-Aug-80 | 59.5 | 36.3 | 8,438.23 | 10,969.70 | 796,125.34 |
| 15 | SEEWOLALL | CHANDRA KESWARSING | M | 4-Jun-57 | 14-Jun-88 | 59.5 | 28.5 | 10,501.24 | 13,651.61 | 777,198.14 |
| 16 | NAHANOO | SOORYAJEE | M | 6/14/1957 | 21-Sep-72 | 59.5 | 44.2 | 10,501.24 | 13,651.61 | 1,206,649.26 |
| 17 | SOMARY | DEWRANEE | F | 6/26/1957 | 25-Jun-74 | 59.4 | 42.4 | 8,438.23 | 10,969.70 | 931,035.37 |
| 18 | BYARESINGH | MAHESWARNATHSING | M | 6/30/1957 | 19-Jul-80 | 59.4 | 36.4 | 16,415.00 | 21,339.50 | 1,552,218.58 |
| 19 | BHUNOOA | KEMRAJ | M | 11-Sep-57 | 13-Jun-74 | 59.2 | 42.5 | 11,504.63 | 14,956.02 | 1,270,350.54 |
| 20 | AGATHINA | THEOLAND MARIE | F | 9/15/1957 | 4/7/1978 | 59.2 | 38.7 | 8,438.23 | 10,969.70 | 848,023.06 |
| 21 | ITTOO | BALEERAM | M | 10/22/1957 | 22-Sep-80 | 59.1 | 36.2 | 16,415.00 | 21,339.50 | 1,544,623.41 |
| 22 | SOHENDRE | RAMDASS | M | 11/23/1957 | 21-Jul-80 | 59.0 | 36.4 | 10,042.08 | 13,054.70 | 949,446.02 |
| 23 | DAVIDSON | CHRISTIAN PAUL JEAN | M | 1/20/1958 | 20-Jul-72 | 58.9 | 44.4 | 11,504.63 | 14,956.02 | 1,327,103.56 |
| 24 | PHILIPPE | LOUIS MARIO | M | 11-Feb-58 | 15-Jun-93 | 58.8 | 23.5 | 10,042.08 | 13,054.70 | 612,614.99 |
| 25 | FARZAN | ABOO ALLYMAN | M | 11-Apr-58 | 7/2/1987 | 58.6 | 29.4 | | | |



Strategic Review of Rose Belle Sugar Estate Board



| | | | | | | | | | | |
|----|-------------|--------------|---|------------|-----------|------|------|-----------|-----------|--------------|
| | | | | | | | | 10,042.08 | 13,054.70 | 768,091.96 |
| 26 | APPA | SEELABAYE | F | 6-May-58 | 7/12/1973 | 58.6 | 43.4 | 8,438.23 | 10,969.70 | 951,938.62 |
| 27 | MADIAH | ANNEEROOD | M | 7/15/1958 | 13-Jun-88 | 58.4 | 28.5 | 10,042.08 | 13,054.70 | 743,287.13 |
| 28 | JHANGOOA | HARRY DEV | M | 7/23/1958 | 6/5/1989 | 58.4 | 27.5 | 10,042.08 | 13,054.70 | 717,767.46 |
| 29 | RAMASAWMY | KHRUSHNA | M | 8/25/1958 | 13-Jun-74 | 58.3 | 42.5 | 10,042.08 | 13,054.70 | 1,108,854.58 |
| 30 | RAMSAHA | CHANDRANEE | F | 9-Sep-58 | 29-Jun-98 | 58.2 | 18.4 | 8,438.23 | 10,969.70 | 404,249.55 |
| 31 | SONOO | ANEEROW | M | 9/25/1958 | 7/10/1973 | 58.2 | 43.4 | 16,415.00 | 21,339.50 | 1,852,052.43 |
| 32 | ESSURRUDEEN | VILRAJ | M | 10/28/1958 | 6/4/1990 | 58.1 | 26.5 | 10,042.08 | 13,054.70 | 691,747.41 |
| 33 | GIGELLE | GAETAN | M | 11/25/1958 | 29-Aug-74 | 58.0 | 42.3 | 10,042.08 | 13,054.70 | 1,103,350.34 |
| 34 | MOOSAYE | BENISWAR | M | 11/29/1958 | 29-Jun-92 | 58.0 | 24.4 | 10,042.08 | 13,054.70 | 637,705.76 |
| 35 | MAKAIR | LOUIS MARIO | M | 1/29/1959 | 23-Jun-97 | 57.8 | 19.4 | 10,042.08 | 13,054.70 | 507,605.49 |
| 36 | ROMAN | LOUIS MARIO | M | 9-Feb-59 | 22-Sep-80 | 57.8 | 36.2 | 10,042.08 | 13,054.70 | 944,942.54 |
| 37 | MUNGROO | GEEANEE | F | 2/13/1959 | 30-Jun-97 | 57.8 | 19.4 | 8,438.23 | 10,969.70 | 426,113.87 |
| 38 | SOBLAYECK | SONAH | M | 5-Mar-59 | 6/10/1976 | 57.7 | 40.5 | 10,042.08 | 13,054.70 | 1,056,814.48 |
| 39 | TAYMUN | PREETUM | M | 7/25/1959 | 8/2/1980 | 57.4 | 36.3 | 10,042.08 | 13,054.70 | 948,588.21 |
| 40 | PEERTAUB | ASSOCK KUMAR | M | 8/16/1959 | 17-Jun-91 | 57.3 | 25.5 | 10,042.08 | 13,054.70 | 664,726.58 |
| 41 | DOMUR | ISWARDUTH | M | 8/28/1959 | 13-Jun-88 | 57.3 | 28.5 | 10,042.08 | 13,054.70 | 743,287.13 |
| 42 | DUSSOOA | SOUNIADUTH | M | 9/29/1959 | 15-Jun-94 | 57.2 | 22.5 | 10,042.08 | 13,054.70 | 586,523.46 |
| 43 | APPIAH | SIVEN | M | 5-Oct-59 | 21-Jul-80 | 57.2 | 36.4 | 10,042.08 | 13,054.70 | 949,446.02 |
| 44 | CALLACHAND | SAYGUR | M | 10/13/1959 | 17-Jun-91 | 57.1 | 25.5 | 10,042.08 | 13,054.70 | 664,726.58 |



Strategic Review of Rose Belle Sugar Estate Board



| | | | | | | | | | | |
|----|-------------|-----------------|---|------------|------------|------|------|-----------|-----------|--------------|
| 45 | LUTCHMUN | RAJESWAR | M | 10/14/1959 | 17-Jul-75 | 57.1 | 41.4 | 10,042.08 | 13,054.70 | 1,080,332.60 |
| 46 | AUSKURUN | FAREED | M | 16-Oct-59 | 7/10/1986 | 57.1 | 30.4 | 10,042.08 | 13,054.70 | 793,611.63 |
| 47 | RAWJEE | MAHADEO | M | 12/27/1959 | 21-Jul-80 | 56.9 | 36.4 | 10,042.08 | 13,054.70 | 949,446.02 |
| 48 | BAHSU | ABIDE | M | 18-Jan-60 | 7/10/1986 | 56.9 | 30.4 | 10,042.08 | 13,054.70 | 793,611.63 |
| 49 | KHEDOO | JAYRAJ | M | 28-Jan | 13-Jun-88 | 56.8 | 28.5 | 10,042.08 | 13,054.70 | 743,287.13 |
| 50 | BHOJEDHUR | SADAR MANSOOR | M | 5-Mar-60 | 15-Jun-93 | 56.7 | 23.5 | 10,042.08 | 13,054.70 | 612,614.99 |
| 51 | NAIKOO | POWAN KOOMAR | M | 3/21/1960 | 2/10/1987 | 56.7 | 29.8 | 10,042.08 | 13,054.70 | 778,242.64 |
| 52 | GOPAUL | PREMDUTH | M | 3/25/1960 | 13-Jun-88 | 56.7 | 28.5 | 10,042.08 | 13,054.70 | 743,287.13 |
| 53 | DOOKHITRAM | ANAN | M | 4/14/1960 | 19/07/1980 | 56.6 | 36.4 | 10,501.24 | 13,651.61 | 993,007.60 |
| 54 | RAMCHURN | PREM | M | 7-May-60 | 21-Jul-80 | 56.6 | 36.4 | 10,042.08 | 13,054.70 | 949,446.02 |
| 55 | SOMARY | BIDWANTEE | F | 5/16/1960 | 29-Jun-98 | 56.5 | 18.4 | 8,438.23 | 10,969.70 | 404,249.55 |
| 56 | CHINDAUM | RAVINDRANATH B. | M | 5/21/1960 | 25-Sep-80 | 56.5 | 36.2 | 16,415.00 | 21,339.50 | 1,544,272.87 |
| 57 | FAKOO | ISWAROO | M | 5/25/1960 | 23-Jun-97 | 56.5 | 19.4 | 10,042.08 | 13,054.70 | 507,605.49 |
| 58 | RAGHOOBUR | SOOKDEO | M | 3-Jun-60 | 13-Jun-88 | 56.5 | 28.5 | 10,042.08 | 13,054.70 | 743,287.13 |
| 59 | CAUROO | DEVANAND | M | 6/29/1960 | 25-Jul-74 | 56.4 | 42.4 | 10,042.08 | 13,054.70 | 1,105,852.27 |
| 60 | HURWANATH | RAJ | M | 6-Jul-60 | 7/10/1986 | 56.4 | 30.4 | 10,042.08 | 13,054.70 | 793,611.63 |
| 61 | BHAWOONAUTH | MALA | F | 6-Jul-60 | 6/4/1990 | 56.4 | 26.5 | 8,438.23 | 10,969.70 | 581,266.41 |
| 62 | SOOKUN | RAJPUTH | M | 7/17/1960 | 24-Apr-87 | 56.4 | 29.6 | 10,042.08 | 13,054.70 | 773,024.33 |
| 63 | RUGHOO | MAHENDUR | M | 8/22/1960 | 7/1/1977 | 56.3 | 39.4 | 12,817.52 | 16,662.78 | 1,313,679.12 |
| 64 | KALLEEKA | MOHUN | M | 9/18/1960 | 7/10/1986 | 56.2 | 30.4 | | | |



Strategic Review of Rose Belle Sugar Estate Board



| | | | | | | | | | | |
|----|-------------|---------------|---|------------|-----------|------|------|-----------|-----------|--------------|
| | | | | | | | | 10,042.08 | 13,054.70 | 793,611.63 |
| 65 | SOBAHAH | MOONESWUR | M | 9/19/1960 | 17-Jul-75 | 56.2 | 41.4 | 11,504.63 | 14,956.02 | 1,237,674.55 |
| 66 | GIGELLE | JEAN SYLVIO | M | 8-Oct-60 | 7/10/1975 | 56.1 | 41.4 | 10,042.08 | 13,054.70 | 1,080,832.99 |
| 67 | LONFLE | MARIE LISEBY | F | 10/14/1960 | 31-Oct-79 | 56.1 | 37.1 | 10,501.24 | 13,651.61 | 1,012,592.67 |
| 68 | RAMA | DARMADEO | M | 10/20/1960 | 17-Jul-75 | 56.1 | 41.4 | 11,504.63 | 14,956.02 | 1,237,674.55 |
| 69 | MONPLE | GERARD DESIRE | M | 10/22/1960 | 23-Jul-80 | 56.1 | 36.4 | 10,042.08 | 13,054.70 | 949,303.05 |
| 70 | HAURADHUN | JACKDISH | M | 25-Oct | 7/7/1995 | 56.1 | 21.4 | 10,042.08 | 13,054.70 | 558,859.28 |
| 71 | TAHAZEEAH | DARMOWTEE | F | 10/28/1960 | 30-Jun-97 | 56.1 | 19.4 | 8,438.23 | 10,969.70 | 426,113.87 |
| 72 | ESSURRUDEEN | HEMRAJ | M | 11/28/1960 | 6/4/1990 | 56.0 | 26.5 | 10,042.08 | 13,054.70 | 691,747.41 |
| 73 | TOBY | WILL LAVAL | M | 7-Feb-61 | 28-Aug-75 | 55.8 | 41.3 | 10,042.08 | 13,054.70 | 1,077,330.29 |
| 74 | SUNTOOBACUS | SWUSTEE | F | 7-Mar-61 | 30-Jun-97 | 55.7 | 19.4 | 8,438.23 | 10,969.70 | 426,113.87 |
| 75 | KHADER | MAMODE RAFICK | M | 3/23/1961 | 7/10/1986 | 55.7 | 30.4 | 10,042.08 | 13,054.70 | 793,611.63 |
| 76 | AUDHIN | KRISHEN | M | 12-Apr-61 | 7/7/1995 | 55.6 | 21.4 | 10,042.08 | 13,054.70 | 558,859.28 |
| 77 | SUNGKUR | INDURJEET | M | 5/14/1961 | 7/2/1987 | 55.6 | 29.4 | 10,042.08 | 13,054.70 | 768,091.96 |
| 78 | BHEEROO | KEESORSING | M | 5/17/1961 | 7/2/1987 | 55.5 | 29.4 | 10,042.08 | 13,054.70 | 768,091.96 |
| 79 | PYNDIAH | J.FRANCOIS | M | 5/20/1961 | 27-Dec-74 | 55.5 | 41.9 | 10,042.08 | 13,054.70 | 1,094,772.30 |
| 80 | LUKKOO | GAJANAND | M | 7-Jul-61 | 13-Jun-88 | 55.4 | 28.5 | 10,042.08 | 13,054.70 | 743,287.13 |
| 81 | SEECHURN | RAJCOOMAR | M | 26-Jul | 7/2/1987 | 55.4 | 29.4 | 10,042.08 | 13,054.70 | 768,091.96 |
| 82 | VEERAMALAY | PONOO | F | 7/31/1961 | 22-Aug-79 | 55.3 | 37.3 | 8,438.23 | 10,969.70 | 817,869.52 |
| 83 | BARAH | ISWARLALL | M | 4-Aug-61 | 6/4/1990 | 55.3 | 26.5 | 10,042.08 | 13,054.70 | 691,747.41 |



| | | | | | | | | | | |
|-----|-----------------|--------------------------|---|------------|-----------|------|------|-----------|-----------|--------------|
| 84 | NARALLOO | VISHNU | M | 8/17/1961 | 23-Jun-76 | 55.3 | 40.4 | 10,042.08 | 13,054.70 | 1,055,885.19 |
| 85 | POOROOSOTUMAREN | KOONRAJ | M | 8/27/1961 | 7/6/1977 | 55.3 | 39.4 | 10,042.08 | 13,054.70 | 1,028,864.37 |
| 86 | SHIBCHURN | JAIMANJAI | M | 8/28/1961 | 9/3/1980 | 55.3 | 36.2 | 16,415.00 | 21,339.50 | 1,546,843.54 |
| 87 | BAHSU | RAHLIDE | M | 6-Sep-61 | 7/10/1986 | 55.2 | 30.4 | 10,042.08 | 13,054.70 | 793,611.63 |
| 88 | BALLEA | SANTARAM | M | 22-Sep-61 | 7/7/1995 | 55.2 | 21.4 | 10,042.08 | 13,054.70 | 558,859.28 |
| 89 | SEEBOCHUN | KEDLEE | F | 4-Oct-61 | 13-Feb-87 | 55.2 | 29.8 | 8,438.23 | 10,969.70 | 653,767.03 |
| 90 | LOUISE | LALL DEWANAND | M | 11-Oct-61 | 7/7/1995 | 55.1 | 21.4 | 10,042.08 | 13,054.70 | 558,859.28 |
| 91 | GAJADHUR | SOOBIRAZ | M | 10/28/1961 | 2/9/1987 | 55.1 | 29.8 | 10,042.08 | 13,054.70 | 778,314.13 |
| 92 | BHOYROW | SATIANAND | M | 9-Nov-61 | 7/7/1995 | 55.1 | 21.4 | 10,042.08 | 13,054.70 | 558,859.28 |
| 93 | JHUMMUN | BREECH | M | 11/16/1961 | 5/2/1994 | 55.0 | 22.6 | 10,042.08 | 13,054.70 | 589,668.74 |
| 94 | SOONDUR | DEWVIJAY | M | 11/18/1961 | 7/10/1986 | 55.0 | 30.4 | 10,042.08 | 13,054.70 | 793,611.63 |
| 95 | DABEE | SUBEERAJ | M | 11/20/1961 | 6/5/1989 | 55.0 | 27.5 | 10,042.08 | 13,054.70 | 717,767.46 |
| 96 | CALLOO | MAHADUTH | M | 12/27/1961 | 23-Jun-88 | 54.9 | 28.4 | 11,144.87 | 14,488.33 | 824,119.27 |
| 97 | MATHOORA | ISSOREESING | M | 8-Feb-62 | 6/5/1989 | 54.8 | 27.5 | 10,042.08 | 13,054.70 | 717,767.46 |
| 98 | ANNUNDA | GANGARAM | M | 6-Mar-62 | 15-Jun-93 | 54.7 | 23.5 | 10,042.08 | 13,054.70 | 612,614.99 |
| 99 | BULUCK | LUKHEENARAIN | M | 3/13/1962 | 6/4/1990 | 54.7 | 26.5 | 15,415.00 | 20,039.50 | 1,061,860.32 |
| 100 | PEERTHY | BOLAH | M | 8-Apr-62 | 26-Sep-86 | 54.7 | 30.2 | 10,042.08 | 13,054.70 | 788,035.90 |
| 101 | BAPTISTE | SYLVIO DANIEL GEORGES | M | 5/14/1962 | 7/10/1986 | 54.6 | 30.4 | 10,042.08 | 13,054.70 | 793,611.63 |
| 102 | CUSIMA | DHANRAJ | M | 5/27/1962 | 6/5/1989 | 54.5 | 27.5 | 10,042.08 | 13,054.70 | 717,767.46 |
| 103 | CAULLOO | CHRISNA | M | 6/30/1962 | 14-Jul-86 | 54.4 | 30.4 | | | |



