

MANAGING DIRECTOR'S message



Anil C Currimjee
Managing Director

Dear shareholders,

The past year was one of remarkable progress and the materialisation of projects whose seeds were sown several years ago and were delayed due to the pandemic years of 2020 and 2021. These investments we committed to - whether in technology, our talents or infrastructure - are not isolated actions, but part of a comprehensive vision for a better future, which has shaped the reality we are in today. The theme that graces the cover of this report, **The Future is Now**, encapsulates this state of affairs.

The fruit of our effort is evident across all the metrics we use to measure our progress, not only in financial growth and technological advancements, but also in the stronger positions we hold in the markets we serve, in the improved customer focus and experience achieved, and in the engagement and resilience of the Group's team members. This reaffirms the importance of foresight and long-term planning, as well as maintaining strong relationships with all our stakeholders, who are at the heart of who we are and what hold us together as a strong Group.

One of our most prized relationships is the one we share with our team members. For us, being a good employer is a promise that goes beyond survey results. This is why we have stepped in to support them through the cost of living crisis, by mobilising additional resources for lower-paid roles and to strengthen our wellness and health programme. We are committed to providing our people with the opportunities and tools they need to take charge of their own futures and grow with us. Our leadership team has been exemplary in carrying out our major strategic initiatives, and in pushing our teams towards excellence. We are seeing extraordinary growth in our colleagues, who are advancing beyond their traditional roles and moving into new cross-functional ones; young talents have grown into leadership roles; and a strong sense of camaraderie is uniting

them around a shared purpose. Today, our team is stronger than it has ever been.

Strategic priorities

As always, a clear focus on our four strategic priorities has underpinned the strong set of results achieved in all clusters.

Portfolio management

Our portfolio was considerably strengthened during the year, spearheaded by major milestones achieved at Emtel, CIL and Tourism & Hospitality cluster in particular.

- FY 2022 was a banner year for Company Immobilière Limitée (CIL), beginning with the very successful renovation of Les Arcades Currimjee, which was undertaken during 2021 at the height of the pandemic, and which produced positive results during 2022. The transformed modern, mixed-use destination is drawing more traffic and appealing to a wide range of demographics. We are particularly pleased by this recognition, as Les Arcades Currimjee has been part of the Currimjee Group's portfolio since the 1950s, and holds a special place in the heart of generations of Mauritians as the first shopping centre on the island. Our bold decision paid off, and enabled us to embark on our second leg of our Real Estate Strategy.

December 2022 marked another turning point for CIL. It completed the acquisition of 100% of the shares of MCR, which forms part of the Group's Real Estate cluster, building scale and diversification in its portfolio. Through the transaction, it inherited a multi-geographical and multi-asset portfolio valued at MUR 1.6bn, including Phoenix Central, Emtel World Property, buildings in Rose Hill and Curepipe, and two data centres. CIL's excellent performance, coupled with its position as an important advocate for urban regeneration, generated strong demand for its shares on

the market, making CIL the best maker mover for 2022 on the DEM.

- Emtel effectively went from a telco player to an important techno player, with the capabilities to bring wide-ranging benefits for the Group, and the potential to bring the island and region into a new era of connectivity. 5G was deployed on a large scale in July 2022, reaching over 100 sites at the end of the year. 5G will play a critical role in supporting the rising mobile data usage, as well as in unlocking opportunities across most industries. Similarly, Emtel's foray into Fintech through blink, the first mobile payment app connected to the IPS to be launched by a telco operator in the country, is revolutionising how consumers and businesses make instant, contactless payments.

WHILE OUR FOCUS IN PREVIOUS YEARS WAS ON STRENGTHENING THE BUILDING BLOCKS AND FOUNDATIONS OF OUR STRATEGIC PRIORITIES, THE PAST YEAR SAW THEIR EXECUTION AND THE DELIVERY OF A NUMBER OF MILESTONES.

MANAGING DIRECTOR'S MESSAGE

2022 WAS ONE OF THE MOST IMPORTANT YEARS IN CURRIMJEE GROUP'S HISTORY DUE TO HOW WE EXITED FROM COVID-19. WHEN WE LOOK BACK IN 100 YEARS, THE LEGACY WE WISH TO LEAVE BEHIND IS ONE THAT FUTURE GENERATIONS CAN BE PROUD OF.

