

# Our value-creating BUSINESS MODEL

## OUR INPUTS AND ENGINES OF VALUE CREATION

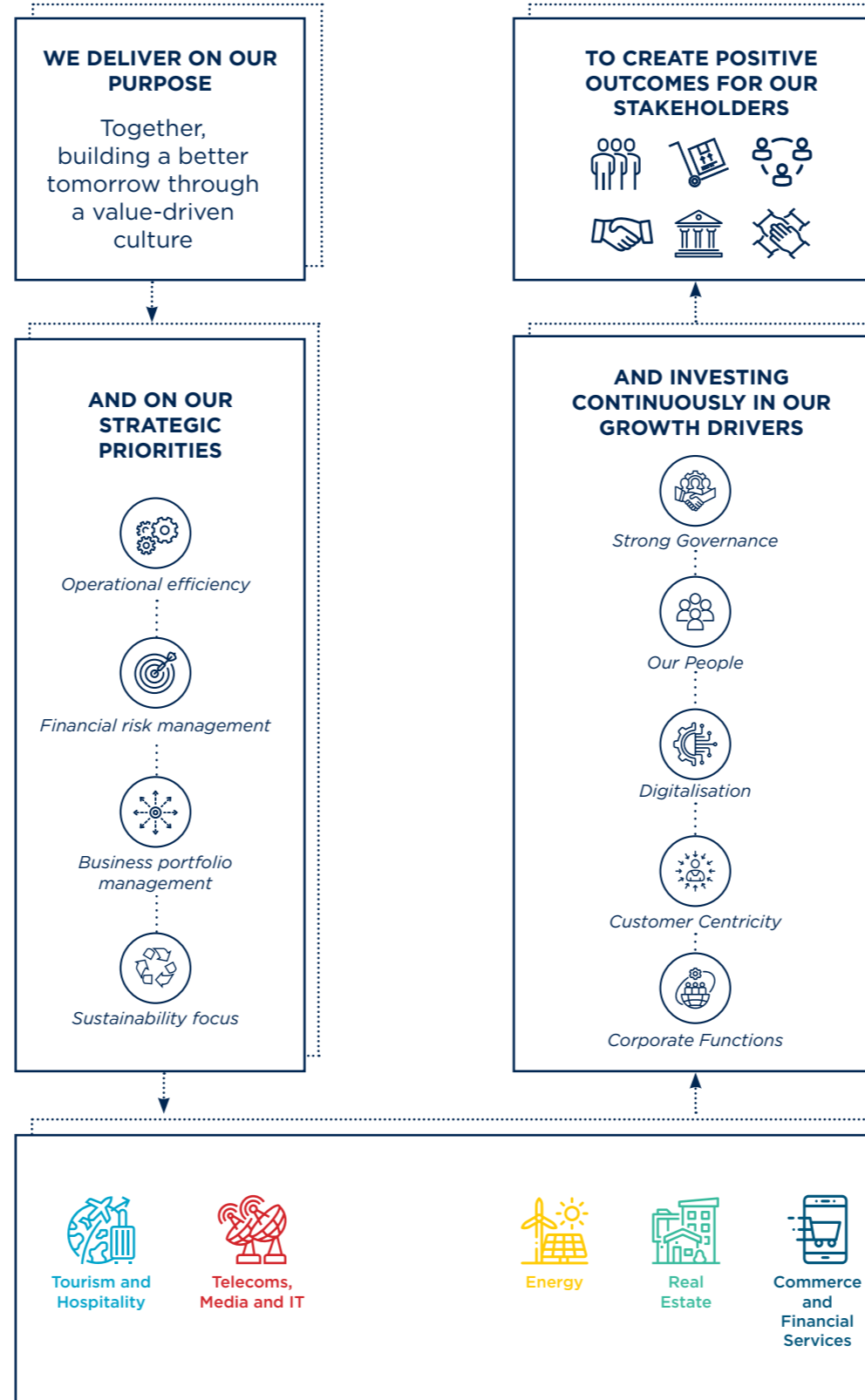
The resources and relationships we rely on to operate our business