Strategic Review of Rose Belle Sugar Estate Board



| | | | | | | | | | | |
|-----|--------------|-------------|---|------------|-----------|------|------|-----------|-----------|--------------|
| | | | | | | | | 10,042.08 | 13,054.70 | 793,325.69 |
| 104 | JHOOMUCK | JAYANTEE | F | 12-Jul-62 | 4/7/1978 | 54.4 | 38.7 | 15,415.00 | 20,039.50 | 1,549,172.68 |
| 105 | BULYE | PREM | M | 7/22/1962 | 18-Jun-79 | 54.4 | 37.5 | 10,042.08 | 13,054.70 | 977,968.00 |
| 106 | MATABADUL | CHANDRADUTH | M | 7/27/1962 | 23-Jun-97 | 54.3 | 19.4 | 10,042.08 | 13,054.70 | 507,605.49 |
| 107 | PURSUN | SATEEANAND | M | 7-Aug-62 | 23-Jun-79 | 54.3 | 37.4 | 10,042.08 | 13,054.70 | 977,610.58 |
| 108 | GUNNOO | RAMDEO | M | 8/18/1962 | 7/10/1986 | 54.3 | 30.4 | 10,042.08 | 13,054.70 | 793,611.63 |
| 109 | JAHAGEE | SORAJ | M | 8/24/1962 | 13-Jun-88 | 54.3 | 28.5 | 10,042.08 | 13,054.70 | 743,287.13 |
| 110 | ANNIA | DOORPUTHBYE | F | 9/21/1962 | 7/7/1995 | 54.2 | 21.4 | 8,438.23 | 10,969.70 | 469,602.23 |
| 111 | POHEETH | MAHADAVE | M | 9/26/1962 | 7/11/1986 | 54.2 | 30.4 | 10,042.08 | 13,054.70 | 793,540.15 |
| 112 | SANASSY | APPADOO | M | 3-Oct-62 | 22-Sep-80 | 54.2 | 36.2 | 11,504.63 | 14,956.02 | 1,082,566.00 |
| 113 | MOOLEE | ASSENJEE | M | 10/15/1962 | 7/10/1986 | 54.1 | 30.4 | 10,042.08 | 13,054.70 | 793,611.63 |
| 114 | SOOKY | RAMJEET | M | 1-Nov-62 | 7/10/1986 | 54.1 | 30.4 | 10,042.08 | 13,054.70 | 793,611.63 |
| 115 | MOHUNSING | NANKOOMAR | M | 4-Nov-62 | 7/10/1986 | 54.1 | 30.4 | 10,042.08 | 13,054.70 | 793,611.63 |
| 116 | APPADU | DHANRAJ | M | 11/18/1962 | 21-Jul-80 | 54.0 | 36.4 | 10,042.08 | 13,054.70 | 949,446.02 |
| 117 | MARIANNE | JOSEPH JOEL | M | 9-Dec-62 | 15-Jun-93 | 54.0 | 23.5 | 10,042.08 | 13,054.70 | 612,614.99 |
| 118 | BATOHI | NARAINDUTH | M | 12/25/1962 | 13-Jan-78 | 53.9 | 38.9 | 10,042.08 | 13,054.70 | 1,015,210.99 |
| 119 | CHINNAN | NARAINSAMY | M | 9-Feb-63 | 7/10/1986 | 53.8 | 30.4 | 10,042.08 | 13,054.70 | 793,611.63 |
| 120 | MUTTNA-NAIKO | JAYSING | M | 2/15/1963 | 15-Jun-94 | 53.8 | 22.5 | 10,042.08 | 13,054.70 | 586,523.46 |
| 121 | ROOPSING | SEWSUNKUR | M | 24-Feb | 15-Jun-94 | 53.8 | 22.5 | 10,042.08 | 13,054.70 | 586,523.46 |
| 122 | HEMRAZ | BAGWANTEE | F | 3/20/1963 | 24-Jun-96 | 53.7 | 20.4 | 8,438.23 | 10,969.70 | 448,398.65 |



Strategic Review of Rose Belle Sugar Estate Board



| | | | | | | | | | | |
|-----|--------------|-------------------------|---|------------|-----------|------|------|-----------|-----------|--------------|
| 123 | GOKHOOLA | POORUNNAKOOL | M | 8-Apr-63 | 7/10/1986 | 53.7 | 30.4 | 10,042.08 | 13,054.70 | 793,611.63 |
| 124 | DEVJEE | BEEDIANAND | M | 4/15/1963 | 6/4/1990 | 53.6 | 26.5 | 10,042.08 | 13,054.70 | 691,747.41 |
| 125 | BAHSU | IMRAN | M | 16-Apr-63 | 23-Jun-97 | 53.6 | 19.4 | 10,042.08 | 13,054.70 | 507,605.49 |
| 126 | SOONDUR | BANERJEE | M | 1-May-63 | 6/5/1989 | 53.6 | 27.5 | 10,042.08 | 13,054.70 | 717,767.46 |
| 127 | ARLANDA | JACQUE JOSEPH DESIRE | M | 4-May-63 | 8/9/1976 | 53.6 | 40.3 | 10,042.08 | 13,054.70 | 1,052,525.46 |
| 128 | DAMREE | BHOOWAN | M | 7-May-63 | 6/5/1989 | 53.6 | 27.5 | 10,042.08 | 13,054.70 | 717,767.46 |
| 129 | DOOBUL | CHATTARDEO | M | 5/27/1963 | 19-Nov-79 | 53.5 | 37.0 | 10,042.08 | 13,054.70 | 966,959.51 |
| 130 | BAHADOOR | ISSURDIAL | M | 11-Jun-63 | 24-Sep-79 | 53.5 | 37.2 | 11,144.87 | 14,488.33 | 1,077,590.69 |
| 131 | RAMCHURN | SUNILDUTH | M | 6/23/1963 | 6/7/1990 | 53.4 | 26.5 | 10,042.08 | 13,054.70 | 691,532.96 |
| 132 | ESSOO | CHANDRADUTH | M | 10-Aug-63 | 13-Jun-88 | 53.3 | 28.5 | 10,042.08 | 13,054.70 | 743,287.13 |
| 133 | BHIMANA | APPADOO | M | 11-Aug-63 | 5/2/1980 | 53.3 | 36.6 | 11,144.87 | 14,488.33 | 1,060,057.93 |
| 134 | TAROO LAH | BEEJAY | M | 8/13/1963 | 7/10/1986 | 53.3 | 30.4 | 10,042.08 | 13,054.70 | 793,611.63 |
| 135 | APPIAH | KRISNADUTH | M | 8/22/1963 | 6/11/1990 | 53.3 | 26.5 | 10,042.08 | 13,054.70 | 691,247.02 |
| 136 | SOOMARY | BEEDIANAND | M | 10-Sep-63 | 6/6/1990 | 53.2 | 26.5 | 10,042.08 | 13,054.70 | 691,604.44 |
| 137 | CONHYE | SOORYDEO | M | 12-Oct-63 | 7/10/1986 | 53.1 | 30.4 | 10,042.08 | 13,054.70 | 793,611.63 |
| 138 | THARNVITHIAN | COOSMOWTEE | F | 12-Oct-63 | 15-Jun-93 | 53.1 | 23.5 | 8,438.23 | 10,969.70 | 514,772.46 |
| 139 | BISSOO | JANKYSAO | M | 10/20/1963 | 7/2/1987 | 53.1 | 29.4 | 10,042.08 | 13,054.70 | 768,091.96 |
| 140 | DIP | GAJRAJSING | M | 10/24/1963 | 8/4/1980 | 53.1 | 36.3 | 11,144.87 | 14,488.33 | 1,052,600.55 |
| 141 | NOBINE | JEAN CLEMENT | M | 8-Nov-63 | 18-Jun-79 | 53.1 | 37.5 | 10,042.08 | 13,054.70 | 977,968.00 |
| 142 | JOYNAUTH | PREMDUTH | M | 10-Nov-63 | 6/4/1990 | 53.1 | 26.5 | | | |



Strategic Review of Rose Belle Sugar Estate Board



| | | | | | | | | | | |
|-----|--------------|-----------------|---|------------|-----------|------|------|-----------|-----------|--------------|
| | | | | | | | | 10,598.61 | 13,778.19 | 730,083.91 |
| 143 | BAHSU | ECKBAL M | M | 11/27/1963 | 7/10/1986 | 53.0 | 30.4 | 10,042.08 | 13,054.70 | 793,611.63 |
| 144 | GUNDOLA | RAJ | M | 1-Dec-63 | 23-Jun-97 | 53.0 | 19.4 | 10,042.08 | 13,054.70 | 507,605.49 |
| 145 | SOBAHAH | NARAIN | M | 4-Dec-63 | 25-Jun-77 | 53.0 | 39.4 | 10,501.24 | 13,651.61 | 1,076,730.02 |
| 146 | THARNVITHIAN | SEEVEN | M | 1/20/1964 | 6/12/1978 | 52.9 | 38.5 | 10,042.08 | 13,054.70 | 1,004,488.44 |
| 147 | DOYA | HURRYDIANSINGH | M | 9-Feb-64 | 21-Jul-80 | 52.8 | 36.4 | 10,042.08 | 13,054.70 | 949,446.02 |
| 148 | BROQUET | SATYAWATEE | F | 12-Feb-64 | 15-Jun-93 | 52.8 | 23.5 | 8,438.23 | 10,969.70 | 514,772.46 |
| 149 | TAYMUN | JAYRAJ | M | 2/16/1964 | 21-Jul-80 | 52.8 | 36.4 | 10,042.08 | 13,054.70 | 949,446.02 |
| 150 | AMODE | FAROOK | M | 8-Mar-64 | 7/10/1986 | 52.7 | 30.4 | 10,042.08 | 13,054.70 | 793,611.63 |
| 151 | BAWNAUTH | KRISHNA | M | 3/21/1964 | 7/7/1995 | 52.7 | 21.4 | 10,042.08 | 13,054.70 | 558,859.28 |
| 152 | SEEREEVACHY | SATIDANAND | M | 3/21/1964 | 6/11/1990 | 52.7 | 26.5 | 10,042.08 | 13,054.70 | 691,247.02 |
| 153 | COLLEEMALAY | VASAMBAH | F | 3/25/1964 | 22-Aug-79 | 52.7 | 37.3 | 8,438.23 | 10,969.70 | 817,869.52 |
| 154 | RAMDIN | TARADUTH | M | 4/22/1964 | 10/7/1986 | 52.6 | 30.2 | 10,042.08 | 13,054.70 | 787,249.58 |
| 155 | URPUTHEE | JEEWANRAJ | M | 4/22/1964 | 13-Jun-88 | 52.6 | 28.5 | 10,042.08 | 13,054.70 | 743,287.13 |
| 156 | GUILLAUME | JOSEPH GONZAGUE | M | 6-May-64 | 15-Jun-94 | 52.6 | 22.5 | 10,042.08 | 13,054.70 | 586,523.46 |
| 157 | NOORBUX | ESSAN | M | 5/19/1964 | 7/6/1977 | 52.5 | 39.4 | 10,042.08 | 13,054.70 | 1,028,864.37 |
| 158 | KHETTUR | SATIADAO NARAIN | M | 2-Jun-64 | 13-Jun-88 | 52.5 | 28.5 | 10,042.08 | 13,054.70 | 743,287.13 |
| 159 | MANGO | KISSEN | M | 6-Jun-64 | 23-Jun-97 | 52.5 | 19.4 | 10,042.08 | 13,054.70 | 507,605.49 |
| 160 | BULUCK | JEENARAIN | M | 7-Jun-64 | 29-Jun-98 | 52.5 | 18.4 | 10,042.08 | 13,054.70 | 481,085.05 |
| 161 | TOOLSEE | HURRYDUTH SARMA | M | 9-Jul-64 | 15-Jun-94 | 52.4 | 22.5 | 10,042.08 | 13,054.70 | 586,523.46 |



Strategic Review of Rose Belle Sugar Estate Board



| | | | | | | | | | | |
|-----|------------|---------------|---|------------|-----------|------|------|-----------|-----------|--------------|
| 162 | JUGOO | SOURAJDEW | M | 9-Jul-64 | 22-Jul-80 | 52.4 | 36.4 | 10,042.08 | 13,054.70 | 949,374.53 |
| 163 | NATTOO | JAYRAJ | M | 9-Aug-64 | 7/2/1987 | 52.3 | 29.4 | 11,144.87 | 14,488.33 | 852,441.43 |
| 164 | BHUJUN | VIJAY | M | 7-Sep-64 | 21-Jul-80 | 52.2 | 36.4 | 10,042.08 | 13,054.70 | 949,446.02 |
| 165 | BUNAMALLY | JAYASHREE | F | 9/25/1964 | 18-Aug-80 | 52.2 | 36.3 | 8,438.23 | 10,969.70 | 796,125.34 |
| 166 | DALEEP | MAHENDRANATH | M | 9/28/1964 | 18-Jul-80 | 52.2 | 36.4 | 10,042.08 | 13,054.70 | 949,660.47 |
| 167 | URJOON | DIDNATH | M | 9/29/1964 | 13-Jun-88 | 52.2 | 28.5 | 10,042.08 | 13,054.70 | 743,287.13 |
| 168 | AMERALLY | ALEEM | M | 10/20/1964 | 7/9/1978 | 52.1 | 38.4 | 10,042.08 | 13,054.70 | 1,002,558.38 |
| 169 | PATCHAY | SIVALINGUM | M | 2-Nov-64 | 14-Nov-79 | 52.1 | 37.0 | 10,042.08 | 13,054.70 | 967,316.93 |
| 170 | IATCHANNA | KANTA | M | 6-Nov-64 | 21-Jul-80 | 52.1 | 36.4 | 10,042.08 | 13,054.70 | 949,446.02 |
| 171 | DEBIDIN | SEEWAN | M | 10-Nov-64 | 26-Jun-98 | 52.1 | 18.4 | 10,042.08 | 13,054.70 | 481,299.50 |
| 172 | ITTOO | ATMARAM | M | 8-Dec-64 | 24-Sep-80 | 52.0 | 36.2 | 10,598.61 | 13,778.19 | 997,160.17 |
| 173 | PARMESSUR | SWADESRAJ | M | 12/23/1964 | 13-Jun-88 | 51.9 | 28.5 | 10,042.08 | 13,054.70 | 743,287.13 |
| 174 | RAGHOUBEER | MAHESS | M | 12/27/1964 | 18-Jun-79 | 51.9 | 37.5 | 10,042.08 | 13,054.70 | 977,968.00 |
| 175 | GUNNOO | VEELAMDEV | M | 9-Jan-65 | 7/10/1986 | 51.9 | 30.4 | 10,042.08 | 13,054.70 | 793,611.63 |
| 176 | RAMLALL | ANIL | M | 3/14/1965 | 29-Jun-92 | 51.7 | 24.4 | 10,042.08 | 13,054.70 | 637,705.76 |
| 177 | VOLAVITE | LOUIS | M | 3/20/1965 | 17-Oct-79 | 51.7 | 37.1 | 10,501.24 | 13,651.61 | 1,013,639.20 |
| 178 | SOOKUN | MANOJ | M | 3/22/1965 | 23-Jun-88 | 51.7 | 28.4 | 15,415.00 | 20,039.50 | 1,139,878.58 |
| 179 | BABOOLALL | DEODUTH | M | 3/30/1965 | 17-Jun-91 | 51.7 | 25.5 | 10,042.08 | 13,054.70 | 664,726.58 |
| 180 | GOOLAMOSEN | ABDOOL AZAD | M | 7-Apr-65 | 7/10/1986 | 51.7 | 30.4 | 10,042.08 | 13,054.70 | 793,611.63 |
| 181 | OOCHIT | SUNILDUTHSING | M | 8-Apr-65 | 21-Jul-80 | 51.6 | 36.4 | | | |



