INTEGRATED
REPORT 2020

WE ARE ONE.

CURRIMJEE
SINCE 1890

WE ARE

ONE.

THE ONLY WAY WE OVERCOME ADVERSITY AND RISE ABOVE CHALLENGES, AGAINST ALL ODDS, IS WHEN

WE ARE ONE.

NAVIGATE
Our Report

CAPITALS
- Financial
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KEY STAKEHOLDERS
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ABOUT
This Report

INTRODUCING OUR INTEGRATED REPORT

Welcome to the third Integrated Report of Currimjee Jeewanjee and Company Limited ("CJ"), which aims to provide a transparent and balanced account of how the business creates value for its key stakeholders in the short, medium and long term.

REPORTING PERIOD, SCOPE AND BOUNDARIES

This report communicates material information relating to the Group's strategy, business model, operating environment, stakeholder interests, risks and opportunities, performance, governance and future outlook for the financial period 1 January 2020 to 31 December 2020. Material events after this date, and up to the Board approval date of the consolidated financial statements in April 2021, have also been included.

This report covers the financial and non-financial performance and activities of CJ, its associates and subsidiaries (collectively referred to as "CJ Group" or "the Group") and excludes the subsidiaries operated by Currimjee Industries Limited. It is primarily intended to serve the information requirements of our shareholders, providers of capital, customers, employees, suppliers and partners, regulators and communities at large.

This report also excludes detailed information on companies in the Commerce & Financial Services cluster, as they are not considered to be material to CJ. Similarly, CJ only detains a minority stake in companies that form part of the Energy cluster; their performance is therefore not explored in greater detail.

MATERIALITY AND MATERIAL MATTERS

We apply the principle of materiality in determining which information should be included in our integrated report. We consider a matter to be material if it is of interest to our stakeholders and if it can substantively impact our business strategy, revenue, profitability and our ability to create value over time.

Identifying material matters is a Group-wide responsibility. They are identified with input from members of our executive and senior management teams (including our Managing Director and Chief Financial Officer) and ranked in order of relevance and impact to the Group. These material issues impact our short-term objectives and long-term strategy, and are continually assessed to ensure their relevance in an evolving operating environment.

REPORTING FRAMEWORKS

Our integrated report was prepared in compliance with applicable legislative reporting requirements, including the International Financial Reporting Standards (IFRS). It was also guided by the principles and requirements of the International <IR> Framework and aligns with the GRI Standards, the National Code of Corporate Governance 2016, the Committee of Sponsoring Organizations (COSO) framework for Enterprise Risk Management (ERM) and the Companies Act of 2001.

FORWARD-LOOKING STATEMENTS

This report contains certain forward-looking statements with respect to the Group's future performance. They are typically identified by terms like "believes", "aims to", "plans to", "will", intends to", "anticipates," amongst others. While these statements represent our judgment at the time of preparing this report, they are subject to risks and uncertainties that could be beyond our control. Therefore, no assurance can be provided as actual results could differ materially from those in our forward-looking statements.

Please help us protect the environment by opting to read this Integrated Report electronically. Find our report on www.currimjee.com or email us on contact@currimjee.com to receive it directly in your inbox.

THE VALUE WE DELIVERED
TO OUR STAKEHOLDERS IN 2020

Total Revenue: MUR **4,820M** ↘

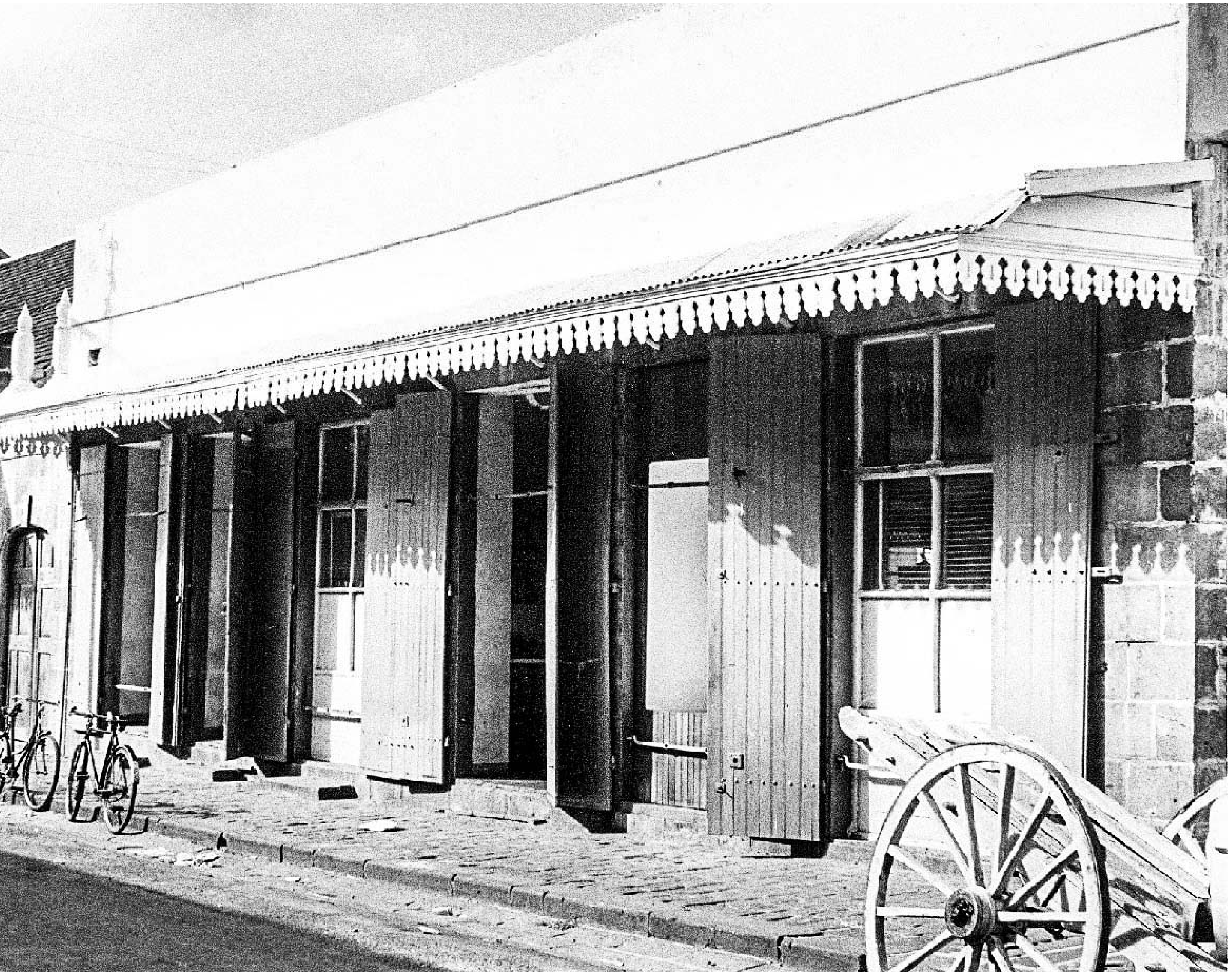
Total assets: MUR **13,088M** ↗

Return on capital employed: **9.3%** ↘

Operating profit: MUR **789M** ↘

STAKEHOLDER	FINANCIAL AND NON-FINANCIAL VALUE DELIVERED
Employees	**100% employees** across all businesses retained **100% salaries** maintained **75% Group Employee Engagement Score** **Promoted diversity** 21% women in leadership/management roles **Invested** MUR 4.7M in training & skills development
Clients	**Advanced airtime and data** of a value of MUR 8.8M to 199,560 customers **Kept our customers** connected to their loved ones during lockdown **Wrote off** MUR 5.2M in late payment charges at Emtel **Completed online transactions** worth MUR 111M after developing digital payment solutions **Extended 4G network coverage to** 422 sites (of which 67% sites with LTE 2600/2100), covering 96.8% of the population in Mauritius. **Provided rental relief of** MUR 2.7M to tenants
Providers of Capital	**Dividend:** MUR 213M **Interest paid to lenders:** MUR 407M
Partners and Suppliers	**Honoured all our commitments** to our partners and suppliers Most of our subsidiaries have **shifted to digital payments**
Our Communities	**Contributed** MUR 1.5M to the National COVID-19 Solidarity Fund **Raised** MUR 7.7M through our employee Currimjee COVID-19 Relief Fund and MUR 8.8M for our CSR activities **Distributed food** to 1,050 families **Employed** 72% local community members at Anantara iko **Reduced consumption of** ↘ Water by 40% ↘ Paper by 28% ↘ Fuel by 19.6%

AT A Glance



OUR STORY

THE GROUP'S STORY TRACES ITS ROOTS BACK TO 1884. EQUIPPED WITH A DREAM AND A CLEAR VISION **OF HOW TO ACHIEVE IT**, CURRIMJEE JEEWANJEE SET FOOT ON THE SHORES OF PORT LOUIS FROM GUJARAT, INDIA. THERE, GUIDED BY HIS STRONG WORK ETHIC AND INTEGRITY, HE LAID THE FOUNDATIONS OF WHAT WOULD LATER BECOME KNOWN AS CURRIMJEE GROUP. HE, ALONG WITH HIS FAMILY MEMBERS, HAVE NOT LOOKED BACK SINCE.

FROM ITS HUMBLE BEGINNINGS AS A TRADING COMPANY IN **1890**, THE BUSINESS DIVERSIFIED INTO ACTIVITIES LIKE MANUFACTURING, MARKETING AND DISTRIBUTION, TOURISM AND HIGH TECHNOLOGY IN THE LATE 90S. TODAY, IT IS A LEADING GROUP IN MAURITIUS, OPERATING IN FIVE KEY CLUSTERS (WE TELL YOU MORE ON PAGE 12) AND EMPLOYING 828 PEOPLE. AND WHILE MUCH HAS EVOLVED SINCE OUR CREATION **OVER 135 YEARS** AGO, THE VALUES THAT CURRIMJEE JEEWANJEE STOOD FOR ARE AS RELEVANT TODAY AS THEY EVER WERE; PERHAPS EVEN MORE SO. OUR UNWAVERING COMMITMENT TO IMPROVING THE LIVES OF OUR FELLOW MAURITIANS, EACH DAY, HAS EARNED US A VALUABLE PLACE AT THE HEART OF EVERY HOUSEHOLD.

DRIVEN BY

Our Vision, Mission & Values

OUR PURPOSE

TOGETHER, building a better tomorrow through a value-driven culture.

OUR MISSION

Through our continuous commitment to our people, progress and strong values, we will continue to lead the way.
We are a proudly Mauritian organisation with a rich heritage of entrepreneurship and foresight, ever learning from our past to build something better for today and for generations to come.

OUR VALUES

5 VALUES at ♡

Integrity

As a Group, we are known for always doing what we say. Through honesty, fairness and respect, we aim to build strong long-term relationships with all the stakeholders.

Foresight

By making an effort to understand the needs of our customers and communities and taking a long-term view, we are able to visualise a better future and make it a reality through conscientious planning.

Responsibility

We understand that success is not only reflected in the bottom line but also in how we positively impact the surrounding communities and the environment.

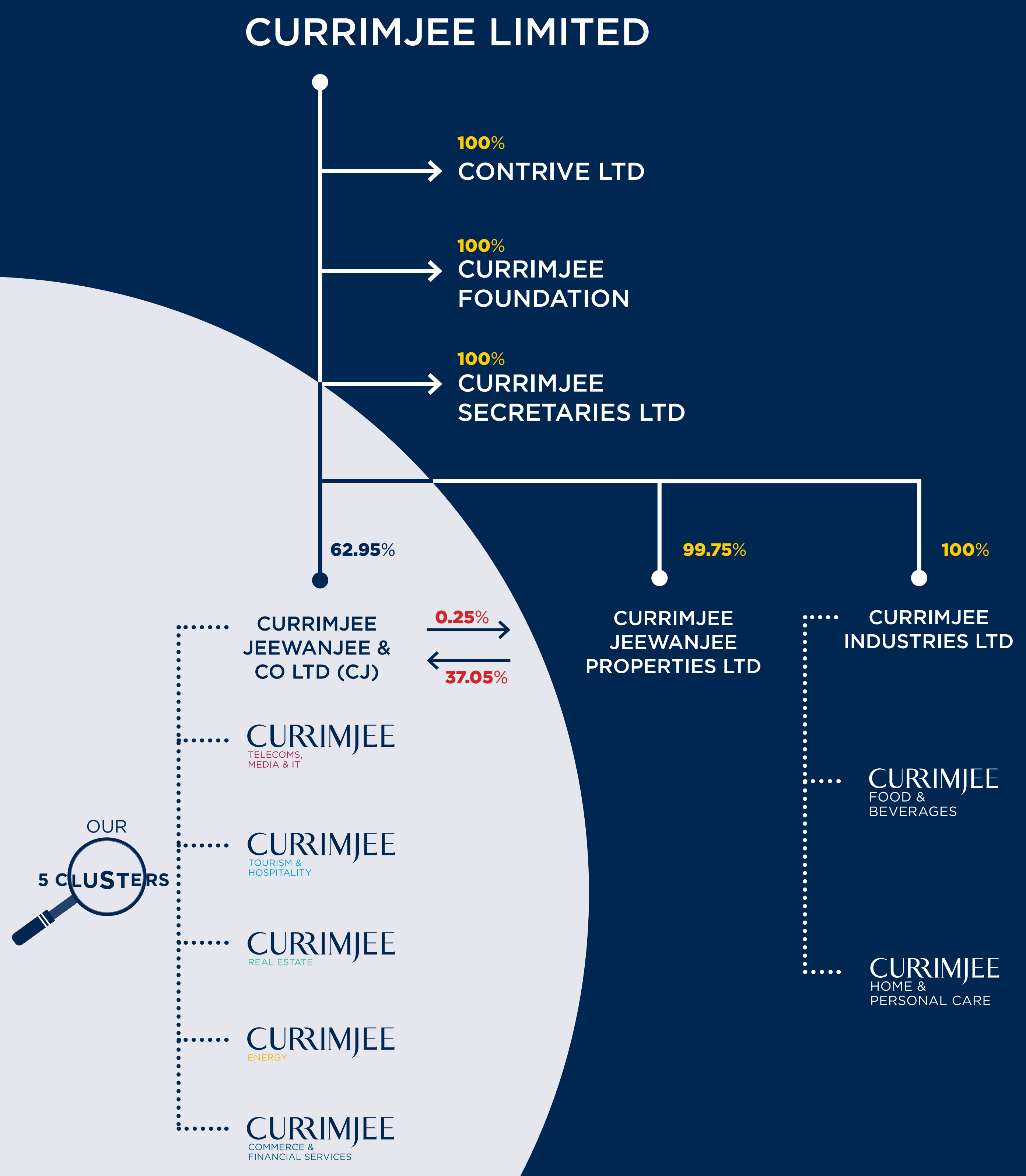
Passion

We have the passion required to bring our vision to life, to inspire success and build a better tomorrow for our customers, company, people and country.

Openness

We are open and inclusive, always willing to learn from others and demonstrating respect for different cultures, beliefs and ideas.

HOW WE
Are Structured



Have a closer look at our clusters on the next page

Currimjee Secretaries Limited (CSL) provides secretarial services to the Group's companies. It is a wholly owned subsidiary of Currimjee Limited.

Contrive Ltd is a subsidiary of Currimjee Limited.

Currimjee Foundation (CF), incorporated in November 2009, is the vehicle through which the Group's CSR projects are managed and monitored. The Group's subsidiaries channel their CSR contributions to CF, which then deploys all CSR activities and programmes in five areas of intervention that are closely aligned with CJ's mission: health, education, leisure and sports, the environment and socio-economic development.

OUR Clusters

We deliver our products and services through **five** specialised business clusters.

	Businesses	The brands we own and/or represent	Mission	Our main products, services and activities	What differentiates us
Telecoms, Media & IT	EMTEL MC Vision SCREENAGE BRIGHT FUTURE CINF	• Emtel • Airbox • Canal + • Canal Box • MyCanal • Play • Disney + • Netflix • Zee	Be at the cutting edge of high technology through continuous innovation and customer service excellence	• Telecommunications, connectivity solutions and network infrastructure (including mobile telephony, fixed telephone and high-speed Broadband) • Premium entertainment and media content (digital pay TV) • Business Intelligence, Managed Services and Business solutions • Information Technology Enterprise Solutions (including WiFi, system integration, IPTV and security solutions)	• Technological innovation and customer service excellence • Our long-term partnership with strong international brands • Our ability to converge our businesses' products, services, activities and teams to establish the cluster as a one-stop ICT solutions provider • Exclusive rights over channels like Canal+ and Zee • Content aggregator bringing together some of the world's best content from multiple streaming services in a consolidated viewing experience
Real Estate	• Currimjee Property Management & Development Ltd • Compagnie Immobilière • Multi Channel Retail • Currimjee Jeewanjee Properties • Plaisance Aeroville	• Arcades Currimjee • Phoenix Central • QUAY 11	Develop a portfolio of prime properties in a way that preserves the Mauritian heritage, wherever applicable	• The management and development of CJ's portfolio of properties, including developed properties, partially developed properties and land assets • Tenant management, facilities management, accounting, legal assistance and administrative services of properties in the Real Estate cluster • Management of refurbishment projects	• Properties in prime urban locations across the island, including some historical buildings, enabling us to participate in the preservation of our cultural heritage • The creation of mixed-use spaces attracting a diversity of quality tenants • CIL listed on the DEM and SEMSI

OUR CLUSTERS

	Businesses	The brands we own and/or represent	Mission	Our main products, services and activities	What differentiates us
Tourism & Hospitality	IKO (Mauritius) Resort Village Ltd; SILVER WINGS TRAVELS; ANANTARA IKO · MAURITIUS RESORT & VILLAS	• Anantara iko • Singapore Airlines GSA	Create value for all our stakeholders by combining local and international expertise, strong brands and innovative customer experiences	• Travel solutions for leisure and business travel • A 5* hotel with 164 rooms located on the South eastern coast of Mauritius, designed especially for modern travellers. Facilities include a world-class spa, an all-day dining restaurant, two bars and a beach restaurant	• A hotel nestled at the heart of Le Chaland, one of the island's most pristine beaches • Proximity to Blue Bay Marine Park and Mahébourg village, making it an ideal destination for visitors looking to connect with authentic places and people • The ongoing development of Le Chaland Resort Village, an Integrated Coastal Development which will ultimately include a mix of hotels, high-end villas, luxury apartments and a beach club • An emphasis on sustainability and wellness in all aspects
Commerce & Financial Services	BAtimex Passion for Quality; ila ISLAND LIFE ASSURANCE	• Batimex • ILA • METRIC • Representing brands like Dura, Grohe, Marazzi, Villeroy & Boch, Aquavit, amongst many others	In the spirit of the Group's beginnings in trading, provide innovative and high-quality products and services to meet the evolving needs of our customers	• Contracting solutions, retailing and supply of quality building materials and finishes, such as tiles, sanitary ware and wall coverings to the retail market • Life insurance and pension products and services	• Partnership with world-leading brands • The development of in-house brands, Dura and Aquavit, aiming to offer locals a more accessible range of materials
Energy	TOTAL COMMITTED TO BETTER ENERGY; SOMAGAZ SOCIETE MAHORAISE DE GAZ	• TOTAL • Somagaz	Ensure the wellbeing and prosperity of the country by offering affordable and reliable energy to all its customers	• Distribution and retail of petroleum products (automotive fuels, biofuels, lubricants, Liquid Petroleum Gas and jet fuels, amongst others) to major sectors of the Mauritian economy such as agriculture, hospitality, textile, construction, transport and manufacturing • Bulk import, storage, bottling and distribution of LPG in Mauritius and Mayotte	• The ability to power the Mauritian economy through a distribution network of 45 service stations • Our dominant market position in Mayotte

OUR VALUE-CREATING
Business Model

Inputs

Financial capital
- Shareholders' funds MUR 1,175M
- Net Debt MUR 6,749M

Human capital
- Experienced and diverse Board members and leadership team
- Our 828 people across the Group
- Centralised HR function that services all clusters through sound and harmonised policies and processes aligned with CJ's business objectives
- Competitive remuneration and reward structures linked to performance
- Employee training and upskilling
- Our collective know-how and expertise

Intellectual capital
- The Currimjee brand and reputation
- Representing more than 40 brands through our subsidiaries
- A 135+year history of serving Mauritians and garnering business and industry knowledge
- Our investment in systems, processes, policies and licenses
- Our digital platforms, apps and initiatives
- A people-centred and client-driven culture built on five core values
- Robust governance systems

Relationship capital
- 850K+ total customers
- More than 1,500 suppliers and partners
- Strategic partnerships with renowned international organisations
- Continuous engagement with regulators and authorities
- Investor confidence

Manufactured capital
- Fixed assets – our buildings, IT systems and technical & non-technical equipment
- MUR 2,154M of freehold land and buildings in prime urban locations across Mauritius
- E-commerce site
- MUR 7.2M invested in technology as part of our focus on digital transformation

Social and Natural capital
- Our environment and social engagement with the community at large
- MUR 8.8M invested through our CSR programmes
- Freehold and leasehold land in prime locations
- Consumption of electricity and water in operations

Our Activities

WHY WE EXIST
Purpose -
Together, building a better tomorrow through a value-driven culture

WHAT DRIVES US
Mission -
Through our continuous commitment to our people, progress and strong values, we will continue to lead the way. We are a proudly Mauritian organisation with a rich heritage of entrepreneurship and foresight, ever learning from our past to build something better for today and for the generations to come.

