

OUR VALUE-CREATING Business Model

Inputs

Financial capital

- Shareholders' funds MUR 1,175M
- Net Debt MUR 6,749M

Human capital

- Experienced and diverse Board members and leadership team
- Our 828 people across the Group
- Centralised HR function that services all clusters through sound and harmonised policies and processes aligned with CJ's business objectives
- Competitive remuneration and reward structures linked to performance
- Employee training and upskilling
- Our collective know-how and expertise

Intellectual capital

- The Currimjee brand and reputation
- Representing more than 40 brands through our subsidiaries
- A 135+ year history of serving Mauritians and garnering business and industry knowledge
- Our investment in systems, processes, policies and licenses
- Our digital platforms, apps and initiatives
- A people-centred and client-driven culture built on five core values
- Robust governance systems

Relationship capital

- 850K+ total customers
- More than 1,500 suppliers and partners
- Strategic partnerships with renowned international organisations
- Continuous engagement with regulators and authorities
- Investor confidence

Manufactured capital

- Fixed assets - our buildings, IT systems and technical & non-technical equipment
- MUR 2,154M of freehold land and buildings in prime urban locations across Mauritius
- E-commerce site
- MUR 7.2M invested in technology as part of our focus on digital transformation

Social and Natural capital

- Our environment and social engagement with the community at large
- MUR 8.8M invested through our CSR programmes
- Freehold and leasehold land in prime locations
- Consumption of electricity and water in operations

Our Activities

WHY WE EXIST
Purpose -
Together, building a better tomorrow through a value-driven culture

WHAT DRIVES US
Mission -
Through our continuous commitment to our people, progress and strong values, we will continue to lead the way. We are a proudly Mauritian organisation with a rich heritage of entrepreneurship and foresight, ever learning from our past to build something better for today and for the generations to come.

HOW WE WILL GET THERE
By executing our strategy

Operational Efficiency | Financial Risk Management | Business Portfolio Management | Sustainability Focus

Enabled by our growth drivers

Strong governance | Our people | Digitalisation | Customer Centricity | Corporate functions

Through our five clusters

Telecoms, Media and IT | Real Estate | Tourism and Hospitality | Commerce and Financial Services | Energy

Guided by our five values

Foresight | Integrity | Responsibility | Passion | Openness

Outputs

Financial capital

- Maintainable returns to shareholders
- Achieve a sustainable level of debt (optimal gearing level)

Human capital

- Our talented, engaged and agile workforce
- Engagement score of 75%
- Low level of attrition
- MUR 4.7M invested in training and skills development resulting in career growth and personal development opportunities
- Employer of choice
- Rapid COVID-19 response

Intellectual capital

- Strong Group identity
- Strong identity for subsidiaries
- Our robust systems propelled by our investment in digitalisation and procedures that enable us to create sustainable value
- An effective governance system across the Group
- Leadership and corporate culture grounded in strong ethics and values

Relationship capital

- Constructive relationships based on respect and trust with our key stakeholders
- Mutually beneficial relationship with our partners and suppliers
- Lasting and trusting relationship with our customers

Manufactured capital

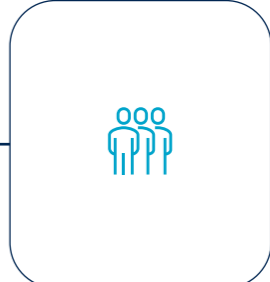
- A comfortable, secure and efficient work environment at CJ that promotes collaboration and reflects our values.
- Well functioning building assets, network and equipment
- Our continued investment in technology and IT infrastructure

Social and Natural capital

- CIL listed on the SEMSI and achieved a 91% performance score in the environment section
- Reducing our overall impact on the environment
- Preserving our natural heritage for future generations
- Value creation in our communities through long-term partnerships with NGOs
- Contribution towards the country's sustainable development through investments in five core areas

See pages 102-122 for information on our Sustainability strategy and initiatives

Stakeholders impacted



SDGs