Strategic Review of Rose Belle Sugar Estate Board



| | | | | | | | | | | |
|-----|-------------|---------------------|---|------------|-----------|------|------|-----------|-----------|--------------|
| | | | | | | | | 10,042.08 | 13,054.70 | 949,446.02 |
| 182 | LAVERDURE | GERARD | M | 4/27/1965 | 20-Jul-82 | 51.6 | 34.4 | 10,042.08 | 13,054.70 | 897,334.42 |
| 183 | REEDOY | SADANAND | M | 4/27/1965 | 22-Jul-80 | 51.6 | 36.4 | 11,144.87 | 14,488.33 | 1,053,631.89 |
| 184 | BALLOO | JAYKISSAN | M | 3-May-65 | 13-Jun-88 | 51.6 | 28.5 | 10,042.08 | 13,054.70 | 743,287.13 |
| 185 | SUTTROODASS | JAGAN | M | 5/23/1965 | 6/4/1990 | 51.5 | 26.5 | 10,042.08 | 13,054.70 | 691,747.41 |
| 186 | THODDA | RAMOWTEE CHAMRAH | F | 4-Jun-65 | 7/7/1995 | 51.5 | 21.4 | 8,438.23 | 10,969.70 | 469,602.23 |
| 187 | BALLGOBIND | BEEDINAND | M | 6/28/1965 | 2/1/1978 | 51.4 | 38.8 | 10,042.08 | 13,054.70 | 1,013,852.80 |
| 188 | CHEETUNGHEE | DHANAND | M | 6/30/1965 | 24-Jun-86 | 51.4 | 30.4 | 10,042.08 | 13,054.70 | 794,755.37 |
| 189 | CLARK | JEAN MARIO | M | 8/20/1965 | 18-Sep-79 | 51.3 | 37.2 | 11,504.63 | 14,956.02 | 1,112,867.03 |
| 190 | LAMBEAU | CLAUDE ALAIN | M | 8/29/1965 | 7/10/1986 | 51.3 | 30.4 | 10,042.08 | 13,054.70 | 793,611.63 |
| 191 | BOOLAKY | RAJMAN | M | 3-Sep-65 | 6/4/1990 | 51.2 | 26.5 | 10,042.08 | 13,054.70 | 691,747.41 |
| 192 | TIRPUTHEE | RAJCOOMAR | M | 7-Sep-65 | 23-Jun-88 | 51.2 | 28.4 | 10,042.08 | 13,054.70 | 742,572.29 |
| 193 | HORTENSE | LOUIS VIVIAN | M | 18-Sep | 11/8/1980 | 51.2 | 36.1 | 10,042.08 | 13,054.70 | 941,582.81 |
| 194 | BHUNOOA | SURESH | M | 10/26/1965 | 15-Jun-94 | 51.1 | 22.5 | 10,042.08 | 13,054.70 | 586,523.46 |
| 195 | KANNOO | PREMRAJ | M | 11/29/1965 | 17-Jun-91 | 51.0 | 25.5 | 10,042.08 | 13,054.70 | 664,726.58 |
| 192 | SEEREEVACHY | RAMBAJAN | M | 12/20/1965 | 6/5/1989 | 50.9 | 27.5 | 10,501.24 | 13,651.61 | 750,586.37 |
| 193 | DWAKHAN | ROOPNARAIN | M | 12/27/1965 | 26-Jul-80 | 50.9 | 36.4 | 10,042.08 | 13,054.70 | 949,088.60 |
| 194 | AURIANT | LOUIS DAVIDVALEN | M | 12/30/1965 | 30-Jan-80 | 50.9 | 36.8 | 11,144.87 | 14,488.33 | 1,067,435.97 |
| 195 | MOMUS | MICHEL | M | 1/29/1966 | 29-Jun-92 | 50.8 | 24.4 | 10,042.08 | 13,054.70 | 637,705.76 |
| 196 | MOHUN | MEKRAJ | M | 9-Feb-66 | 19-Nov-79 | 50.8 | 37.0 | 16,415.00 | 21,339.50 | 1,580,612.82 |



Strategic Review of Rose Belle Sugar Estate Board



| | | | | | | | | | | |
|-----|------------------|----------------|---|------------|-----------|------|------|-----------|-----------|--------------|
| 197 | HARACK | ISWARDEO | M | 2/15/1966 | 7/10/1986 | 50.8 | 30.4 | 10,042.08 | 13,054.70 | 793,611.63 |
| 198 | AUCKLOO | AHMED | M | 2/20/1966 | 20-Nov-78 | 50.8 | 38.0 | 10,042.08 | 13,054.70 | 992,979.57 |
| 199 | NOORBUX | ABDOOL IMRAN | M | 2/26/1966 | 7/10/1986 | 50.8 | 30.4 | 16,415.00 | 21,339.50 | 1,297,254.64 |
| 200 | RAVINA | JEAN MARC | M | 3/23/1966 | 15-Jun-94 | 50.7 | 22.5 | 10,042.08 | 13,054.70 | 586,523.46 |
| 201 | RAVINA | JEANCLAUDE | M | 3/23/1966 | 23-Jun-97 | 50.7 | 19.4 | 10,042.08 | 13,054.70 | 507,605.49 |
| 202 | RAMSAMY | HARRY KRISNAH | M | 8-Apr-66 | 7/12/1990 | 50.7 | 26.4 | 10,315.74 | 13,410.46 | 707,808.04 |
| 203 | KUNGAREM | VEEREN | M | 10-May-66 | 7/2/1987 | 50.6 | 29.4 | 10,042.08 | 13,054.70 | 768,091.96 |
| 204 | DEVJEE | ITANAND | M | 5/25/1966 | 17-Jun-91 | 50.5 | 25.5 | 10,042.08 | 13,054.70 | 664,726.58 |
| 205 | RANGASAMY | SYLVAIN | M | 8-Jun-66 | 7/3/1998 | 50.5 | 18.4 | 10,042.08 | 13,054.70 | 480,799.12 |
| 206 | GOMDOLA | VISHNU | M | 6/25/1966 | 7/10/1986 | 50.4 | 30.4 | 10,042.08 | 13,054.70 | 793,611.63 |
| 207 | ITTOO | JAYRAM | M | 7/24/1966 | 21-Jul-80 | 50.4 | 36.4 | 10,042.08 | 13,054.70 | 949,446.02 |
| 208 | CAULEECHURN | BASDEO | M | 8/20/1966 | 17-Jun-91 | 50.3 | 25.5 | 10,042.08 | 13,054.70 | 664,726.58 |
| 209 | HERA | KHOOSEERAM | M | 8/28/1966 | 22-Jul-80 | 50.3 | 36.4 | 10,042.08 | 13,054.70 | 949,374.53 |
| 210 | PAGOO | MAHENDRA | M | 1-Sep-66 | 6/5/1982 | 50.3 | 34.5 | 10,042.08 | 13,054.70 | 900,551.19 |
| 211 | ABDOOL | SALIM | M | 11-Sep-66 | 6/1/1982 | 50.2 | 34.5 | 10,042.08 | 13,054.70 | 900,837.12 |
| 212 | SOODIN | UGEEANDUTH | M | 4-Oct-66 | 21-Jul-80 | 50.2 | 36.4 | 10,042.08 | 13,054.70 | 949,446.02 |
| 213 | SHAMUTALLY ESHAN | MOHAMAD | M | 10/27/1966 | 19-Jun-79 | 50.1 | 37.5 | 10,042.08 | 13,054.70 | 977,896.51 |
| 214 | NURMASING | ANURAJ | M | 11/17/1966 | 7/11/1986 | 50.0 | 30.4 | 10,042.08 | 13,054.70 | 793,540.15 |
| 215 | COLLET | JOSEPH GRAVEL | M | 11/27/1966 | 15-Jun-94 | 50.0 | 22.5 | 10,042.08 | 13,054.70 | 586,523.46 |
| 216 | BAHSU | MALLECK HOSSEN | M | 18-Dec-66 | 7/10/1986 | 50.0 | 30.4 | | | |



| | | | | | | | | | | |
|--------------------------------------|-------------|-------------|---|------------|-----------|------|------|-----------|-----------|-----------------------|
| | | | | | | | | 10,042.08 | 13,054.70 | 793,611.63 |
| MORE THAN 30 YEARS OF SERVICE | | | | | | | | | | |
| 1 | ARNASALON | NARAINSAMY | M | 2/22/1967 | 11/8/1979 | 49.8 | 37.1 | 10,042.08 | 13,054.70 | 967,745.83 |
| 2 | JAREE | JAGRESWAR | M | 10/23/1967 | 6/2/1982 | 49.1 | 34.5 | 10,042.08 | 13,054.70 | 900,765.64 |
| 3 | TIRPUTHEE | SIMADREE | M | 11/29/1967 | 6/2/1982 | 49.0 | 34.5 | 10,042.08 | 13,054.70 | 900,765.64 |
| 4 | CHIMEA | RAM | M | 12/13/1967 | 16-Aug-82 | 49.0 | 34.3 | 10,042.08 | 13,054.70 | 895,404.37 |
| 5 | CHINAN | VELLA | M | 2/14/1967 | 7/10/1986 | 49.8 | 30.4 | 10,042.08 | 13,054.70 | 793,611.63 |
| 6 | SEIKDIOUMAN | FARAD | M | 4/15/1967 | 7/10/1986 | 49.6 | 30.4 | 10,042.08 | 13,054.70 | 793,611.63 |
| 7 | BUNDHOO | DHARMAJAY | M | 2/15/1970 | 7/10/1986 | 46.8 | 30.4 | 10,042.08 | 13,054.70 | 793,611.63 |
| 8 | AHMOD | NASSER | M | 10/26/1967 | 7/11/1986 | 49.1 | 30.4 | 10,042.08 | 13,054.70 | 793,540.15 |
| 9 | MUNSING | KRISHNADUTH | M | 4-Mar-68 | 7/12/1986 | 48.7 | 30.4 | 10,042.08 | 13,054.70 | 793,468.66 |
| 10 | DUSOYE | BHOLANATH | M | 22-Jul | 14-Jul-86 | 47.4 | 30.4 | 10,042.08 | 13,054.70 | 793,325.69 |
| | | | | | | | | | | 192,114,325.22 |

| CAT B – Staff workers in Cat B is negligible | | | | | | | |
|---|------------------|------------|---------------|----------|-----------------------|-------|--------------|
| VRS Implemented in 2014 (DEC) | | | | | | | |
| SN | Name | Post | Date of Entry | 1-Dec-14 | Salary as at 01/12/14 | | |
| 1 | Limbeea Devanand | Agronomist | 1-Mar-84 | | 45,765.00 | 30.75 | 2,111,016.34 |
| 2 | Gungah Kreshan | Timekeeper | 15-Feb-93 | | 24,615.00 | 21.79 | 804,561.75 |



Strategic Review of Rose Belle Sugar Estate Board



| | | | | | | | |
|----|---------------------------|---------------------------|-----------|--|-----------|--------|----------------------|
| 3 | Jhuputroy Manikaransingh | Timekeeper | 1-Jan-67 | | 24,615.00 | 47.92 | 1,769,146.26 |
| 4 | Bussier Denis | Head of Section | 1-Mar-77 | | 45,765.00 | 37.75 | 2,591,595.83 |
| 5 | Mahabirsingh Rahanparsad | Deputy General Manager | 1-Aug-80 | | 60,765.00 | 34.33 | 3,129,335.11 |
| 6 | Appadoo Seemadree | Payroll Coordinator | 1-Jul-76 | | 32,015.00 | 38.42 | 1,844,905.46 |
| 7 | Harwanth B. Ravi | Assistant Storekeeper | 11-Apr-84 | | 25,415.00 | 30.64 | 1,168,046.26 |
| 8 | Paris Georges | Cost & Budget Coordinator | 1-Jul-75 | | 34,515.00 | 39.42 | 2,040,849.98 |
| 9 | Rudhun Uma Devi | Confidential Secretary | 1-Nov-84 | | 30,415.00 | 30.08 | 1,372,359.77 |
| 10 | Doorgakant Soorsen Sharma | Personnel Manager | 4-Jun-84 | | 49,465.00 | 30.49 | 2,262,388.93 |
| | | | | | | 114.92 | 19,094,205.71 |

Selection is for all those above 55 yrs of age

| CAT B - Staff | | | | | | | | |
|----------------------------|--------------------------|------------------------|---------------|----------|-----------------------|-----------|-------|--------------|
| VRS if implemented in 2015 | | | | | | | | |
| SN | Name | Post | Date of Entry | | Salary as at 01/12/14 | 102% | | |
| 1 | Limbeea Devanand | Agronomist | 1-Mar-84 | 1-Dec-15 | 45,765.00 | 46,680.30 | 31.75 | 2,223,209.20 |
| 2 | Gungah Kreshan | Timekeeper | 15-Feb-93 | | 24,615.00 | 25,107.30 | 22.79 | 858,288.15 |
| 3 | Jhuputroy Manikaransingh | Timekeeper | 1-Jan-67 | | 24,615.00 | 25,107.30 | 48.91 | 1,842,164.36 |
| 4 | Bussier Denis | Head of Section | 1-Mar-77 | | 45,765.00 | 46,680.30 | 38.75 | 2,713,400.27 |
| 5 | Mahabirsingh | Deputy General Manager | 1-Aug- | | | | | |



Strategic Review of Rose Belle Sugar Estate Board



| | | | | | | | | |
|----|---------------------------|---------------------------|-----------|--|-----------|-----------|--------|----------------------|
| | Rahanparsad | | 80 | | 60,765.00 | 61,980.30 | 35.33 | 3,284,828.63 |
| 6 | Appadoo Seemadree | Payroll Coordinator | 1-Jul-76 | | 32,015.00 | 32,655.30 | 39.42 | 1,930,752.99 |
| 7 | Harwanth B. Ravi | Assistant Storekeeper | 11-Apr-84 | | 25,415.00 | 25,923.30 | 31.64 | 1,230,265.52 |
| 8 | Paris Georges | Cost & Budget Coordinator | 1-Jul-75 | | 34,515.00 | 35,205.30 | 40.42 | 2,134,438.78 |
| 9 | Rudhun Uma Devi | Confidential Secretary | 1-Nov-84 | | 30,415.00 | 31,023.30 | 31.08 | 1,446,310.07 |
| 10 | Doorgakant Soorsen Sharma | Personnel Manager | 4-Jun-84 | | 49,465.00 | 50,454.30 | 31.49 | 2,383,266.36 |
| | | | | | | | 115.92 | 20,046,924.34 |

CAT B - Staff

VRS if implemented in 2016

| SN | Name | Post | Date of Entry | 1-Dec-16 | Salary as at 01/12/14 | 104% | | |
|----|--------------------------|---------------------------|---------------|----------|-----------------------|-----------|-------|--------------|
| 1 | Limbeea Devanand | Agronomist | 1-Mar-84 | | 45,765.00 | 47,595.60 | 32.75 | 2,338,341.53 |
| 2 | Gungah Kreshan | Timekeeper | 15-Feb-93 | | 24,615.00 | 25,599.60 | 23.79 | 913,595.58 |
| 3 | Jhuputroy Manikaransingh | Timekeeper | 1-Jan-67 | | 24,615.00 | 25,599.60 | 49.92 | 1,916,763.48 |
| 4 | Bussier Denis | Head of Section | 1-Mar-77 | | 45,765.00 | 47,595.60 | 39.75 | 2,838,144.20 |
| 5 | Mahabirsingh Rahanparsad | Deputy General Manager | 1-Aug-80 | | 60,765.00 | 63,195.60 | 36.33 | 3,444,225.08 |
| 6 | Appadoo Seemadree | Payroll Coordinator | 1-Jul-76 | | 32,015.00 | 33,295.60 | 40.42 | 2,018,656.85 |
| 7 | Harwanth B. Ravi | Assistant Storekeeper | 11-Apr-84 | | 25,415.00 | 26,431.60 | 32.64 | 1,294,117.19 |
| 8 | Paris Georges | Cost & Budget Coordinator | 1-Jul-75 | | | | | |



Strategic Review of Rose Belle Sugar Estate Board



| | | | | | | | | |
|----|---------------------------|------------------------|----------|--|-----------|-----------|--------|----------------------|
| | | | | | 34,515.00 | 35,895.60 | 41.42 | 2,230,244.49 |
| 9 | Rudhun Uma Devi | Confidential Secretary | 1-Nov-84 | | 30,415.00 | 31,631.60 | 32.08 | 1,522,213.92 |
| 10 | Doorgakant Soorsen Sharma | Personnel Manager | 4-Jun-84 | | 49,465.00 | 51,443.60 | 32.49 | 2,507,320.92 |
| | | | | | | | 116.92 | 21,023,623.23 |



When the value of the land compensation and the infrastructure costs are taken on Board, the cost of the VRS sums up to the following:

| | Dec 2014 | | Dec 2015 | | Dec 2016 | |
|-------------------------------------|---------------------|-------|---------------------|-------|---------------------|-------|
| | CAT A | CAT B | CAT A | CAT B | CAT A | CAT B |
| No. of employees eligible CAT A + B | 194 + 10 | | 209 + 10 | | 226 + 10 | |
| CASH compensation Rs M CAT A | 135.0 | | 160.5 | | 192.2 | |
| CASH compensation Rs M CAT B | 19.1 | | 20.1 | | 21.6 | |
| Land Compensation Ap | 17.5 | | 18.4 | | 19.8 | |
| Infrastructure cost Rs M | 61.3 | | 68.1 | | 79.2 | |
| Total Costs (RS'M) | 216.2 (RS'M) | | 248.7 (RS'M) | | 292.5 (RS'M) | |

We have estimated the cost per arpent for infrastructure works at Rs 3.5/A in 2014, Rs 3.7 M/A in 2015 and Rs 4M/ A in 2016.

Clearly, it is much cheaper to carry out the VRS in 2014 rather than in 2015 or 2016.



