

Delivering

on our strategy



The Group performs annual strategic reviews to assess the relevance of our strategy against an extremely volatile operating environment, and whether our priorities address both near-term realities and future trends. This exercise confirmed that our strategic pillars remain more relevant and timely than ever.

During the year, we scaled up our digital capabilities and investments in our talents to ensure our operations were leaner and more efficient; we prudently balanced cost containment with our growth objectives, making targeted investments in the core areas that give us an edge in the markets we operate; we diversified our revenue streams by strengthening our existing portfolio, while exploring new customer and market segments; and we doubled down our efforts to use our leading position to catalyse the development of a more sustainable and inclusive Mauritius.

After years of steadily investing in the right structures, business models, digital capabilities and talents, we are well on our way to becoming a converged and more united Group, able to embrace disruption to drive positive and sustainable change.

STRATEGY 2022 - 2024



Operational efficiency

Achieve operational excellence and build organisational strength

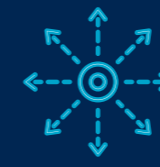
- Build highly-engaged teams united around common values and a culture of continuous learning
- Centralise critical functions and implement a Group-wide shared services programme
- Accelerate digitalisation to improve the employee experience and customer interactions
- Embed a customer-centric culture in all aspects of our operations



Financial risk management

Ensure the financial resilience of the Group and rebalance our financial structure

- Improve leverage at the Holding company level through the realisation of identified assets
- Our existing bond programme allows CJ to take advantage of cash generation for targeted investments
- Strengthen each subsidiary's ability to achieve financial independence
- Collaborate within and between clusters to realise revenue and cost synergies
- Embed agility and risk management in every aspect of our business



Business portfolio management

Diversify our portfolio across assets and industries, and invest for future growth

- Pursue a convergence strategy by leveraging our businesses' collective strengths and capabilities
- Strengthen our competitive advantage and develop new sources of income by optimising existing investments
- Diversify our revenue streams through the development of innovative products and solutions
- Restructure our Real Estate structure and build scale in our businesses
- Execute our strategies in phases to better manage risks and seize opportunities



Sustainability focus

Make environmental and social sustainability an integral part of our way of doing business

- Embed sustainability best practices into our strategy, operations, value propositions and behaviours
- Reduce our environmental footprint and preserve our natural resources in alignment with the SDGs
- Help to build empowered and resilient communities
- Create an enabling ecosystem for social enterprises to thrive

Drivers of Strategic Actions

Consolidate our core and grow

Build scale

Realise Group synergies

Talent management and development

Explore new opportunities in existing businesses

Leverage technology and digital capabilities

Increase liquidity of our investments