HOW WE WILL GET THERE
By executing our strategy

Operational Efficiency – *Financial Risk Management* – *Business Portfolio Management* – *Sustainability Focus*

Enabled by our growth drivers

Strong governance – *Our people* – *Digitalisation* – *Customer Centricity* – *Corporate functions*

Through our five clusters

Telecoms, Media and IT – *Real Estate* – *Tourism and Hospitality* – *Commerce and Financial Services* – *Energy*

Guided by our five values

Foresight – *Integrity* – *Responsibility* – *Passion* – *Openness*

Outputs

Financial capital
- Maintainable returns to shareholders
- Achieve a sustainable level of debt (optimal gearing level)

Human capital
- Our talented, engaged and agile workforce
- Engagement score of 75%
- Low level of attrition
- MUR 4.7M invested in training and skills development resulting in career growth and personal development opportunities
- Employer of choice
- Rapid COVID-19 response

Intellectual capital
- Strong Group identity
- Strong identity for subsidiaries
- Our robust systems propelled by our investment in digitalisation and procedures that enable us to create sustainable value
- An effective governance system across the Group
- Leadership and corporate culture grounded in strong ethics and values

Relationship capital
- Constructive relationships based on respect and trust with our key stakeholders
- Mutually beneficial relationship with our partners and suppliers
- Lasting and trusting relationship with our customers

Manufactured capital
- A comfortable, secure and efficient work environment at CJ that promotes collaboration and reflects our values.
- Well functioning building assets, network and equipment
- Our continued investment in technology and IT infrastructure

Social and Natural capital
- CIL listed on the SEMSI and achieved a 91% performance score in the environment section
- Reducing our overall impact on the environment
- Preserving our natural heritage for future generations
- Value creation in our communities through long-term partnerships with NGOs
- Contribution towards the country's sustainable development through investments in five core areas

See pages 102-122 for information on our Sustainability strategy and initiatives

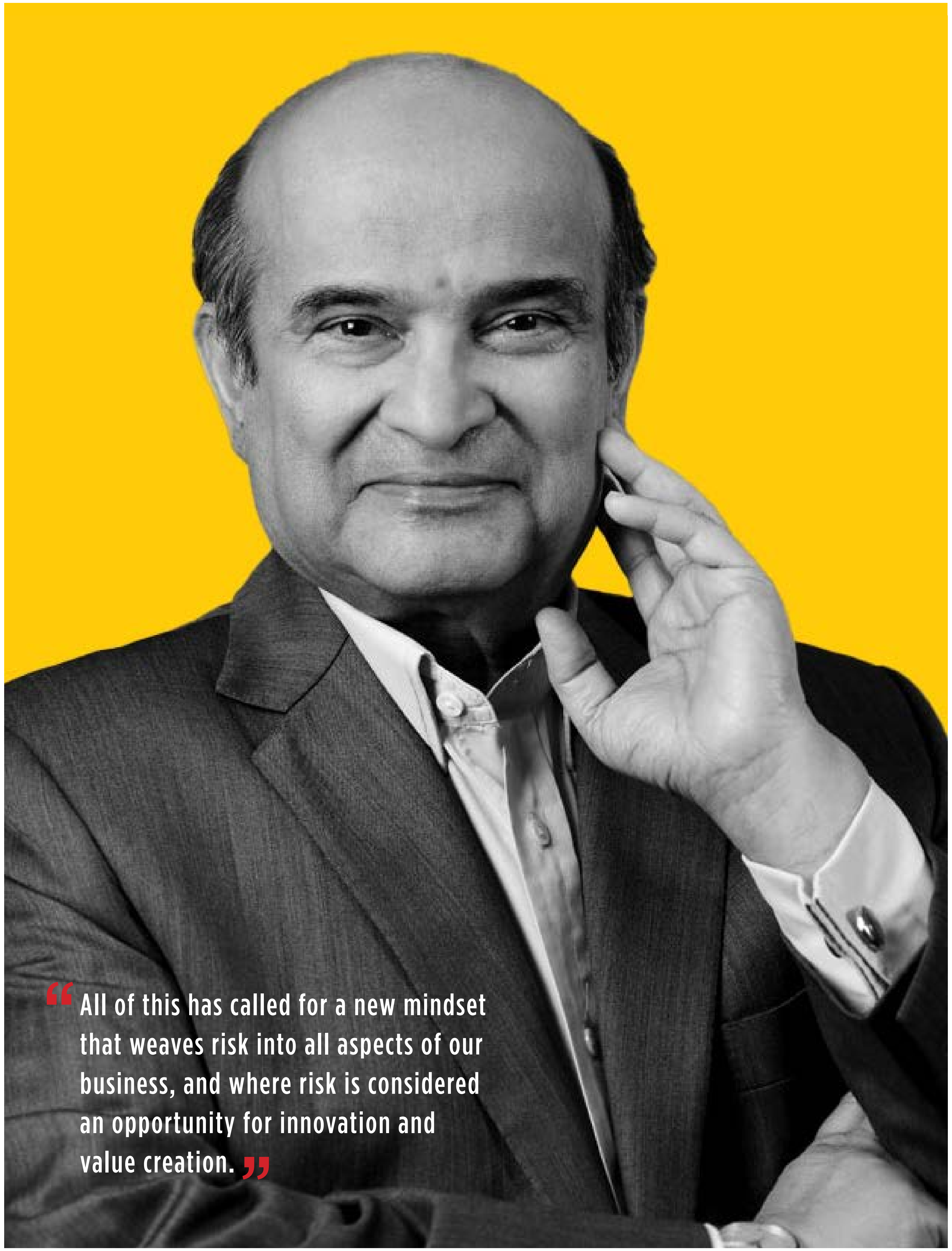
Stakeholders impacted

SDGs

Financial capital: 8
Human capital: 3, 5, 8, 10
Intellectual capital: 9, 12
Relationship capital: 11, 16
Manufactured capital: 9, 11, 12
Social and Natural capital: 1, 2, 3, 4, 5, 6, 10, 11, 13, 14, 15, 16

WE HONOUR...

...OUR DIFFERENCES BY REFLECTING THE DIVERSITY OF THE COMMUNITIES WE SERVE, WHICH HELPS US STAY IN TOUCH WITH THE REALITIES OF ALL MAURITIANS.



CHAIRMAN'S Message

Dear Shareholders,

In early 2020, the COVID-19 pandemic brought untold hardships to the world. Its spread plunged the globe in a deep recession and has changed economies and societies in fundamental ways. Countries and businesses were under enormous pressure to act quickly and decisively, despite having little information to guide their decisions.

For Currimjee Jeewanjee, 2020 was a tale of two halves. Prior to the pandemic, CJ was on a steady growth trajectory. In March 2020 came the pandemic, thrusting an unprecedented set of challenges upon our organisation. Some of our businesses were at the epicentre of the crisis and continued providing essential services, while others were forced to remain closed until they could safely reopen. We spent the following months reacting to the crisis and adapting our business models and strategies to new market realities.

A turbulent and challenging context

The pandemic has dealt a severe blow to the world economy. In Mauritius, indicators are grim and reflect the disruption in global supply chains and our dependence on an open economy to sustain our activities. COVID-19 has reversed much of the economic and social progress made over the years: GDP contracted by 13%, leading to a rise in unemployment and drop in household spending. Tourist arrivals were near zero due to closed borders, devastating our tourism and hospitality industry which was already in a fragile position before the pandemic landed on our shores. This has resulted in significant shortfalls in foreign exchange, leading in turn to a depreciation of the Mauritian Rupee and decline in export earnings.

These indicators would have been worse if not for the relief measures put in place by the Government. Most of our businesses benefited from the Wage Assistance Scheme, which was also extended to support employment in the trading, retail, farming and informal sectors.

Against this backdrop, the Group recorded a net profit of MUR 200M, down by 55% compared to last year. Despite this decrease, our results were better than the adjusted targets we set at the beginning of the pandemic, thanks to our ability to pivot quickly and to convert difficulties into favourable opportunities. Our financial performance took a turn for the better during the last quarter of the year: we ended 2020 with strong demand for our products and services and a stronger foundation, having invested in key initiatives that will support CJ's growth.

Positioning CJ for sustainable growth in 2020

Our Hospitality cluster was the hardest hit, given its opening only a few months before the country went into lockdown. After the announcement of a phased reopening in May 2020, strict quarantine requirements were enforced for inbound tourists from June 2020 onwards, further deterring travel to our destination. As I write this letter to you, travel is still restricted. Our hope for the industry's gradual recovery by mid-2021 is now hampered by a new lockdown in March 2021. The future of travel and hospitality is unsettling, and its recovery relies heavily on the successful rollout of COVID-19 vaccines and a coordinated effort between the public and private sector players. The MD's message discusses the prospects for tourism and hospitality in greater detail.

Certain businesses in the TMIT cluster were significantly affected by the decline in consumer spending and depreciation of our currency. Consumers were principally focused on purchasing household essentials, directly impacting the demand for our products and services in both the B2B segment (Emtel and Screenage) and B2C segment (Batimex, MC Vision and the Real Estate cluster). Meanwhile, our insurance business results were negatively impacted due to record low interest rates and low investment returns.

CHAIRMAN'S MESSAGE

Despite all we have faced, most of our businesses were able to either remain afloat or make progress in strategic areas. New consumer expectations and purchasing habits have validated the four pillars of our strategy, which are supported by an increasing focus on digitalisation and human resources. Our businesses continued transforming themselves, using technology to develop innovative products and solutions.

In parallel, new brands were created, new market segments were penetrated and major projects, such as the investment in building towards 5G, continued moving forward. It has been particularly inspiring to see that Emtel has fulfilled its responsibility as an ICT company and provider of essential connectivity, as it was quick to take proactive measures to strengthen the stability of its network in response to the unprecedented increase in demand for data.

More synergies between the Group's businesses have given rise to the conception of a future distribution centre, a new facilities management structure for Group properties and shared showrooms, which will all service multiple businesses across clusters. We have even consolidated certain functions at the Holding level, which will help us align all our businesses around a common culture and processes. The potential for synergies within the Group is a valuable differentiating factor for CJ and a unique opportunity to build scale, expand our market share and broaden our customer base.

All our business entities, including the head office, saw a significant increase in Employee Engagement. I believe that this achievement, especially in times like these, is a result of communicating transparently with our employees and placing their wellbeing at the heart of all our actions.

Ensuring our resilience through good governance and risk management

Most of our businesses were able to withstand the immediate shock of the crisis. I believe that early and decisive actions by the Board and executive management made all the difference. We approved difficult but necessary cost containment measures at the Holding level and across our subsidiaries, maintaining operating cash flows to drive up CJ's liquidity and preserve jobs.

We have reviewed our Risk Management framework and are carefully planning for all scenarios, no matter how unexpected, to ensure our readiness to respond to changing circumstances. We also implemented a Business Continuity Plan and approved a succession plan for all our key executive positions. All of this has called for a new mindset that weaves risk into all aspects of our business, and where risk is considered an opportunity for innovation and value creation.

Our pandemic response is based on strengthening five elements: 1. protect and support our employees, while renewing our focus on customer needs, 2. ensure a balanced portfolio mix by investing in our core competencies, diversifying our revenue streams and deepening our investment in strategic sectors like Real Estate, 3. remain agile in navigating change, 4. leverage our collective strengths as a Group and 5. remember our duty to our fellow citizens (see our Risk Management Report on page 52 for more details.)

The crisis has also underscored the need for effective leadership and governance. During the year, the Board welcomed two new Independent Directors, Mr Manoj Kohli and Mr Uday Kumar Gujadhur in February 2021. I believe CJ will greatly benefit from the diversity of their skills and experience.

Protecting our stakeholders, above all

As we faced one of the most challenging years in our history, the drive to keep people safe served as our moral compass. A crisis of this magnitude was a huge test of character for Currimjee Jeewanjee, and I am extremely proud that our Group's leadership and team members not just responded well to the pressure, but remained true to our roots and faithfully adhered to our values. Our businesses were even more committed to serving all our stakeholders, making sure to deliver uninterrupted service and grant payment facilities to our customers in a time where they needed us the most.

The Group also took proactive steps to support our employees, their families and our communities. Beyond confronting a health crisis, our vulnerable communities are also at risk from food security and job losses. Determined to lend a hand and stand by our communities, our employees raised over MUR 3.5M, an amount matched by the Group. However, our CSR efforts through the Currimjee Foundation, the Currimjee COVID-19 Relief Fund and the COVID-19 Solidarity Fund only scratch the surface of the work that remains to be done to reverse the consequences of the pandemic on people's livelihoods. We intend to continue carrying out our work in our impact areas (more on pages 102-122) and make a meaningful, measurable difference in the lives of all our stakeholders.

Looking ahead

The outlook for 2021 remains as uncertain as last year, with the added benefit of hindsight. Our first lesson is that the idea of a return to normal is misled. The pandemic is looking more like a permanent disruptor, and some of the changes it triggered will stay relevant for years to come. Online shopping, flexible work arrangements, digitalisation and cross-functional teams are trends and practices that are here to stay. Enhanced hygiene measures will continue fuelling innovations that will redefine our work-live-play paradigm.

It is also crucial for us to step back and take stock of our silver linings. In many ways, this pandemic has brought us closer together, both at CJ and in the country. I am humbled to see that the values cultivated by our predecessors have stood the test of time and guided our priorities.

Another one of my key takeaways is how resilient our people are, and how willing they are to go the extra mile for our customers and communities. I would like to thank each one of them for working tirelessly to make sure people stayed safe, entertained and connected. This gives me the confidence that we will emerge stronger in 2021.

I am grateful to our customers and partners for remaining loyal to us and trusting our brands and our products.

While much has changed over the last year, my feelings of gratitude will remain long after the pandemic.

Your Chairman,

Bashirali A. Currimjee

> "I am extremely proud that our Group's leadership and team members [...] remained true to our roots and faithfully adhered to our values."

OUR KEY
Stakeholders

CJ's continued growth and ability to deliver value in the long term is dependent on our relationships with a broad group of stakeholders. We define our stakeholders as any individual or entity who has an impact on our business, or who can be impacted by our activities. Given this interdependence, we recognise the importance of strong, meaningful relationships with all of them.

Continuous dialogue, trust and transparency enable us to stay attuned to their changing needs and expectations. We therefore regularly engage with them formally and informally, so we can gain deeper insights into the value they are seeking, and respond accordingly.

Our Board and management team adopt an inclusive approach in decision-making: they consider and balance the interests of all stakeholder groups, which then determine the Group's direction and priorities.

Below, we outline our key stakeholder groups and why we engage with them.

Our employees, management team, executive team and Board members	Our teams, their skills and experiences are key to our success. We believe that strong employer-employee relationships promote a high level of engagement, result in exceptional customer service and drive the delivery of our mission. We strive to be a top employer by placing our team's wellbeing at the centre of our priorities.
Shareholders and debt providers	Our providers of capital are crucial to the diversification of our revenue sources and sustainability of our business. Maintaining transparent dialogue with them gives them a complete picture of our business and helps them make informed investment decisions.
Our clients	Customers are the users of our products, services and solutions.. As a result, our value propositions are informed by their evolving needs and expectations. We engage frequently with them to stay informed on the relevance of our offerings and use their insights to continuously improve and build our competitive advantage.
Business partners and suppliers	Our partners and suppliers provide the goods and services required for us to carry out our activities. Positive relationships with them are grounded in shared codes of behaviour and ethics, enabling us to develop strong value propositions for clients.
Registered NGOs, our communities and society at large	It is within our communities that we find our talents, clients, partners and business opportunities. We can only thrive when they do. In line with our values, we are committed to strengthening and empowering our communities, while preserving the natural resources we all depend on.
The government, regulatory bodies and authorities	Various regulations, policies and legislations have a significant influence on our operations. We communicate regularly with these bodies so we can together find solutions to major economic, environmental and social challenges, and create an environment conducive to growth, innovation and inclusiveness.

MANAGING OUR
Stakeholder Relationships and Capitals

We depend on six distinct, yet interrelated capitals to create sustainable value for our stakeholders. The table below illustrates how we use and manage our tangible resources (such as our monetary assets, infrastructure and properties) and intangible resources (such as our brand reputation, industry knowledge and our relationships) to meet our stakeholders' expectations.

	Stakeholder group	Their expectations	Our strategic response	How we engage
Financial Capital The financial resources available to our organisation for use		• Meet our financial objectives and deliver on our strategy • Manage the impact of COVID-19 • Effective growth strategy • Strong balance sheet • Create and protect shareholder value in a sustainable and responsible manner • Ensure business resilience through good governance, sound risk management and strong values • Ensure sustainable returns and dividends • Guarantee a maintainable level of debt-service coverage ratio • Transparent disclosure of operational and financial performance • Comply with local and international regulations • Embed ESG considerations in our business practices • Fair business dealings and ethical practices	• Ongoing execution of our 3-year strategic plan for the Group • Review of the Group's 3-year strategic plan in response to the effects of the pandemic • Improving our presentation, monitoring of plans and performance • Continuously monitored COVID-19 related and other significant market trends • Enhanced our Integrated Report to offer a more transparent and detailed overview of our performance and the material matters that could prevent the company from creating value • Strengthened our risk management practices • Created greater synergies between the Group's business units • Strengthened our governance structure by reviewing our Board composition • Tapped into new opportunities emerging from the pandemic • Implemented a debt reduction plan at CJ level through a restructuring of the shareholding of EM Vision • Increasing commitment to CSR initiatives in view of the pandemic	• Emergency ad-hoc virtual Board meetings to address the challenges of the pandemic • Quarterly Board committees and Meetings on the Group's financial performance • Quarterly presentation to shareholders on Group's performance • Annual Shareholders Meeting (AGM) • Frequent one-on-one meetings with lenders to update them on the Group's performance and progress of our debt reduction plan • Regular updates of the corporate website • Transparent and comprehensive Annual Integrated Report
Relationship Capital Key relationships with our internal and external stakeholders, and how we engage with them in a reciprocal way		• Products and services that offer value for money • Regular updates on CJ's performance, risks and opportunities • Regular and positive interactions that reflect CJ's core values and purpose • Open dialogue and lines of communication between CJ and its employees • Mutually beneficial relationships based on trust and transparency • Ethical and fair business dealings and practices • Input and participation in the Group's material decisions • Adherence to local and international regulations • Embed sustainability considerations in our business practices	• Products, services and behaviours are centred around customers expectations • Continued strengthening long-lasting relationships with business partners • Selected business partners and suppliers whose core values align with the Group's • Conducted focus groups with various stakeholders to identify and address material issues • Revamped our website to enhance visibility to all groups of stakeholders • Continued interaction with our employees and other stakeholders to keep them abreast of developments during the pandemic • Maintained all essential services at no additional cost for individual and corporate subscribers of mobile, data and video-on-demand services • Provided credit facilities to our subscribers during the lockdown period	• Periodic meetings with shareholders to share business insights and seek input in material decisions of the Group • Frequent meetings with regulators to ensure compliance • Quarterly publications of digital video magazine "CJ News" • Ongoing communication via our Group Intranet, "Together Currimjee", and emails • Social media platforms • Group corporate website • Regular customer surveys to gauge customer satisfaction

MANAGING OUR STAKEHOLDER RELATIONSHIPS AND CAPITALS

	Stakeholder group	Their expectations	Our strategic response	How we engage
Human Capital The value of our people and their collective skills, talents and knowledge	Includes external consultants (Korn Ferry, RBL Group, Aon Hewitt), local and international recruitment agencies, local and international training institutions	• A safe work environment with a strict Health & Safety protocol (masks, hand sanitizer, temperature check) • Opportunities to work from home • Job security • Continuous communication and updates on the evolving crisis • Market-aligned compensations and benefits • A collaborative, engaging and supportive work environment • Open dialogue and communication • Clear responsibilities and expectations through a structured Performance Management Process • Recognition and fair reward for good performance and behaviour • A culture grounded in trust, transparency, diversity and inclusiveness • Training, upskilling and opportunities for personal and professional development • Adherence to established HR policies and procedures, including Code of Conduct • Adherence to Workers' Rights Act and other regulations • Obtention of government support schemes (Wage Assistance Scheme) for applicable employees	• Implemented organisational efficiency initiatives for more agile structures • Created a more collaborative workplace by equipping resources with technologies and systems • Carried out employee engagement survey with Korn Ferry, allowing us to benchmark our results with local and global firms. Employee engagement increased from 68% in 2019 to 75% in 2020 • Conducted focus groups with employees on key engagement drivers identified by Korn Ferry and implemented action plans within business units • Implemented Flexible Working Arrangements to boost productivity, engagement and safety • Rolled out Work From Home policy during lockdown. Safety & Health protocols were developed and implemented to keep employees safe • Obtained relevant financial assistance schemes for employees • Safeguarded 100% jobs (excluding attrition) and maintained salaries • Implemented business continuity and succession plans to manage the impact of key employees exiting critical positions • Adhered to Workers' Rights Act	• Group Code of Conduct • Quarterly publications of digital video magazine "CJ News" • Ongoing communication via our Group Intranet, "Together Currimjee" • Focus groups • Employee engagement surveys to gauge satisfaction • Frequent meetings held between leadership team members • WhatsApp, Zoom and other apps for virtual meetings • Training for employees at all levels
Intellectual Capital The sum of our knowledge-based intangibles such as our brand image, expertise and culture		• Ensure organisational resilience built on effective processes, policies and systems • Lead the organisation with a team of passionate, forward-looking and agile leaders with uncompromising integrity • Maintain the Group's brand image and reputation as a successful family owned business • Adhere to regulatory requirements • Continue leveraging our organisational knowledge across companies and clusters • Sustain a competitive advantage • Transparent disclosure of intangible information • Customer satisfaction	• Continued reviewing, updating and improving established systems, processes and policies • Fostered culture of openness, transparency and togetherness among business leaders • Gathered business leaders from different business units to ensure cross-collaboration between the Group's companies and alignment with Group strategy • Continued upskilling employees with the skills and knowledge needed to thrive in an increasingly digital post-COVID-19 future • Continued disseminating Group core values across business units through our policies, behaviours and website • Increased flow and sharing of information between business units via the Group intranet • Protected our business brands and customer relationships through well-defined brand guidelines and social media strategy • Active monitoring of social media channels and integration of client feedback into our customer experiences	• Group Code of Conduct • Frequent meetings with business partners and suppliers • Reinforcement of our core values through our website and policies • Clear brand guidelines • Frequent communication and sharing of information via our corporate website and Group-wide intranet systems

MANAGING OUR STAKEHOLDER
RELATIONSHIPS AND CAPITALS

Capital	Stakeholder group	Their expectations	Our strategic response	How we engage
Manufactured Capital Physical, material and technological objects available for use in the provision of goods and services	Includes our building tenants, service providers for the maintenance of our buildings and IT systems	• A safe, efficient and comfortable environment adhering to strict Health & Safety protocols • Openness, transparency, respect and teamwork • Well-maintained assets and equipment • Mutually beneficial relationships with property owners based on trust and transparency • Adherence to local regulations • An engaging customer experience using the latest technologies • Functional properties that deliver value to our tenants and customers • Adherence to health and safety regulations • Differentiated and the latest products and services • High-quality service and the constant improvement of products and services • Continued investment and leading the curve on investment in the latest technologies	• Built properties with a safe work environment and well-maintained equipment • Aligning our investment with our business strategy • Ongoing commitment to the safety and health of our resources by complying with WHO recommendations, local lockdown measures and legal occupational safety requirements • Strengthened maintenance of technical and non-technical equipment by employing dedicated team of professionals • Encouragement of individual responsibility when it comes to safe work practices and procedures • Active monitoring of social media to gather valuable customer feedback • Carried out awareness sessions on Health and Safety practices • Investment in state-of-the-art IT systems across business units (CDN, improved network and new content) • CAPEX of MUR 1bn	• Regular meetings with relevant authorities on health and safety practices • Regular site visits to ensure proper maintenance of equipment • Intranet enabling employees to collaborate from various locations • Regular meetings with reputed partners to bring in know-how and the latest technologies • Customer feedback • Internal awareness programmes on Health and Safety
Social & Natural Capital How we leverage our resources to act in the best interest of the environment and our communities		• Operate in a sustainable, responsible manner • Support in the form of funds, programmes or opportunities • Collaborate closely with NGOs to address social and environmental challenges • Ensure employee engagement and participation in initiatives • Fair and ethical business dealings and practices • Participation in broader national initiatives • Embed sustainability considerations in our business practices • Preserve the environment and resources for future generations	• Contributed to the National COVID-19 Solidarity Fund • Set up of Currimjee Covid Relief Fund funded by CJ's team members to support vulnerable populations • Ongoing commitment to CSR strategy and remittance of 75% of CSR funds to MRA as per the regulation enacted on 1 January 2019 • Carried out ongoing CSR initiatives centred on our core areas of intervention via Currimjee Foundation • Integrated sustainability concerns into our products and services • Implemented sustainability practices across all business units to reduce our environmental impact: minimisation of single-use plastic, responsible waste management, national e-waste recycling programme, reduction in energy consumption, use of photovoltaic panels to produce clean energy, promoted digitisation to reduce paper consumption, planting of trees, rainwater harvesting, etc. • Enhanced community engagement through staff volunteerism • Organised events, forums and outings (e.g beach cleanups, blood donations) to educate the community about environmental and socioeconomic challenges • Strengthened our governance system to ensure the fulfilment of our legal obligations in a responsible, ethical way	• Annual Integrated Report containing information about our environment and sustainability commitments, CSR policies and practices • Annual Sustainability Report in accordance with the 'Core' option of the Global Reporting Initiative (GRI) and aligned with the 17 SDGs • Environment and sustainability projects carried out with the participation of employees and the community • Yearly activities and programmes carried out through the Currimjee Foundation and in close collaboration with NGOs • Annual CSR plan covering Education, Socio-economic, Environment, Healthcare, Leisure and Sports • Community awareness campaigns on education, sports and the environment • Regular meetings and events with our community • Group corporate website, Intranet and social media page which we regularly update with the latest social and environment developments within the Group • Quarterly forum with business representatives for deployment of the E&S Agenda

TMIT
Business Model

Inputs → Our business activities → Outputs

Inputs

Financial Capital
- Equity: MUR 1,584M ↗ 25%
- Net debt: MUR 2.463M ↗ 20%

Human Capital
- 572 employees
- Investment in training:
  MUR 3.0M ↘ 43%
  5,575 hours ↘ 39%

Intellectual Capital
- Our brands: Emtel, Airbox, Canal +, Play, Emtel Feel Free, Canal +, Play and Airbox+
- Telecom operating license at Emtel and broadcasting licenses at MCV
- Certified Technical Specialists
- Exclusive HoistGroup Partner for Mauritius and the Indian Ocean
- HPE Aruba Gold Network Solution Partner
- HPE Aruba Authorised Partner Support
- Fortinet Select Partner

Relationship Capital
- Long-term relationships with our stakeholders (made up of our partners—Airtel, Canal + Zee and Hoist Group—our customers, industry operators, our suppliers, regulators, investors and the community at large) based on trust and transparency
- Subscribers: 811,819 ↘ 2.8%
- Business customers: 5,354 ↗ 7.2%
- Showrooms: 40
- Distributors: 19 ↘ 9.5%