23.14 Appendix 14: Medical Supplies

Details of Medical Supplies purchased by RBSEB:-

| DESCRIPTION | UOM | YR 2010- Qty | Yr-2010 Amt | Yr- 2011- Qty | yr-2011- Amt | yr- 2012- Qty | yr-2012 Amt(Jan-Oct) |
|--|-----|--------------------|----------------|---------------------|-----------------|---------------------|-------------------------|
| ABSORBENT COTTON WOOL 500 GM | ROL | 2 | 155.44 | 2 | 133.56 | 0 | 0 |
| ADHESIVE PLASTER 2.5 CM | EA | 4 | 56.14 | 2 | 27.04 | 0 | 0 |
| ADVANTEC 16 MG | TAB | 324 | 2914.74 | 374 | 3140.96 | 370 | 3250.12 |
| ALMEX 400 | UNI | 0 | 0 | 3 | 13.5 | 0 | 0 |
| AMAREL 3 MG | EA | 30 | 295.5 | 0 | 0 | 0 | 0 |
| AMPLICLOX CAPSULES 500MG | EA | 575 | 1950.8 | 770 | 2746.97 | 450 | 1620.79 |
| ANZITOR 10 MG TAB | TAB | 30 | 84.6 | 450 | 1258.05 | 210 | 58.85 |
| ARB 8 MG TABS | TAB | 60 | 261.68 | 0 | 0 | 0 | 0 |
| ASCENSIA ENTRUST GLUCOSE TEST STIPS | STO | 78 | 1225.4 | 180 | 2938.25 | 0 | 0 |
| ASCLOR EYE OINTMENT | EA | 0 | 0 | 2 | 45.2 | 2 | 45.2 |
| ASOMEX A.T TABS | UNI | 90 | 468 | 240 | 1162.47 | 300 | 1473.36 |
| ASTRIX | EA | 132 | 364.9 | 0 | 0 | 260 | 956 |
| ASTRIX TABLETS | EA | 0 | 0 | 90 | 324 | 120 | 444 |
| ATENOLOL 100 TABLETS | EA | 0 | 0 | 0 | 0 | 70 | 207.2 |
| ATENOLOL 50 TABLETS | EA | 660 | 1215.36 | 730 | 1458.67 | 400 | 668.03 |
| ATURGYL | UNI | 76 | 3592.72 | 66 | 2939.42 | 76 | 3399.99 |
| AZIWOK 500 MG | TAB | 0 | 0 | 0 | 0 | 160 | 3782 |
| B.ECLARAN 10 | UNI | 0 | 0 | 3 | 315 | 0 | 0 |
| BACTRINE TABS | UNI | 270 | 1464.07 | 400 | 2006 | 240 | 1101 |
| BALSAM BALM | UNI | 221 | 5170.58 | 219 | 5047.46 | 80 | 1780.83 |
| BECLO-ASMA INHALER-250 MG | EA | 1 | 244.3 | 8 | 1901.31 | 6 | 1412.92 |
| BECTO ASHMA INHALER | EA | 0 | 0 | 4 | 864.01 | 0 | 0 |
| BENYLIN EXP | UNI | 230 | 13614.79 | 4 | 216.38 | 7 | 665 |
| BENYLIN FOUR FLU TABLETS | UNI | 2280 | 10830 | 2930 | 14842.5 | 3490 | 16900.5 |
| BETADINE DERMIQUE 10% SOLUTION | UNI | 0 | 0 | 2 | 116.07 | 0 | 0 |
| BETAGINE GARGLE 125 ML | UNI | 39 | 2585.99 | 23 | 1412.99 | 19 | 1041.75 |
| BETADINE TULLE | EA | 14 | 179.2 | 9 | 224.3 | 0 | 0 |
| BEVIDOXINE TABS | EA | 0 | 0 | 1200 | 5144 | 1620 | 6848.05 |
| BIOFERAN LIQUID 200 ML | UNI | 0 | 0 | 24 | 1315.2 | 0 | 0 |
| BISOLVON TABLETS | EA | 195 | 714.17 | 200 | 693 | 420 | 1466.91 |
| BONJELA | EA | 6 | 104.4 | 4 | 69.6 | 7 | 245.5 |
| BREVOXYL GEL | UNI | 2 | 500 | 0 | 0 | 0 | 0 |
| BROZEDEX COUGH SYRUP 100 ML | UNI | 0 | 0 | 0 | 0 | 100 | 6093.8 |
| BUSCOPAN TABS | UNI | 360 | 1220.1 | 330 | 1125.54 | 290 | 1044.04 |
| CALADRYL LOTION | UNI | 2 | 138 | 3 | 207 | 0 | 0 |
| CALCHECK 10 MG | UNI | 325 | 1729.52 | 450 | 2899.17 | 540 | 3441.39 |



| | | | | | | | |
|--|-----|------|----------|------|----------|------|----------|
| CALCIUM GLUCONATE(TAB) | EA | 0 | 0 | 0 | 0 | 300 | 2580 |
| CANDID B | EA | 130 | 4621.66 | 128 | 5407.03 | 100 | 4301.55 |
| CANDID EAR DROPS | EA | 2 | 79.15 | 0 | 0 | 0 | 0 |
| CARTIA | UNI | 690 | 2130.48 | 705 | 1575.88 | 506 | 884.81 |
| CERUMOL EAR DROPS | EA | 0 | 0 | 5 | 307 | 0 | 0 |
| CHYMORAL FTE TABS | EA | 225 | 991.49 | 205 | 874.16 | 30 | 109.65 |
| CHYMORAL PLUS | TAB | 20 | 84.95 | 0 | 0 | 0 | 0 |
| CICATRIN | EA | 1 | 16.55 | 2 | 37.4 | 2 | 34.2 |
| CLATINE 10 MG | TAB | 480 | 1396.67 | 160 | 450.35 | 520 | 1301.65 |
| CLINICAL THERMOMETER | UNI | 1 | 22 | 1 | 42.75 | 0 | 0 |
| CLINISTIX | EA | 0 | 0 | 100 | 1024 | 0 | 0 |
| CLOPREZ A TABS 75 MG | UNI | 960 | 8472.69 | 1050 | 9189.45 | 1080 | 10205.77 |
| COD LIVER OIL CAPSULE | EA | 0 | 0 | 90 | 126 | 210 | 294 |
| COMBUR 3(STRIPS FOR URINE EXAMINATION) | STP | 130 | 603.82 | 100 | 780 | 0 | 0 |
| CONTOUR TEST STIP FOR GLUCOSE | UNI | 0 | 0 | 0 | 0 | 100 | 1400 |
| CREPE BANDAGE 4 | UNI | 12 | 262.05 | 17 | 307.25 | 6 | 210 |
| CREPE BANDAGE 6 | UNI | 7 | 172.67 | 7 | 135.45 | 0 | 0 |
| CRESAR 40 MG | TAB | 330 | 1704.05 | 568 | 3009.15 | 330 | 1831.06 |
| CRESTOR 10 MG | UNI | 28 | 708.4 | 0 | 0 | 0 | 0 |
| CRESTOR 20 MG | TAB | 344 | 10616.24 | 526 | 15402.77 | 398 | 11587.16 |
| DAONIL TABS | EA | 60 | 220.68 | 40 | 147.12 | 0 | 0 |
| DEPIN-E-RETARD TABS | EA | 120 | 377.79 | 150 | 469.15 | 0 | 0 |
| DERMOVATE CREAM | EA | 5 | 724.8 | 5 | 709.85 | 5 | 689.01 |
| DEXONA EYE DROPS | EA | 23 | 885.77 | 28 | 953.07 | 14 | 418.24 |
| DIAMICRON 30 MG | TAB | 360 | 2946.17 | 1110 | 8375.43 | 1380 | 10186.86 |
| DICLO-DENK 100 RECITAL SUPPOSITIOIR | UNI | 375 | 4857.21 | 235 | 2742.59 | 200 | 2196 |
| DICLO-DENK 100MG RET TAB X 100 | UNI | 335 | 2075.44 | 1330 | 7882.14 | 970 | 5271.16 |
| DICLO-DENK 75 INJECTION | EA | 10 | 243.72 | 5 | 114.85 | 2 | 45.93 |
| DILATREND 12.5 MG | UNI | 0 | 0 | 0 | 0 | 180 | 1417.5 |
| DILATREND 6.25 MG | TAB | 0 | 0 | 210 | 921.54 | 480 | 49888.41 |
| DIORALYTE SACHET X20 | UNI | 68 | 1689.1 | 70 | 1776.3 | 126 | 3109.41 |
| DISFLATYL TABS | EA | 270 | 757.17 | 20 | 58.6 | 0 | 0 |
| DISOGEL SUSPENSION | TAB | 143 | 7537.5 | 0 | 0 | 0 | 0 |
| DISPOSABLE GLOVES STERILE | TAB | 80 | 120 | 110 | 245 | 0 | 0 |
| DISPOSABLE NON TOXIC DUST &FILTER MASK | UNI | 0 | 0 | 180 | 621 | 0 | 0 |
| DISPOSABLE SYRINEGE 10ML | UNI | 0 | 0 | 3 | 6.3 | 0 | 0 |
| DISPONSABLE SYRINGE 15ML | UNI | 0 | 0 | 2 | 19 | 0 | 0 |
| DISPOSABLE SYRINEGE 5 ML | UNI | 0 | 0 | 8 | 11.6 | 0 | 0 |
| DIUREXAN TAB | TAB | 280 | 1961.83 | 305 | 2097.45 | 165 | 1127.08 |
| DORITHRICIN TABS | UNI | 1300 | 2554.26 | 1366 | 2274.75 | 954 | 1652.75 |
| DULCOLAX TBS 5MGM | EA | 76 | 195.76 | 154 | 360.42 | 100 | 236.79 |
| DUPFLAM | TAB | 3450 | 3453.24 | 3950 | 3856.58 | 5100 | 5086.98 |



| | | | | | | | |
|--|-----|------|----------|--------|----------|--------|----------|
| DYNAPAR GEL 30 MG(ANTI-INFLAMAROIR) | UNI | 40 | 1988.26 | 32 | 1476.8 | 80 | 3792 |
| DYNAPAR SR 100 MG TABS(ANTI-INFLAMATORY) | TAB | 625 | 699.35 | 375 | 390.57 | 0 | 0 |
| ELASTOPLAST-STRIP | EA | 0 | 0 | 50 | 20 | 50 | 20 |
| ELIDOL LOZENGES | TAB | 272 | 992.8 | 328 | 1197.2 | 0 | 0 |
| ELUDRIL MONTH SPRAY(ORAL-THROAT INFECTION) | TAB | 625 | 699.35 | 375 | 390.57 | 0 | 0 |
| ENALAPRIL 20 MG | TAB | 1580 | 6471.47 | 1730 | 6783.83 | 1290 | 4599 |
| ESIDREX 25 MG | UNI | 670 | 1197.92 | 330 | 597.55 | 100 | 168.75 |
| ETHER SOLVENT-200 ML | UNI | 2 | 397.95 | 0 | 0 | 0 | 0 |
| EXODERIL SOLUTION 10 ML | UNI | 2 | 222 | 1 | 111 | 0 | 0 |
| FACID 40MG | EA | 1442 | 794.1 | 2219 | 1158.35 | 2576 | 1442.79 |
| FEFOL CAPS | EA | 1050 | 1657.07 | 15000 | 2736.87 | 780 | 1187.46 |
| FLIXORASE(SMALL PACK) | PCK | 2 | 688.2 | 1 | 344.1 | 4 | 1208.72 |
| FORMET(ARROW TABS) | TAB | 740 | 2359.78 | 615 | 2283.89 | 645 | 2452.96 |
| GALVUS 50 MG(DIABETES) | EA | 252 | 10018.77 | 1190 | 49351.7 | 1242 | 27112.54 |
| GLITAS 30 MG | UNI | 330 | 2978.01 | 382 | 3420.81 | 0 | 0 |
| GLUCOPHAGE 1 GRAM | TAB | 5810 | 34886.13 | 7069 | 33784.6 | 6600 | 25386.82 |
| GRI;;ONCHIS SYRUP BOTTLE | EA | 51 | 1840.75 | 33 | 1315.65 | 0 | 0 |
| GRIPMOL TABS | EA | 1220 | 2624.38 | 0 | 0 | 0 | 0 |
| GRIVIN 500 MG | TAB | 1021 | 4021.38 | 0 | 0 | 0 | 0 |
| HEALTH SCALE HOSPITAL CAPACITY 125 KGS OI | EA | 0 | 0 | 0 | 0 | 1 | 550 |
| HYDROSIL TABS | EA | 440 | 447.7 | 260 | 264.55 | 0 | 0 |
| INDOCID 100 MG SUPPOSITOIRES | EA | 300 | 3201.01 | 760 | 8297.97 | 510 | 5503.96 |
| LANCET NEEDLES | EA | 100 | 81 | 100 | 81 | 200 | 162 |
| LASIX 40 MG | TAB | 0 | 0 | 120 | 460.37 | 240.37 | 858 |
| LIPANOR | UNI | 0 | 0 | 0 | 0 | 240 | 1691.34 |
| LIPANTHL 200 MG TAB(ANTOCHOLESTEROL) | TAB | 180 | 2703.75 | 210 | 3078.7 | 0 | 0 |
| LIPITAS 20 MG | UNI | 110 | 946 | 0 | 0 | 0 | 0 |
| LIV-52(TABS) | EA | 130 | 151.62 | 170 | 206.38 | 260 | 314.06 |
| LOSARTAS 50 MG | TAB | 711 | 3392.89 | 690 | 3311.76 | 500 | 2400 |
| MAALOX SUSPENSION | UNI | 20 | 1266.91 | 166.91 | 10476.53 | 170 | 10007.51 |
| MEDI-KEEL A THROAT LOZENGES/STREPSILS | UNI | 1456 | 5225.6 | 2136 | 7162.28 | 2360 | 7520.32 |
| MEGAVIT-FE+VITAMIN+FOLIC ACID | UNI | 160 | 1129.6 | 20 | 141.2 | 0 | 0 |
| MELIX TABLETS | EA | 4970 | 11085.5 | 4260 | 9757.79 | 3530 | 9207.34 |
| METFORMIN 500 MG | TAB | 1220 | 1464.08 | 1170 | 1582.49 | 750 | 959.6 |
| MICOGEL TUBES | EA | 10 | 316.2 | 0 | 0 | 0 | 0 |
| MICROCEDAL TAB | EA | 0 | 0 | 400 | 5120 | 144 | 1589.91 |
| MONOPLAST | UNI | 60 | 45.68 | 90 | 53.83 | 0 | 0 |
| MOTILIUM | TAB | 0 | 0 | 20 | 71.84 | 20 | 60.98 |
| MULTIVITAMIN &MINERAL CAPSULES | EA | 2375 | 7095.98 | 5040 | 17911.59 | 4050 | 9986.56 |
| NAPROSYN 500MG | EA | 400 | 5155.82 | 525 | 6131.16 | 400 | 4538.69 |