The first phase of Emtel Technopolis was launched, marking the debut of the first technology park of its kind in the region. Our collaboration with OneWeb is paving the way for making Mauritius even more attractive as a capital-intensive technology hub. These three major developments will not only enable Emtel to provide even more exciting products and services in the months to come, and considerably increase growth opportunities for the Group, but they also place Emtel as one of the most technologically advanced companies in the region.

- Our Tourism & Hospitality segment saw a turnaround in its performance, buoyed by a high inflow of tourists in Mauritius. As a new entrant in the market at the time of the pandemic, Anantara iko got off to a slow start but is progressively entrenching its brand in Mauritius. The masterplan for the project was finetuned during the pandemic, resulting in a unique value proposition centred in holistic wellbeing, local immersion, beach experiences and creative F&B concepts, putting the hotel on the path to profitability.
- MC Vision has been facing a perfect storm since 2020, with its operating costs taking successive hits as the pandemic unfolded. High inflation, low consumer confidence, a significantly weaker Mauritian Rupee, a rise in piracy and the unprecedented cost of content rights - of live sports, in particular - have all contributed to weak results. Yet, many imminent opportunities hold promise to turn MC Vision's performance around. As I write this message, we are already seeing green shoots stemming from its refreshed strategy, the changing world of content and the revenue synergies realised with Emtel, its holding company.

This growing symbiosis between our different businesses is proving to be a real competitive advantage for CJ. New projects are emerging between Emtel and CIL, CINP and Screenage, and even at cluster level, between Real Estate and TMIT, not only delivering cost efficiencies and knowledge transfer, but also nurturing a cohesive CJ culture across subsidiaries.

Operational efficiency and a focus on Sustainability

Underpinning our performance are our investments in enhancing our operational efficiency, which we achieve by increasing employee engagement and customer centricity, both of which are best-served by technology. Our shared services structure is delivering cost benefits to the whole organisation, enabling our companies to focus their resources on growing their core business.

Sustainability is also increasing in strategic importance. The energy crisis is spurring a quick transition to renewable energies for businesses and households, who are progressively building in environmental and social dimensions into the decisions they make, from purchasing hybrid or electric vehicles, choosing lower-carbon flights and eco-friendly hotels, or even aligning themselves with businesses that demonstrate strong ethics across their value chains. All these shifts are brimming with long-term opportunities for us.

Looking ahead

The challenging international and local market conditions are expected to persist into the year, further broadening the risk landscape and requiring the Group to be as proactive and agile as ever. The global geopolitical situation is also preoccupying, with tensions brewing on several fronts: the ongoing war in Ukraine and strained trade relationships between the US and China are reverberating across the

international stage in the form of inflation, market uncertainties and fears of a recession and regional instability.

Although Mauritius is on an upward trend, led by the booming tourism and financial sectors, keeping this growth sustainable will depend on how well we coordinate our actions to address the longer-term trends that threaten our island. The vulnerability of Mauritius to the effects of climate change are already being felt, with flooding and beach erosion threatening to not only dampen tourism, but also to impact the downstream economic sectors and communities that depend on our coastal ecosystems. Labour markets are facing enormous challenges retaining and attracting talents, and social inequalities are deepening.

From a Company perspective, the future looks bright. The Group is composed of five competitive businesses, all well-established within their markets and offering compelling investment propositions that are proving their mettle in the face of economic and social challenges. Emtel is set to complete the islandwide deployment of 5G ahead of schedule, increase the adoption of its products and tap into new growth verticals to maintain its leadership position. The strategic transactions made between CIL and Emtel during the year have strengthened both businesses, and we are now exploring projects in the area of renewable energy by leveraging the combined strengths of our clusters. The acquisition of a parcel of land at l'Avenir will also serve as a springboard for growth as the Group sets its sights on expanding internationally, while remaining deeply tied to our Mauritian roots.

2022 was one of the most important years in Currimjee Group's history due to how we exited from Covid-19. When we look back in 100 years, the legacy we wish to leave behind is one that future generations can be proud of. In the years ahead, every decision we make and every opportunity we consider will be looked at through the prism of sustainability and strong stakeholder relationships.

Acknowledgments

I wish to extend a heartfelt thank you to our colleagues for exceeding expectations. Your hard work and dedication are valued and essential to realising our mission. I would also like to thank our subsidiary leaders for bringing so many accolades to the Group, and for steering their respective teams through a difficult but rewarding year.

To our partners, suppliers and customers - we thank you for your continued support and trust in what we have to offer.