Manufactured Capital
- Regularly upgraded and well-maintained infrastructure assets and broadcasting systems
- 2 submarine cables (including METISS)
- Domestic fibre: 453km ↗ 30%
- 1 world-class Tier-3 Data Centre and Disaster Recovery
- Network sites (2G/3G/4G and soon 5G): 445 ↗ 6.2%
- 7 satellite transponders (36MHz each)
- Landing stations: 2

Social and Natural Capital
- Continuous endeavours to reduce energy consumption and preserve natural resources
- Ongoing partnerships with reputable NGOs to advance our communities
- Electricity used (MW): 2,433
- Fuel/Diesel (litres): 191,532
- CSR expenditure: MUR 15M
- 4 bands of spectrum assets (900MHz, 1800MHz, 2100MHz, 2600MHz) for Emtel

Our business activities

Financial Capital
- Our ability to capitalise on the synergies between our businesses in the cluster, leading to increased offerings and revenue; and enabling cost savings
- Our innovative spirit, which enables us to diversify our range of products, service various market segments, and therefore diversify our risks and increase our sources of return

Human Capital
- Investment in building an engaged and skilled workforce to develop new capabilities with the agility to meet challenges and provide opportunities for development to our team members
- Our unified and multi-skilled team also consolidates our cluster and enables all business units to operate collectively, as a one-stop shop
- Implementation of shared services in relevant areas (E.g HR and Accounting), leading to the cluster-wide sharing of knowledge and skills

Intellectual Capital
- Our ability to provide exclusive premium content to our customers thanks to our licenses and partnerships
- Provide communication, security, content, data and IT solutions. enabling individuals and enterprises to communicate and transact
- Agile business processes across business units, helping us improve organisational and operational effectiveness through a more integrated and flexible structure

Relationship Capital
- In the challenging times of COVID-19, we were able to support businesses with our solutions and infrastructure, enabling work from home and help them overcome other challenges
- Offering value-added services and innovative products to meet customer needs, as well as end-to-end enterprise solutions and exclusive premium content
- A consistent focus on quality and positive customer experiences

Manufactured Capital
- Continuous investment in the upgrade and extension of our technical infrastructure and ongoing efforts to stay ahead of the technological curve
- Strengthening our submarine cable capacity ensuring uninterrupted international connectivity with redundancy
- Our ability to leverage our Data Centre to tap into the enterprise segment in the areas of managed services, Cloud, Cable Landing station for submarine cable and security offerings
- Investment in digital innovation and customer-facing assets and systems to provide a seamless customer experience across all channels

Social and Natural Capital
- Allowing individuals across Mauritius to stay connected to each other and their family members by delivering vital connectivity services during lockdown
- Consistent focus on energy efficiency and recycling

Outputs

Financial Capital
- Dividends paid: MUR 514M ↘ 23%
- Interest paid: MUR 158M ↘ 164%

Human Capital
- Employee Engagement Score: 74% ↗ 6% pts
- Gender balance: 72% M and 28% F ↘ 11% pts
- Average training hours per employee: 15.9 hours ↘ 14.5%

Intellectual Capital
- Strong local footprint through established and highly reputable brands
- Our robust and reliable governance systems and procedures that enable us to drive sustainable value
- Waiting time in showroom for distributors:
  7 minutes ↘ 9 mins

Relationship Capital
- Increased synergies between business units in the cluster and jointly addressing common customers
- **Emtel**
  - Facebook community: 219,302 ↗ 1.3%
  - Customer Satisfaction Score: 85.5% ↗ 1.8% pts
  - Mobile Customer Market Share: 42.3% ↗ 0.5% pts
- **MCV**
  - Facebook community: 232,409 ↗ 2.5%
  - Market Share: 42% ↘ 5% pts

Manufactured Capital
- Daily average Total Data Consumption on the network (GB): 322,694 ↗ 43%
- Undersea cable capacity (Gbps): 35.6 ↗ 35%
- 4G data capacity (Gbps): 200 ↗ 150%
- CDN Cache Capacity (TB): 480

Social and Natural Capital
- CSR contributions to the Currimjee Foundation
- ↘ 4% in electricity consumption
- ↘ 11% in fuel consumption
- Electronic waste collected and recycled (Tonnes): 17.2
- Paper waste and other waste (cartons, plastic & oil) collected and recycled (Tonnes): 20.3 ↘ 21%

See pages 102-122 for information on our Sustainability strategy and initiatives

↗ % increase vs. 2019 | ↘ % decrease vs. 2019 — no change since 2019 | % pts = percentage points

REAL ESTATE
Business Model

Inputs → **Our business activities** → **Outputs**

Financial Capital

Inputs
- Equity: MUR 954M ↗ 13%
- Net debt: MUR 117M ↘ 14.5%

Our business activities
- The restructuring of our properties under a common shareholding vehicle to minimise risk and enable us to unlock value by bringing in external funds and expertise
- We continuously review the components of our real estate portfolio in accordance with our business environment to generate capital growth on our assets. We develop properties in a phased way to reduce risk and generate attractive yields
- A focus on growth in renewal rentals to improve property yields over time
- Increased synergies with the TMIT and Tourism & Hospitality clusters

Outputs
- Dividends paid: Nil ↘ 100%
- Interest paid: MUR 5M ↘ 28.5%

Human Capital

Inputs
- Our 40 engaged employees, their skills and know-how
- Engagement score 84% ↗ 5%

Our business activities
- Continued investment in digital products and software to enhance employee productivity and engagement
- Leadership development opportunities

Outputs
- Employee Engagement Score: 84% ↗ 5% pts
- Gender balance: 73% M and 27% F
- Average training hours per employee: 8.7 hours ↘ 38%

Intellectual Capital

Inputs
- Our growing brands: Arcades Currimjee, Quay 11 and Phoenix Central
- Our systems and processes, including our investment in MRI Real Estate
- An engaging office enhanced with living spaces to boost employee productivity and wellbeing

Our business activities
- Property development: planning, constructing, developing and refurbishing spaces to address the needs of our clients and communities
- Continued investment in technology to streamline processes
- Regular investment to upkeep and maintain our real asset value

Outputs
- Distinctive brand identity for each property
- Our state-of-the-art smart systems and technologies

Relationship Capital

Inputs
- Our relationships with stakeholders, including our tenants, customers, the local authorities and our partners
- Meaningful engagement with our 105 tenants ↘ 9.5% as a direct result of COVID-19/the nationwide lockdown (82 for own properties and 23 for other managed properties)

Our business activities
- Facilities management: we perceive facilities management as more than a support function. Its strategic value lies in the efficient day-to-day management and maintenance of our buildings by a team of highly dedicated employees. A customer-centric approach is key to delivering service excellence, which we monitor through a bespoke software
- Tenancy management: We select our tenants based on a comprehensive due diligence exercise, which helps us build the right mix of tenants for our properties. We engage with them in a proactive, meaningful and consistent way to identify their areas of concern and enhance their experience
- Enhanced communication with clients through social media channels

Outputs
- Positive and constructive relationships with the authorities and all our stakeholders, including the community at large
- Meaningful relationships with our tenants
- Weighted Average Lease Expiry: 2.86 years ↗ 10%

Manufactured Capital

Inputs
- Property assets in prime urban locations, developed into mixed-use office and retail spaces
- Managed property assets value: MUR 1,753M ↗ 6.6%
- Investments during the year: MUR 92.2M ↗ 110%

Our business activities
- The increasing development of mixed-use spaces to position ourselves as an attractive destination for all uses
- Diversification of assets

Outputs
- Functional properties to deliver value to our tenants and customers
- Increase in property value: 6.6% ↗ 3.5% pts
- Net yield on developed properties: 4.2%
- Leasable area: 212,984ft ↗ 5%
- Occupancy: 93% ↗ 10.7%

Social and Natural Capital

Inputs
- Investment in CSR activities: MUR 314K ↗ 17.6%
- Investment in environmental projects: Rs 0 ↘ 100%
- Continued upkeep of our environment-friendly installations across our properties

Our business activities
- The increasing integration of sustainability into refurbishment projects and also our future developments, particularly through the use of technology. Smart buildings enable substantial energy savings, while minimising the wastage of resources
- Continued investment in CSR projects to support our communities
- Rainwater collection

Outputs
- CIL listed on the SEMSI and a member of the Green
- Building Council
- Ongoing investment in renewable energy solutions and smart technologies
- Rainwater retention projects leading to reduced water consumption by 13%
- Procurement - Environmentally responsible suppliers and Green Suppliers are favoured
- CSR initiatives through contributions to the Currimjee Foundation

See pages 102-122 for information on our Sustainability strategy and initiatives

↗ % increase vs. 2019 | ↘ % decrease vs. 2019 | — no change since 2019 | % pts = percentage points

TOURISM & HOSPITALITY
Business Model

Inputs → Our business activities → Outputs

Financial Capital

Inputs
- Equity: MUR 1,983M ↘ 11%
- Net debt: MUR 1,733M ↗ 19%
- Assets value: MUR4,298 M ↗ 9%

Our business activities
- We generate value for our stakeholders by offering unique experiences at a 5-star holiday resort and across Mauritius.
- The development of a costal village resort on our freehold land, aiming to immerse visitors in the region's rich history, culture and natural beauty.
- A value proposition covering all areas of travel (cruises, airfare, hotels, airport transfers, visa application and activities) for individual leisure and corporate travellers, groups and families

Outputs
- Dividends paid: MUR 0 ↘ 100%
- Interest paid: MUR 167M ↗ 368%

Human Capital

Inputs
- 10 engaged employees at the cluster management level, including 4 highly seasoned professionals with an average of 20+ years of experience in hospitality, construction and real estate.
- 31 employees at Silver Wings
- 131 team members at Anantara iko Mauritius Resort & Villas

Our business activities
- We attract and retain talents by providing opportunities for professional and personal development within the cluster and at CJ Group
- Development through the support of Minor and Corporate
- Continuous training and upskilling to keep employees engaged and uphold high standards of service to meet the needs of discerning travellers (Silver Wings) and guests (Anantara iko)

Outputs
- Employee Engagement Score for IRVL only: 90% ↗ 15% pts
- Gender balance for IRVL only: 65% M and 35% F ↗ 5% pts
- Training hours (inclusive of the Hotel): 19,312 hours ↗ 16.6%

Intellectual Capital

Inputs
- Our brands: iko Mauritius, Anantara Resort at iko Mauritius, Silver Wings
- Suppliers partnership and knowledge

Our business activities
- A combination of local & international experience and a strong brand enables the cluster to offer innovative guest experiences in a unique natural environment with a strong wellness component

Outputs
- Distinctive brand identity sustained by defined brand pillars and strategy (iko Mauritius)
- Unique future-looking product proposition centred on Wellness and Sustainability
- Hotel awarded 2020 Global Winner for New Hotel Spa at World Luxury Spa Awards
- Hotel awarded '2020 Continent Win in Luxury Ocean View Resort' at World Luxury Hotel Awards

Relationship Capital

Inputs
- Our privileged relationships with stakeholders, including our customers (currently from Mauritius, the Middle East and Europe), our 157 suppliers and our privileged local & international partners
- Our engaged relationship with the local authorities and the community, especially in the South East, through constant interaction

Our business activities
- Development of products and services based on customer needs and feedback
- Our ability to offer value-added services to travellers before, during and after their trips thanks to prompt service by dedicated team members
- Regular communication with local and international guests and suppliers through enhanced social media presence
- We offer a differentiated value proposition grounded in wellness, sustainability and a unique luxury coastal living concept. Sustainability is embedded within our products, services and day-to-day operations. Our emphasis on these key elements positions us as a destination for holistic wellness, enabling us to meet the demands of modern travellers and investors whose mindset and lifestyle are centred on authenticity, culture and eco-friendliness.

Outputs
- Positive and constructive relationships with the authorities and all our stakeholders, including the local community
- Our satisfied and loyal guests and customers (Hotel Trip Advisor score 4.5/5)

Manufactured Capital

Inputs
- A 5-star 164-key hotel, Anantara iko Mauritius Resort, with world-class facilities
- Our hotel is located on 16.5 Arpents of a leasehold land at La Cambuse with a 100-metre setback (Leasehold land MUR 950M and PPE 1,501M)
- Eight Anantara-branded villas completed at end of May 2021 as part of a hotel rental pool system on 1.8 arpents of land (MUR 264M)

Our business activities
- Anantara iko Mauritius Resort & Villas, managed by MINOR Hotels (a global hotel management company based in Thailand)
- 8 luxury Anantara villas, built under an approved PDS scheme, and particularly adapted to meet the high expectations of post-COVID tourists

Outputs
- 5-star hotel within a unique resort development of international standards
- Increase in our investment property value (freehold land value only): 18%

Social and Natural Capital

Inputs
- 30 acres of leasehold land providing access to 800 metres of pristine beachfront in a pure natural environment
- 69 acres of freehold adjoining the leasehold land with direct access to the beach (4 additional arpents of freehold land purchased in 2020)
- A unique coastal living concept in a location steeped in rich history, culture and natural beauty
- Blue Bay Marine Park, a protected lagoon with a rich biodiversity
- Natural endemic forest with plans for a coastal forest rejuvenation on leased land
- Collaborative and transparent relationships with the local communities
- Investment in environmental projects through MOUs signed with 2 major local NGOs (REEF Conservation and the Mauritius Wildlife Foundation) and the University of Mauritius for a coral farming project.

Our business activities
- The freehold land adjoining our leasehold land brings complete permeability in the various phased project components on a unique beachfront site
- iko Mauritius also champions the protection, preservation and regeneration of the surrounding ecosystem to ensure a legacy for future generations

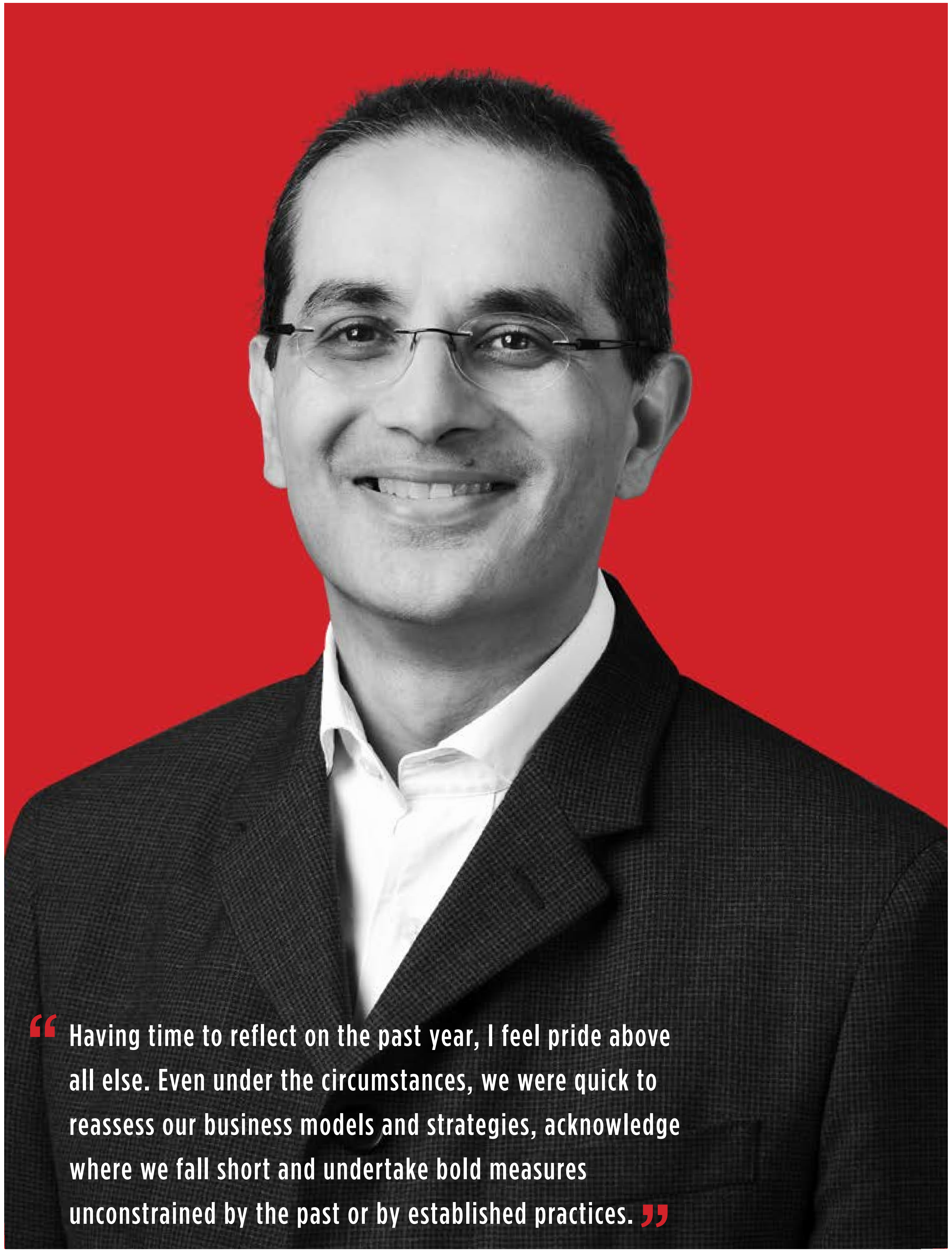
Outputs
- Providing employment to more than 130 employees at the resort, with over 72% from the neighbouring regions
- Sensitisation of local communities through regular visits to Ile Aux Aigrettes and learning through REEF's 'Bis la Mer'
- Our sustainability endeavours will be reinforced with Minor International, our hotel operator, an advocate of biodiversity and natural heritage Conservation, also present on the Dow Jones Sustainability Emerging Markets Index (DJSI)
- Local Mauritian photographers and artists have been used for the hotel artworks
- CSR contributions to the Currimjee Foundation

See pages 102-122 for information on our Sustainability strategy and initiatives

↗ % increase vs. 2019 | ↘ % decrease vs. 2019 | — no change since 2019 | % pts = percentage points

WE DEVELOP...

...TRUSTING RELATIONSHIPS WITH OUR CUSTOMERS BY BEING ATTENTIVE TO THEIR NEEDS AND MAKING SURE EACH INTERACTION WITH THEM IS POSITIVE AND MEANINGFUL.



A WORD FROM OUR Managing Director

Countries and businesses around the world were confronted with COVID-19 and its impacts in 2020. How was CJ affected by the pandemic and how did the Group respond to these challenges?

2020 was a uniquely difficult year for the world. COVID-19 is continuing to wreak havoc, not just in terms of a health crisis and the loss of lives, but also from an economic and social standpoint. The pandemic has also reshaped our society in lasting ways, shifting how we work, how we commute, what we spend on, even how we greet one another.

Before March 2020, the Group was on track to meeting its financial and strategic objectives. But this was quickly overtaken by events and the urgent need to refocus our efforts on stabilising the Group.

From the outset, our focus was squarely upon two things:

- staying true to our core values
- securing the wellbeing and safety of our employees and customers
- steering our businesses through the crisis.

We were forced to suspend most of our operations during lockdown, implementing comprehensive health standards across all our locations once they reopened in June. We also provided our employees with clear guidance on how to continue working remotely and continually kept them abreast of all developments. However, we gradually began providing our customers with basic essential services wherever possible through Emtel, MC Vision, CINF, Screenage and Real Estate. I am proud to report that we safeguarded 100% of jobs during this difficult time.

We entered 2020 with a strong balance sheet and liquidity position, thanks to a generally prudent approach to risk and cash flow management, the transfer of CJ's shares in MC Vision to Emtel by the beginning of March 2020, and a debt restructuring plan at the Holding level that aims to spread our exposures evenly across our businesses.

Once the crisis was upon us, we took further steps to strengthen CJ's financial resilience. We activated business continuity protocols and maintained a tight rein on costs and working capital. We also reviewed each company's cost structure and cash flows to provide them with more operational flexibility. We halted certain major capital expenditures and accelerated investment in digital technologies. All of these measures have played a big role in keeping our subsidiaries afloat and moving, with the exception of our Hospitality cluster which is still facing major setbacks, but is being fully supported by the Group.

There were no active cases of COVID-19 in Mauritius as of June 2020. This is largely credited to quick action by the government, stringent sanitary measures, brave frontline workers and a display of collective sacrifice by all Mauritians. A number of relief measures were also rolled out to support economic and social recovery, and the national vaccination campaign initiated in 2021 holds promise for the reopening of borders in time for peak tourism season later this year. Pages 46-48 map out a timeline of Mauritius' and CJ's response to the pandemic.

As a result of our measures, the Group ended the year with:

- Revenues of MUR 4,819M (compared to MUR 5,016M in 2019) despite three months of almost no activity
- An operating profit of MUR 789M (compared to MUR 926M in 2019)

Having time to reflect on the past year, I feel pride above all else. Even under the circumstances, we were quick to reassess our business models and strategies, acknowledge where we fall short and undertake bold measures unconstrained by the past or by established practices.

Our essential businesses rose to fulfil their vital roles in society, helping people to stay connected and entertained during our days of social isolation. This was made possible by Emtel covering 96.8% of the population with 4G network, and both Emtel and MC Vision supporting their subscribers by providing additional data and credit, granting them full access to channels and waiving late payment charges. Likewise, our Real Estate cluster provided rental relief to tenants unable to pay rent due to financial hardships. Every business within the Group demonstrated CJ's entrepreneurial spirit through the development of new products and digital capabilities that met the need of the hour.

I am honoured to lead an organisation whose employees place the needs of our customers and citizens above their own. Times like these test our mettle; this crisis has revealed our organisation's strengths and driven us to address our weaknesses.

A WORD FROM OUR MANAGING DIRECTOR

Despite an unfavourable operating environment, what were the biggest highlights of the Group's performance this year?

At CJ, we take into account both our financial and non-financial metrics in assessing our overall performance, which together give a complete picture of our progress.

Not surprisingly, the pandemic significantly impacted our financial results and our clusters were affected to varying degrees. Group revenues decreased by 4% to reach MUR 4.8bn, and net profit dropped to MUR 200M, compared to MUR 440M in 2019. These figures would have been considerably higher if not for the closure of our businesses during lockdown, and the severe hit on our Hospitality and TMIT clusters:

- Our hotel, which officially opened in September 2019, was forced to close its doors after only six months of operations. It reopened on occasional weekends and for a limited period during the rest of the year, but this was not enough to offset the losses.
- MC Vision suffered from a lower profitability mainly as a result of a weakened Mauritian Rupee and the subsequent spike in foreign exchange rates. This was coupled with a sharp decline in revenues from the cancelation of subscriptions in the vacation rental market (such as Airbnb and secondary residences) following the closure of borders, and consumer buying habits shifting away from non-essential services. MC Vision's operating profit operations dropped from MUR 261M in 2019 to MUR 126M in 2020.
- Other businesses either recorded losses or declines in profit due to factors like a huge drop in interest rates (Island Life Assurance), a record decline in consumer spending (Batimex, Emtel, Real Estate), the absence of tourists and closure of hotels (Screenage and Hospitality cluster) and people increasingly staying at home (Emtel, Batimex, Real Estate). Pages 74-101 provide details on each business' performance.

The fact that CJ maintained its profitability even in these exceptional circumstances demonstrates the strength of our balance sheet and long-term strategy. The Group was in a position to support all its subsidiaries with their liquidity and loan requirements.

On the non-financial front, we used this time to make CJ a more agile and resilient organisation. We broke down silos in ways we did not think was possible; we expanded our digital capabilities and reach, connecting with more consumers than ever before; we increased our financial and operational flexibility; and we continued to invest in and empower our people. This enabled us to advance on our strategic objectives:

- In spite of a drop in turnover, Emtel's mobile data and share of the enterprise market grew, segments that are both critical for growth. Great progress was also made in the area of Fintech, with the development of a mobile payment application;
- MC Vision saw a 30% surge in its on-demand platform, resulting in a lower churn rate in that segment;
- Greater collaboration between Emtel and MC Vision gave rise to more shared showrooms and innovative products and solutions;
- Phoenix Central recorded 100% occupancy. We are also confident in our strategy for the Real Estate cluster, which involves the restructuring of our properties under a common shareholding vehicle. This has moved forward effectively;
- We made progress in the feasibility for the building our distribution centre, which once completed, will help us tap into the industrial segment and increase synergies between the Industry arm of our Holding company and the Real Estate cluster;
- We have completed the construction of Anantara iko's eight luxury villas and are actively working on the legal agreement; the villas will be put on the market as soon as borders are open;
- The pandemic has emphasised the need for high-speed, high-bandwidth that 5G promises to deliver. Though we faced delays in its rollout, we continued to deploy our 5G networks and expect to launch at the beginning of 2022.