| | | | | | | | |
|---------------------------------|------|------|----------|------|----------|------|---------|
| NEURONBIVE-FORTE | TAB | 0 | 0 | 290 | 1590.5 | 260 | 1574 |
| NILOL TABELTS | EA | 0 | 0 | 0 | 0 | 60 | 151.2 |
| NORGESIC TAB | EA | 386 | 1464 | 208 | 763 | 206 | 766.83 |
| NOVATEN AM | UNI | 372 | 2213.89 | 360 | 2044.11 | 282 | 1615.04 |
| NOVONORM(REPAGLINIDE) | TAB | 654 | 6858.41 | 870 | 6590.59 | 330 | 1132.62 |
| OIL LATUN | UNI | 2 | 319 | 0 | 0 | 0 | 0 |
| OILBETAM 250MG | EA | 0 | 0 | 0 | 0 | 330 | 4061.26 |
| OMEGA 3 | UNI | 0 | 0 | 0 | 0 | 300 | 1858.98 |
| PANADOL SOLUBLE | EA | 854 | 3504.13 | 1262 | 5159.46 | 1932 | 7826.09 |
| PANADOL TAB | EA | 814 | 1268.12 | 2430 | 3639.47 | 530 | 785.43 |
| PANFUREX TABLETS | E183 | 183 | 1183.94 | 115 | 605.93 | 240 | 1252.55 |
| PARAFIZZ | UNI | 84 | 273 | 76 | 247 | 0 | 0 |
| PARAMAX 500 MG TAB | TAB | 2936 | 2842.2 | 48 | 43 | 0 | 0 |
| PIONORM M-30 MG | TAB | 230 | 2548 | 0 | 0 | 0 | 0 |
| PIRITON 4MG | EA | 1344 | 295.68 | 1269 | 614.65 | 487 | 263.37 |
| PRIMPERAN INJ-ADULT | EA | 1 | 6.68 | 0 | 0 | 3 | 20.25 |
| PULMOTROPIC SYR BOTTLE | EA | 9 | 369.59 | 143 | 5737 | 108 | 4218.47 |
| PULSE(FISH OIL)CAPSULE | EA | 60 | 351 | 90 | 126 | 0 | 0 |
| salvon-500ml | UNI | 1 | 99.23 | 1 | 99.22 | 1 | 94.24 |
| SARGEFORM | UNI | 0 | 0 | 480 | 2302.3 | 925 | 3751.88 |
| SHELCAL 500 MG | TAB | 1455 | 1938.37 | 1575 | 1832.77 | 1740 | 2087.83 |
| SLOW-K TABS | EA | 35 | 77.11 | 400 | 880.23 | 240 | 552 |
| SOFRADAX EYE DROPS | EA | 45 | 2646.62 | 45 | 2552.78 | 34 | 1904.86 |
| SOLPADEINE(SOLUBLE)EFFERVESCENT | UNI | 156 | 1134.44 | 72 | 509.91 | 0 | 0 |
| SPASFON TABS | EA | 0 | 0 | 120 | 408 | 90 | 255 |
| SPECIAL CREAM | GRM | 0 | 0 | 1000 | 69.4 | 0 | 0 |
| STEMETIL TABS | EA | 125 | 56.12 | 40 | 19.46 | 54 | 27 |
| STORVAS TABS 10 MG | TAB | 50 | 400 | 300 | 2139.6 | 390 | 2733.25 |
| STORVAS TABS 20 MG | UNI | 120 | 1801.5 | 120 | 1572 | 180 | 2448 |
| TENORIC-50 | EA | 5550 | 15713.21 | 5530 | 15332.34 | 3860 | 9668.88 |
| TERBIFIN CREAM 19 GM | UNI | 1 | 79 | 9 | 711 | 0 | 0 |
| TRIA TEC 2.5 MG | TAB | 0 | 0 | 0 | 0 | 360 | 6019.99 |
| VASTAREL 35 MG | UNI | 660 | 5654.29 | 780 | 4866.76 | 600 | 3669.77 |
| VENOS COUGN SYRUP | UNI | 67 | 4272.7 | 83 | 5381.87 | 79 | 5179.68 |
| VENTEZE TABS-2 MG | EA | 100 | 40 | 0 | 0 | 0 | 0 |
| VENTOLIN INHALER | EA | 7 | 626.05 | 8 | 757.4 | 6 | 469.47 |
| VENTOLIN SYRUP | EA | 0 | 0 | 9 | 522 | 21 | 1218 |
| VENTOLIN TABS 2 MG | TAB | 520 | 542.8 | 440 | 713.6 | 450 | 943.51 |
| VITAMIN B COMPLEX | UNI | 4540 | 2796.67 | 1270 | 2452.07 | 1010 | 1641.5 |
| VIRAMIN C 500 | EA | 200 | 178.75 | 210 | 444.48 | 690 | 1230.52 |
| WHITFIELD OINTMENT | EA | 33 | 222.64 | 56 | 426.58 | 61 | 479.44 |
| WOODEN TONGUE DEPRESSOR | UNI | 0 | 0 | 0 | 0 | 100 | 250 |
| ZEDEX COUGH SYRUP 100ML | UNI | 0 | 0 | 0 | 0 | 15 | 818.25 |



Strategic Review of Rose Belle Sugar Estate Board



| | | | | | | | |
|---------------------|-----|-----|------------------|-----|------------------|-----------------|---------|
| ZERODOL LP 200 MG | TAB | 0 | 0 | 0 | 0 | 728 | 3563.25 |
| ZETAS 10 MG | TAB | 990 | 8672.37 | 970 | 7501.04 | 870 | 6636.79 |
| ZIPPER BAGS(LARGE) | UNI | 300 | 275.03 | 0 | 0 | 0 | 0 |
| ZIPPER BAGS(MEDIUM) | UNI | 225 | 202.5 | 575 | 517.5 | 500 | 250 |
| ZYLOPRIM 100MG | EA | 858 | 3702.49 | 600 | 2498.79 | 450 | 1649.94 |
| ZYLOPRIM 300MG | EA | 857 | 3702.49 | 600 | 2498.79 | 450 | 1649.94 |
| TOTAL | | | 309513.31 | | 394116.73 | 12739.88 | |



23.15 Appendix 15: List of Garage and Employees

| Name | |
|---|--|
| Garage Employees Still In Employment At RBSEB | Garage Employees who Retired Under VRS 1 December 2001 |
| 1. Anthony Georges Emmanuel Joseph | 1. Mootoosamy Rajah Gopal |
| 2. Auriant David Valen Louis | 2. Gopaul Rene Sylvestre |
| 3. Bahadoor Issurchial | 3. Boodhun Gilbert |
| 4. Bhunua Khemraj | 4. Gungabissoon Bidianand |
| 5. Bhimanah Appadoo | 5. Castagnet Jean Noel |
| 6. Bissoo Ramessur | 6. Cesar Jean Louis Joseph |
| 7. Booputh Sudesh | 7. Dautriche Jacques |
| 8. Callo Mahaduth | 8. Doorgian Jeewan |
| 9. Clark Jean Mario | 9. Jan Louis Jacques |
| 10. Clark Henry Joseph | 10. David Jose |
| 11. Davidson Christian Jean Paul | 11. Magasin Lois |
| 12. Dip Gajrajsing | 12. Nattoo Rago |
| 13. Dooky Pravin | 13. Arlenda Desire Eddy |
| 14. Emrith Balraj | 14. Couronne Cliff |
| 15. Fookeer Veekash Singh | 15. Goolamossen Abdoolmlan |
| 16. Hajaree Mamad Reaz | 16. Jugganarkloo Evan Lan Neal |
| 17. Khaideo Mamode Imran | 17. Letang Antoine France Gabriel |
| 18. Khethur Satiadeo Narain | 18. Boncoeur Claude Henri |
| 19. Lachman Prithviraj | 19. Nadel Louis Clency |
| 20. Luchmun Amarsing | 20. Pudden Subash |
| 21. Lutchmun Rajeshwar | 21. Senat Laval Joseph |
| 22. Mohith Deo Kumar | 22. Summon Rabiadrath |
| 23. Natto Jayraj | 23. Cauroo Mohun |
| 24. Pittea Premraj | 24. Chinien Chetty Devindra |
| 25. Rama Darmadeo | 25. Doongoor Toolapersad |
| 26. Ramkisson Randeer | 26. Deeljore Gianduth |
| 27. Raotee Sunil Duth | 27. Dulloo Jugdishwur |
| 28. Reedoy Sadanand | 28. Ephigene Louis Christian |
| 29. Rock Jean Claude | 29. Jurree Duth |
| 30. Rughoo Mahendur | 30. Nundoo Dhardeo |
| 31. Sanassy Appadoo | 31. Mokunah James Percy |
| 32. Savricouty Jean Noel | 32. Ramodoo Kessroa |
| 33. Soodin Ugeenduth | 33. Shungarun Mahen |
| 34. Sooky Ramjet | 34. Lutchmun Parsad |
| 35. Sobanah Mooneeswur | |



| Name | |
|---|--|
| Garage Employees who Retired Under VRS 2 December 2007 | Garage Employees who Retired under the Blue Print |
| 1. Antoinette Clency | 1. Sarrop Janardan |
| 2. Alundur Gerard | 2. Soochit Rohit |
| 3. Beeharree Roopsing | 3. Teelwah Sangit Kumar |
| 4. Noel Louis Gaetan | 4. Reedoy Premchand |
| 5. Rosette Jean Marc Harold | |
| 6. Dip Danrajsing | |
| 7. Bappoo Rajen | |
| 8. Veerapen Yasamy | |
| 9. Dip Rajeshwarsing | |
| 10. Bignoux Issac Louis | |
| 11. Jhoomuck Manilall | |
| 12. Gopaul Rene Sylvestre | |
| 13. Ramsurun Ravising | |
| 14. Ram Bhojraj | |
| 15. Fagoo Bidianand | |
| 16. Moneea Anand | |
| 17. Roscario Louis | |
| 18. Doya Coomarsing | |
| 19. Reedoy Luchmee | |
| 20. Jeanette Claude | |
| 21. Bheeroo Hemraz | |
| 22. Kanoosing Abeenanien | |
| 23. Bahadoor Ghanshyam | |



23.16 Appendix 16: The Process for a “Morcellement” permit

Guidelines for applications for Morcellement Permit

- A. Every developer shall make his application to the Morcellement Board for a Morcellement Permit, and the proposed Morcellement shall be **in conformity with the outline scheme or detailed scheme**, in respect of the planning area where the proposed Morcellement is to be carried out.
- B. Every application shall be accompanied by the following documents:

S Document to be submitted

Application Form for Morcellement Permit bearing the signature/s of

Applicant/s, owner/s, Co-owner/s on **every** application form.

For residential/industrial/ commercial purpose

For agricultural purpose

1A Certificate of Notification in respect of application for Morcellement permit (Specimen A and C enclosed) to the effect that a notification plate has been displayed on site

1B press Notice in at least 3 daily newspapers during 3 days (specimen B 1 **of each newspaper** enclosed) all polluting activities such as poultry farm, stone crushing plant, industries and any sensitive area such as marshy lands, wetlands, rivulets/rivers in site neighborhood;

Location of all existing buildings drains and other prominent features such as service poles, bridge etc;

Location of existing wastewater disposal on the plots (where applicable). (Written agreement required where common wastewater disposal is being used by more than one applicant).

Please note that:

- i. In case of discrepancy with respect to ownership or any error with regard to the external boundaries of the land shall be rectified by a fresh memorandum of survey and the Land Surveyor shall be liable for any claim for compensation which may arise from his error or the consequences of his error; the Board or any member of the Board shall not be liable for any defective plan or measurement of the Land Surveyor;
- ii. Plan should be neat, clear and legible and should not bear scratches erasers or correcting fluids.

Where applicable:

- A. Written consent or any other legal document authorizing a person other than the owner/s to apply on his/her/their behalf.
- B. Preliminary Environment Report or an Environment Impact Assessment Licence.



- C. Land Conversion Permit or declaration Form- under section 4 of SIE Act (putting agricultural land to non-agricultural use).
- D. Traffic Impact Assessment Report or Traffic Study Report.
- E. Memorandum of Survey under the Land Surveyors Act.
- F. CWA/CEB bills as proof of supply to any lot.

Processing fee- for residential/ commercial purpose:

| | |
|---|--------|
| Up to 8500m ² | Rs150 |
| Above 8500m ² | Rs300 |
| Above 21000m ² | Rs750 |
| For agricultural purpose | Rs150 |
| Morcellement fee- for residential purpose | Rs9.00 |
| For agricultural purpose | Rs3.75 |

G. Cash office is open between 09:00 hrs and 14:30 hrs

| Morcellement fee | Rs |
|--|--|
| | For every square meter of land or part thereof |
| Where the Morcellement- | |
| a) Is for essential purposes and- | |
| i. Does not exceed 7 lots | 15 |
| ii. Exceeds 7 lots | 30 |
| b) Is for commercial or industrial purposes | 10 |
| c) Is for both residential and commercial or industrial purposes | The rates referred to in paragraphs a(ii) and (b) shall apply on a proportionate basis by reference to the land area allocated for residential purposes and that allocated for commercial or industrial purposes |
| d) Is exclusively for agricultural purposes | 5 |



Note:

Part II shall apply where an application under section 5 of Act is made after 8 November 2013.

For the avoidance of doubt, where an application under section 5 of the Act has been made before 9 November 2013, the rates applicable before the commencement of part II shall continue to apply.

Note: the environment and land use tribunal act 2012 has come into operation on 01 October 2012 whereby the Morcellement act has been subsequently amended. In accordance with the provision of the Act any person aggrieved by a decision of the Minister or of the Morcellement Board granting or refusing to issue a letter of intent or a Morcellement Permit, may appeal against the decision to the Environment and land Use Appeal Tribunal.

Copy of National identity Card/s of Applicants/s, owner/s, co-owners/s.

Application Form for Planning and Land Use Permit bearing the Signature/S and Identity Card No. /S of Applicant/S, Owner/S, Co-Owners/S on **every** Application Form.

Title deed- (manuscript type should be transcribed by a Notary to make it readable).

A Morcellement plan consisting of:

1. The site plan drawn up in appropriate scale, by a Land Surveyor as per the provisions of the Land Surveyor Act bearing his signature and seal/stamp, showing:
 - i. The external boundaries and their dimensions;
 - ii. The actual adjoining owners and their Title Deed No;
 - iii. The internal boundaries and their dimensions;
 - iv. The extent of all lots including any surplus of land;
 - v. Angles;
 - vi. Contour lines (in respect of residential Morcellement);
 - vii. All physical features such as existing buildings, service lines (CWA/CEB/WMA), drains, natural water course (feeders, rivulets/rivers with relevant reserves) crossing the property, if any;
 - viii. The roads required to give access directly or indirectly to any public road as well as any road required for purposes of internal access to all the lots comprised in the proposed Morcellement together with corresponding reserves;
 - ix. The construction character of the works to be done as well as any connection with existing roads, sewers or other works and the lines and levels of such works, supported by statement describing generally the works, including the infrastructural works, to be done containing specifics of the foundation, forms, thickness and dimensions of the works.



PTO

2. A proper location plan with North line drawn to scale indicating:
 - I. Application forms shall be duly filled in before submission to the Morcellement Unit.
 - II. Any application shall be considered as from the date the Morcellement Board shall have obtained all the required information, particulars and documents from the applicant/s
 - III. No infrastructural works shall be executed by a developer unless a Letter of Intent is issued to him.
 - IV. The Law provides for monitoring of infrastructural works during implementation phase in order to ensure compliance with approved plans and details.
 - V. An enforcement notice may be issued by relevant Authority/ties for any breach, and a fine not exceeding 100000 rupees is provided for each month delay in remedial of the breach.



23.17 Appendix 17: Lease of land

| Name of Lessee | Purpose | Project | Area | Location | Period | Yearly Rental Rs | Amount Paid Rs | Balance Outstanding Rs | Valuation Report on Yearly rental or Remark |
|-------------------|-------------|--|------|----------|-----------------------------------|------------------|----------------|------------------------|---|
| BUILDING | | | | | | | | | |
| Jean Paul Adeline | Residential | The Board is the owner of an immovable property situated at Astroea and comprising of: one concrete house on a plot of land of 6P. The board has decided that the above property which is not in use should be given on lease for residential purpose. Interested parties were invited through tender to make their offer to the General Manager of the Board; Mr. Jean Paul Adeline residing at Balisson, Rose Belle was the only one bidder for the lease. Mr. Jean Paul Adeline an agricultural worker of the Estate is desirous to lease the said property and the Board has accepted after negotiations his offer for a monthly rental of Rs 800 (eight hundred rupees). The rental is payable three months in advance. The | 6P | Astroea | 5 years: 1/6/2001 to 31/5/2006 | 9600.00 | 7,200.00 | 2,400.00 | NB: The lease was renewed but no formal agreement as such was contracted by either party. |



| | | | | | | | | | |
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| | | present lease is made for a period of five years starting as from the 1st June 2001 to terminate on the 31st May 2006. The lease should be subject to yearly renewal by mutual agreement. Should no such agreement be reached at the end of any period of one year. The lease shall terminate automatically and as of right. The Tenant shall also refrain from subletting or otherwise assigning its right in the said property without the permission of the Board. Charges for electricity and water consumption on site will be borne by the Tenant. | | | | | | | |
| Omnican Ltd | Commercial | | 202M 2 | Rose Belle | In 2002 | 116,352. 00 | 96,960.00 | 19,392.00 | No Lease nor valuation report available |
| S.Boodhoo | Residential | | | Rose Belle | | 33,600.0 0 | 28,000.00 | 5,600.00 | Regarding the house that I am actually occupying. I wish to confirm that I am agreeable to the following terms and conditions: 1) To pay a rent of Rs |



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| | | | | | | | | | <p>2800 per month effective as from June 2004 until the sale of the house.</p> <p>2) The amount of unpaid rent of Rs 81,200 will be paid to Rose Belle Sugar Estate Board in six equal consecutive installment of Rs 13,533.33. The first payment will be made at the end of December 2006.</p> <p>3) As the total rent due amounts to Rs 145,000, it is understood that the SUDS will contribute Rs 31,900 as a</p> |
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| | | | | | | | | | final settlement of any rent due to- date. 4) The balance of Rs 31,900 will be borne by the RBSEB on humanitarian grounds towards the family of a former employee of the Estate. |
| V.Moorthy | Residential | The Lessor is the owner of an immoveable property situated at Camp Bouvet, Rose Belle. The Lessor gives on lease to the Lessee (V.Moorthy) the said immovable property for residential purposes only. The Lessor agrees to lease the said immoveable property to the Lessee solely by reason on his being an employee of the Lessor. The Lessor accepts the said lease with the conditions set out below for and in consideration of a monthly rent of Rs 4,180.- | | Rose Belle | | 116,400.00 | 0.00 | 116,400.00 | It is understood that Mr. V.Moorthy is a tenant in the premises at a monthly rent of Rs2800. Under the Second Schedule of the landlord and The Tenant (Amendment) Act 2005, the Landlord (RBSEB) would be entitled to an increase in the monthly rent as follows:- |



