

HOW DO WE CREATE VALUE

Together?

In 2015, CJ underwent a rebranding exercise and reviewed its set of values. Our adopted purpose of *“Together, building a better tomorrow through a value-driven culture”* and the series of activities in conjunction with the organisation’s initiatives that followed have reinforced the synergy across the different units of the Group.

As a result, we have a more engaged workforce geared to deliver beyond our customers’ expectations and ensuring sustained value creation for our key stakeholders.

Our strategic planning process and governance systems are instrumental in allowing us to reinforce sustainable value in the medium to long term.

Please refer to CJ’s business model on how the Group creates value.

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1.0 CAPITALS

To create sustainable value for its stakeholders,
CJ focus on the following six capitals



FINANCIAL CAPITAL

A pool of funds available for CJ's use in the production of goods or the provision of services. It is obtained through financing, such as equity, debt, or generated through operations.



HUMAN CAPITAL

This is made up of our people, their capabilities, skills and experiences, as well as their motivations to work together as a team in the most efficient manner to achieve the organisational objectives within the parameters of our values.



INTELLECTUAL CAPITAL

Comprising of our brand image, technical knowledge, system and processes licences, our intellectual capital enables us to offer products and services in line with our customers' expectations all while maintaining our competitive advantage for the long-term sustainability of our businesses.



RELATIONSHIP CAPITAL

This is constituted of a business relationship based on trust. Over time, CJ has sought to engage, develop, build and protect the relationship with its business partners and other key stakeholders. Relationship capital has helped CJ to keep abreast of new developments in the business environment and new technologies that allow us to align our strategies accordingly.



MANUFACTURED CAPITAL

It is the physical objects such as building and technical and non-technical equipment used by CJ's businesses for the production of goods or the provision of services.



SOCIAL AND NATURAL CAPITAL

CJ firmly believes that the Group must act in the best interests of the environment and the society as a whole. CJ endeavours to uphold this responsibility through partnerships with various NGOs and other community members.

Natural capital comprises of the renewable and non-renewable environmental resources, used by our businesses for the production of goods or the provision of services. It includes water, land and location (beachfronts and other natural landscapes).

HOW DO WE CREATE VALUE TOGETHER?

2.0 OUR CORPORATE OFFICE

Our Corporate Office is an essential component of CJ's value creation process and is mainly responsible for:

- upholding the Group's vision, mission and values, driving the strategic planning process and review of performance;
- defining policies, systems and procedures;
- maintaining a rigorous risk management system;
- ensuring sound corporate governance;
- providing support to the various businesses;
- managing shareholder and partner relationships and, driving key organisational initiatives across the Group.

To deliver on the above, we have structured our Corporate Office as follows:

> CORPORATE FINANCE

The Corporate Finance department collaborates with the subsidiaries in a number of areas.

The department is responsible for the smooth running of the Group's yearly strategic planning process. Since 2018, CJ has implemented a formal 3-year strategic plan, with the involvement of the Group's business units, that will help them evolve towards a more medium-term focus.

The department is responsible for setting the standard for all accounting systems and procedures along with policies on various processes that should be followed by all the companies within the Group. It also ensures its compliance across the organisation through regular assurance exercises.

On the financial reporting side, the department is responsible for helping management to make informed decisions with regards to projects and transactions by providing timely and accurate financial information. It also prepares quarterly and yearly consolidated accounts for the Group, coordinates the entire management information system (MIS) of the CJ Group on a periodic basis as well as its communication to CJ's directors and shareholders.

Additionally, assistance is given to the subsidiaries on project finance issues, such as securing debt financing by working together to enhance the applications and interaction with lenders.

The department is also responsible for the IT infrastructure and systems management for the company and some of its subsidiaries on a shared service model. By the end of 2018, the department had successfully implemented a private cloud system for the CJ Group.

> HUMAN RESOURCES

CJ employs 1,081 people. The Human Resources department at our Corporate Office is mainly responsible for ensuring that all the business units are aligned in their management of human resources with respect to policies, standards, systems and processes.

The department is also actively engaged in managing the Group's talent pool through an on-going group-wide leadership and development program. In order to ensure business continuity across the Group, the department has developed a succession-planning program for key positions within the Group. The performance appraisal system of the Group is another tool that is spearheaded by the department. To consolidate the Group's harmony among team members and help build employee engagement, the department drives numerous engagement initiatives.

This has enabled the CJ team to experience the Group's values first-hand through their multiple interactions.

> COMMUNICATION AND MARKETING

The Communication and Marketing department of the Corporate Office is responsible for defining and implementing internal and external communication strategies, as well as managing the corporate brand.



With precise objectives to promote our purpose, values and brands, cultivate togetherness and unity as well as create synergy across the Group, the department drives many internal initiatives. These include the publication of a quarterly internal magazine “CJ News”, the creation of the Group’s intranet (Together Currimjee) and the organisation of some events for the Group’s employees.

On the external communication front, the Communication and Marketing department is responsible for PR, crisis communication protocol, corporate advertising, management of the corporate website, the organisation of events and sponsorship of arts and culture activities.

This department has also actively contributed to the creation of “Le Nénuphar”, CJ’s co-working space and regularly collaborates with subsidiaries on branding and special projects.

> LEGAL

The Legal department offers support to CJ and its subsidiaries with regards to legal, regulatory and compliance matters. Together with our external lawyers, it ensures that our legal interests are safeguarded.

> INTERNAL AUDIT AND RISK MANAGEMENT

The Internal Audit department is headed by the Chief Internal Auditor and is staffed with qualified personnel and certified internal auditors. It operates in line with an Internal Audit Charter and adopts a risk-based methodology that enables it to provide assurance on controls that address high-risk areas.

CJ has implemented an Enterprise Risk Management (ERM) framework based on the internationally recognised COSO framework since 2009. This department is responsible for providing assistance to CJ, and its subsidiaries in the implementation of a risk management system and the maintenance of their risk register on an on-going basis.

> QUALITY AND SUSTAINABILITY

The Quality and Sustainability department devises and implements best practices and efficient systems with regards to the Quality, Environment and Sustainability for CJ Group.

The department ensures the implementation, training and certification of our key companies’ processes and their application of the international quality system, ISO 9001.

The department develops and implements CJ’s Environment & Sustainability Statement which defines CJ’s and its subsidiaries’ commitments and objectives. This charter is formally approved by CJ’s Board of Directors. The corresponding main responsibilities of the department are to:

- promote and enhance key internal and external environmental projects;
- drive, monitor, and review of environmental and sustainability policies and initiatives;
- evaluate and publish the Group’s sustainability performance as per the international Global Reporting Initiative (GRI) Standards.

> SECRETARIAL

The secretarial needs of the Group are being addressed by Currimjee Secretaries Ltd, a wholly owned subsidiary of CJ.

> CURRIMJEE FOUNDATION

Incorporated in November 2009, the Currimjee Foundation (CF) is the vehicle through which the Group’s Corporate Social Responsibility (CSR) projects are managed and monitored. The objective is to ensure a focused and coordinated approach to CSR while leveraging on the management resources of the different business units and providing maximum employee participation and involvement.

The Foundation funds initiatives which fall under different intervention areas such as health, education, training, leisure and sports, environment and socio-economic development in partnership with a number of NGOs.

Our CLUSTERS