The achievement of these milestones will not only help us mitigate the impacts of an impending recession, but also set the stage for continued growth in 2021.

In this context, does the current strategy still serve CJ's ambitions or has it evolved?

Our long-term strategy has served us well over the years, particularly because it is ever-evolving against a backdrop of a rapidly changing world. We monitor our operating environment on an ongoing basis and assess whether our strategic plan reflects new market dynamics and trends.

This approach has been very useful in responding to the pandemic. After reevaluating our strategy, we came to the conclusion that it is as relevant as ever in today's context. We maintained our strategic pillars, but rebalanced our priorities in the following order: 1. financial risk management, 2. the diversification of our portfolio, 3. organisational efficiency and 4. a focus on sustainability.

Now, there is a pressing need to accelerate the transformation of our business in three key areas:

Accelerate customer centricity and digitalisation

Customers are now accustomed to digital channels and choose to spend their hard-earned cash on 'value for money' products. Businesses that did not keep up were left behind. This shows that customers, and not businesses, dictate trends. We must continue placing the customer at the centre of everything we do, and use digital technologies to create efficient and meaningful customer experiences. Our leadership team is driving these initiatives which will then cascade in every aspect of our organisation.

Remain agile in navigating change

The pandemic has made it clear that even the most unlikely risks could materialise. Responding quickly demands a flexible structure and robust processes. We have enhanced our risk management framework to prepare for all potential scenarios so our teams have the confidence and capabilities to act quickly. We are executing all our plans in more progressive phases, in a way that eases financial pressure and brings minimal operational disruption in the event of a crisis. This allows us to be more focused on the business and our strategies. This approach applies to the renovation of Currimjee Arcades and the building of our distribution centre.

Leverage our collective strengths as a Group

This year, we increased collaboration between the Group's businesses and are already seeing the fruits of our labour. Harnessing the complementary strengths of our Group's companies will enable us to not just build scale and realise cost savings, but also cater to new customer segments and increase our market share. Emtel and MC Vision's shared showrooms have led to the development of more innovative products and a more extensive network for their distribution. Our Hospitality and Real Estate clusters have also centralised their facility management services, improving the efficiency and quality of services. Similarly, the distribution centre will be built by the Real Estate cluster to service our Group Companies.

Underpinning all this is our unwavering commitment to our team members. Ultimately, our strategy is only as good as our people. During the year, we doubled down on our efforts to upskill our employees through professional development opportunities and a talent development programme aimed especially at the youth. Through the Currimjee Leadership Academy, we have developed a nine-month leadership programme designed to equip our future leaders with the competencies and agile mindset they need to thrive in their roles. Additionally, in restructuring our risk management department and outsourcing our internal auditing function, we are aiming to become leaner, more efficient and tap into a broader range of skills.

To us, Engagement at its core is a combination of two things: do our team members have the desire to go the extra mile? And do they have the necessary support and tools to get there? Responses have been astounding, with our Group Engagement Score rising from 68% in 2019 to 75% in 2020. The challenges of COVID-19 brought employees across the board closer together. We saw an increased level of collaboration, sharing and support never seen before, despite everyone working remotely. This vindicates our efforts in creating an organisation where employees feel a sense of belonging, a sense of purpose and a safe place to share their thoughts.

> "We used this time to make CJ a more agile and resilient organisation. We broke down silos in ways we did not think was possible; we expanded our digital capabilities and reach, connecting with more consumers than ever before; we increased our financial and operational flexibility; and we continued to invest in and empower our people."

A WORD FROM OUR MANAGING DIRECTOR

What is the result of Emtel becoming a majority shareholder at MC Vision? Has the transaction helped achieve synergies in the TMIT cluster as you were hoping?

Emtel and MC Vision are a natural match. Their restructuring was initiated in early 2020 to capture the market opportunities that lie at the convergence of the telecommunications and broadcasting industries. Luckily, we completed the transaction before the pandemic struck Mauritius. The lockdown not only fuelled demand for compelling multi-screen, multi-device content (offered by MC Vision), but it also underscored the importance of reliable connectivity and strong infrastructure (offered by Emtel). At the same time, this alliance was key in reducing debt at the Holding level and building scale in the TMIT cluster, in line with our strategic pillars.

There is no doubt that we are reaping the benefits of combining both companies' complementary strengths. Airbox+ is a perfect example of this: it bundles unlimited WiFi, fixed calls and entertainment into one innovative product that meets the needs of the Home segment. This new business model has enabled us to accelerate our products' time to market and capture new customer segments as a result. We are encouraged by the results, having already realised, in under one year, 50% of the MUR 60M in synergies we projected to realise over three years.

In spite of this progress, we cannot measure the success of this new structure purely from a financial standpoint. The reality of the ground is that combining two organisations represents a major operational and cultural shift for all employees involved. We are therefore focusing on effective change management and on bringing the teams together. Only by unifying both teams around common processes, systems and habits can we ensure the sharing and transfer of knowledge, and ultimately harness the full potential of synergy.

Have issues like sustainability, inclusion and diversity been lost in the fight for survival? Can the Group still meet its environmental and social goals?

I am glad to say that it is quite the opposite. Sustainability is not just at the top of our agenda, but it has taken new meaning since the crisis. While "sustainability" often translates into environmental initiatives for many, CJ has always given equal, if not more, consideration to social issues—the S pillar of ESG. The pandemic has brought issues like wellbeing, wealth-sharing and human rights to the fore. We urge Mauritius and other countries to use this unique opportunity to place these matters at the centre of recovery strategies. It is also why we chose "People" as the theme of this Integrated Report.

In 2020, we continued to support the community by contributing to the government's National COVID-19 Solidarity Fund. We also set up our own Group-wide COVID-19 Relief Fund, which provided medical and food assistance to our hardest-hit communities. Of the MUR 7.6M raised, 50% was contributed by our employees and the remaining 50% by CJ matching employee donations one-to-one. Through the Currimjee Foundation, the vehicle that manages the Group's CSR projects, we allocated another MUR 4M to carry out activities in the fields of education, health, environment, sports and socio-economic developments. Our CSR progress is laid out on pages 114-121.

Having said that, we have not set aside our environmental goals. Urgent and meaningful action is still required to address the impacts of climate change. During the year, we drove down our consumption of energy, water and paper, and ramped up our recycling efforts, particularly when it comes to e-waste. We are looking to take our e-waste management initiatives even further by exploring circular economy solutions that have the potential to create new trades and forms of employment. Our environmental performance is further detailed on pages 102-111.

The opening of Anantara iko Mauritius Resort & Villas in September 2019 was rather untimely. Do you see signs of hope for the hotel and for the overall industry?

There is no doubt that Tourism and Hospitality has borne the full brunt of this pandemic, and Anantara iko is one of many victims. The closure of borders has also affected livelihoods in other related industries like aviation, retail, entertainment, as well as coastal communities. The government has been providing financial assistance through the Wage Assistance Scheme—a lifeline that is welcome, but that cannot indefinitely sustain the high costs of a tourism industry that is not opening. However, the industry has always exhibited great resilience and I believe there is light at the end of the tunnel.

In the short term, hotels must focus on how efficiently and safely to open once borders open. Anantara iko has used this downtime to rethink the customer journey and train employees in health and hygiene protocols, which are likely to remain in place for the foreseeable future. Above all, new benchmarks have been set for the industry:

- People are still hesitant to hop on planes, especially towards long-haul destinations like Mauritius. They are looking for a safe haven, where cleanliness, hygiene and safety are front and centre. Vaccinations will be key in providing a sense of safety to guests, and Anantara's staff have all been vaccinated to this end.
- Contactless technologies, like digital check-in, mobile room keys, touchless payments and scannable menus are now must-haves.
- Awareness on sustainability, ecotourism and wellness is on the rise. We believe that our hotel, which was designed with these components in mind, has all the prerequisites to meet new guest habits and expectations. (More information on page 95)

Over the medium term, it will take more than vaccines to cure the hospitality industry. The pandemic has changed the face of travel and Mauritius cannot simply fall back on past formulas to maintain its competitive edge.

This is an unprecedented opportunity for us to reset an industry that was already struggling before COVID-19. It isn't only about building back, but also building better.

The road to recovery will require moving towards a model that prioritises sustainability, wellness and inclusiveness; one that not only meets new visitor expectations, but also addresses the needs of our environment and communities. This is the right time to develop a strategy that harnesses the island's unique environmental and cultural characteristics; to develop nature-based activities (hikes, excursions, artisanal fishing); to regenerate and better manage our oceans and natural resources; to invest in green and circular economy solutions and train our workforce accordingly.

Achieving this will require a high level of coordination between all stakeholders along the value chain. A cohort of players—hoteliers, various ministries and institutions, the airport, Business Mauritius, the Mauritius Tourism Promotion Authority, amongst others—have been working together on a holistic plan for the reopening of our borders. Aligning all these players around a clear and consolidated message will not just rekindle demand for Mauritius, but also build back a more resilient and sustainable industry.

Anticipating the future has never been as difficult as it is today. What does the year 2021 hold for CJ?

As I write this message, Mauritius is facing a second wave of infections and another lockdown. I am incredibly concerned about the psychological distress of a second lockdown on our employees, which brings with it another layer of uncertainty, rising inflation and declining purchasing powers. For us to emerge from this a stronger team, we need to support our people's wellbeing by continuing to communicate effectively and giving them access to the right resources to manage their stress. This will always be our top priority.

In terms of getting CJ through 2021, I am optimistic about the opportunities that lie ahead, particularly if we continue to nurture the green shoots of our recovery in the latter half of 2020:

- In the short term, we need to strengthen our individual businesses in their core competencies whilst developing new products, services and new business models. With consumer spending down, the informal economy is deeply impacted. Emtel and MC Vision are continuing to innovate and develop digital products; our Real Estate cluster will be considerably strengthened, thanks to Phoenix Central's prime location and the construction of the distribution centre scheduled for completion in 2022; our Hospitality cluster will build on its sustainability and wellness components to differentiate itself in a very competitive industry. Now is also the time for Batimex to shift its strategy towards more established and safe players and strengthening and expanding its distribution channels;
- We intend to continue cementing the foundations for future growth by continuing to invest in new businesses, accelerating the rollout of 5G, new commercial opportunities and leveraging the METISS cabling investment.
- Digitalisation will remain at the forefront of our initiatives. They will be key in attracting new customers and also boosting employee engagement as we delegate their routine tasks to technology.

That is not to say that the year will not come with its share of challenges:

- From a strategic perspective, the national macroeconomic environment and consumer behaviour will steer our strategy. We are continuing to plan for the unexpected and embed agility into our structure, risk management framework and culture.
- The situation for the hospitality industry will remain worrying until the reopening of borders. Now, compounded by a second wave of infections in March 2021, the industry is gasping for air. Relying solely on the limited local market is not sustainable.
- From a People perspective, keeping spirits high is our biggest priority. Fake news and misinformation are rampant, and stress is at an all-time high. We will continue investing heavily in our people's wellness, health, engagement and training.

Do you have a final message for your employees, clients, partners and industry colleagues?

In November 2020, we lost a valuable member of our team. Dr. Iqbal Bhugun, the General Manager of Quality and Sustainability, dedicated over a decade of his life to the Group. He was held in high regard by all of us at CJ: he not only initiated the Global Reporting Initiatives within the Group, but he also played a key role in advancing our Sustainability and Environmental impact. For this, and for all his contributions, we are all grateful. On behalf of the Group, I would like to express my sincerest sympathies to Iqbal's family.

I believe that two major lessons were learnt this year:

- As tempting as it may seem to take our foot off the gas, that would be a mistake. We need to stay on our toes and examine what has worked and what hasn't on a global and national scale. Agility needs to be ingrained in our DNA.
- Hard times reveal your true friends. We have newfound respect and value for all our internal and external relationships, from our bankers, ministries and suppliers, to our Board members, management team and customers. Our employees, above all, stood by us and continued creating value for our clients. To all of you, thank you for your support and faith in Currimjee Jeewanjee.

My final message would be that COVID-19 is a marathon, and not a sprint. We are no longer navigating a crisis—we are facing a new reality, and we are ready.

Your Managing Director,
Anil Currimjee

OUR RESPONSE
To COVID-19

The COVID-19 outbreak led to the closure of the Mauritian economy and disruption of business models across industries. The government and private sector players moved quickly to protect the health of employees and customers, and activate contingency and continuity plans. As a Group with activities in essential services, our role in keeping consumers and businesses safe, connected and entertained took on new proportions. Meanwhile, our non-essential businesses were unable to carry out their activities during the national lockdown between 20th March and 15th May 2020, after which we resumed operations in phases. Our financial response and the impact of the pandemic on specific clusters and businesses is addressed in relevant sections of the Integrated Report.

♦ Government response ■ CJ's response

2020

19th March

1st June

18th March
- ♦ Awareness campaigns around the risks posed by COVID-19, precaution measures and hygiene tips
- ■ Drafting of sanitary protocols
- ■ Cancellation of overseas travel
- ■ Group Leadership meeting to coordinate purchase of PPE, sanitizers, masks etc.

19th March
- ♦ Announcement of complete lockdown
- ♦ Only essential businesses (police, hospitals, dispensaries, private clinics, firefighters) allowed to operate
- ♦ Closure of borders to local and international passengers
- ■ Emergency virtual Board meeting to draft response guidelines
- ■ Establishment of COVID-19 Task Team
- ■ Message from MD to all employees
- ■ Closure of HQ and all businesses
- ■ Device allocation to enable Work From Home (WFH)

Read more in our Risk Management Report on page 52

20th March
- ♦ 6am Beginning of lockdown
- ♦ Announcement of roll out of Work Access Permits (WAPs)
- ■ Activation of remote working
- ■ Maintenance of critical connectivity and tech services for the island
- ■ Drafting of health & safety guidelines for employees, partners, suppliers and customers
- ■ Roll out of Business Continuity Plan and crisis measures (preserve all jobs, maintain healthy liquidity position, protect supply chains, contain/reduce costs, grant access to government support schemes for employees, manage debtors, maintain essential services)
- ■ Messages sent by management and communication network was setup
- ■ Support to employees

22nd March
- ■ Use of CJ Facebook Group to enhance communication and information sharing
- ■ Establishment of back-to-work guidelines

26th March
- ♦ Set up of National COVID-19 Solidarity Fund

28th March
- ■ Set up of Currimjee COVID-19 Relief Fund

8th May
- ♦ WAPs extended to private sector
- ■ Application of WAPs for CJ's essential services

15th May
- ♦ Mauritius declared COVID-free owing to intensive contact tracing
- ■ WAPs obtained for skeleton team for provision of essential services
- ■ Phased resumption of activities for all businesses with partial WFH

1st June
- ♦ End of lockdown
- ■ Normal resumption of all activities following Health & Safety Protocol and back-to-work guidelines

1st October
- ♦ Phased reopening of borders with mandatory 14-day quarantine for incoming passengers

2021

26th January
- ♦ Launch of vaccination programme with priority to frontliners

February
- ■ Vaccination of all frontliners within the Group

10th March
- ♦ Second nationwide lockdown
- ♦ Closure of borders
- ■ Closure of HQ and all businesses
- ■ Swift transition to remote working and continuity of operations

OUR RESPONSE TO COVID-19

EMPLOYEES

- We promptly shifted our employees to remote working, providing laptops and a VPN. A large portion was already equipped, thanks to our continuous focus on technology enablement. Flexible work arrangements are ongoing.
- Maintaining communication with employees through regular phone contacts, was paramount in providing updates, reassurance and guidelines on the way forward. WhatsApp and Zoom were used to cascade information quickly. Employee engagement levels soared in all businesses.
- All offices, retail shops and our hotel were temporarily closed to preserve the health of employees. From 15th May onwards, the reopening of our offices was phased, with staff working on rotational shifts to ensure social distancing. Strict sanitary measures were implemented (masks, hand sanitizers, temperature checks, social distancing) in all premises and continue to be followed.
- Anantara iko implemented Anantara International's strict "Stay With Peace of Mind" programme, in anticipation of the reopening of borders.
- All frontliners were vaccinated.
- Application of Wage Assistance Scheme to support eligible employees.
- We preserved 100% jobs (excluding natural attrition) during the year; no salaries were cut or reduced; no benefits were amended; bonuses were also duly paid.
- We increased emphasis on training, skills development and mentorship to help certain employees temporarily serve in other roles, and allow others to rise into more important roles.

COMMUNITIES

- Through our connectivity solutions, infrastructure and extension of data services, we kept people connected to their loved ones and enabled them to access support when needed.
- We contributed MUR 1.5M to the National COVID-19 Solidarity Fund.
- We set up our own internal Currimjee Relief Fund to extend food and health supplies to vulnerable populations. Our employees contributed MUR3.8M and the company made an equivalent contribution to the fund to reach a total of MUR 7.6M.
- Anantara iko Mauritius Resort & Villas was made available for frontline doctors for a month at no charge.
- We maintained all our CSR activities through the Currimjee Foundation in our areas of intervention.

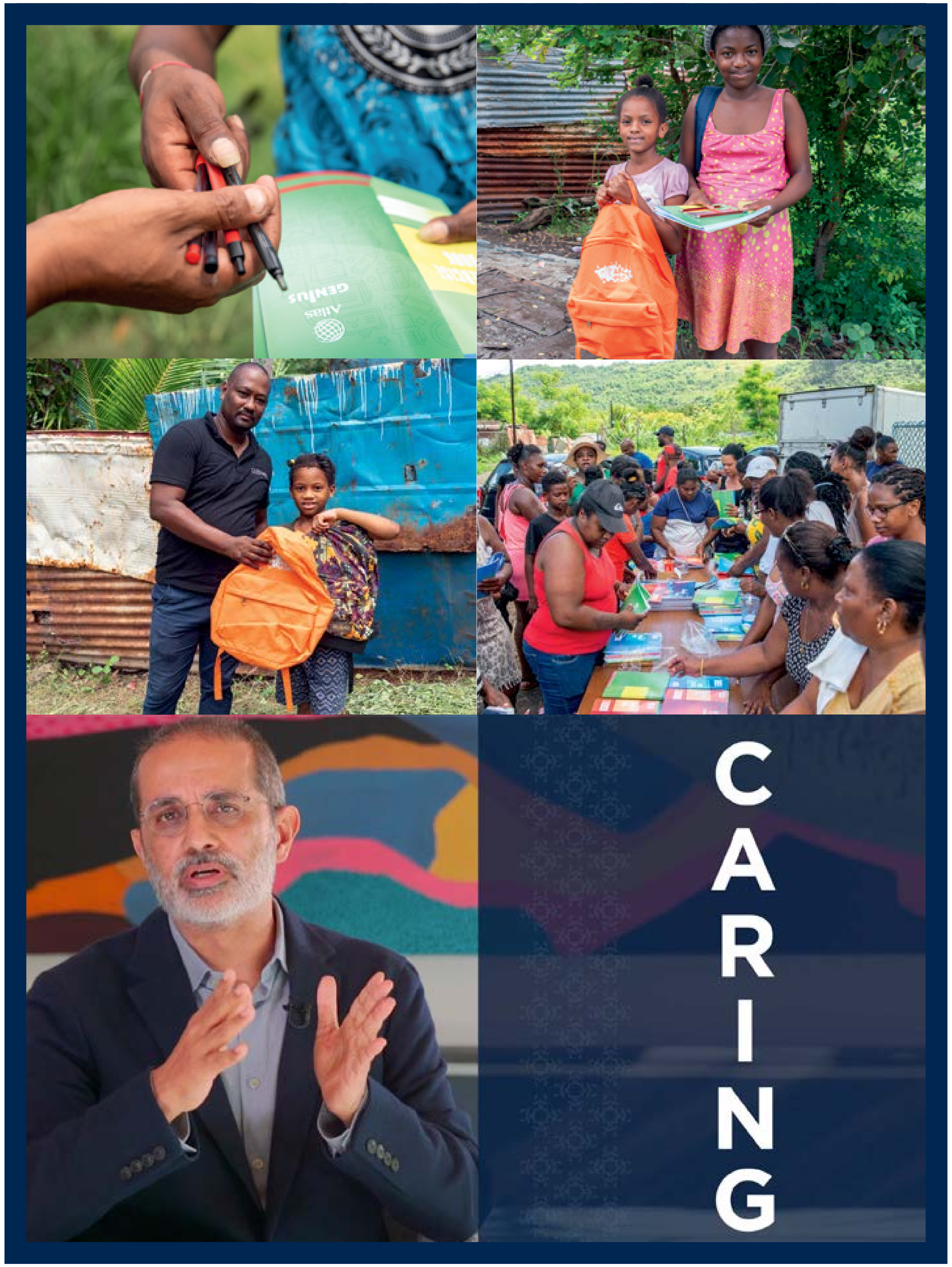
Read more in our CSR Report on page 112

CUSTOMERS AND SUPPLIERS

- All stores were closed during lockdown to protect customers. After reopening, HQ and retail shops layouts were adjusted to meet social distancing requirements and followed strict sanitary measures.
- We enhanced communication on social media to update customers daily.
- We expanded the local network and submarine cable capacity to ensure seamless connectivity. We also continuously monitored network usage and infrastructure to maintain a high customer experience.
- Service was not terminated for postpaid customers at Emtel and MC Vision, prepaid numbers were extended their validity period at no charge, late payment charges were waived for clients across clusters, additional data and channels were provided at no cost, payments were deferred, partial invoicing was implemented and credit periods were extended. These measures were implemented to enable people to learn, have access to entertainment, work and stay connected to their family and friends, while managing their cash flow challenges.
- Supplier contracts were extended and we maintained regular communication to renegotiate payment plans with more flexibility.
- To protect customers, Anantara iko implemented safety measures extending from the check-in process and transport, to guest rooms and common areas in the hotel.
- Digital payment alternatives and e-commerce solutions were developed to enable customers to pay their bills and make purchases online.
- We made full use of digital payment facilities (Internet Banking) to facilitate transactions with our suppliers.
- We developed new products and solutions in response to new customer needs.

REGULATORS AND AUTHORITIES

- We contributed to the National COVID-19 Solidarity Fund which aims to finance schemes, projects and other relief measures to support the community.
- We worked in close collaboration with government bodies to address the challenges facing the tourism and hospitality sector and propose adequate solutions.



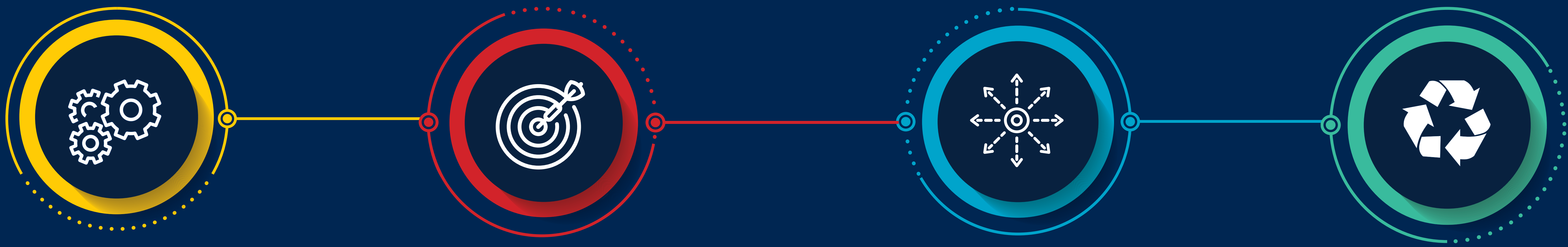
PURSUING

A More Focused Strategy

CJ's medium-term growth strategy aims to expand and diversify our presence in the industries we operate in. Our approach has always been about keeping our eyes firmly set on our long-term vision, while continually transforming our businesses and embracing change in response to an ever-evolving global and local landscape. 2020 was no different.