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| | | materials or any dangerous or noxious substances. | | | | | | | |
| MSPCA | Animal Hospital | <p>The Lessor hereby leases to the Lessee a portion of land of an extent of 2537m² /0A60.11perches and a building of 162.19 m² as described which lease is accepted by the Lessee. The portion of land is situated at Union Park in the District of Grand Port forms part of a larger portion belonging to the Lessor by virtue of title deed transcribed.</p> <p>The land is to be used solely for activities related to the prevention of cruelty against animals as per rules of the MSPCA. The Lessee shall start its activities on the land leased within a period of two months as from the date of signature of the lease</p> | 60.11 perches | Union Park | 12 months 1 st August 2009-31 st July 2010 | 60,000.00 | 25,500.00 | 34,500.00 | <p>A request has been received from the MSPCA for the creation of a hospital for animal in the Southern part of the country. He proposed that the building previously occupied by the Factory Manager could be given to the MSPCA at monthly rent of Rs 5000 which will be renewable on a yearly basis. Mr. S. Seegobin suggested that it is better to renew the contract annually in view of future development at Rose Belle for which this place could be</p> |



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| | | | | | | | | | replaced thereafter in a more central location. Board agreed that the house of the ex- factory Manager be rented to the MASPA at a monthly rent of R 5,000 excluding value added tax. |
| Rose Belle Boxing Club | Boxing Club | <p>The premises are leased for boxing activities only.</p> <p>The Lessee shall, unless prevented by circumstances beyond its control, implement the project as set out in the schedule. However, the attention of the Lessee is drawn to the fact that the BOXING ACTIVITIES should be set up within the time frame of the 6 months as from the date of the signature.</p> <p>In case the lessee wishes to construct any structure within the existing building, it shall obtain all necessary permits and clearance from all relevant</p> | | Rose Belle | | 3,000.00 | 0.00 | 3,000.00 | <p>Rose Belle Boxing Club- Lease of ex- maize mill on 20 perches of land. The Board approved to lease the ex- maize mill at an annual rent of Rs 3000 (excVAT) to the Rose Belle Boxing Club for an initial period of Five years that are renewable thereafter. The Board requested Management to</p> |



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| | | <p>authorities before starting the construction of the building in the premises leased. Such building shall be constructed within a period of 6 months as from the date of signature of the lease.</p> <p>Any delay in the obtention of permits and clearance specified shall not confer on the Lessee any right for any extension of the delay in the construction of the building. The Lessor may however grant an extension if the circumstances of the delay are beyond the control of the Lessee.</p> <p>If the building is for any reason destroyed, the Lessee shall start over his project or the construction of a new building whichever applies within a period of 6 months from the date of damage and shall complete same within 12 months.</p> | | | | | | | <p>prepare the lease agreement which would in appropriate terms and conditions to specify the following:</p> <ol style="list-style-type: none"> 1) No additional construction to be undertaken outside the existing building 2) The premises to be used for boxing activities only. <p>The Board approved the lease of 20 perches to the G.P Region Boxing Committee for sports and social on the premises of the ex- maize mill at 10.00 per perch/</p> |
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| | | | | | | | | | yearly on the conditions that the association is a registered one. |
| Human Service Trust | Ayurvedic Centre | <p>The Lessor hereby lets to the Lessee who accepts the premises and the semi furnished building upon all terms, conditions and stipulations contained in this agreement.</p> <p>The premises are leased for the setting up of an ARYURVEDIC CENTRE. The Lessee shall, unless prevented by circumstances beyond its control, implement the project as set out in the schedule. However, the attention of the Lessee is drawn to the fact that the ARYURVEDIC CENTRE should be set up within the time frame of the 6 months as from the date of the signature.</p> <p>In case the lessee wishes to construct any structure within the existing building, it shall obtain all necessary permits and clearance from all relevant authorities before starting</p> | 26,61 P 12 February 2008-11 February 2011. | Rose Belle | 3 years | 72,000.00 | 72,000.00 | 0.00 | The Board approve that the house be semi-furnished and rented to the Human Service Trust at a monthly rent of Rs 6000 + VAT for an initial period of 3years, renewable. |



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| | | <p>the construction of the building in the premises leased. Such building shall be constructed within a period of 6 months as from the date of signature of the lease.</p> <p>Any delay in the obtention of permits and clearance specified shall not confer on the Lessee any right for any extension of the delay in the construction of the building. The Lessor may however grant an extension if the circumstances of the delay are beyond the control of the Lessee.</p> <p>If the building is for any reason destroyed, the Lessee shall start over his project or the construction of a new building whichever applies within a period of 6 months from the date of damage and shall complete same within 12 months.</p> | | | | | | | |
| SKC Dairy Fresh Ltd | Residential | The Lessor is the owner of an immoveable property comprises of a plot of land of 2110m ² on which stands a concrete building of about 425 m ² situated at Le Val. | 50P | Le Val | 10 years 1sy June 2009- 31 st may | 81,600.0 0 | 61,200.00 | 20,400.00 | This property consists of a residential building to be leased to SKC Dairy Fresh Co. Ltd . It is |



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| | | <p>The Lessor gives on lease to the Lessee the said immovable property for residential purposes only. The Lessor accepts the said lease with the conditions set out below for and in consideration for the first ten years of a monthly rent of six thousand and eight hundred rupees (Initial rent of Rs 10,000 less cost of renovation works Rs 3200 monthly). An Advance deposit equivalent to three months rent is also payable.</p> <p>The present lease is made for a period of 10 years starting from 1st June 2009 to terminate on the 31st May 2019 which may be renewed on new terms and conditions.</p> <p>The present lease is made under the following conditions:</p> <ul style="list-style-type: none">a) The rent shall be payable in advance by the lessee by the 1st day of each month by latestb) The said immovable property is provided | | | 2019 | | | | <p>found along an estate road at le Val an comprises a plot of land of 2110 m2 or 0A50P on which stands a concrete building of about 425 m2. The building is made up of concrete block walls under concrete slab roof and concrete/ vinyl tiled flooring. It has a veranda under corrugated iron sheets roof.</p> <p>The monthly rent is assessed at Rs 10,000.</p> |
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| | | <p>with water and electricity installations and which are in good conditions</p> <p>c) The Lessee shall have no right to use the said property for any other purpose than that of his residence</p> <p>d) The Lessee shall have no right to sub-let or assign or otherwise dispose of the said property or any part thereof</p> <p>e) The Lessee shall no carry out any modification or any addition whatsoever to the said property without the expressed written consent of the Lessor</p> <p>f) The Lessee shall not stock in the rented premises inflammable materials or any dangerous or noxious substances.</p> <p>g) The Lessee shall insure the rented property leased to him against fire, cyclone and allied perils</p> <p>h) The Lessee</p> | | | | | | |
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|--|--|--|--|--|--|--|--|--|--|
| | | <p>undertakes to pay the running charges such as electricity, water, telephone or any other tax imposed by the Government.</p> <p>i) The Lessee shall allow any duly authorized person to visit the rented premises to ascertain whether the Lessee is fulfilling all the conditions of the present lease</p> <p>j) The Lessee shall be responsible for all tenantable(minor) repair and maintenance including maintenance of yard while the Lessor shall be responsible for the repairs of general immovable item</p> <p>k) In case of non-payment of rent on its due date or in the event of non-observation by the Lessee of any other conditions of the present agreement, the Lessor may rescind the present contract after the</p> | | | | | | | |
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| | | service of a notice %Mise en Demeureqon the Lessee and which has remained unanswered within eight days after service thereof. | | | | | | | |
| Cheng Cheng Mix Farming | Milk Pasteurizati on Unit | Cheng Cheng Mixed Farming Cooperative Society Ltd. The premises shall be used only to set up a milk pasteurization unit. On renewal, rent will be revised to reflect the market rate. The monthly rental should amount at Rs 6600. | 448M ² | Rose Belle | 15 years: 1 st Januar y 2009- 31 st Decem ber 2023 | 26,400.0 0 | 0.00 | 26,400.00 | Lease of approximately 12 perches of Land at MorcOrchidees, Rose Belle to Cheng Cheng Mixed Farming Cooperative Society Ltd for a period of 15 years against a rental based on the Government Valuation Report on the setting up of a Milk Pasteurization Unit. The subject property comprises a plot of bare land of an extent of 448 M2 or 10.61 P, situated in MorcellementOr chidee at Rose Belle. |



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| | | | | | | | | | 1) Market value at Rs 635,000 2) Rent per month at Rs 2200. |
| LAND | | | | | | | | | |
| SeeparsadDuttoo | Sugar Cane Metayer | Mr. S. Duttoo has been occupying, with the authorization of the Estate, a plot of land of the extent of 3A75P situated on the verge of Riviere La-Chaux. Only a short and sloppy road accedes to the field. No mechanical preparation of land is possible and the land has always been manually planted to sugarcane. Part of the field is severely eroded. At harvest period, only basket loads of two tons of canes can go out of the sloppy access road. Mr. Duttoo has never paid any rental to the Estate. | 3A75 | Rose Belle | | 8,000.00 | 0.00 | 8,000.00 | NO VALUATION REPORT AVAILABLE |
| LakhanKejoo | Sugar Cane Metayer | The Board is agreeable to the request of the Lessee and hereby leases same to the Lessee for and in consideration of a yearly rent. The yearly rent is raised on the basis of 8 Kgs of sugar per ton/cane harvested on the plot of | 81P | Bananes | 8 years | 3,000.00 | 0.00 | 3000.00 | NO VALUATION REPORT AVAILABLE |



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| | | <p>land by the lessee. The present lease is based on year to year with effect from 1st October 2002, and may be terminated through 3 months notice by either party. The Lessee shall not have the right to sub-let or assign his rights of the land without the authorization of the Board. The lessee will take all necessary action to prevent and/or mitigate any form of pollution and bear all responsibility issuing therefrom. The Board reserves the right of entry on the property from his representative to ascertain that all conditions of these presents are being complied with. The Lessee will adopt such practices as necessary to limit any soil erosion on the site (e.g. contour planting, soil coverage and so on). The access road to the site will strictly remain the property of the Board and the Lessee will seek the</p> | | | | | | |
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| | | <p>necessary authorization from the Board for his access. In no case will public access be granted. The Lessee will keep the plot of land in its actual agricultural use and will not bring any change to the actual land use set-up without the written consent of the Board.</p> <p>The Board shall not be held responsible for any damaged caused to the Lessee's plantation in the course of normal cane growing activities in the surroundings.</p> <p>In case the Lessee fails to comply with any of the conditions of these presents, the Board may notify him of such breach and summon him to remedy same within a fortnight. Not withstand Item 4, should the Lessee fail to comply with such a notice within such time limit, the Board may as of right terminate these presents forthwith, claim all sums due to all damages. The Board may also apply to a Judge of Chambers for a writ</p> | | | | | | | |
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|-------|------------------------|---|------------------|------------|--------------------------------------|------------|------------|------------|---|
| | | <p>labere Facias Possessionem+compelling and ordering the Lessee to quit, leave and vacate the properties.</p> | | | | | | | |
| MSIRI | Sugar Cane cultivation | <p>3400 Perches :</p> <ol style="list-style-type: none"> 1) The first of one Arpent 16 perches used for an office and a house 2) The second of thirty two Arpents 84 perches, used for an agricultural experimental station <p>The rental is based on a formula which takes into account the area, cane production, sucrose content, and planter's share (0.76) and cost of production as per official figures of the Chambers of Agriculture. The formula reckons:</p> <ol style="list-style-type: none"> a) The average cane yield b) IRSC c) The price of sugar d) The cost of cane production e) The area of the land <p>The actual rental from the 1st May of one year to the 30th April of the next, will be determined after final</p> | 3A= 3400 perches | Union Park | 12 years 1 May 1996-30 April 2008 | 480,000.00 | 360,000.00 | 120,000.00 | <p>The lease agreement signed between the MSIRI and RBSEB for 32A84P and 1A16P has already lapsed on the 30th April 2008. This agreement needs to be renewed. However neither party requested for a renewal.</p> <p>Two plots of land of 32A84P and 1A 16P has been put to the disposal of the MSIRI since more than 30 years and only in 1996 that a lease agreement has been signed with the MSIRI. The rental payable by the</p> |



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| | | <p>confirmation of the prices of sugar per ton for the preceding crop from the Mauritius Sugar Syndicate and will be used to adjust the rental of the preceding crop with appropriate settlement within a fortnight of the Lessee being advised by the Landlord of such price. The said agreement will otherwise be governed by the same terms and conditions as those already agreed upon in virtue of three deeds dated 12 July 1954, 29 December 1956 and 16 January 1970. The Final price ex-Syndicate for the crop 1996 and 1997 will be paid in one lump sum. The 1st may 1998 onwards the parties agree on a monthly rental in advance of Rs 40,000 payable on the 1st of the month. The balance due if any according to the formula established will be settled as stated.</p> | | | | | | | <p>MSIRI is based on a formula, whereby the sugar price and cost of production are taken into consideration. Decreasing sugar price and increasing cost of production lead to a lower rent receivable.</p> |
| S.Domah | Commercial Activities | TO BE REVIEWED AS THE PLOT OF LAND HAS | 1A09 | Rose Belle | 25 years | 65,340.00 | 65,340.00 | 0.00 | I assess the rental value of |



| | | | | | | | | | |
|-------------|-----------------------------|--|-----------|-------------|--|----------------|------------|-----------|--|
| | | BEEN TRASFERRED ON THE NAME OF DOMAH WHICH WAS PREVIOUSLY KNOWN AS THE COOPERATIVE. | | | | | | | the plot of land of the extent of 1A7 P at about Rs 55,000 per annum. |
| La Rocaille | Stone Crushing, Rock Quarry | The premises are leased for the setting up of a STONE CRUSHER and ROCK QUARRY activities as set out in the Schedule. The Lessee shall, unless prevented by circumstances beyond its control, implement the project as set out in the schedule. However, the attention of the Lessee is drawn to the fact that the project should be set up within the time frame of the 3 months starting from 1st September 2008 . In case the lessee wishes to construct any building on the plot, it shall obtain all necessary permits and clearances from all relevant authorities before starting the construction of the building on the premises leased. Such building shall be constructed within a period of 12 months as from the | 7A-(6A90) | Beematiq ue | 5 years 24 may 2008- 23 Decem ber 2013 | 175,000. 00 | 100,000.00 | 75,000.00 | Property: 6A 90P at Beemanique. Annual Rental Value: Rs 175000. (Rupees one hundred and seventy five thousand) |



| | | | | | | | | | |
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| | | <p>date of signature of the lease.</p> <p>Any delay in the obtention of permits and clearance specified shall not confer on the Lessee any right for any extension of the delay in the construction of the building. The Lessor may however grant an extension if the circumstances of the delay are beyond the control of the Lessee.</p> <p>If the building is for any reason destroyed, the Lessee shall start over his project or the construction of a new building whichever applies within a period of 6 months from the date of damage and shall complete same within 12 months.</p> | | | | | | | |
| La Rocaille | Rock Quarry and related activities | <p>The premises are leased for ROCK QUARRY as set out in the Schedule.</p> <p>The Lessee shall, unless prevented by circumstances beyond its control, implement the project as set out in the schedule. However, the attention of the Lessee is</p> | 10A5 4P | Beematiq ue | 15 years 16 may 2006 - 15 th May 2023 | 316,200. 00 | 200,000.00 | 116,200.00 | Property: 11A10P at Beemaniques. Annual Rental value: R 280,000 (Rupees two hundred and eighty thousand) Amount |



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| | | whichever applies within a period of 6 months from the date of damage and shall complete same within 12 months. | | | | | | | |
| Omnican Ltd | Land Lease | | 0.78A | Rose Belle | | 35,100.00 | 29,250.00 | 5,850.00 | NO VALUATION REPORT AVAILABLE |
| Omnican Ltd | Land Lease | | 3A25 | Rose Belle | | 292,500.00 | 243,750.00 | 48,750.00 | NO VALUATION REPORT AVAILABLE |
| Brama Vidya | Cultural, Social & Religious Activities | The Lessor hereby leases to the Lessee a portion of land of an extent of 1A90p OR 8020 M ² described below which lease is accepted by the Lessee. The portion of land (exercised from portion of land of original extent 1266A or 534ha36) forming part of Domaine Rose Belle, situated at Rose Belle in the district of Grand Port, previously owned by the Government of Mauritius in virtue of the title deed transcribed and TV 1221 No 103 and thereafter vested to the Rose Belle Sugar estate Board, according to the ROSE BELLE SUGAR ESTATE BOARD ACT. | 1A90 P | Rose Belle | 25 years | 1,900.00 | 1,900.00 | 0.00 | Area: 1A90 Yearly amount: 10.00/perch Period: 25 years Activity: Cultural and religious Location: 1st choice- next to GPFE 2nd choice- Rose Belle- Opposite to the ex-maize mill |



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| | | The land is to be used solely for Cultural, Social & Religious activities. | | | | | | | |
| Ramayana Center | Cultural, Social & Religious Activities | The Lessor hereby leases to the Lessee a furnished building erected on portion of land of an extent of 3727m ² situated in grand port, Union Park and owned by the Rose Belle Sugar Estate Board. The present lease brings duly authorization by the Ministry of Agro Industries & Fisheries+as per letter issued by the said Ministry on the 21st of July 2006 and bearing reference MAC/SIT/PROP/DEV. The property is to be used solely for Cultural, Social & Religious activities. The Lessee shall start its activities on the property leased within the period of 6 months as from the date of signature of the present lease. | 1A50 | Union Park | 25 years | 1,500.00 | 1,500.00 | 0.00 | Management was requested to enter into a proper agreement with the Ramayana Centre to rent the house furnished of an ex-Financial Controller for a maximum of 12 months at a monthly rental of Rs 5000. |
| MSG Consulting Ltd | Billboards Lease signed on : 16 th September 2010 | <ul style="list-style-type: none"> MSG Consulting on the first part approached the party of the Other Part for permission to set up an advertising panel of size 12 meters x 3 meters on a plot of | | Beematiq ue | 1 year: 15 October 2010- 14 October 2011. | Rs60,200.00 - (Rs 40000 + Rs 20200) | 60,200.00 | 0.00 | I assess the rent of the two billboards at Rs 36,000 per annum. However for the purpose of |