## 2022 KPIS

 <b>FINANCIAL CAPITAL</b>	We aim to diversify and maximise our returns from our business activities and investments to fund our future growth plans	<ul style="list-style-type: none"> <li>Net debt: <b>MUR 8.3Bn</b> (2021: <b>MUR 7.9Bn</b>)</li> <li>Shareholders' equity: <b>MUR 2.1Bn</b> (2021: <b>MUR 1.8Bn</b>)</li> </ul>
 <b>HUMAN CAPITAL</b>	We invest heavily in our talents to keep them engaged, productive and fulfilled, evolve their skillsets in line with our objectives, and drive performance excellence	<ul style="list-style-type: none"> <li><b>798</b> employees</li> <li>Investment in training and talent development: <b>MUR 9M</b></li> <li>Employee Wellness Programme</li> </ul>
 <b>INTELLECTUAL CAPITAL</b>	We innovate continuously and invest in R&D capabilities to develop new products/solutions, grow our brands and build a competitive advantage	<ul style="list-style-type: none"> <li>New products/platforms developed</li> <li>CJ Sales Academy</li> <li>Investment in Fintech</li> </ul>
 <b>RELATIONSHIP CAPITAL</b>	We build and nurture long-term, trust-based and transparent relationships with our stakeholders through continuous communication	<ul style="list-style-type: none"> <li><b>1,500+</b> suppliers and partners</li> <li><b>850K</b> customers</li> <li>Strategic partnerships with industry leaders</li> </ul>
 <b>MANUFACTURED CAPITAL</b>	We strive to continuously improve our productivity through investments in the upgrade and maintenance of property, equipment, digital assets and processes	<ul style="list-style-type: none"> <li><b>50+</b> offices, warehouses and retail outlets</li> <li>Freehold land and buildings: <b>MUR 2.4 Bn</b></li> <li>Plant, Property and Equipment: <b>MUR 4.2Bn</b></li> </ul>
 <b>SOCIAL AND NATURAL CAPITAL</b>	We integrate social and environmental considerations in our decision-making and actions to improve our ecological footprint and the wellbeing of our communities	<ul style="list-style-type: none"> <li>Integrated ESG approach</li> <li>Investment in the environment and communities through the Currimjee Foundation: <b>MUR 3.4M</b></li> </ul>

## OUR VALUE-CREATING ACTIVITIES

How we transform these inputs to create value for our stakeholders



## OUTCOMES

The consequences and impact of our outputs on our stakeholders

<ul style="list-style-type: none"> <li>Strong balance sheet</li> <li>Shareholder confidence</li> <li>Turnover: <b>MUR 5.4Bn</b> (2021: MUR 4.8Bn)</li> <li>Operating profit: <b>MUR 0.8Bn</b> (2021: MUR0.4Bn)</li> </ul> <p><i>Performance report p 54-97 CFO's review p 202-205</i></p>
<ul style="list-style-type: none"> <li>A strong values-driven culture</li> <li>An agile and competent workforce</li> <li>Engagement score: <b>70%</b></li> <li>Salaries and benefits paid: <b>MUR 957M</b> (2021: <b>MUR 872M</b>)</li> </ul> <p><i>Human capital report p 39-42</i></p>
<ul style="list-style-type: none"> <li>Industry-leading brands</li> <li>Strong technical knowledge and sector-specific expertise</li> <li>Financial inclusion</li> <li>Digitised system and processes</li> </ul>
<ul style="list-style-type: none"> <li>Contribution to socioeconomic development</li> <li>Making customers lives easier and convenient</li> <li>Growing customer base</li> <li>Long-term and mutually beneficial relationships with stakeholders</li> </ul>
<ul style="list-style-type: none"> <li>Up-to-date and well-maintained assets</li> <li>A work environment that fosters efficiency, safety, diversity, and inclusivity while cultivating a strong sense of team unity throughout the entire organisation.</li> <li>Network coverage in urban and rural areas</li> </ul>
<ul style="list-style-type: none"> <li>Improved carbon footprint</li> <li>Generation of employment</li> <li>Families and beneficiaries reached through CSR</li> <li>Contribution to 13 UN SDGs</li> </ul> <p><i>Our key relationships p 26-33 Environmental and Sustainability report p 100-113</i></p>

## OUTPUTS

The immediate results of our activities – a wide range of products and services