COVID-19 brought about a host of challenges and uncertainty. The world is changing at lightning speed: customer expectations and behaviours are shifting fundamentally and rapidly, forcing organisations to re-evaluate the relevance of their business models and strategies. Navigating this crisis has tested and confirmed the resilience of CJ's strategy: most of our businesses have either held up well, bounced back quickly after a short period of downturn or managed to identify new revenue opportunities in spite of the challenging context. And though our financial indicators may not yet fully reflect it, we made steady progress against our four strategic pillars.

Therefore, during the year, we pursued our long-term strategic plan and readjusted our short-term priorities, focusing on the immediate financial risks and on improving our ability to manage unexpected risks in the future. In parallel, we accelerated progress on our key initiatives such as digital transformation, training & development and a customer-centric culture, all of which enable us to engage meaningfully with, and create value for, our stakeholders.



Organisational efficiency

Achieve operational excellence and build organisational strength through customer- and employee-centricity

- Build highly-engaged team united around common values and a culture of continuous learning
- Centralise important functions and implement a Group-wide shared services programme to ensure efficiency, alignment in processes and culture
- Accelerate our digitalisation efforts to improve the employee experience and customers' interactions
- Embed a customer-centric culture in all aspects of our organisation

Financial Risk Management

Ensure the financial resilience of the Group and rebalance the financial structure

- Improve leverage at the Holding company level through the realisation of identified assets
- Restructure existing debt and address investment needs through a bond issue program
- Strengthen each subsidiary's ability to achieve financial independence
- Increase collaboration within and between clusters to realise revenue and cost synergies
- Embed agility and risk management in every aspect of our business

Business Portfolio Management

Diversify our portfolio across assets and industries to limit exposure to a single risk and invest for future growth

- Pursue a convergence strategy by leveraging our businesses' collective strengths and capabilities
- Invest in maintaining our competitive advantage and developing new sources of income through optimisation of existing investments
- Diversify our revenue streams through the development of innovative products and solutions
- Restructure our Real Estate assets holding and build scale in our businesses to strengthen its market position
- Execute our strategies in phases to better manage risks attached to new developments and also ensure that we benefit from opportunities available over time.

Sustainability Focus

Make sustainability an integral part of our way of doing business by ensuring the sustainable development of our environment and communities

- 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 Sustainable Development Goals
- Help to build empowered and resilient communities through education, health, culture, environment, sports and socio-economic initiatives

STRATEGICALLY MANAGING

Our Risks and Opportunities

OVERVIEW

Effective Enterprise Risk Management is fundamental to business sustainability and to creating value for our stakeholders. Currimjee Jeewanjee and Company Limited (CJ) has a well-established Enterprise Risk Management (ERM) process, which not only covers its operational and business (including strategic and financial) risks, but also its regulatory, societal, human capital, health and safety risks.

The purpose of the ERM process is to help CJ achieve its objectives by becoming more resilient in the actual business environment, thus ensuring growth across the Group by optimising its operations and securing its future. The external context and the internal environment, together, form the basis of our understanding of risks and our ability to leverage the opportunities that may arise from them.

CJ takes a balanced approach with regard to risk and return to ensure the achievement of its strategic objectives. The different types of risks which can adversely affect the business units are assessed, and adequate resources are then deployed to address those risks.

Our risk management framework, which follows the globally recognised COSO Framework. has been adopted across the Group and its subsidiaries through a rigorous system of governance, risk committees, policies and tools.

Underpinning our framework is a strong risk management culture, which we believe is crucial for maintaining growth and an essential element of the way we conduct our business. We endeavour to embed this risk management culture in our day-to-day operations to ensure the effective deployment of our framework, which is conducive to our strong commitment to ethical behaviour and to the Group's core values.

We are on a planned journey to grow and progress on our risk management capabilities, which reinforces our sustainable competitive advantage to reach our expected potential earnings, strengthen our brand reputation, generate shareholder returns and above all, remain resilient in this dynamic environment.

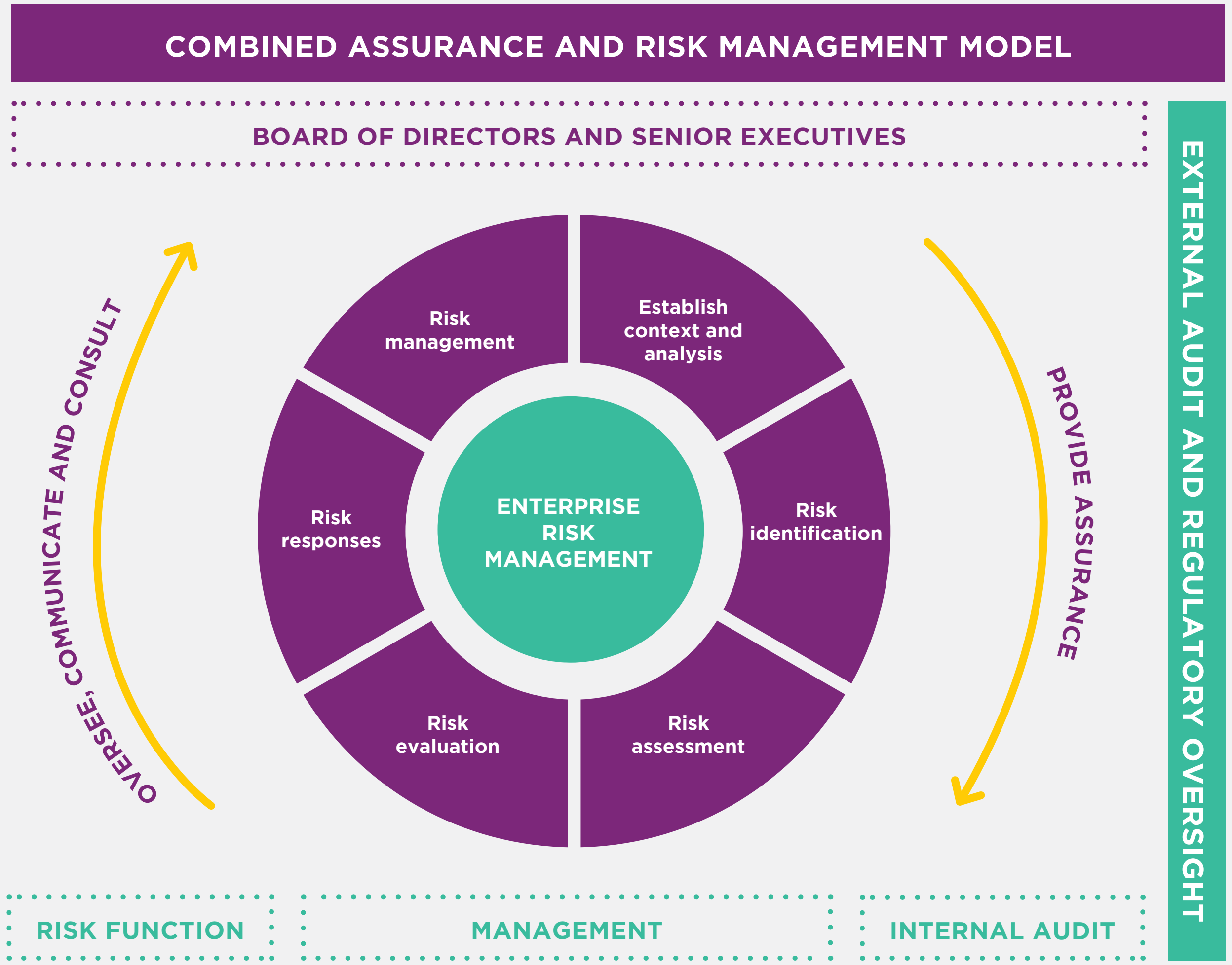
RISK MANAGEMENT MODEL

Success in a challenging and dynamic external environment is largely dependent on an organisation's ability to respond to changes quickly and effectively. This forms the bedrock of CJ's risk management process, which is well geared to identify, assess, respond to and manage risks.

As the Group's businesses are diverse, its operations face a variety of significant risks. Accordingly, CJ has designed a dynamic process by adopting a systematic and collaborative approach across the organisation, whereby key players contribute by assessing risks in their areas of responsibility and expertise, and provide adequate responses to those risks.

One of the key deliverables of this process is the creation of a comprehensive Risk Register, which establishes the risk context and risk treatment plan for each key risk.

As a result, risk management remains a focus in the running of each entity, and operational managers are adequately prepared to react rapidly when circumstances change.



GOVERNANCE

To enable the effective management of risks, we have adopted the "Three Lines of Defence" approach.

The Board of Directors is responsible for overall risk management and is at the top of the risk governance structure. It has constituted a sub-committee, the CJ Audit and Risk Committee, to ensure that the Group implements an effective plan for risk management, as well as a Risk Management function, which acts as an overseer on behalf of the sub-committee.

The business units have their respective Audit and Risk Sub-Committees, which report to their own Boards of Directors. These sub-committees, along with the CJ Risk Management function, are responsible for overseeing the implementation of the ERM Framework, monitoring risks and tracking the mitigation plans.

The management of each business ensures that:

- the main corporate objectives (strategic, financial, operational, compliance and human capital) are communicated and understood across the respective companies
- a robust risk management system is in place to enable the achievement of those objectives
- policies and procedures are effectively complied with

Assurances are sought from independent service providers on the effectiveness of risk management and internal control systems.

STRATEGICALLY MANAGING
OUR RISKS AND OPPORTUNITIES

Response to the Pandemic

COVID-19 has reminded everyone that the pandemic risk is real and can significantly change the company's risk profile almost instantly. It is clear that businesses must have an evolving and dynamic mitigation plan to be able to monitor all key risks and their developments, irrespective of how unlikely those risks may materialise.

The dynamic spread of COVID-19 and the uncertainty surrounding this pandemic are making it difficult to predict the short- to medium-term and decide on a clear way forward. In addition to the staggering human toll, the pandemic continues to disrupt businesses and consumer activities in the affected areas and beyond.

It has become critical to adapt to changes and pursue potential opportunities to eventually create value for all stakeholders despite the challenges.

The Group has, to a large extent, remained resilient over recent months owing to the diversity of products and services offered across its portfolio of businesses, though there are still major setbacks to be addressed, principally in the hospitality sector.

The key risks identified at the start of the pandemic in 2020 were addressed during the Annual Operating Plan exercise and at various committees across our business sectors, and re-assessed based on the current visibility. Whilst we have been reviewing costs and re-assessing investments, we are also maintaining a customer-focused approach, new product development and investment in our people. Our risk culture, agility level and risk appetite have enabled us to adjust our plans so as to fall in line, to the greatest extent possible, to our pre-COVID-19 strategic objectives.

In responding to the pandemic, we have reinforced the following measures:

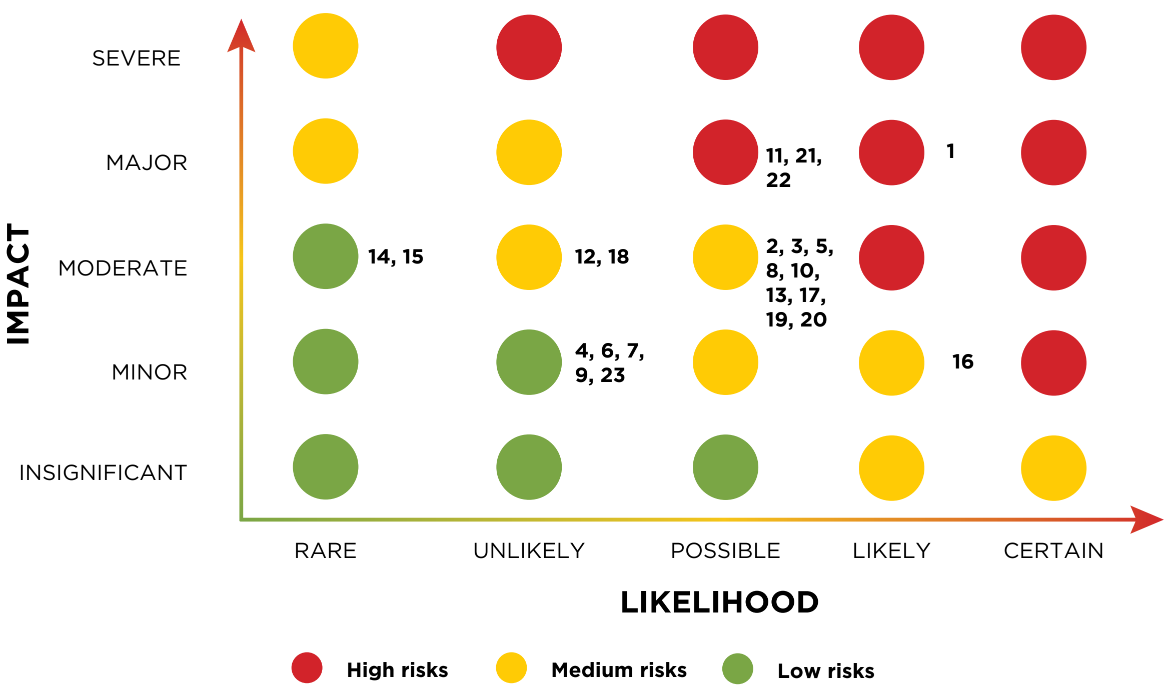
- More customer centricity through greater internal and external collaboration
- Remain aligned around a common vision, values and purpose
- Remain agile in navigating change
- Maintain a growth mindset and leverage our collective strengths as a Group
- Remember our duty to the nation

We remain on alert for any new level of preparedness within the new environment that is emerging.

Managing Key Risks Relating to our Businesses and Industry

The Group risk map and table below provide an overview of the key residual risks and the subsequent mitigating measures.

RESIDUAL RISK RATING



STRATEGICALLY MANAGING
OUR RISKS AND OPPORTUNITIES

	Risks Relating to our Businesses and Industry	Description & Risk Context	Response To Risks	Strategies Impacted*	Risk Rating	Capital(s) impacted
1	**Economic recession and market situation**	The consequences and the severity of the impact of a major cyclical economic recession and other unforeseen economic shocks such as a pandemic, terrorism or war situation, thereby resulting in a catastrophic market situation, affecting our ability to achieve set objectives and threatening survival of businesses.	• Close monitoring of key international and national economic indicators. • Regular review of strategic objectives at Strategic Committee level. • SWOT analysis and re-assessment of the environment. • Internal capacity to amend and adjust the business model. • Ensure our businesses are not excessively geared. • Business continuity protocols in place in case of a lockdown due to pandemic, and ensure appropriate policies and controls are in place for the new work environment. • Continuously assess the resilience of the businesses by focusing on the employees' health, safety and continuous engagement, customer retention measures, cost savings potential, review of existing debt repayment plans. • Identify any potential opportunities for rebound. • Review and introduce new products / services / ways to reach our customers. Improve customer experience so as to be stronger for rebound and unlock potential opportunities. • Now that there is more visibility into the impacts and consequences of the pandemic, businesses were re-assessed in the medium to long-term by considering more stringent measures, such as an in-depth review of the overall organisation and cost structure without affecting the agility of the companies, ensuring a stable supply chain and adapting the business model to the new situation. • Avail of government support and incentives for the given situation.		High	
2	**Innovation**	It is imperative for us to remain relevant in an ever-evolving landscape by adapting our operating model to changing market dynamics. Innovations create greater opportunities and are critical for the survival, economic growth, and success of any company. To maintain a sustainable business, we consider the following challenges: • Lack of a targeted strategy on innovation. • Lack of skilled resources and our level of agility.	• Constantly aim to gain deeper insights into evolving customer behaviours and expectations, and implement resulting targeted strategies. • Innovation being critical to our survival, the Group has fostered a culture of innovation over time, and continues to reinforce it. • Leverage our relationship with our international strategic partners to be able to keep pace with the evolution in technologies and offer innovative products and services. • Investment in technologies, infrastructure and skills to support innovation. • Focus on the right organisation structure and policies to foster innovation.		Medium	

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	Risks Relating to our Businesses and Industry	Description & Risk Context	Response To Risks	Strategies Impacted*	Risk Rating	Capital(s) impacted
3	**Customer satisfaction and customer experience**	In a competitive marketplace where businesses compete for customers, customer satisfaction and experience is seen as a key differentiator. Businesses that succeed in these cut-throat environments are the ones that make customer satisfaction an integral element of their business strategy. Some of our businesses may not be able to sustain a customer-centric culture due to: • Lack of customer focus throughout the organisation. • Lack of skills, competencies and training of our personnel. • Lack of sound systems, policies and processes. • Lack of employee engagement. • Poor quality products and services. • Lack of support from suppliers. • Absence of formal customer feedback. • Service Level Agreement (SLA) not formalised with outsourced parties.	• Constantly adjust our product offering to meet evolving customer expectations. • Improve the tracking and monitoring of our customer experience levels through regular surveys and a customer feedback system. • Carry out continuous training on product and service delivery in order to close the skills gap. • Focus on engagement of our human capital and culture. • Establish clear SLAs with key stakeholders for deliverables, ensuring successful and mutually beneficial relationships with all our providers. • Leverage data analytics. • Put in place skills, policies and structures that support improved customer experience with a focus on increased digitalisation of these processes.		Medium	
4	**Reputation**	The Group operates in a number of sectors through various companies and brands that are well known nationwide, thus resulting in an exposure to reputational risk. The protection of our reputation remains one of our top priorities as it reflects how our companies and brands are perceived by various stakeholders such as the media, customers, employees, competitors, regulators and providers of capital. Damage to our image could be the result of: • Non-compliance with applicable laws and regulations. • Non-conducive interaction with our stakeholders as a result of misrepresentation, unethical and fraudulent behaviour. • False promises on the delivery standard of products and services. • Lack of sound internal governance principles and risk management system. • Unfounded negative comments on social media.	• The Group has a strong governance system in place. • The Group Code of Conduct is clearly defined and acknowledged by all employees and Board members yearly. • Constant reaffirmation and diffusion of our core values across the Group with clear behavioural guidelines. • A Whistleblowing Policy was deployed across the Group. • Assurance exercises are carried out by both internal and external auditors on compliance matters. • Presence of a dedicated Communication department at the corporate level. • Presence of a relevant Public Relations cell that intervenes as and when required. • Prompt response to unwarranted representations across all media. • Monitoring of press and media releases on a daily basis. • Adoption of an Environmental and Sustainability framework.		Low	

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	Risks Relating to our Businesses and Industry	Description & Risk Context	Response To Risks	Strategies Impacted*	Risk Rating	Capital(s) impacted
5	**Cyber threats**	Businesses continue to suffer from cyber threats with ever-more sophisticated cyber-attacks / crimes involving malware, phishing and others. This has placed the data and assets of corporations at risk. Systems technology failures may disrupt our businesses due to IT infrastructure breakdown, cybersecurity failure and technology governance failures. The main risks affecting our businesses are: • Loss of data, including personal data, impacting our businesses and reputational risk. • Lack of investment in cyber security architecture, which may result in an array of cyber risks. • Disruption or halt in IT operations due to cyber threats. • Unavailability of network due to major unforeseen event.	• Implementation of a robust cybersecurity framework. • Continuous monitoring and upgrade of our IT infrastructure & cloud environment. • Anti-virus software and firewalls are installed and updated regularly across all systems. • Yearly drills and assessment of disaster recovery facilities. • Secured and controlled access to IT resources. • Regular awareness programmes carried out on information security issues. • External and internal IT audit (including pen tests every 2 years). • Network redundancy alternatives in place. • Our disaster recovery is structured around a state-of-the-art data centre belonging to one of the subsidiaries of the Group. • Training and upgrading skills of our team. • Leveraging IT skills across the Group. • Work towards obtaining the ISO 27001 certification on Information Security by the end of 2021.		Medium	
6	**Legal and regulatory compliance**	On account of its diversified investment portfolio, the Group is subject to various laws and regulations in areas such as insurance, health and safety (including food security), tourism, telecommunications and media. Non-compliance with those laws and regulations may result in license issues, disputes, litigations, severe fines and penalties.	• Strong governance structure in place that provides assurance on legal and regulatory compliance. • The Group has in-house legal resources, and also works closely with reputable law firms and other professional firms. • Strong corporate culture of respecting and complying with all legal and regulatory requirements.		Low	
7	**Societal**	The world is faced with many disturbances of a settled and peaceful condition due to natural and man-made disasters and calamities. These are having serious effects on society at large, namely infectious diseases, social cohesion erosion, youth disillusionment, livelihood crisis and social security collapse.	The following measures are being considered: • Assess the impact of those risks and plan on mitigating measures to address those risks. • Regular monitoring of emergence of any event that could have a negative impact on society and take preventive measures required to avoid the risks. • Collaboration with the government to work on a plan for sustainable solutions.		Low	
8	**Climate change risks**	Climate change threatens lives as well as businesses. Climate change is affecting the performance of a business' operational, financial, environmental and social activities. Disruptions in global climatic conditions have resulted in more frequent natural disasters. As a result of climate change and its geographical location, Mauritius is more exposed to flash floods, droughts, increases in temperature, erosion in coastal areas and more so, cyclones and thunderstorms. This situation can seriously affect our business properties and interrupt our operations, thus resulting in potential significant costs and reduction in revenues. More particularly, our businesses in the telecom and media sector will suffer the most as there could be damage to antennas and towers for TV broadcasting and telecommunication.	• More generators at our stations over time. • Increase fibre connectivity between towers, hence improving our network. • Strengthen our towers. • Educate our customers on managing their dishes by lowering them in case of deteriorating weather conditions. • Enhance our product offers and increase Enterprise Connection, Home Broadband and content over Internet via OTT. • Minimum stock level to replace damaged items. • Provide relevant insurance covers.		Medium	

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	Risks Relating to our Businesses and Industry	Description & Risk Context	Response To Risks	Strategies Impacted*	Risk Rating	Capital(s) impacted
	Human Capital					
9	**Talent management and succession challenges**	Our people are fundamental to driving our business performance. We may face a talent shortage, coupled with an inability to attract and retain key personnel and to secure backup resources for key positions as a result of: • Being an unattractive employer. • Not being able to generate, organise, develop and disseminate knowledge. • Inexistent or inadequately defined HR policies. • Poor talent management system. • Low employee engagement levels. • Lack of succession planning. • Lack of investment in talent development. • Wrong perception of the Group. • Risk of disruption of HR due to unforeseen events.	• Implementation of a formal recruitment policy with clear guidelines. • A yearly employee engagement survey is carried out and actions arising therefrom are being closely monitored. • HR policies have been defined pertaining to, amongst others, flexible working arrangements, diversity and inclusion. • Creation and implementation of a formal Performance • Management System. • Implementation of a formal Talent Development programme. • Implementation of a Business Continuity Plan (BCP) approved by the Boards, with clearly defined roles and actions to support the BCP and implementation of a succession planning system. • Salary benchmarking exercise conducted at regular intervals to ensure alignment with best market practices. • Implementation of leadership development initiatives through coaching plans and individual development plans. • Continuous investment to improve the work environment and therefore increase employee engagement. • Creation of an HR committee at the Board level, which meets at defined intervals. Clear HR strategy focusing on making us an employer of choice.		Low	
	Investment and Financial Risks					
10	**Financial stability**	All Group companies operate independently without undue reliance on corporate support for financing. All companies within the Group are expected to be self-financed. Inability to secure financial stability may be due to: • Economic recession and unforeseen economic shock. • Poor governance principles and strategies. • Mismatch in the leveraging of debt between the Holding company and subsidiaries. • Absence of a dividend pay-out policy. • Erroneous financial reporting and breakdown of internal controls. • Change in the business environment impacting our product and services.	• The Board's Strategy and Finance Committee meets quarterly to address financial planning and strategies. • Issues pertaining to financial matters are addressed at different forums such as management meetings, Board meetings, committee meetings and also during the Annual Operating Plan exercise. • All projects are appraised through feasibility studies, which also include the assessment of proposed funding plans. • A dividend payout policy has been devised. • A Financial Internal Control framework has been designed and implemented within the Group, and regular assurance exercises are carried out to ensure compliance and effectiveness. • In the context of the COVID-19 pandemic, the Group, including CJ, continuously assesses its financial resilience and takes appropriate measures.		Medium	