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| | | <p>land belonging to RBSEB.</p> <ul style="list-style-type: none">• MSG Consulting will set up the panels at his own cost and will ensure their maintenance.• On termination of this agreement, MSG Ltd will remove the panel at its own costs.• The party of the Other Part acknowledges that no other company, business, institutions or body will be allowed to set-up a panel of any sort in the vicinity of the pre-determined location.• In consideration thereof, MSG Ltd will pay RBSEB an annual rental fee of Rs 40,000/= advance (Rupees Forty thousand only (in advance) only).• MSG will assume all costs related to the construction and setting up of the panels including governmental taxes, RDA permits and advertising taxes.• According to this | | | | | | | <p>negotiation you may start with an initial offer of Rs 40,000 per annum.</p> <p>NB: Contract for 2 panels was allocated to MSG Ltd. The 2nd contract was based on mutually agreed correspondences; without any formal Lease agreement signed; whereby the monthly rent was Rs 20,200 for the same period.</p> |
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| | | <p>agreement, RBSEB will have no money to invest.</p> <ul style="list-style-type: none"> • In case of infrastructural developments RBSEB should give MSG at least 3 months (3) notice in writing of their intention to have any panel removed or relocated. • During the term of this Agreement, RBSEB will give free access to the designated panels to MSG Ltd in order to remove the banner on case of a cyclone, ensure a proper rotation of the banners and conduct some maintenance works on the panels. • This agreement is valid from 15 October 2010 to 14 October 2011. • Should both parties come to an agreement, this agreement is renewable. | | | | | | | |
| Centre du Vieux Moulin | Commercial Activities | The premises are lease for the COMMERCIAL ACTIVITIES as set out in the schedule. | 3A89 P | Rose Belle | 30 years | 1,200,00 0.00 | 1,200,000. 00 | 0.00 | Land extent: 3A 80P Project: Commer |



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| | | <p>The Lessee shall, unless prevented by circumstances beyond its control, implement the project as set out in the schedule. However, the attention of the Lessee is drawn to the fact that project should be set up within the time frame of the 3 months as from the date of the signature.</p> <p>In case the lessee wishes to construct any building on the plot, it shall obtain all necessary permits and clearance from all relevant authorities before starting the construction of the building in the premises leased. Such building shall be constructed within a period of 12 months as from the date of signature of the lease.</p> <p>Any delay in the obtention of permits and clearance specified shall not confer on the Lessee any right for any extension of the delay in the construction of the building. The Lessor may however grant an extension if the circumstances of the delay are beyond the control of</p> | | | | | | | <p>cial Develop ment Market value: Rs 30,000,0 00 Monthly rental: Rs 100,000.</p> |
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| | | <p>the Lessee. If the building is for any reason destroyed, the Lessee shall start over his project or the construction of a new building whichever applies within a period of 6 months from the date of damage and shall complete same within 12 months.</p> | | | | | | | |
| Jai Hind Sabha | Construction of a Shivala | <p>The premises are lease for the construction of a Shivala and a Hall as set out in the schedule. The Lessee shall, unless prevented by circumstances beyond its control, implement the project as set out in the schedule. However, the attention of the Lessee is drawn to the fact that the Shivala and the Hall should be set up within the time frame of the 6 months as from the date of the signature.</p> <p>In case the lessee wishes to construct any building on the plot, it shall obtain all necessary permits and clearance from all relevant authorities before starting the construction of the</p> | 42.19 P | New Grove-GrosBillot | 25 years 31 st August 2007-32 st August 2032 | 422.00 | 0.00 | 422.00 | <p>Area: 43P Yearly amount: 10.00/ Perche Period: 25 years renewable for further periods Activity: Cultural and religious</p> |



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| | | <p>building in the premises leased. Such building shall be constructed within a period of 6 months as from the date of signature of the lease.</p> <p>Any delay in the obtention of permits and clearance specified shall not confer on the Lessee any right for any extension of the delay in the construction of the building. The Lessor may however grant an extension if the circumstances of the delay are beyond the control of the Lessee.</p> <p>If the building is for any reason destroyed, the Lessee shall start over his project or the construction of a new building whichever applies within a period of 6 months from the date of damage and shall complete same within 12 months.</p> | | | | | | | |
| AndraMaha Sabha | Construction of a temple | <p>The premises are lease for the construction of a Temple and a Hall as set out in the schedule</p> <p>The Lessee shall, unless prevented by circumstances beyond its</p> | 50P | Rose Belle | 25 years: 4 th April 2008-3 April 2033 | 500.00 | 500.00 | 0.00 | <p>Area:50 P</p> <p>Yearly amount: 10.00/ perch</p> <p>Period:25 years</p> <p>Activity: Cultural and Religious</p> <p>Location: Mme</p> |



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| | | <p>control, implement the project as set out in the schedule. However, the attention of the Lessee is drawn to the fact that the shivala and the Hall should be set up within the time frame of the 6 months starting from site handing over dates.</p> <p>The Lessee shall obtain all necessary permits and clearances from all relevant authorities before starting the construction of the building on the premises leased</p> <p>Any delay in the obtention of permits and clearance specified shall not confer on the Lessee any right for any extension of the delay in the construction of the building. The Lessor may however grant an extension if the circumstances of the delay are beyond the control of the Lessee.</p> <p>If the building is for any reason destroyed, the Lessee shall start over his project or the construction of a new building whichever applies within a period of 6 months from</p> | | | | | | | Lolo close to morcellementorc hidées |
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| | | the date of damage and shall complete same within 12 months. | | | | | | | |
| SKC Dairy Fresh Ltd (land) | Setting up of an industrial dairy project | <p>The premises are lease for the INDUSTRIAL DAIRY PROJECT as set out in the schedule.</p> <p>The Lessee shall, unless prevented by circumstances beyond its control, implement the project as set out in the schedule. However, the attention of the Lessee is drawn to the fact that the project should be set up within the time frame of the 6 months starting from site handing over dates. The Lessee shall obtain all necessary permits and clearances from all relevant authorities before starting the construction of the building on the premises leased</p> <p>Any delay in the obtention of permits and clearance specified shall not confer on the Lessee any right for any extension of the delay in the construction of the building. The Lessor may however grant an</p> | 234A 32P | Le Val | 15 years 15 Septem ber 2008- 14 th Septem ber 2023 | 1,171,60 0.00 | 200,000.00 | 971,600.00 | The value of the land of 62A at Camp Bouvet, Rose Belle analyses at Rs 2,665,000 (rupees two million six hundred and sixty five thousand) per arpent. The rental value of the site of 200 arpent at Le Val analyses at Rs 7500 (rupees seven thousand five hundred) per arpent per annum. |



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| | | <p>extension if the circumstances of the delay are beyond the control of the Lessee. If the building is for any reason destroyed, the Lessee shall start over his project or the construction of a new building whichever applies within a period of 6 months from the date of damage and shall complete same within 12 months.</p> | | | | | | | |
| Avantime | Production of liquefied fuel | <p>The premises are lease for the PRODUCTION OF LIQUEFIED FUEL AND STORAGE OF COAL as set out in the schedule.</p> <p>The Lessee shall, unless prevented by circumstances beyond its control, implement the project as set out in the schedule. However, the attention of the Lessee is drawn to the fact that the Project should be set up within the time frame of the 3 months as from the date of the signature. In case the lessee wishes to construct any building on the plot, it shall obtain</p> | 2A | Beematiq ue | 15 years 10 October 2007-09 October 2022 | 25,000.00 | 25,000.00 | 0.00 | Lease of land for the production of liquefied fuel and storage of coal: An inspection of the property has been carried out and in my opinion its rental value would be around Rs 100,000 per annum. |



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| | | <p>all necessary permits and clearance from all relevant authorities before starting the construction of the building in the premises leased. Such building shall be constructed within a period of 12 months as from the date of signature of the lease.</p> <p>Any delay in the obtention of permits and clearance specified shall not confer on the Lessee any right for any extension of the delay in the construction of the building. The Lessor may however grant an extension if the circumstances of the delay are beyond the control of the Lessee.</p> <p>If the building is for any reason destroyed, the Lessee shall start over his project or the construction of a new building whichever applies within a period of 6 months from the date of damage and shall complete same within 12 months.</p> | | | | | | | |
| Marathi Shri Krishna Mandir | Construction of a social hall | Le lieu presentement loue devra servir pour la construction d'un Hall pour | 20P | Cluny | 15 years | 200.00 | 200.00 | 0.00 | The Board approved an additional |



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| | | <p>server comme lieu de priere et aussidqneecole pour enseigner la culture Hindoue et reunir des comitesquelAssociation %THE MARATHI SHRI KRISHNA MANDIR+, Association preneuse se propose de realizer sur le dit terrain, ce lieu ne pourra pas serviruneautre destination, autrement le Board bailleurprendra le dit terrain sans aucuneformalite judiciaire, sauf en cas de lauthorisationexpresse du Board bailleur. Cependant, pendant la duree du bail LAssociation%THE MARATHI SHRI KRISHNA MANDIR+pourraconstruireet outes structures oubatiments pour satisfaire les objets du present bail et dêtre en conformite avec les dispositions de la loi du pays ou avec les reglements du dit District Council de Grand Port-Savanne et ce sans le consentement de “ROSE BELLE SUGAR ESTATE BOARD”propritaire de</p> | | | | | | | 20perches of land to the Cluny Marathi Shri Krishna Mandir for the construction of a social hall at Cluny at Rs 10.00 per perche |
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| | | ditbienloue. Les representants de THE MARATHI SHRI KRISHNA MANDIR+ prennent aussi l'engagement de payer toutes les taxes qui pourraient etre reclamees concernantseulement le terrain loue de meme que sur le batiment qui pourraitexister sur le dit terrain, mais du consentement du board bailleur, d'autres projets pourront setreinities sur le dit terrain loue. | | | | | | | |
| Etchelle papers | Paper Recycling Plant | The premises are leased for the construction of a Paper Mill to be used solely for the manufacturing of Pulp and paper. The main activity of the Project is to recycle waste paper and make new useable paper in Mauritius. The Lessee shall, unless prevented by circumstances beyond its control, complete the construction of the industrial building and the installation of its plant/ machinery within six | 5A | Cluny | 15 years | 400,000. 00 | 0.00 | 400,000.00 | The property comprises a portion of land if 21,104.35 m2 or 5 Arpents. The land has frontage along main road of Cluny and is bordered on one side by a river. It is actually under sugar sane cultivation and has a flat topography. The property is proposed to be |



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| | | <p>months as from the date of signature of this lease. The Lessee shall obtain all necessary permits and clearances from all relevant authorities before starting the construction of the building on the premises leased. Any delay in the obtention of permits and clearance specified shall not confer on the Lessee any right for any extension of the delay in the construction of the building. The Lessor may however grant an extension if the circumstances of the delay are beyond the control of the Lessee. If the building is for any reason destroyed, the Lessee shall start over his project or the construction of a new building whichever applies within a period of 6 months from the date of damage and shall complete same within 12 months.</p> | | | | | | | <p>leased for a paper industry. The annual rental value is assessed at Rs 400,000.00 (four hundred thousand rupees). Assessing that no land conversion tax is payable and permission for the proposed use as paper industry is granted, I assess that market value of the property at Rs 10,625,000 (rupees ten million hundred and twenty five thousand)</p> |
| Notre Dame du Refuge | Construction of a Chapelle | The premises are leased for the construction of a Chappelle as set out in the Schedule. | 15P 9 th march | Rose Belle | 25 years | 150.00 | 150.00 | 0.00 | Area:10P Yearly amount: 10.00/perch Period: 25 years |



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| | | <p>The Lessee shall, unless prevented by circumstances beyond its control, implement the project as set out in the schedule. However, the attention of the Lessee is drawn to the fact that the Chapelle should be set up within the time frame of the 6 months as from the date of the signature.</p> <p>In case the lessee wishes to construct any building on the plot, it shall obtain all necessary permits and clearance from all relevant authorities before starting the construction of the building in the premises leased. Such building shall be constructed within a period of 6 months as from the date of signature of the lease.</p> <p>Any delay in the obtention of permits and clearance specified shall not confer on the Lessee any right for any extension of the delay in the construction of the building. The Lessor may however grant an extension if the circumstances of the delay are beyond the control of</p> | 2009-8 th march 2034 | | | | | | renewable for further periods Activity: Cultural and Religious Cluny |
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| | | <p>the Lessee. If the building is for any reason destroyed, the Lessee shall start over his project or the construction of a new building whichever applies within a period of 6 months from the date of damage and shall complete same within 12 months.</p> | | | | | | | |
| Vita Rice Ltd-Land | Rice Plantation | <p>In 2010: The premises are lease for the purposes of growing rice lines and/or hybrid rice seed and/or related activities as set out in the schedule. Vita Rice possesses innovative knowledge and expertise for the cultivation of non- hybrid and hybrid rice seed with specialized traits, unique technology in respect of the hybrid rice seed varieties and growing techniques, and a global network of end-useRs</p> <p>Vita grain Pte Ltd, the Mauritius Sugar research institute (MSIRI) and the Agricultural Research & Extension Unit (AREU), with strong support from</p> | 424A 91 or 179.3 645 Hecta res | Cluny | 18 years | 3,587,29 0.00 | 3,587,290. 00 | 0.00 | |



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| | | <p>the Government of Mauritius, intent to create the Food Security Research Centre (FSRC) in Mauritius devoted to conducting research on hybrid rice and other crops with a view to developing new and improved varieties of crops that give better crops, have healthier traits, and are more resistant to the adverse effects of climate change and disease, to ensure the food security of Mauritius and the World. Vita Rice has entered into an Off take Agreement with Vita Grain Pte Ltd which will be transferred to FSRC when established, to exclusively utilize the hybrid parental seed lines developed by FSRC.</p> <p>Rose Belle and Vita Rice shall agree on a reasonable remuneration for such secondments, but at all times during the secondments, the personelle involved shall strictly be under the employment of Rose</p> | | | | | | | |
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| | | Belle. In all cases, Rose Belle and Vita Rice shall execute such Secondment Contracts for the relevant personnel as are necessary on terms as agreed. Such seconded personnel may in addition be required by Vita Rice to execute Non-Disclosure and Confidentiality Agreements. | | | | | | | |
| Vita Rice Ltd-Land | Rice Plantation | <p>In 2009: The premises are lease for the purposes of growing rice lines and/or hybrid rice seed and/or related activities as set out in the schedule. Vita Rice possesses innovative knowledge and expertise for the cultivation of non- hybrid and hybrid rice seed with specialized traits, unique technology in respect of the hybrid rice seed varieties and growing techniques, and a global network of end-useRs</p> <p>Vita grain Pte Ltd, the Mauritius Sugar research institute (%MSIRI+) and the Agricultural Research & Extension Unit (%AREU+),</p> | 262A 75 or 110.9 1 Hectares | Cluny | 18 years | 2,218,20 0.00 | 0.00 | 2,218,200.00 | |



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| | | <p>with strong support from the Government of Mauritius, intent to create the Food Security Research Centre (FSRC) in Mauritius devoted to conducting research on hybrid rice and other crops with a view to developing new and improved varieties of crops that give better crops, have healthier traits, and are more resistant to the adverse effects of climate change and disease, to ensure the food security of Mauritius and the World. Vita Rice has entered into an Off take Agreement with Vita Grain Pte Ltd which will be transferred to FSRC when established, to exclusively utilize the hybrid parental seed lines developed by FSRC.</p> <p>Rose Belle and Vita Rice shall agree on a reasonable remuneration for such secondments, but at all times during the secondments, the personelle involved shall strictly be under the</p> | | | | | | | |
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| | | employment of Rose Belle. In all cases, Rose Belle and Vita Rice shall execute such Secondment Contracts for the relevant personnel as are necessary on terms as agreed. Such seconded personnel may in addition be required by Vita Rice to execute Non-Disclosure and Confidentiality Agreements. | | | | | | | |
| Vita Rice Ltd-Land | Rice Plantation | <p>In June 2009: The premises are lease for the purposes of growing rice lines and/or hybrid rice seed and/or related activities as set out in the schedule.</p> <p>Vita Rice possesses innovative knowledge and expertise for the cultivation of non- hybrid and hybrid rice seed with specialized traits, unique technology in respect of the hybrid rice seed varieties and growing techniques, and a global network of end-useRs</p> <p>Vita grain Pte Ltd, the Mauritius Sugar research institute (MSIRI) and the</p> | 14A56 or 6.146 + 50 Hectares | Cluny | 18 years | 1,122,920.00 | 1,122,920.00 | 0.00 | As per the MEMORANDUM OF UNDERSTANDING signed between VITA RICE LTD AND Rose Belle Sugar Estate Board on Tuesday 24 March 2009 and wish to inform you that the rental of the initial 50 Ha. To be leased to VITA RICE LTD has been valued at MUR 2.2M. |



