

# FINANCIAL CAPITAL

**FINANCIAL  
CAPITAL REFERS  
TO THE POOL  
OF FUNDS THAT  
IS AVAILABLE  
TO OUR  
ORGANISATION.**

## **STAKEHOLDER IDENTIFICATION**

- Internal – Shareholders
- External – Debt providers.

## **STAKEHOLDER EXPECTATIONS**

- To align the shareholders' and business's expectations on matters that relate to the business's strategies, governance, purpose and values;
- To create and protect shareholder value in a sustainable and responsible manner;
- To ensure business resilience through good governance and strong organisational fundamentals;
- To manage strategic and key business risks to ensure the achievement of the business's strategic objectives;
- To share business results and business developments on a periodic basis and in an open and transparent manner;
- To ensure a sustainable level of dividends pay-out;
- To guarantee a maintainable level of debt service cover ratio.

## **STRATEGIC RESPONSE**

- Establishing a well-structured Group with a relevant and appropriate governance structure that oversees and supports the management team;
- Creating a formalised and structured 3-year strategic plan which enables CJ to allocate its resources in the most efficient way;
- Regularly monitoring the status of strategic objectives by CJ management to ensure its achievement;

- Hosting quarterly Board meetings to review the Group's performance, progress on strengthening organisational effectiveness and business development;
- Maintaining and growing a diversified portfolio of investment for the on-going value creation of the Group;
- Adjusting our strategies through constant monitoring of technological and environmental changes impacting our businesses;
- Implementing a debt management plan over the medium term in a responsible manner to reduce debt;
- Sharing the financial performance of the Group with our debt providers on a regular basis.

## **OUTCOME**

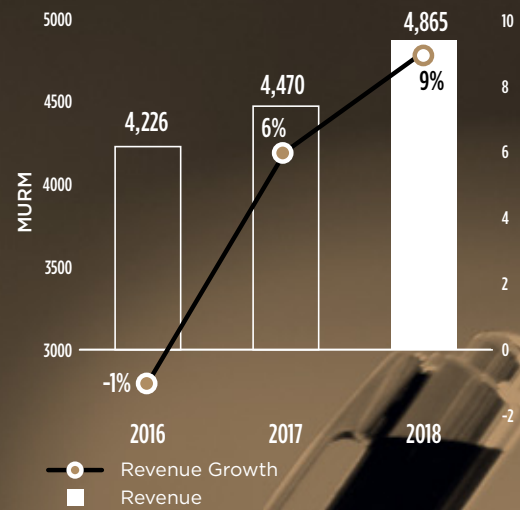
- Quarterly fact sheet (which includes the financial summary and operational KPIs) is sent to shareholders of "Owners' Board";
- Annual Shareholders Meeting (AGM), during which reports on the performance of the Group, governance, and key business strategies and issues are shared with the shareholders;
- An annual update of the Group's 3-year strategic plan which impacts all business units of the Group;
- Regular meetings with our lenders to keep them up to date with the Group's performance and the debt reduction plan's progress regarding the attainment of the key objectives.

# BASIC INFORMATION

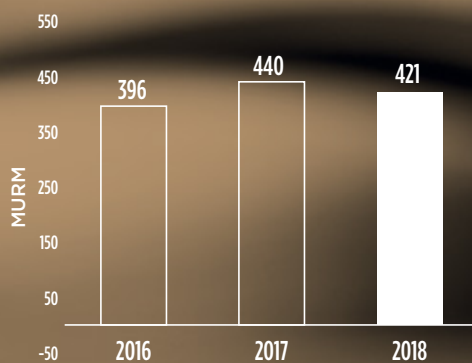
Rs'M	2018	2017
Revenue	<b>4,865</b>	4,470
Revenue growth (%)	<b>8.8%</b>	5.8%
Operating profit	<b>827</b>	590*
Operating profit margin (%)	<b>17.0%</b>	13.2%
NPAT	<b>421</b>	440
TCI	<b>182</b>	515
Shareholders funds	<b>1,373</b>	1,616
Total assets	<b>10,038</b>	9,104
Net debt	<b>4,470</b>	4,088
Dividend payout (equity holders)	<b>110</b>	100
Interest cover (times)	<b>3.41</b>	2.81
Gearing (%)	<b>76.5%</b>	71.7%

\* This amount excludes exceptional profit realised on sale of quoted shares amounting to MUR205M in 2017.

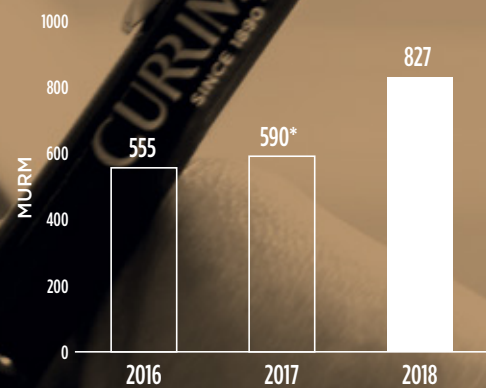
## REVENUE



## NET PROFIT AFTER TAX

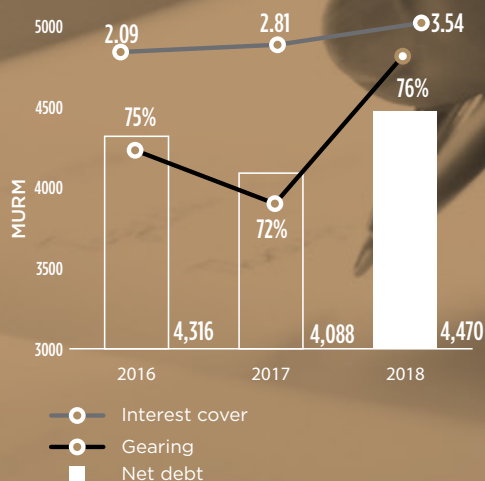


## OPERATING PROFIT



\* This amount excludes exceptional profit realised on sale of quoted shares amounting to MUR205M in 2017.

## GEARING



## TOTAL COMPREHENSIVE INCOME