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	Risks Relating to our Businesses and Industry	Description & Risk Context	Response To Risks	Strategies Impacted*	Risk Rating	Capital(s) impacted
11	**Portfolio mix**	A balanced portfolio mix is critical for the Group to average its risk exposure. The inability to maintain an optimal mix of investment is due to: • A poor investment strategy. • Unbalanced weightage of specific business activities. • Risk appetite not conducive to growth and diversification. • Corporate culture not conducive for innovation and business incubators. • Long Time to Market . • Lack of foresight.	• Diversification of investment is one of the Group's major strategic considerations and is subject to review on a regular basis at the Board's Strategy and Finance Committee. • Measures are being taken to provide for new revenue streams within our existing Telecom and Media sector. • Deepen our investment in other sectors, such as real estate, to build businesses with scale and with greater strategic opportunities. • Maintain our competitive edge by investing massively in our core competencies. • Structured approach to allocate capitals and resources.		High	
	Industry (Sector) Risks					
	Telecom & Media					
12	**Technology**	Technologies are evolving rapidly, giving rise to new consumption patterns, business models, competitors and an accelerating digitalisation process. CJ needs to ensure that it is sufficiently agile and innovative to respond to new customer expectations. CJ could potentially fail to adapt to these rapid changes and evolutions in technology due to: • Our inability to anticipate threats. • Our inadequate and/or limited knowledge of the evolving industry. • The emergence and presence of disruptive players. • Demographic shifts in our target customers and the new generation. • Our inability to attract the appropriate talent. • Our inability to leverage technological strengths to improve internal processes and customer interfaces.	• Leverage our network of international strategic partners and experts' knowledge of the industry. • Adopt new technologies ahead of the curve and build future-ready network capabilities to offer innovative products and services. • Strong and resilient attitude of the management team. • The talent development programme, which is in place, supports our ability to attract and retain high-calibre talents across the Group. • Pursue the Group's digitalisation roadmap to enhance internal efficiencies and external interfaces. • There is a major move towards convergence of strategies between the companies in the telecom and media sector by leveraging synergies and remaining dynamic in the evolving market. • Appropriate organisational structure with inbuilt agility to enable transformation of businesses where required.		Medium	
13	**Execution of strategic projects**	Failure to monetise investments and generate more value to the Group by not adequately identifying opportunities through industry verticals (e.g. IOT, e-commerce etc).	• Dedicated team in place to address the evolving opportunities within the telecom and media sector, which is impacting all industries. • Regular monitoring of the implementation of the various strategic projects.		Medium	

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Risks Relating to our Businesses and Industry	Description & Risk Context	Response To Risks	Strategies Impacted*	Risk Rating	Capital(s) impacted
14 Content rights	The commercial success of the business depends on how consumers respond to various forms of content. The risks associated with securing content rights are: • Content providers are not able to renew their broadcasting rights. • Unavailability of substitute content. • Unfavourable pricing. • Sudden discontinuation of transmission of certain channels.	• Close monitoring of the evolution of content rights internationally. • Implementation of an adequate strategy for the management of rights. • Support from and strong long-term agreements with our content providers. • Seek potential alternate channels and forms of content as and when required. • Secure rights across platforms.	Business Portfolio Management, Financial Risk Management	Low	Financial, Intellectual, Relationship
15 Trend in content consumption	Risks associated with the shift in content consumption, from linear transmission to “catch up” and “video on demand”.	• Respond to the shift in customer consumption patterns by providing innovative OTT products (On Demand Content - Play & My Canal) and leverage broadband offerings. • Position ourselves as a major content aggregator. • Implementation of a technology strategy aimed at providing content anywhere, anytime and on any device. • Targeted investment in people, as well as building skills and the required infrastructure.	Operational Efficiency, Business Portfolio Management, Financial Risk Management	Low	Financial, Relationship
16 Content Piracy	Technological advances and increased access to high-speed internet connections continue to enable computer, smartphone and tablet users to share content and facilitate piracy. The illegal provision of free or paid content in Mauritius is due to: • Technical and economic opportunities to provide such content/ services. • Lack of monitoring by regulatory authorities.	• Monitor and track illegal content providers. • Actions by telecom operators to ban access to illegal broadcasters in Mauritius. • Seek assistance from and request the intervention of regulatory authorities.	Business Portfolio Management, Financial Risk Management	Medium	Financial
Real Estate					
17 Attractiveness and competitiveness of our properties	It is likely that the current structure, age and limiting factors of our existing properties may affect their attractiveness and competitiveness in the market. As a result, we are faced with the following risks: • Shift in customer preferences and behaviours (including migration). • Evolution in competitors’ offering. • Poor accessibility to the property. • Buildings are not technology-friendly. • Change in the physical environment. • Inability to comply with environment-friendly initiatives.	• Strategic review of the property assets and the environment are carried out regularly. Any change required to adapt to the prevailing market conditions is considered. • Our facilities management unit embraces Green Building initiatives. One of the Group’s properties is listed on the Stock Exchange of Mauritius Sustainability Index (SEMSI). • Being a member of the Green Building Council Mauritius, management is kept abreast of the green and sustainability best practices in real estate development. • Invest in new technologies and maintaining the attractiveness of our properties. • Strengthen our facilities management team.	Operational Efficiency, Business Portfolio Management, Financial Risk Management, Sustainability Focus	Medium	Financial, Intellectual, Relationship, Manufactured, Social & Natural

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	Risks Relating to our Businesses and Industry	Description & Risk Context	Response To Risks	Strategies Impacted*	Risk Rating	Capital(s) impacted
18	**Development strategy and implementation**	Our development strategy should ensure that it meets customer demands and the expected sustainable long-term returns. It is therefore essential that we build the right products that meet both their current and future needs. The implementation should be timely, cost-effective and of good standard to promote attractiveness. The risks associated with this objective are: • Not-well-thought strategy. • Cost overruns. • Contractor and subcontractor failures. • Market changes and time-to-market.	• Development of the Group property assets is being planned in a phased manner, while ensuring attractive yields. • The management team has been reinforced and restructured in order to redefine and implement new strategies pertaining to the property assets of the Group. • Use of property management software to enhance reporting and bring in more efficiency in the management of operations.	Operational Efficiency Business Portfolio Management Financial Risk Management	Medium	Financial Manufactured
	Hospitality					
19	**External factors affecting the attractiveness of our destination**	The hotel industry is exposed to external factors that may impact our country's reputation as an attractive destination. The most significant risks are: • Political instability. • Extreme weather conditions and natural disasters. • Pandemic outbreaks and extended border lockdowns • Increased attractiveness and competitiveness of other destinations in the region. • Perception of being an expensive destination. • Restrictive policy on air access rights. • Human rights and environmental records. • Threat of terrorism.	Government measures to enhance the attractiveness and protection of our destination are mainly in the following areas: • A disaster and crisis management protocol in the event of natural calamities and pandemic outbreaks. • Firm policy on the reopening of borders due to the pandemic. • Enhance the marketing of our country to improve the visibility of our destination. • Threats of terrorism are taken seriously. • Road shows by the Tourism Authority. • Diversification of source market. Other initiatives in place are: • Insurance covers are in place to mitigate the losses associated with some of the aforementioned risks. • Make representations to the government to address the air access strategy. • Continuous interaction with the government on our response to the pandemic and changes affecting the industry.	Business Portfolio Management Financial Risk Management Sustainability Focus	Medium	Financial Human Relationship Manufactured Social & Natural
20	**Health and Safety risk**	Our aim is to maintain the appropriate health and safety standards for our guests and employees. However, there is a risk that the outbreak of an epidemic occurs and seriously harms our guests and employees, leading to a possible halt in operations.	• Standards and procedures are established to enhance our health and safety level. • Compliance with health and safety regulations is emphasised regularly. • Regular health and safety training. • Business continuity protocol in place in case of crisis. • Vaccination programme adopted by the Government.	Operational Efficiency Business Portfolio Management Financial Risk Management	Medium	Financial Human Relationship Manufactured Social & Natural

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	Risks Relating to our Businesses and Industry	Description & Risk Context	Response To Risks	Strategies Impacted*	Risk Rating	Capital(s) impacted
21	**Market changes and competition**	Constant changes and evolutions in market conditions on the local and international front are affecting the industry. Being a new entrant to this industry, it will take us time to reach the level of visibility as other traditional players in the market. The most significant risks emerging from these changes are: • New customer expectations and behaviours resulting from the pandemic and other market changes. • Marketability and visibility of our hotel. • Presence of disruptive players such as Airbnb. • Traditional competing destinations are becoming more attractive. • Unavailability of direct flights from certain countries to our destination.	• Assess and adjust our risk appetite in the context of the pandemic while awaiting the resumption of global travel. • Focus turned to the local market in the current context. • Leverage our hotel managers' expertise to carry out a sustainable marketing strategy and to remain competitive. • Leverage the Anantara brand as a reputed player in the wellness arena worldwide and strengthen our offer accordingly. • Leverage key local festivities and events at the hotel. • Review our offering in view of the pandemic to address the evolving market demand. • Constant focus on training and quality standards to remain aligned with international norms and the new normal.		High	
22	**Estates (villas) project**	Unfavourable market conditions resulting in lower demand for products.	• Strengthen our skills and expertise in real estate development by working with CJ's Real Estate cluster and strengthen hospitality management resources. • The first phase of villas are being marketed as part of the hotel's rental pool with other appealing benefits. • Development has been planned in a phased manner to reduce exposure to overall market risks. • Product positioning is based on extensive market analysis and being reviewed in the current pandemic situation. • Leverage all networks to speed up sales with focus on cash flow generation.		High	
23	**Brand protection**	• The way hotels respond to the pandemic crisis will have long-term implications on how their brands are perceived both by customers and employees. • Our brand may lose value over time if our handling of the crisis is not in line with the required norms and customers' exigencies and new expectations.	• Protocol in place to handle the crisis. • Vigilant about customer service mishap. • Keep our employees engaged and ensure continuous awareness of new protocols to prevent reputational damage. • Mindful of ethical conduct. • Leverage the partner's experience and expertise in managing such crises.		Low	

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WE RECOGNISE...

...THAT WITHOUT MEMBERS OF OUR COMMUNITY, WE WOULD NOT HAVE OUR PLACE IN THIS WORLD. WE PLEDGE TO BUILD MORE INCLUSIVE AND RESILIENT COMMUNITIES, LEAVING NO ONE BEHIND.

OUR OPERATING Environment

Much like the rest of the world, our country and Group's financial year 2020 was dominated by the direct and indirect impacts of COVID-19. As an organisation operating in five distinct industries, our businesses were exposed to a host of challenging market conditions, shaped by the consumer, economic, cultural and social trends resulting from the pandemic.

Despite the short term negative impacts of Covid 19, the long-term perspectives for our industries remain attractive, and the Group is well positioned to seize the opportunities and mitigate the risks associated with each of these trends.

Read more about how we responded to the pandemic on pages 46-48 and how we managed our risks on page 52.

Material trends impacting value	Main clusters impacted	Risks relating to our Businesses	Our strategic focus areas
Trends resulting directly from COVID-19			
The pandemic prompted countries across the globe to completely or partially shut down their economies to contain the spread of the virus. Mauritius implemented some of the most stringent measures in the world between March 2020 and May 2020: schools were closed, with only essential services being allowed to operate, and **borders were shut** to international arrivals until 30 September 2020. This has had a devastating effect on the **travel and tourism sector** (one of the largest drivers of our economy, representing 19% of GDP in 2019) which was already experiencing sluggish growth before 2020. Ripple effects were felt on the construction, textile and SME sectors. As a result of the pandemic: • **Mauritius entered a steep recession** in 2020, with GDP contracting by approximately **15%,** one of the worst contractions in decades**.** • **Total tourist arrivals dropped by over 67%** between March and September 2020**.** • **Unemployment reached up to 12.2%** mid-2020 before decreasing to 10.9% towards the end of the year.		1, 7, 10, 19, 20	• Ensure business continuity by focusing on employee and customer health, safety and engagement • Continue focusing on debt management, maintaining a strong balance sheet and developing a robust risk management framework • Work closely with players of the private sector and government authorities to help restore traveller confidence and reopen our borders to tourists under optimum conditions Please refer to the "Responding to the COVID-19 impact" section on pages 46-48
The world experienced a **supply chain shock** due to temporary trade restrictions and factory shutdowns in China and elsewhere. This disruption has led to bottlenecks in logistics networks, **product shortages (resulting in rapidly rising prices)** and hurdles in meeting contractual obligations. Businesses that are overly reliant on supplies abroad are being driven to build greater flexibility and resilience in their supply chains to protect themselves against future disruptions.		1, 10	• Diversify our supplier route by transitioning to Europe • Increase our stock levels • Better prepare our clients for expected delays
The global economic slowdown has also **amplified the downward pressure on interest rates**, which have dropped to record lows. While this measure supports financial markets and eases the financial burden on borrowers, persistently low interest rates could decline the value of savings and drive up inflation over the long term. Additionally, low interest rates negatively impact long-term treasury bills, the valuation of life funds and pension liabilities.		1, 10, 11	• Inject further equity into our Life Insurance business to improve its resilience

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Material trends impacting value	Main clusters impacted	Risks relating to our Businesses	Our strategic focus areas
Rising unemployment levels and an **increased cost of living** have radically changed consumption patterns and spending. **Household spending is down** across industries, with Final Consumption Expenditure declining by around 14% according to the World Bank. Beyond spending less, consumers have also altered where and how they choose to spend their hard-earned money. **Spending in non-essential categories like** restaurants, transportation, out-of-home entertainment ha**s fallen,** and may continue falling as households expect to see their income dropping further in the coming months.		1, 3, 7, 10, 21	• Adapt our value proposition in both essential and non-essential products and services to meet new market realities • Renew focus on customer experience excellence • Develop a customer retention strategy by offering support to our clients and tenants Please refer to the "Responding to the COVID-19 impact" section on pages 46-48
The **Mauritian Rupee depreciated** by 9.3% against the USD, 10.2% against the GBP and 12.2% against the Euro, reflecting both domestic and international financial conditions. As a country that relies heavily on imports (up to 75% of consumption) and foreign-exchange earnings to procure necessities, and whose **exports have declined**, a weak currency is particularly devastating for the Mauritian consumer. On the other hand, certain industries like travel, accommodation and real estate would in fact get a boost from a depreciating Rupee, since these services would become more affordable for international tourists (assuming borders reopen.)		1, 10, 11, 19	• Judiciously manage our treasury position to minimise the impact of the depreciation of the Mauritian Rupee on our business
Trends unrelated to COVID-19			
Mauritius was placed on the EU's list of high-risk countries and the FATF's watchlist due to strategic deficiencies in its Anti-Money Laundering and Counter-Terrorist Financing frameworks. This could have far-reaching consequences on the country's financial services sector, foreign investment and its reputation as a credible International Financial Centre. It may also have a direct impact on the island's overall economy as the financial services sector remains one of the largest value-adding contributors to the economy in terms of employment and inflows of foreign currencies.		1, 10, 11, 19	• Continuously monitor the evolution of the potential risk emanating from Mauritius being placed on the FATF's watchlist
Existing trends accelerated by COVID-19			
The **growing demand for unlimited data to access original and high-quality content** shows no sign of slowing down. Growth in the adoption of smartphones and higher Internet speeds are driving the market, and media providers are under pressure to meet the demand for more original content. The pandemic has been a major catalyst in accelerating **the adoption of OTTs**. The cord-cutting phenomenon is gaining ground as streaming alternatives provide a more affordable option and a steady dose of fresh content. Mandatory lockdowns and social distancing measures have kept cinemas closed and live events limited, pushing homebound consumers to turn to digital content providers for their entertainment needs. As a result of more time being spent indoors, **the consumption of content on all devices has soared** (Netflix alone saw 16 million new signups for its service in the first three months of 2020), leading to the proliferation of unlimited data plans across Mauritius. This trend is enabled by Mauritius' heavy investment in international cable connectivity, the country's support to build a national Wi-Fi network, and the eventual rollout of 5G.	(MC Vision/Emtel)	2, 3, 10, 12, 13, 15	• Develop innovative product and service offerings, including packaging flexibility • Continue developing new business models with increased synergies between our telecom and media businesses • Strengthen relationships with international and local partners

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Material trends impacting value	Main clusters impacted	Risks relating to our Businesses	Our strategic focus areas
While demand for data has soared, so has **the demand for Wi-Fi**. However, with people being confined indoors, **Internet traffic is skyrocketing** as people work, learn and entertain themselves through bandwidth-intensive applications (Zoom and Google Hangouts) using their domestic Wi-Fi rather than the cellular network. This monumental **shift of data traffic from mobile to Wi-Fi networks** has dragged down **mobile data subscriptions and users, the sale of smartphones, as well as traditional voice calls.** Over the longer term, here lies an opportunity to support this unprecedented demand for high-speed connectivity with high-quality infrastructure and network expansion promised by 5G.	Over the short term: Emtel Over the medium to longer term: Emtel	3, 12, 13, 15	• Build on our strong telecommunication capabilities by continuing to upgrade our infrastructure and network • Enhance our customer relationships by improving different customer touchpoints
Prior to the pandemic, a **paradigm shift towards digitalisation** was already underway. In 2020, in a contactless world, digitalisation stepped in to bridge the gaps left by lockdowns and social distancing measures. As interactions with employees and customers are taking place virtually, **operating digitally is the only way forward**: this means migrating operations and employees to a virtual work environment, digitising processes, seeking digital payment methods, replacing in-person meetings, keeping employees productive as they work remotely, developing omnichannel customer experiences. This has presented both a challenge and an opportunity for those who had a head start in their digitalisation journey.		2, 3, 9, 10, 12, 13, 15	• Continue developing our digital capabilities (both employee- and customer-facing interactions) to improve communication with all stakeholders • Seamlessly shift to remote working thanks to our sustained investments in digitalisation • Improve in our back-office processes through the effective implementation of various digitalisation projects • Implement alternative payment methods adapted to a contactless environment
The pandemic has increased **the emphasis on Environmental, Social and Governance (ESG) considerations**. The socioeconomic effects have exposed the disproportionate risks on the most **disadvantaged and vulnerable populations**, beyond the obvious issues of safety and wellbeing: loss of income (with unemployment being concentrated in low-paid industries), lack of access to food and healthcare, deterioration of human rights across value chains... In parallel, **climate change** remains one of the biggest threats to humanity. This crisis has underscored the role of businesses in tackling social and environmental issues, and the importance of coordination amongst key players in supporting our communities.		1, 4, 7, 19, 20	• Raise funds to protect employees and communities at large through the Currimjee COVID Fund and contributions to the National COVID Fund • Ongoing investment of resources (time, volunteering and funds) in our focus areas through the Currimjee Foundation Read more about our sustainability and CSR initiatives on pages 102-131

Sources
World Bank, Poverty & Equity and Macroeconomics, Trade & Investment Global Practices.
PwC, Mauritius
Rapid Continuous Multi-Purpose Household Survey carried out by the World Bank and Statistics Mauritius.
PwC Global Entertainment & Media Outlook 2020-2024

TELECOMMUNICATIONS,

MEDIA & IT

CLUSTER PERFORMANCE,
OUTLOOK AND STRATEGIES

EMTEL

Performance highlights in 2020	Contribution to Group strategy	Opportunities arising from COVID-19	Priorities for 2021

Performance highlights in 2020

Broadband has established itself as the key enabler of all aspects of life: online education, remote working, e-commerce, videoconferencing, social networking, access to medical and food supplies, content streaming—all of which was made possible by resilient ICT infrastructure. Global Internet traffic skyrocketed by 40% at the peak of worldwide lockdowns.

Despite being providers of essential services, the growth in traffic has not led to a corresponding revenue growth—mainly because of the penetration rate of the Internet to homes and businesses, and the fact that such services are charged at a fixed cost for unlimited usage. We experienced slower growth in mobile data and an 8% drop in mobile voice services as a result of more usage of home WiFi instead of mobile data.

This was amplified by fierce competition and the additional tax burdens of the Solidarity Levy and CSG.

The relief measures we extended to support our customers (more details on page 48) during this critical time inevitably impacted our bottom line.

In parallel, Emtel was not immune to the marked decline in household consumption and the absence of tourist inflows. Moreover, foreign exchange losses, alone impacted our operating expenses by 15% to the tune of MUR 37M.

- We suffered revenue losses in device sales and the prepaid mobile segment due to a combination of a lower purchasing power and the closure of our retail stores during the lockdown period.
- Our roaming revenues plunged by MUR 82M following the lack of international travel.
- We experienced losses in our B2B revenues, with businesses either delaying or cancelling IT projects. We also extended a number of commercial gestures to provide relief to some struggling businesses.
- As a result of the closure of the borders and its resulting decline in tourists arrival, our gross revenue was down by 5% and our customer base decreased by 1%.

Nonetheless, Emtel was able to sustain revenues and posted a profit of MUR 552M, mainly driven by the following:

- We managed to meet the demand of increased data traffic, with no impact on our quality of service. This gives us confidence in the robustness of our infrastructure. Building on this, we remain focused on keeping our networks resilient and we continued to invest in additional submarine cable capacity to sustain increased traffic during the year.
- We introduced unlimited plans, leading to a 1.5% increase in our mobile customer market share.
- Our Service Revenue for the Home segment was up by 6% compared to 2019.
- More enterprises entrusted their connectivity and data centre services to us thanks to our proven track record of 99.99% uptime of our Tier 3 certified data centre and our submarine cable capacity strategy—all backed by an unmatched quality of service.
- We introduced an innovative product, Airbox+, in collaboration with MC Vision. It offers the best of media (live and on-demand channels) and high-speed Internet in one single package.
- We managed to contain through a strict cost containment strategy, which enabled us to save MUR 25M in operating expenses.
- The pandemic accelerated self-service and the adoption of digital payments, with 70% of our customer base making payments and recharging their accounts online. As a direct result, our call centres recorded a 17% drop in customer calls.

MUR **3,087M**
Turnover

MUR **779M**
Operating profit

Contribution to Group strategy

Opportunities arising from COVID-19

- We developed a host of new products designed for the trends that emerged as a result of COVID-19: SOS 35 enabled customers to recharge their accounts with an emergency top-up of Rs 35, to be repaid at a later stage.
- We launched our e-commerce platform for the delivery of handsets.
- Remote working propelled us to work in new ways: we enhanced internal collaboration and empowered key employees to accelerate the decision-making process. With some employees unable to carry out their activities (e.g in retail stores), we reshuffled our resources across departments, largely enhancing the sharing of knowledge and skills.
- With employees remaining productive while working from home, we introduced flexible working arrangements as part of our permanent work practices, even post COVID-19.
- We replaced cheque payments by online payments for our suppliers. We believe the shift to digital payments will be permanent, presenting huge opportunities for us to develop additional self-service features for customers and enhance security for our suppliers.

Priorities for 2021

- We became acutely aware of our dependence on our customers' spending power, despite their reliance on ICT. While the demand for data continues to soar, the ability to monetise this growth is one of our greatest challenges. In response, we are working on developing higher-value propositions (e.g Airbox+), and using digitalisation and social media to improve the customer experience.
- While we can rebundle our mobile data packages in proportion to volume, this is not a sustainable strategy over the long term. The reopening of borders is therefore critical to our ability to continue operating profitably.
- In parallel, we intend to carry on with our cost containment strategy and review our focus areas and our priorities with respect to investments..
- We aim to strengthen our collaboration with MC Vision and are in the process of identifying areas of growth with other businesses across the Group. Our convergence with MC Vision is a huge differentiating factor against competition and we intend to continue leveraging our combined strengths to capture the opportunities that lie at the intersection of the telecom and media industries.
- The roll-out of 5G has slowed down due to the disruption in supply chains and availability of workforce, but remains a priority for Emtel and Mauritius.
- We are optimistic about the future, mainly because we believe our strategy to be fit-for-purpose even in an evolving operating environment. Our ICT infrastructure—underpinned by our ever-increasing footprint of fibre around the island and our capacity build-up, including our participation in the newly-laid METISS Submarine Cable, fibre extension and the launch of 5G—diversified revenue streams and consistent focus on innovation will enable us to sustain and grow our revenues.

OPERATIONAL EFFICIENCY FINANCIAL RISK MANAGEMENT BUSINESS PORTFOLIO SUSTAINABILITY FOCUS

MC VISION

Performance highlights in 2020

The pandemic took a profound toll on our business, particularly as our showrooms were closed during the three months of lockdown, and technical interventions or installations were prohibited due to social distancing measures. We were further impacted by the following trends:

- the absence of incoming tourists has negatively affected not only hotels, but also short-term vacation rentals.
- a sizeable portion of our costs being in foreign currencies, we were hit hard by the depreciation of the Mauritian Rupee against the Euro and USD, impacting our business to the tune of MUR 77M.
- the marked decline in household consumption, as a result of declining incomes, job losses and soaring food prices, has led to subscribers cutting down on non-essential expenses.