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| | | <p>Agricultural Research & Extension Unit (AREU), with strong support from the Government of Mauritius, intent to create the Food Security Research Centre (FSRC) in Mauritius devoted to conducting research on hybrid rice and other crops with a view to developing new and improved varieties of crops that give better crops, have healthier traits, and are more resistant to the adverse effects of climate change and disease, to ensure the food security of Mauritius and the World. Vita Rice has entered into an Off take Agreement with Vita Grain Pte Ltd which will be transferred to FSRC when established, to exclusively utilize the hybrid parental seed lines developed by FSRC.</p> <p>Rose Belle and Vita Rice shall agree on a reasonable remuneration for such secondments, but at all times during the secondments, the</p> | | | | | | |
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| | | personelle involved shall strictly be under the employment of Rose Belle. In all cases, Rose Belle and Vita Rice shall execute such Secondment Contracts for the relevant personnel as are necessary on terns as agreed. Such seconded personnel may in addition be required by Vita Rice to execute Non-Disclosure and Confidentiality Agreements. | | | | | | | |
| Betonix Ltd | Stone crushing, Rock Quarry | <p>The premises are leased for the construction of a ROCK QUARRY AND RELATED ACTIVITIES as set out in the Schedule.</p> <p>The Lessee shall, unless prevented by circumstances beyond its control, implement the project as set out in the schedule. However, the attention of the Lessee is drawn to the fact that the project should be set up within the time frame of the 3 months starting from lease commencement</p> | 261M 2 | Rose Belle | 15 years 15 May 2008- 14 May 2023 | 141,600. 00 | 141,600.00 | 0.00 | Amount proposed to be payable/arp/yearly: Rs 30,000 Requests: 1)30 Arp (already approved by Board and Parent Ministry) 2) Request for about 85 arpents Proposed by P.D.E.C: 85 arpents New Proposal:60 |



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| | | <p>date.</p> <p>In case the lessee wishes to construct any building on the plot, it shall obtain all necessary permits and clearance from all relevant authorities before starting the construction of the building in the premises leased. Such building shall be constructed within a period of 6 months as from the date of signature of the lease.</p> <p>Any delay in the obtention of permits and clearance specified shall not confer on the Lessee any right for any extension of the delay in the construction of the building. The Lessor may however grant an extension if the circumstances of the delay are beyond the control of the Lessee.</p> <p>If the building is for any reason destroyed, the Lessee shall start over his project or the construction of a new building whichever applies within a period of 6 months from the date of damage and shall complete same within 12 months.</p> | | | | | | | arpents |
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| <p>Betonix Ltd</p> | <p>Stone crushing, Rock Quarry</p> | <p>The premises are leased for the setting up of a ROCK QUARRY, STONE CRUSHER and RELATED ACTIVITIES as set out in the Schedule.</p> <p>The Lessee shall, unless prevented by circumstances beyond its control, implement the project as set out in the schedule. However, the attention of the Lessee is drawn to the fact that the project should be set up within the time frame of the 3 months starting from lease commencement date. In case the lessee wishes to construct any building on the plot, it shall obtain all necessary permits and clearance from all relevant authorities before starting the construction of the building in the premises leased. Such building shall be constructed within a period of 6 months as from the date of signature of the lease. Any delay in the obtention of permits and clearance specified shall not confer</p> | <p>30A</p> | <p>Beematiq ue</p> | <p>15 years 1.07.2010 to 30.06.2025</p> | <p>900,000.00</p> | <p>900,000.00</p> | <p>0.00</p> | |
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| | | <p>on the Lessee any right for any extension of the delay in the construction of the building. The Lessor may however grant an extension if the circumstances of the delay are beyond the control of the Lessee.</p> <p>If the building is for any reason destroyed, the Lessee shall start over his project or the construction of a new building whichever applies within a period of 6 months from the date of damage and shall complete same within 12 months.</p> | | | | | | | |
| Gebert Kali Mata Mandir | KalimataMandir | <p>The premises are leased for the construction of a KalimataMandir (temple) as set out in the Schedule.</p> <p>The Lessee shall, unless prevented by circumstances beyond its control, implement the project as set out in the schedule. However, the attention of the Lessee is drawn to the fact that the Shivala and the Hall should be set up within the time frame of the 6 months</p> | 261M 2 | Rose Belle | 15 years | 62.00 | 62.00 | 0.00 | Lease of about 6 perches of land situated at Gebert, Rose Belle to GebertKalimata Mandir at an annual rent of Rs 10 per perch for a period of 15 years, subject to renewal. |



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| | | <p>as from the date of the signature.</p> <p>In case the lessee wishes to construct any building on the plot, it shall obtain all necessary permits and clearance from all relevant authorities before starting the construction of the building in the premises leased. Such building shall be constructed within a period of 6 months as from the date of signature of the lease.</p> <p>Any delay in the obtention of permits and clearance specified shall not confer on the Lessee any right for any extension of the delay in the construction of the building. The Lessor may however grant an extension if the circumstances of the delay are beyond the control of the Lessee.</p> <p>If the building is for any reason destroyed, the Lessee shall start over his project or the construction of a new building whichever applies within a period of 6 months from the date of damage and shall complete same</p> | | | | | | |
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| | | within 12 months. | | | | | | | |
| Balisson Muslim Society | Construction of a madrassa | The premises are leased for the construction of a Madrassa only, for teaching and educational purposes (not mosque) as set out in the Schedule. The Lessor shall have the right to apply the whole or any portion thereof towards the payment of rental or any liability of whatsoever nature for which the Lessee is responsible. If the whole or any portion of the deposit is so applied, the Lessor shall notify the Lessee in writing and the Lessee should immediately reinstate the deposit to its original amount. | 15P | Balisson | 10 years | 150.00 | 0.00 | 150.00 | The Board agreed that a portion of land of an extent of 15 perches (exceptionally as this application date back to year 2006) situated at Balisson Road, Rose Belle (after NHDC Complex) be leased to Balisson Muslin Society for a period of 10 years, renewable, against an annual rent of Rs 150, for construction of a Madrassah only for teaching and educational purposes (not a mosque) and that this clause only be inserted in the Lease Agreement. |
| Gamma Civic | Stone crushing, | The premises are leased for the setting up of a | 61A5 4P | Beematiq ue | 15 years | 1,846,20 0.00 | 1,846,200. 00 | 0.00 | Duration: 15 years |



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| | Rock Quarry | <p>ROCK QUARRY and STONE CRUSHING as set out in the Schedule.</p> <p>The Lessee shall, unless prevented by circumstances beyond its control, implement the project as set out in the schedule. However, the attention of the Lessee is drawn to the fact that the project should be set up within the time frame of the 6 months starting from the date of signature</p> <p>In case the lessee wishes to construct any building on the plot, it shall obtain all necessary permits and clearance from all relevant authorities before starting the construction of the building in the premises leased. Such building shall be constructed within a period of 9 months as from the date of signature of the lease.</p> <p>Any delay in the obtention of permits and clearance specified shall not confer on the Lessee any right for any extension of the delay in the construction of the building. The Lessor may</p> | | | 1 Decem ber 2009- 30 Novem ber 2024 | | | | Amount proposed to be payable/arp/yearly: Rs 30,000 Requests: 1) 20 acres 2) Request for about 75 arpents Proposed by P.D.E.C: 71 arpents New Proposal: 60 arpents |
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| | | <p>however grant an extension if the circumstances of the delay are beyond the control of the Lessee.</p> <p>If the building is for any reason destroyed, the Lessee shall start over his project or the construction of a new building whichever applies within a period of 3 months from the date of damage and shall complete same within 12 months.</p> | | | | | | | |
| Colas (Maurice) ltee | Stone crushing, Rock Quarry | <p>The premises are leased for the setting up of a ROCK QUARRY and STONE CRUSHING as set out in the Schedule. The Lessee shall, unless prevented by circumstances beyond its control, implement the project as set out in the schedule. However, the attention of the Lessee is drawn to the fact that the project should be set up within the time frame of the 6 months starting from the date of signature</p> <p>In case the lessee wishes to construct any building on the plot, it shall obtain</p> | 33A56P | Beematiq ue | 15 years | 2,013,600.00 | 2,013,600.00 | 0.00 | <p>COLAS (Maurice) ltee was awarded the lease of 33A56 of land located at Beemanique for rock quarry and stone crushing activities for Rs 60,000 + VAT per arpent. A lease agreement was duly entered between the BRSE Board and COLAAS on the 18 October 2011.</p> |



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| | | <p>all necessary permits and clearance from all relevant authorities before starting the construction of the building in the premises leased. Such building shall be constructed within a period of 9months as from the date of signature of the lease.</p> <p>Any delay in the obtention of permits and clearance specified shall not confer on the Lessee any right for any extension of the delay in the construction of the building. The Lessor may however grant an extension if the circumstances of the delay are beyond the control of the Lessee.</p> <p>If the building is for any reason destroyed, the Lessee shall start over his project or the construction of a new building whichever applies within a period of 3 months from the date of damage and shall complete same within 12 months.</p> | | | | | | | <p>At present COLAS has entered into partnership with the Gamma Materials Ltd on a 50% basis. Given the above situation, COLAS has requested to transfer the lease agreement signed between RBSEB and COLAS to Gamma Materials Ltd. COLAS have specified in its letter that this transfer will not modify the activities provided for in the contract. In the past such type of request had been received and was considered positively after obtaining legal advice. Legal advice received from</p> |
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| | | | | | | | | | (Maurice) Itée as indicated in its letter that this transfer will not modify the activities provided for in the contract. |
| Gajanand Ashram | Construction of temple | Le lieu presentement loue devra servir exclusivement pour la construction d'un Temple/Ashram que l'Association "SHREE GAJANUN ASHRAM", Association preneuse se propose de construire sur le dit terrain. Ce lieu ne pourra pas servir a une autre destination, autrement le Board bailleur reprendra le dit terrain sans aucune formalite judiciaire, sauf en cas de l'authorisation expresse du Board bailleur. Cependant, pendant la duree du bail L'Association "SHREE GAJANUN ASHRAM" pourra construire et toutes structures ou batiments pour satisfaire les objets du present bail et de etre en conformite avec les | 50P | Rose Belle | 25 years | 500.00 | 500.00 | 0.00 | As referred to the meeting held in RBSEB on the 18th April 2002 and the verbal request to value of the plot of land of extent 169,995 square meters found at Union Park. This plot of land is assessed at Rs 26,000,000 (Rupees Twenty Six Million). The rental value to the Ramayana Centre (land extent: 2110 m ²) and Shree Gahanna Ashram (land extent: 1460 m ²) at Rs 7,500 per annum and Rs5, 000 per |



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| | | <p>dispositions de la loi du pays ou avec les reglements du dit District Council de Grand Port-Savanne et ce sans le consentement de “ROSE BELLE SUGAR ESTATE BOARD”propritaire de ditbienloue.</p> <p>Les representants de %SHREE GAJANUN ASHRAM+ prennaussile engagement de payer toutes les taxes qui pourraientetre reclameesco ncernantseulement le terrain loue de meme que sur le batiment qui pourraitexister sur le dit terrain, mais du consentement du board bailleur, d’autresprojets pouring ere unities surf le did terrain louse.</p> | | | | | | | <p>annum respectively. The Board approved the granting of lease of 20 perches of land to Gahanna Ashram at Rs 200 annually for a period of 25 years, renewable for further periods.</p> |
| Grand Port D. Council | Cultural Center | <p>Le lieu presentement loue devra servir pour un Cultural Center que %THE GRAND PORT . SAVANNE DISTRICT COUNCIL, Conseilpreneur et qualities se propose de construire sur le dit terrain avec le Fond de IFAD pour le compte de The</p> | 495M 2 | Bananes | 25 years | 117.30 | 117.30 | 0.00 | |



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| | | <p>Bananes Village Council. Ce lieu ne pourra pas servir a uneautre destination, autrement le Board bailleurprendra le dit terrain sans aucuneformalitejudiciaire, sauf en cas de l'authorisationexpresse du Board bailleur. Cependant, pendant la duree du bail "THE GRAND PORT-SAVANNE DISTRICT COUNCIL"pourra construire toutes structures oubatiments pour satisfaire les objets du present bail et deetre en conformite avec les dispositions de la loi du pays ou avec les reglements du dit District Council de Grand Port-Savanne et ce sans le consentement de "ROSE BELLE SUGAR ESTATE BOARD"propritaire de ditbienloue. Les representants de %THE GRAND PORT-SAVANNE DISTRICT COUNCIL+ prennentaussil'engagement de payer toutes les taxes qui pourraient etre</p> | | | | | | | |
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| | | reclamees concernant seulement le terrain loue de meme que sur le batiment qui pourrait exister sur le dit terrain, mais du consentement du board bailleur, d'autres projets pourront se realiser sur le dit terrain loue. | | | | | | | |
| Grand Port D. Council | Parking Area | Le lieu presentement loue devra servir pour un parking area qui sera gere par THE UNION PARK VILLAGE COUNCIL sous la responsabilite de THE GRAND PORT-SAVANNE DISTRICT COUNCIL . Conseilpreneurs qualites se propose de etablir sur le dit terrain. Ce lieu ne pourra pas servir a une autre destination, autrement le Board bailleur prendra le dit terrain sans aucune formalite judiciaire, sauf en cas de l'autorisation expresse du Board bailleur. Cependant, pendant la duree du bail THE GRAND PORT-SAVANNE DISTRICT COUNCIL pourra construire | 211M 2 | Union Park | 25 years | 50.00 | 50.00 | 0.00 | The RBSEB has in 2004 leased to the Grand Port D. Council a plot of land of 5 perches (35.05 x6.10m) at Union Park in filed 1236 (opposite the mosque) for the creation of a parking space. The plot is leased for a period of 25 years The rental of Rs1250 for the 25 Years has been fully paid at the signature of the lease agreement. There is now request from the |



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| | | <p>etoutes structures oubatiments pour satisfaire les objets du present bail et dêtre en conformite avec les dispositions de la loi du pays ou avec les reglements du dit District Council de Grand Port-Savanne et ce sans le consentement de %ROSE BELLE SUGAR ESTATE BOARD+propritaire de ditbienloue.</p> <p>Les représentants de “THE GRAND PORT-SAVANNE DISTRICT COUNCIL” prennent aussi l’engagement de payer toutes les taxes qui pourraient être réclamées concernant seulement le terrain loue de même que sur le bâtiment qui pourrait exister sur le dit terrain, mais du consentement du board bailleur, d’autres projets pourront se treinities sur le dit terrain loue.</p> | | | | | | | <p>Union Park Village Council through the Grand Port D. Council to increase the said parking space to 12.8 P (i.e.) 36m x15m. The requested plot forms part of the filed 1236 which is being exchanged with the land previously leased to MSIRI. The MSIRI is actually preparing the field for replantation It is believed that the request can be entertained as on certain days there is a lack of parking space in the said site.</p> |
| Omnicanne Ethanol Production | Ethanol Plant | <ul style="list-style-type: none"> • Omnicanne Ethanol Production Ltd (OEOL) has purchased all the assets of the now defunct Alcodis Ltd after the latter has | 4A91 | Rose Belle | Short Term: May 2012-March 2013 | 1,582,680.00 | 1,187,010.00 | 395,670.00 | <p>A previous request for a new lease agreement (for a reduced area of the actual</p> |



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| | | <p>been placed under Judicial Administration in 2012.</p> <ul style="list-style-type: none"> • Omnicanne acknowledges the amount owned to Rose Belle Sugar Estate Board against the rental of the present site. All as per the letter issued on 16th August 2012. • The total amount owned in arrears (including the March 2013 rental) is MUR 1,595,869.00. • The rental figure proposed by Rose Belle will be paid monthly to the Board until that time all the equipment would have been removed from the existing site. This is expected to end of September/ November 2013. • At that time, OEPL will remove all steel works presently installed on the site which will not have been dismantled in view of transfer to the new site. • That steel will be sold | | | | | | | <p>premises) was tabled to the Board on 2nd of June 2012. The Board had resolved that this being a new lease agreement there is a need for a revaluation of the land and also Ministry approval should be sought. A second letter has been received from Omnicanne Ethanol Ltd 6th June 2012 stating the following:</p> <ol style="list-style-type: none"> 1) OEHL has taken over Alcodis Ltd as from the start of May 2012. 2) OEHL is considering relocation the ethanol plant and will require around 9 months as from June 2012. 3) In |
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| | | <p>as scrap to the unsuccessful bidder.</p> <ul style="list-style-type: none">• OEPL will propose that the Molasses tank presently owned by Rose Belle Board be sold as scrap.• Yearly rental of : Rs 131,890.00 | | | | | | <p>accordance with the lease agreement, RBSEB to accept this letter as notice to terminate the present lease agreement between Alcodis Ltd and RBSEB as from a date to be communicated to RBSEB.</p> <p>Furthermore OHEL through the same letter has made a request to review the rental from Rs 395,670 per quarter to Rs 197835 per quarter as from the month of May 2012 until the company vacates the premises which should be done within the next 6 months.</p> |
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Review of Rose Belle Sugar Estate Board



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