PERFORMANCE ENVIRONMENTAL, SOCIAL AND FINANCIAL INTRODUCTION INVESTMENT CASE GOVERNANCE (ESG) REPORT STATEMENTS

Strategy 2022 - 2024

CJ IS CHAMPIONING THE GROWTH AND TRANSFORMATION OF THE GROUP, INCLUDING ITS SUBSIDIARIES, AROUND ITS FOUR STRATEGIC PILLARS.

Our focus is on consolidating our core businesses and diversifying our portfolio by seizing the post-pandemic opportunities; prudently managing financial risks amidst rising inflation, geopolitical tensions and the soaring cost of doing business; expanding our digitalisation initiatives across subsidiaries for more operational efficiency and productivity; and positioning ourselves as a conscious, caring and eco-friendly organisation, driven by a mission to build a better future.

The prevailing global economic environment in 2022 reaffirmed the relevance of our strategic pillars, which have driven the transformation of CJ and its subsidiaries into strong value-creating businesses for our investors and customers. Building on this solid groundwork, the Group continues to effortlessly build scale, organisational strength, leadership skills and a tech-driven culture. Having brought our businesses closer together over the years, we are leveraging the synergies between our activities and teams to forge an innovative, crossorganisational mindset rooted in responsible and ecoresponsible conduct. Now, the Group is poised to launch into a new era of growth and global expansion, propelling our reach to unprecedented heights.

Four strategic pillars (C)(C) **6 Operational** Sustainability **Financial Risk Business Portfolio Efficiency** Management Management **Focus** Achieve operational Ensure the financial Diversify our portfolio Make environmental and resilience of the Group across assets and social sustainability an and rebalance our integral part of our way organisational strength industries, and invest for financial structure future growth of doing business

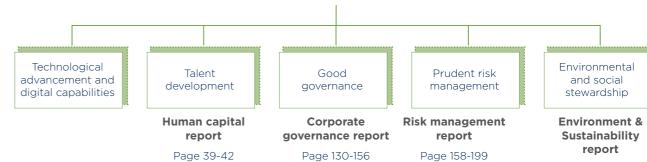
- excellence and build
- Build highly-engaged teams united around common values and a culture of continuous learning
- Centralise critical functions and implement Groupwide shared services
- Accelerate digitalisation to improve the employee experience and customer interactions
- Embed a customercentric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

- 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

- 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

- 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





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