While our bottom line reflects the adverse effects of the pandemic on our performance, it does not take into account the substantial progress we made in certain strategic areas:

- as announced last year, our CDN solution was deployed and has been instrumental in delivering better customer service and granting users seamless access to myCanal and PLAY's repertoire of 20,000 programmes available on demand.
- in February 2020, we launched Netflix via our 4K-Ultra Decoder, which has also fuelled sales of the PLAY decoder.
- we continued making strides in our role as a content aggregator and launched Disney+ in October 2020. The response so far has been positive, with a 59% adoption rate and a usage rate of 86%.
- towards the end of the year, in collaboration with Emtel, we launched Airbox+, a combination of unlimited Internet, fixed telephony, access to 50+ channels, myCanal and Play. This unique product designed to address changing customer needs and offer them "the best of all worlds" in one package, was successfully launched. 55% of our Internet sales now stem from this new product.
- we launched a "try and buy" model, whereby our existing clients are offered a free trial period to test certain new products before committing to buying them. We have found this strategy to successfully drive user awareness and adoption of our products (for instance, Disney+ was first introduced to customers through this model).
- in line with the Group's strategy of leveraging synergies, and in response to the global rise in the convergence between telecom and media, we accelerated our shared showrooms with Emtel, delivering a strong value proposition to clients, with the added benefit of cutting down on costs.
- our integration with Emtel has also enabled us to consolidate functions like IT and accounting into shared services, ensuring uniform procedures across both businesses, the cross-sharing of knowledge and the delivery of services as efficiently as possible, while also realising economies of scale.

MUR **1,357M**
Turnover

MUR **126M**
Operating profit

Contribution to Group strategy

Opportunities arising from COVID-19

- COVID-19 has accelerated the digitisation of our customer interactions. While self-service was the norm at MC Vision before the pandemic, contactless payments became a prerequisite during the lockdown period, even among customers who were previously hesitant to make online transactions. We developed a secure online payment solution, pay.mc-vision.net, to adapt to new customer expectations. Other payment alternatives like Juice by MCB, EasyPay by SBM and Emtel Cash, also amplified communication around their solutions.
- Social media has long been an important means of engaging with our community of subscribers. During the year, we decided to take it a step further by managing our social media platforms in-house to gain deeper insights into our customers' needs.
- Internally, communication between employees took the form of various virtual platforms (Zoom, WhatsApp, Google Share), which largely boosted team bonding, trust and engagement.

Priorities for 2021

- With projections of a continued slowdown in the Mauritian economy during the year, the closure of our borders and a continued decline in our subscribers' spending power, we expect 2021 to be another challenging financial year for us.
- However, we are optimistic about the adoption of our newly launched products. We aim to continue strengthening our role as a content aggregator and delivering relevant content that will delight our customers.
- Following the success of our shared showrooms with Emtel, we plan to open 10 additional shared showrooms in 2021.

OPERATIONAL EFFICIENCY FINANCIAL RISK MANAGEMENT BUSINESS PORTFOLIO SUSTAINABILITY FOCUS

SCREENAGE

Performance highlights in 2020	Contribution to Group strategy	Opportunities arising from COVID-19	Priorities for 2021
– Our performance this year was deeply impacted by travel bans and the closure of Mauritius' borders following the spread of COVID-19. Hotels, which constitute 84% of our total recurrent revenue, were closed. Even so, we continued to provide essential support services to hotels during the lockdown period. – The hotels in operation pivoted their strategy to welcome local guests at a reduced rate, mainly during the weekends, severely impacting their top line. This led to the postponement or cancellation of several ICT projects, resulting in a 97% drop in our recurrent revenue from Hotels. – Our diversification into new customer segments and non-hospitality industries, which we began pursuing a few years ago, has proven successful and timely. We have evolved from a pure hospitality player to addressing the needs of other industries such as Healthcare, Urban Transportation, Smart Cities and Larger Corporates. – Even under the circumstances, we maintained an 89% employee engagement score during the year.		– Contactless technology has proven to be a game-changer in the wake of the pandemic, particularly in the hospitality industry. With this in mind, during the lockdown period, we developed an automated fever-screening solution using thermal cameras, designed to take multiple subjects' temperature from a distance of 10 metres, hence safer than traditional hand-held thermometers. – Building on the above, we progressed by offering integrated contactless technologies into our applications: mobile door-locking, digital menus and online ordering, which are now considered the new normal.	– We intend to continue pursuing our diversification strategy into the local market, regionally, and into non-hospitality sectors . – To this end, we aim to continue investing in the development of our people in both technical and soft skills. We believe this will allow us to be better prepared to address opportunities emerging from the pandemic. – In anticipation of an increasing number of high net worth tourists visiting our island once borders reopen, we are working on developing a number of products using contactless technology. This will remain a priority for us moving forward. – We are in the process of adding AI-driven functions to our existing products (e.g Smart Perimeter Surveillance and Network AIOps) to deliver greater value to our customers.

MUR **35M**
Turnover

MUR **9M**
Operating loss

OPERATIONAL EFFICIENCY FINANCIAL RISK MANAGEMENT BUSINESS PORTFOLIO SUSTAINABILITY FOCUS

CURRIMJEE INFORMATICS LTD (CINF)

Performance highlights in 2020	Contribution to Group strategy	Opportunities arising from COVID-19	Priorities for 2021
Our performance was above expectations and exceeded our forecasts for the year, mainly driven by: – Our strategy over the years of expanding our footprint across geographies and sectors has been vital in enabling us to maintain our operations and diversify our risks. – We introduced 9 new digital solutions this year, mainly targeted towards corporations that are adopting digital transformation solutions to continue operating efficiently in this challenging context. The shift to remote working has underscored the urgency for reliable off-premise OpEx solutions (solutions that drive significant productivity through the use of operational excellence tools). This enabled us to offer our capabilities in Business Intelligence and Cloud solutions. – In parallel, businesses have either deferred or cancelled their major capital expenditures in a drive to stabilise their cash flows. This has mainly impacted our sales of hardware products. However, this was mitigated by our positive performance in our OpEx solutions. – We managed to retain all our clients during the year. – Our regional expansion strategy began on an upward trend in the beginning of 2020. We managed to penetrate two new markets, Reunion Island and Seychelles, and further consolidated our customer base in the UK and Madagascar. However, we have postponed the setting up of our office in Madagascar. We will be continuing to operate virtually, but are holding off on increasing our physical presence there until we gain more visibility into how the pandemic will unfold. After a positive first quarter, however, the interest of overseas customers has fizzled out due to the ongoing closure of borders.		– The pandemic has prompted customers to embrace and accelerate their adoption of technology—a mindset that is likely to endure. – With physical client prospecting no longer an option, we transitioned to webinars and online conferences, enabling us to extend our reach to a much wider audience, at a fraction of the cost. As a result, we have a greater presence on LinkedIn. – We developed new products that directly address the challenges arising from COVID-19, like digital signatures, e-procurement solutions, online banking solutions and workflow automation, amongst others. – As a business that is focused on providing digital solutions rather than selling IT products, we have established ourselves as a one-stop-shop for digital accounting services, with the ability to provide end-to-end support even remotely.	Pursue our regional and international expansion, a strategy which has served us well over the years, and more so during the pandemic.

MUR **71M**
Turnover

MUR **1M**
Operating profit

OPERATIONAL EFFICIENCY FINANCIAL RISK MANAGEMENT BUSINESS PORTFOLIO SUSTAINABILITY FOCUS

REAL
ESTATE

CLUSTER PERFORMANCE, OUTLOOK AND STRATEGIES

REAL ESTATE

Performance highlights in 2020

- Our retail segment was the most significantly impacted during the pandemic. Closure during the lockdown period meant that there were no trading activities for retailers. Thereafter, with rising unemployment and inflation, people are not only consuming less, but also avoiding crowded places like shopping centres, malls and food courts. In addition, unemployment is rising, driving a decrease in demand from consumers, while the supply of retail space keeps on increasing.
- The pandemic has also impacted the ability of tenants to pay their monthly rentals, especially as the shift to work-from-home has altered the way people consume. Certain smaller cash-strapped tenants at QUAY11 (mainly a food destination) have had no choice but to cease business.
- During the challenging post-lockdown period, we provided relief measures to support our loyal and long-standing tenants, mainly in the retail space. Others have requested for payment facilities during this tough time. As a result of all of the above, the cluster's overall profitability dropped by 50% in 2020.
- With work-from-home being adopted more widely, several businesses are recognising its benefits (gains in time and efficiency) and may rethink the necessity of an office space. In this context, one of our largest multinational tenants reversed his decision to lease an additional 15% office space.
- Despite this situation, we were able to secure a major tenant in Phoenix Central for 2000m2. It is also worth noting that 95% of our tenants in the office segment were able to meet their rental commitments even during lockdown and that our occupancy rate is currently at 100% at Phoenix Central.
- We undertook a rigorous review of our debtors, adopting a more aggressive approach in managing the risks of bad debt and breaches of lease agreements.

Nevertheless, we advanced on our long-term strategic goals and recorded some positive results:

- The restructuring of the cluster is an ongoing exercise with PwC, which once completed, will enable us to extract more value from our portfolio of properties. The goal is to position the Real Estate cluster as a major strategic entity for the Group. To achieve this, we are also in the process of rebranding the cluster.
- During the year, we reviewed our facilities management and created a new company grouping our cleaning, gardening, landscaping, technical and watchmen services into a single, centralised facilities management centre. The centre will service the entire cluster, granting us more flexibility and enabling us to use our resources more efficiently.
- Phoenix Central is presenting a host of opportunities for us. With major infrastructural developments in the vicinity to accommodate the metro, this region will become a hub of activity and enable us to consolidate our position as a strategically-located office and retail destination. We are renewing our focus on providing competitive rates, ample parking space and improving our tenant management.
- In collaboration with Currimjee Industries Ltd, we are in the process of developing a logistics distribution centre. The land has already been identified and the acquisition process is near complete. The Real Estate cluster will own, build and lease the distribution centre. The industrial segment is a major opportunity for us, and will enable us to diversify our portfolio of tenants.
- We are also reviewing our current tenant mix with the aim of shifting to more resilient operators as far as possible.
- All of this has led us to renew our focus on our existing tenants and offer the best possible customer service. To this end, we have hired a new Marketing manager to increase the visibility of our tenants on social media channels. This has been particularly successful at Arcades Currimjee.

MUR **90.4M**
Turnover

MUR **27.2M**
Operating profit

Contribution to Group strategy

Opportunities arising from COVID-19

- COVID-19 was an opportunity for us to take a closer look at our tenants' profiles, their ability to meet their contractual obligations, and our tenancy management processes. We became aware of our exposures in certain areas and have reinforced our relationship and engagement with our current tenants, while strengthening our due diligence process for future ones.
- Like most businesses, we captured the opportunities presented by digitalisation. During the 2020 lockdown, we successfully implemented our property management software with the aim of improving our operations and customer-centricity. This has enabled us to change the way we work, maximised productivity levels and accelerated our team-building efforts.
- The pandemic has also pushed us to review our risk management framework and our business risks. We are addressing them in a way that will further diversify our operational segments (e.g. moving into logistics and industrial real estate) and tenant mix.

Priorities for 2021

- With Mauritius currently in its second lockdown and another year of recession, we expect people to continue tightening their belts. We also anticipate relatively higher vacancies in our retail spaces as a result.
- The first order of priority will be to develop a strategy to fill up these vacancies. An adapted marketing strategy and a stronger mix of resilient tenants will be key in achieving this. For instance, we are looking at acquiring more businesses in the services sector, rather than pure retail, to spread our risks in light of the ongoing recession.
- Bearing in mind the physical constraints at QUAY11 (small size and absence of parking), we are developing a turnaround strategy to leverage its prime location in the heart of Port Louis.
- We are also using this slowdown in activity to undertake a major revamp of Arcades Currimjee and enhance its attractiveness, in a drive to retain current tenants and also fill vacancies. The goal is to uplift the property's aesthetics with rustic and modern features, while offering more comfort to occupiers and visitors. Once completed, the refurbished Arcades will offer visitors a unique shopping experience in a historic landmark.
- We intend to advance quickly in restructuring our asset portfolio, which will allow us to raise new finance to carry out our large projects.
- The Distribution Centre project, which comprises the acquisition of land at L'Avenir, will begin with the construction of a warehouse along with ancillary facilities to be leased to the Group's companies. The remaining land will be further developed into a mixed-use development (a combination of retail and offices) geared towards the logistics business.
- While the future remains uncertain, we are cautiously optimistic. With our focus on diversifying our portfolio base, coupled with the redevelopment of the Arcades, the strengthening of our office base at Phoenix Central and a new structure, we believe we will emerge stronger this coming year.

OPERATIONAL EFFICIENCY FINANCIAL RISK MANAGEMENT BUSINESS PORTFOLIO SUSTAINABILITY FOCUS

TOURISM & HOSPITALITY

CLUSTER PERFORMANCE, OUTLOOK AND STRATEGIES

TOURISM & HOSPITALITY

MUR **78M**
Turnover

MUR **67M**
Operating loss

Performance highlights in 2020

- The pandemic has had a debilitating impact on the travel and hospitality sectors. With aeroplanes grounded, hotels closed and travel restrictions in all countries, COVID-19 has set international tourism back to levels of 30 years ago. Global international arrivals dropped by over 74% in 2020; that number was as high as 77% in Mauritius. As a long-haul destination whose tourism sector is significant for the overall economy, ripple effects have been felt on other tourism-dependent industries like travel, trading, retail and excursions.
- Our hotel opened its doors on 1st September 2019 and had to close on 22nd March 2020 in view of the first nationwide lockdown and closed borders. Due to the ongoing uncertainties and lack of visibility for the destination, we cautiously reopened as from 1st September 2020, operating only on weekends and for local consumers through day passes and special events like a Wellness Weekend. Although these initiatives allowed our hotel to be more known among local visitors, all hotels in Mauritius targeted the same limited market. We then fully reopened as from 1st December 2020. To sum it up in one word, it has been a dark year for our industry and business.
- Following the first lockdown in 2020, our immediate priority was to protect our guests and employees, and safeguard the jobs of our workforce. We rapidly implemented Anantara Global's strict "Stay With Peace of Mind" sanitary protocol, with safety measures extending from the check-in process and transport, to guest rooms and common areas in the hotel.
- Equally urgent was the implementation of cost containment and cash flow management measures in line with discussions with the Hotel Operator: we promptly renegotiated terms of our existing commitments and long-term payment plans with our suppliers and banks. We were also forced to make the tough decision of temporarily suspending ties with certain suppliers associated with an operational hotel.
- Even though approximately 50% of our employees' salaries were covered by the government's Wage Assistance Scheme during the year, we carried the burden of other expenses associated with operating a hotel. For instance, we incurred the costs of keeping the resort well-maintained even during closure.
- As a result of all of the above, our revenues came to a grinding halt in 2020 as the country was closed to international travel, and thereafter with a compulsory quarantine of 15 days.
- We opened our clean food healthy deli in August 2020, 'Bon Manzer', serving fresh, organic and immune-boosting food and drinks. The response so far has been extremely positive, particularly as consumers are increasingly health-conscious in the wake of COVID-19.
- The resort was rapidly put at the disposal of frontline doctors from the nearby Rose Belle Hospital following their requests. As they were working on a shift system for a month during critical times, staying at our hotel enabled them to keep their families safe and commute to work easily.
- Despite only operating for six months in 2020, we won two international awards: ‹Continent Win in Luxury Ocean View Resort› at the 2020 World Luxury Hotel Awards and the ‹2020 Global winner for New Hotel Spa› at the World Luxury Spa Awards. This gives us confidence in our value proposition for the future, which is increasingly centred around holistic wellness.

Despite the challenges and severe losses in 2020, we made headway in certain areas that will position us for a stronger rebound:

- We completed the construction of the 8 Anantara luxury villas earmarked to be part of our hotel rental pool.
- Our plans for our Residential Real Estate development were disrupted, but remain on the agenda.

Silver Wings

2020 started on a positive note for Silver Wings. Prior to the pandemic, we had forecasted high growth in our inbound segment, with plans to enter new overseas markets. The year started with the achievement of our monthly budgeted revenue targets.

However, following the closure of international borders and absence of flights as from March 2020, the sales for our inbound and outbound segments were negatively impacted, presenting opportunities to explore new revenue streams:

- we developed our local sales segment through the sale of local hotels/villas and local activities
- we renewed our focus on Rodrigues, resulting in sales increasing by over 70%
- we began offering bookings of quarantine hotels in 2020

Despite these efforts, we fell short of our initial revenue targets as borders remained partially closed until the end of 2020 and airlines were still not operating out of Mauritius. Additionally, following an audit by Mazars, an international audit and advisory firm, it was noted that the Silver Wings Travels' Accounts Receivables were overstated and Trade payables were understated. Our accounts were immediately readjusted, and cost containment strategies were put in place to mitigate the loss.

Contribution to Group strategy

Opportunities arising from COVID-19

- We used this time to rethink our processes across operations, with the objective of becoming more agile and efficient. Service standards and training were reinforced based on initial customer feedback and to prepare our workforce for heightened guest expectations. This was also key in creating a sense of belonging and team spirit at the hotel during difficult times.
- We were able to build greater awareness around the Anantara brand locally, thanks to the events organised and increased communication on social media. We capitalised on the situation and time available to gather more feedback from local guests and improve our existing offers accordingly, while also developing innovative packages: a Food truck to improve our beach service, digitised menus to limit touchpoints, more personalisation and enhanced landscaping.
- The circumstances around COVID-19 forced us in an agreement with our Hotel Operator to reshuffle our Executive team in the delivery of improved quality services. All our team members, with the exception of the Hotel General Manager, are Mauritian nationals. Our ambition remains to train and nurture local talent as much as we can.
- We built strong and long-term relationships with our partners, particularly our service providers and suppliers of goods and services.
- This crisis has also offered opportunities for synergies within the Group. We strengthened our collaboration with the Real Estate cluster this year, leading to the sharing of knowledge, people and skills.
- Work-from-Home measures were quickly implemented within the cluster to safeguard and protect our team members, and in line with the Group's policies.
- The silver lining to this crisis was the acceleration of our digitisation plans for the hotel in a post-COVID-19 era.

Priorities for 2021

- Mauritius was declared COVID-free between June 2020 and January 2021, and a full-fledged reopening of borders was anticipated for early 2021. However, the island was hit by a second wave of infections in March 2021, putting a sudden stop to the country's plans.
- All our frontline team members started to be vaccinated as soon as vaccines became available in 2021.

Priorities for our Hotel

- The outlook for the hospitality industry remains uncertain. A number of Tourism experts and organisations do not expect international tourism to return to pre-COVID levels before the end of 2023/ beginning 2024, particularly as travellers are increasingly favouring short-haul travel and staycations. Mauritius' nationwide vaccination campaign began on a slow trend, but has been steadily gathering pace. This brings us closer to achieving herd immunity and safely reopening our borders.
- At the time of writing this report, the second phase of reopening is underway with strict sanitary measures in place, preparing us to welcome international guests again and improve the economic outlook for the Hospitality sector.
- We intend to completely re-launch Anantara iko Mauritius & Villas and focus on some key markets (UK, Germany, GCC countries, Eastern Europe, France and Russia). To this end, we have devised a marketing plan that is agile and adaptable for the future with the ability to be implemented in phases in accordance with the gradual reopening of our borders.
- On the other hand, we have consistently maintained our hotel asset during its closure due to borders being closed.The Anantara 'Stay with peace of mind' programme will be implemented to ensure that our guests feel safe in this new environment.
- Anantara iko Mauritius Resort & Villas was designed with sustainability and wellness in mind right from the initial concept and well before COVID-19. Now, these concepts are more relevant than ever in a post-Covid world. We remain focused on strengthening our initial value proposition in these areas to differentiate ourselves and by introducing new Wellness propositions to our award-winning Anantara Spa.
- We have also embarked on a complete review of our hotel product and guest services post-COVID-19 to be able to offer a seamless, comfortable and exceptional offering to our guests in our unique location. This will include the use of increased technology within the resort to enable a closer interaction with our guests.
- The 8 constructed luxury villas will be launched during the year, with the addition of new facilities and options for our guests.
- To achieve all of the above, close collaboration with key players, like our colleagues in the industry, Government Authorities, Business Mauritius, AHRIM, the MTPA and the EDB, will be critical, together with the rapid implementation of the desired plans. We are keeping a finger on the pulse of global and local trends to gain insights into how the market is evolving. Ultimately, as a remote island-nation with a limited market, Mauritius cannot rely purely on domestic tourism to soften the blow. The goal should be to build a more resilient sector and ensure that its recovery is greener, more energy-efficient and more inclusive.

Priorities for Hospitality Real Estate

- As part of the launch of our Hospitality Real estate plans, we are determined to achieve our goals for the sale of the 8 luxury villas as these provide a truly unique luxury coastal lifestyle, perfectly fitting for a post-COVID world.
- Our short-term plans may have evolved in view of the situation, but our long-term objectives remain the same. We are in the process of reviewing our masterplan for Phase 1 of the iko Mauritius Residential Real Estate project, taking into account that demand for real estate has declined by 30% since the advent of COVID-19 and travel restrictions. We aim to finalise the plan and concept by the end of 2021 before moving on to the next steps of the project. We have also selected an international landscaper to assist us in realising our vision for iko Mauritius.

OPERATIONAL EFFICIENCY | FINANCIAL RISK MANAGEMENT | BUSINESS PORTFOLIO | SUSTAINABILITY FOCUS

COMMERCE & FINANCIAL SERVICES

CLUSTER PERFORMANCE,
OUTLOOK AND STRATEGIES

ISLAND LIFE ASSURANCE

Performance highlights in 2020	Contribution to Group strategy	Opportunities arising from COVID-19	Priorities for 2021
The year was marked by the unprecedented impact of COVID-19 on the economic and social environment across the globe, combined with successive drops of interest rates registered locally during the year. Life insurance being highly sensitive to interest rates, especially in terms of valuation of liabilities, the successive drops in interest rates caused an increase in the value of our liabilities, and also put a strain on our solvency, all of which prevented us from meeting our investment forecasts. Our overall premium income dropped by nearly 20% to reach MUR 164.7M, compared to MUR 203.2M in 2019. These drops were caused by a combination of factors: a review of our strategy relating to the products to be marketed, the prevailing adverse economic conditions and our inability to carry out our activities due to the lockdown and ensuing uncertainty around the pandemic. However, we reaped the benefits of having readjusted our strategy a few years ago: – We posted an overall asset return of 4.24%, and a 36% increase in investment and other income, as a result of an increase in fair value gains on foreign investment and the revaluation of investment properties. – In a drive to provide more accessible protection to consumers, we transitioned from single-premium to regular-premium products. We began this shift well before COVID-19 and are today better aligned with today's market realities and new customer demands. – We upgraded our products to include enhanced protection against the new risk posed by COVID-19. However, sales only picked up towards the end of 2020, as policyholders were unwilling to pay even a slightly higher premium due to the decline in their spending power and a lack of visibility. – During the year, we focused on restructuring our business to optimise efficiency and on reinforcing our management team. The Board was also strengthened with the addition of members with deep industry knowledge. – We successfully launched a suite of new products between December 2019 and March 2020. – As a result of a stronger management team, better product positioning, a review of our sales distribution channels and increased consumer confidence after the announcement of the vaccine, our sales of regular premium policies started to improve by the end of the year, a trend that is expected to further improve during 2021, particularly once all our product approvals are obtained.		– We ramped up our digitisation efforts to be able to operate efficiently during the lockdown period. Arrangements were made to enable our staff to maintain core operations remotely. – We also used this time to sensitise consumers on the importance of protecting one's family with life insurance, particularly in the context of a pandemic. We increased our engagement on online platforms to attract new customers.	– We anticipate demand for life products to increase in 2021 and beyond, as people's eyes have opened to the value of life insurance. – We are aiming to launch our online services by the end of the year to cater for the adoption of digital mediums by a larger segment of the market. We are developing the ability to sell policies online, as well as an efficient online customer service. – The upgrade of our IT system is being done in collaboration with CINF, which is also enabling us to leverage strengths within the Group and identify ways to create shared value. – We aim to further bring brand awareness and product offers within the Group. Though we have maintained strong relationships with our clients, we became aware of the importance of building a credible and trustworthy brand, with a solid reputation.

