

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, cross-organisational mindset rooted in responsible and eco-responsible 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



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 Group-wide shared services
- Accelerate digitalisation to improve the employee experience and customer interactions
- Embed a customer-centric culture in all aspects of our operations

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

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

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

Underpinned by growth drivers