4.24%
Asset return

36%
Increase in investment and other income

OPERATIONAL EFFICIENCY | FINANCIAL RISK MANAGEMENT | BUSINESS PORTFOLIO | SUSTAINABILITY FOCUS

BATIMEX LTD

Performance highlights in 2020

- The pandemic brought all our activities (retail, wholesale and projects) to a standstill during the lockdown period which lasted until mid-May 2020. This was compounded by a decline in purchasing power, affecting our retail segment, and the disruption of global supply chains, which impacted our ability to fulfil our orders and procure our products from China and Europe.
- We embarked on a rigorous cost reduction exercise and managed to reduce our administrative costs by 15% on a year-on-year basis. Moreover, the leadership team was restructured and Rishaad Currimjee became CEO of Commercial and Development Projects in January 2021.
- On the upside, the government has singled out construction as one of the main engines of growth. Construction projects which were already in the pipeline went ahead, boosting our Projects segment.
- Despite the unfavourable macroeconomic context, a new METRIC showroom was opened in Phoenix, a range of new taps was introduced under our own brand, Aquavit, and the range of products under the Villeroy and Boch brands was expanded.

Contribution to Group strategy

Opportunities arising from COVID-19

The lockdown period allowed us to renew our focus on operational efficiency:

- we reviewed our processes and managed to streamline our costs
- we renewed our focus on our people, ensuring they remain engaged, motivated and united around a common purpose, which led to a 27% increase in sales in our wholesale department. We also worked on improving product knowledge and training.
- we improved our customer journey and increased our engagement and proximity with customers through social media
- we continued upskilling our sales resources through online training courses

Priorities for 2021

- In response to the acceleration in technology adoption in all customer segments, one of our greatest priorities is the enhancement of the physical and digital customer experience, which we aim to improve by strengthening our digital capabilities and social media strategy, renovating some of our showrooms and leveraging our teams' engagement to drive customer centricity.
- We aim create more customer proximity by opening a Metric showroom in Rose Hill and expanding our wholesale client base.
- We are also working on strengthening our second layer of management in a drive to reduce our operational risks and provide for business continuity alternatives
- We are pursuing strong partnerships in organised retail, international wholesale and digital sale experiences to achieve our growth objectives

MUR **226M**
Turnover

MUR **78K**
Operating profit

OPERATIONAL EFFICIENCY FINANCIAL RISK MANAGEMENT BUSINESS PORTFOLIO SUSTAINABILITY FOCUS

OUR ENVIRONMENT
and Sustainability Journey

As COVID-19 gathered pace during the year and continues to upend livelihoods, we are only beginning to realise the true scale and dimensions of the crisis that lies ahead of us. During the mandatory lockdown periods, movements were restricted and activities slowed down, leading to an impressive reduction in air, noise and water pollution in cities across the world. This made it abundantly clear that environmental degradation is driven by our current economic systems.

However, as countries turned their focus towards containing the health emergency, these positive consequences were quickly erased by the resumption of economic activities: the generation of waste increased manifold, as did the use of single-use plastics, pesticides and detergents—presenting a danger to our environment, and by extension, to our communities.

As an island nation, our natural resources and ecological system are the pillars of our economy. We need to treat the challenges facing our planet and people with the same urgency we are dealing with COVID-19, by adopting new codes of behaviour and sustainable practices that help us move towards a more resilient future for all. This is a call for us to build back better.

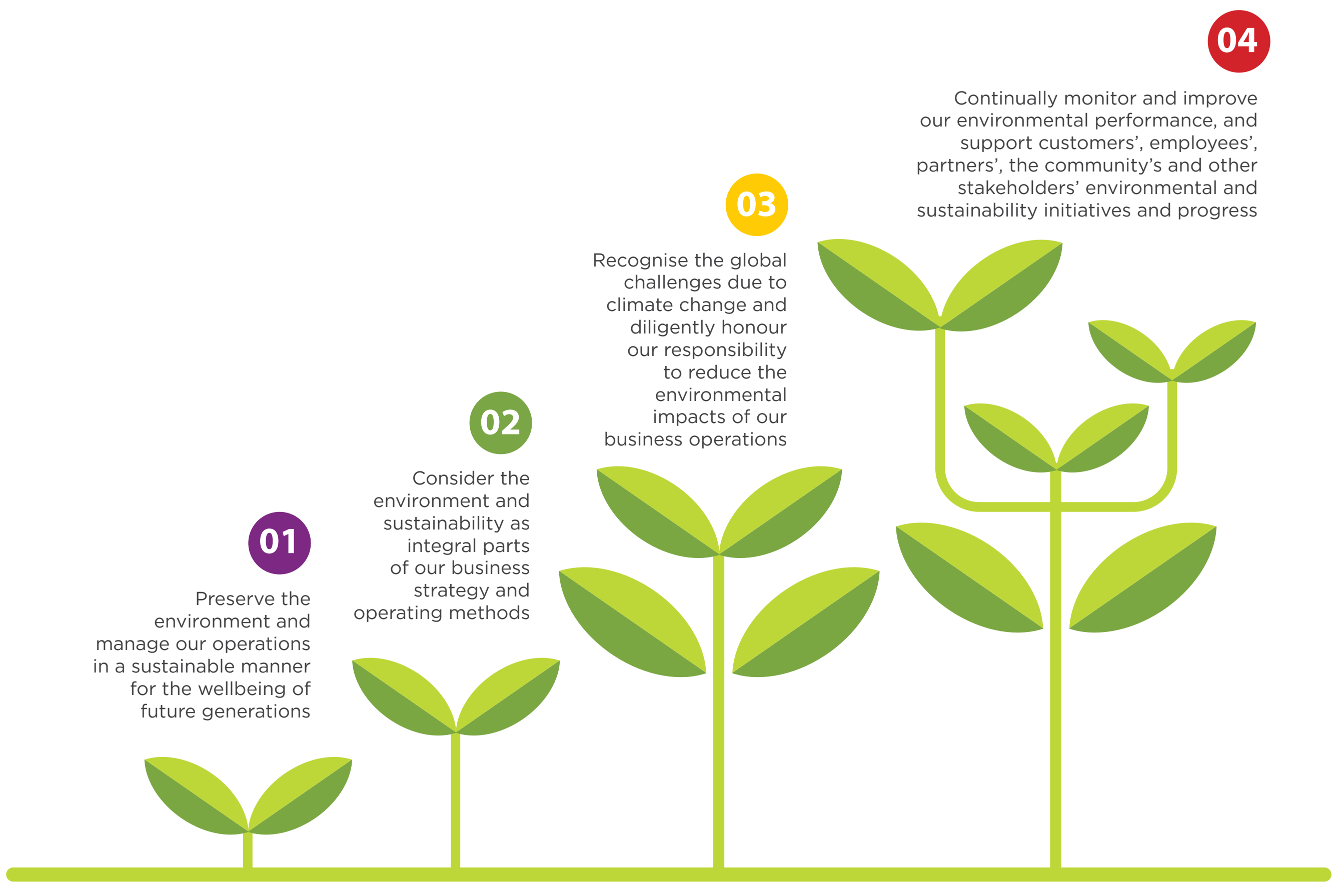
Our E&S Approach

CJ has been deeply committed to being a force for good since its foundation. As citizens of Mauritius and major players in different industries, we believe it is our duty to balance business growth with environmental stewardship. We consider our impacts on a wide range of sustainability issues and stakeholder groups and strive to strike a balance between the needs of our shareholders, employees, customers, communities, supply chains and the environment.

Environmental and Social (E&S) considerations are therefore both integral to the Group's overarching strategy and our E&S journey, on which we embarked in 2014. They are embedded in our policies, culture and day-to-day activities.

Our Commitments

To deliver on our E&S commitments, we have pledged to:



Follow this link to read CJ's Environment & Sustainability Statement: https://www.currimjee.com/documents/CJ_E&S_Statement.pdf

Embedding Sustainability Across CJ

Our Environment and Sustainability approach was established at the Group level in 2014, and was cascaded down to our clusters and subsidiaries. All business units are responsible for ensuring that they adhere to the principles and practices.

To achieve this, we have set up a governance structure (illustrated below) that ensures the development and execution of the Group's objectives.

Human Resources and Organisational Effectiveness (HROE) Committee — **Environment and Sustainability** — **CJ Board** — **Nominated representatives**

The Human Resources and Organisational Effectiveness (HROE) Committee meets on a quarterly basis to overlook the environmental performance of CJCO and approves objectives, budget and scope.

At the corporate level, the Environment and Sustainability (E&S) department oversees and coordinates the environmental initiatives of CJCO and has the responsibility to report to the HROE Committee and CJ Board on progress achieved on initiatives and set targets.

Nominated representatives of business unit support, monitor and report their environmental performance to the E&S department on a monthly basis.

Adhering to Global and National Standards

CJ is committed to reporting on its environmental and social performance in an open and transparent manner. We diligently measure and disclose the progress made towards our targets. In doing so, we aim to nurture trusting relationships with our stakeholders and demonstrate how we create value for them beyond financials. To ensure that we integrate best sustainability practices in all of CJ's operations, we adhere to the following local and international frameworks.

United Nations Sustainable Development Goals (UN SDGs)

CJ adopted the UN SDGs in 2019, striving to assess our progress against the indicators put forward in the 2030 Agenda. The 17 SDGs provide a shared vision for peace and prosperity for the people and planet, now and in the future. They are applicable across nations, industries, the workplace and the community, and lay out a path to end extreme poverty, protect our oceans and forests, and ensure peace and prosperity for all. Today, achieving the SDGs is more pressing than ever, as we only have a decade left to deliver on the 2030 promise.

Global Reporting Initiative (GRI)

We report in line with the GRI Sustainability Reporting Guidelines, the world's most widely used standards for sustainability reporting. Topics considered range from anti-corruption to water, and safety to emissions, enabling us to better understand our impacts on the planet and people, seize new opportunities and take the right steps towards building a more sustainable world in which economic, environmental and social benefits are created for everyone.

Business Mauritius' SigneNatir Initiative

In 2020, Business Mauritius launched the SigneNatir initiative to promote a sustainable and inclusive Mauritius. The goal is to reconcile Profit, People and Planet, and drive the business community to place these concerns at the heart of their decisions. Five key areas revolving around Energy Transition, Biodiversity, Vibrant Communities, Inclusive Development and Circular Economy have been identified and translated into 30 business actions for local businesses to implement. CJ was one of the early signatories and has pledged to adopt the set guidelines in its business operations.

Our E&S Framework

CJ's E&S framework was developed in 2019 by determining the environmental and sustainability aspects considered most relevant to our strategy and operations. With this in mind, we identified four strategic drivers that serve as the blueprint for our E&S agenda.

- **Addressing Climate Change**
- **Preserving Ecosystems & Natural Resources**
- **By-products & Waste Management**
- **Safe and Engaged Company & Community**

During the year, despite the backdrop of COVID-19, we managed to advance our initiatives and make progress towards our sustainability objectives. This was driven in large part by our digitisation initiatives, a focus on the use of renewable energy and the ongoing commitment and engagement of our employees, without whom we would not be able to transform our sustainability goals into reality.

OUR E&S
Highlights in 2020

ADDRESSING CLIMATE CHANGE

- Photovoltaic installations
- Endemic Re-vegetation project at The Citadel
- Mauritian Wildlife Foundation biodiversity preservation projects
- REEF Marine Study & Conservation projects
- Mangrove-planting activities

PRESERVING ECOSYSTEMS & NATURAL RESOURCES

- Digitalisation of processes
- Paperless Office Projects
- Rainwater harvesting
- Green Procurement
- Coral study & restoration
- UNESCO Sandwatch School programme
- Farm to Table Bio Project

BY-PRODUCTS & WASTE MANAGEMENT

- Waste management policy
- Emtel National E-Waste Recycling Project
- Community clean-up campaigns
- Zero plastic goal and programmes

SAFE AND ENGAGED COMPANY & COMMUNITY

- Employee engagement survey
- Learning & Development programmes
- Equal opportunity policy
- Occupational safety & Health trainings
- CSR: Poverty alleviation, Health promotion, support to interfaith relations & peace, and Education & Sports sponsorships

KEY ENVIRONMENTAL
Indicators
KEY RESULTS 2020

↓ 19%
1,718,442 kWh
ELECTRICITY CONSUMED, EXCL. EMTEL BOUNDARY OFFICE, CELL SITES AND DATA CENTRE

↑ 8%
15,855,631 kWh
ENERGY CONSUMED BY EMTEL BOUNDARY OFFICE, CELL SITES AND DATA CENTRE

0.8%
ELECTRICITY CONSUMED AT OFFICES
14,564 kWh
GREEN SOLAR ENERGY GENERATED

↓ 19.6%
247,669 LITRES
FUEL USED FOR TRANSPORTATION

34 KW
PHOTOVOLTAIC SYSTEMS INSTALLED ACROSS CJ

↓ 40%
20,393 M^3
WATER CONSUMED

↓ 40%
418 M^3
RAINWATER HARVESTED AND USED

↓ 28%
2,419 REAMS*
A4 OFFICE PAPER USED

*1 ream = 500 sheets

2,803 KG
E-Waste
recycled
THROUGH THE EMTEL NATIONAL E-WASTE RECYCLING PROGRAMME

14,800 KG
E-Waste
recycled by company
THROUGH RESPONSIBLE COLLECTORS & RECYCLERS

181 KG
PET Waste
recycled
THROUGH RESPONSIBLE COLLECTORS & RECYCLERS

17,208 KG
Office Paper and Carton Waste
recycled
THROUGH RESPONSIBLE COLLECTORS & RECYCLERS

665.5
Litres
KITCHEN OIL COLLECTED AND RECYCLED FROM REAL ESTATE F&B TENANTS

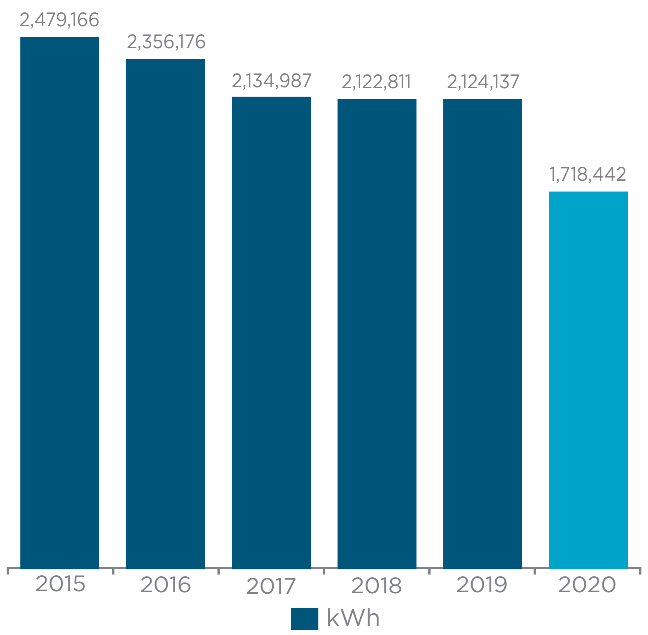
828
Endemic Trees Planted
LA CITADELLE ENDEMIC REVEGETATION PROGRAMME STARTED IN 2015, REACHING A TOTAL OF 5,403 PLANTS AT END 2020

374
Staff Eco-participation
CITADEL REVEGETATION, CLEAN UP CAMPAIGNS, WAKASHIO OIL SPILL ACTIVITIES, ECO-TOURS INITIATIVES

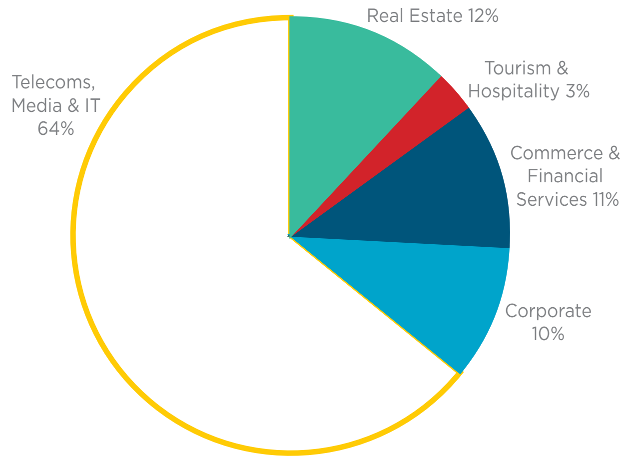
1,000
PEOPLE REACHED IN COMMUNITY ECO AWARENESS
MAURITIAN WILDLIFE FOUNDATION: 110
REEF CONSERVATION: 490
FAREI AND MOUVEMENT AUTOSUFFISANCE ALIMENTAIRE: 400

OUR ENVIRONMENTAL
Progress (2015-2020)

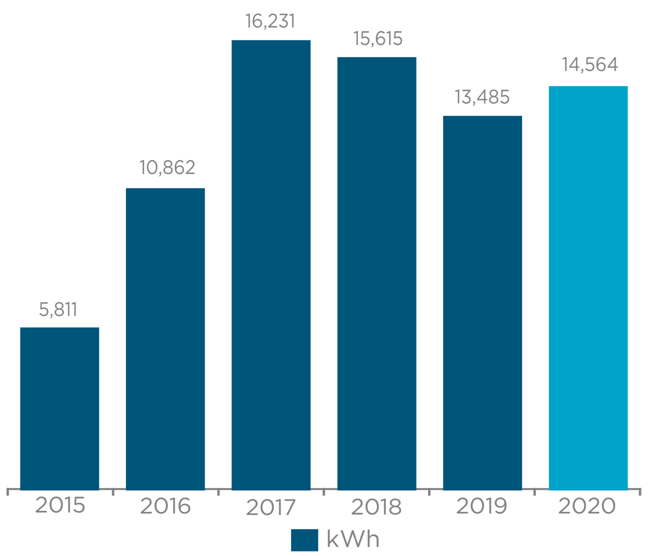
ENERGY USAGE IN OFFICES (KWH) 2015 - 2020



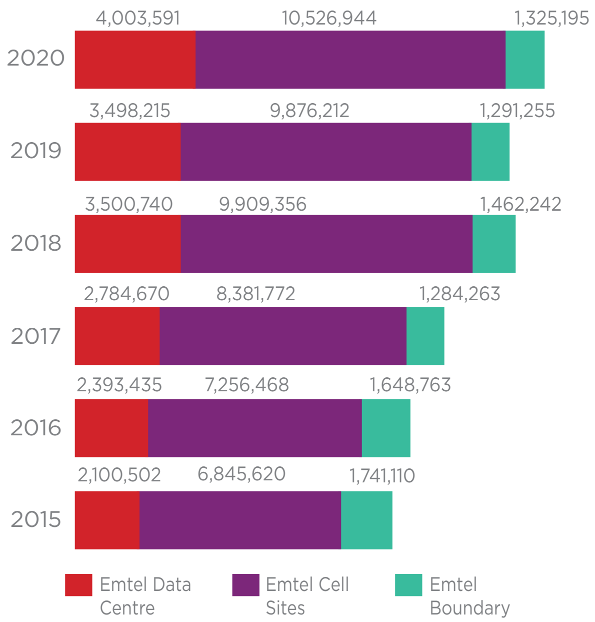
ENERGY USAGE IN OFFICE BY CLUSTER (KWH) 2020



RENEWABLE ENERGY GENERATED (KWH) 2015 – 2020



ENERGY USAGE FOR EMTEL TECHNICAL SITES (KWH) 2015 - 2020



ENERGY MANAGEMENT

CJ aims to improve the energy efficiency of its operations to decrease its greenhouse gas emissions and thereby reduce its contribution to climate change. Across all subsidiaries, LED and natural lightings are favoured wherever applicable. In addition, over the past years, CJ has moved towards eco-friendlier alternatives such as photovoltaic systems to source part of its electricity consumption. As at date, a total capacity of 34 kW has been installed across CJCO in Mauritius.

Emtel cell sites, the Group's largest consumer of electricity, undergo continuous improvements to improve their energy efficiency and reduce electricity consumption through actions like automatic switch-off of cell sites during low traffic periods and conversion of conventional cell sites into outdoor cell sites.

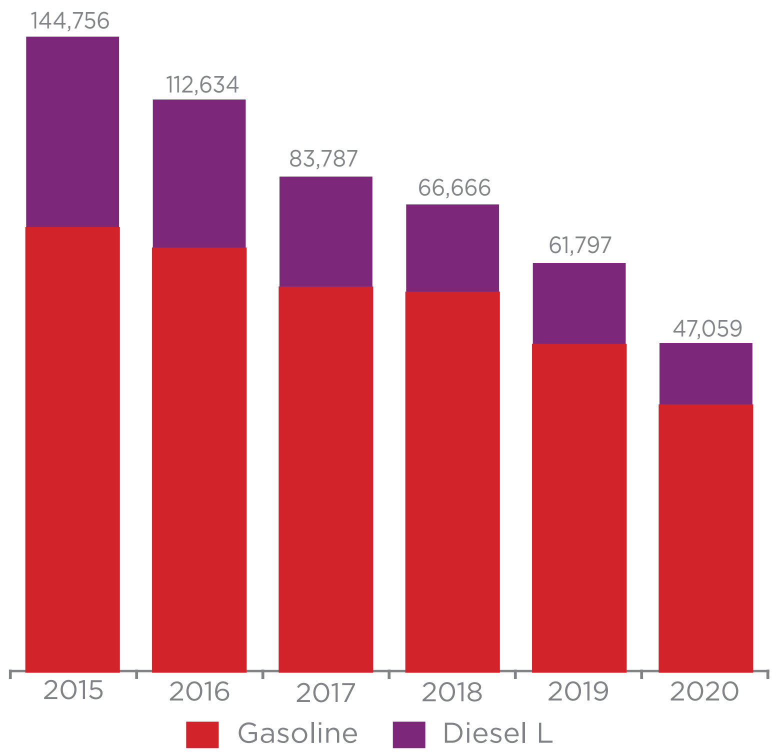
In 2020, a substantial decrease of 19% in electricity consumption was noted across CJ's sites (excluding the technical sites of Emtel), while an increase of 8% was noted for Emtel's technical sites, attributed to the increase in traffic and customers.

TRANSPORT MANAGEMENT

Over the years, CJ has worked towards decreasing its fuel usage through proper fleet management and by shifting towards cleaner fuel vehicles.

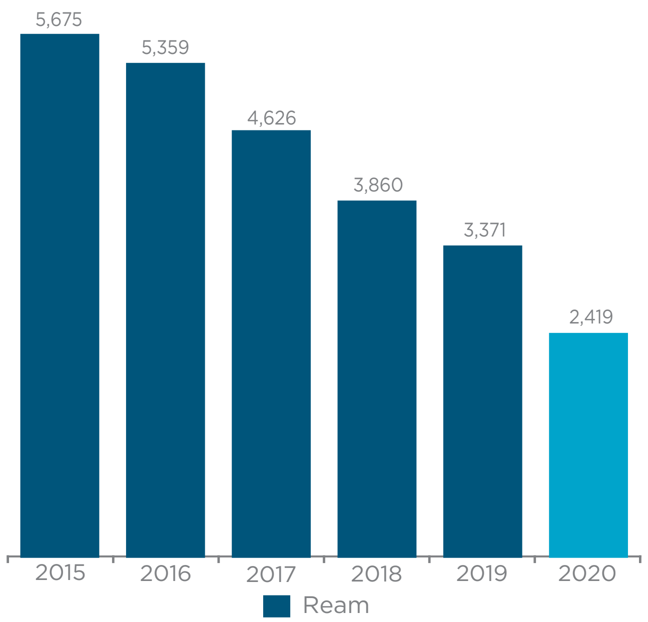
A Work-From-Home Policy has also been introduced to decrease the carbon footprint of employees' commute. In 2020, the usage of Fuel (Gasoline and Diesel) dropped by 19.6%.

FUEL (GASOLINE & DIESEL) USAGE FOR TRANSPORT (L) 2015 - 2020

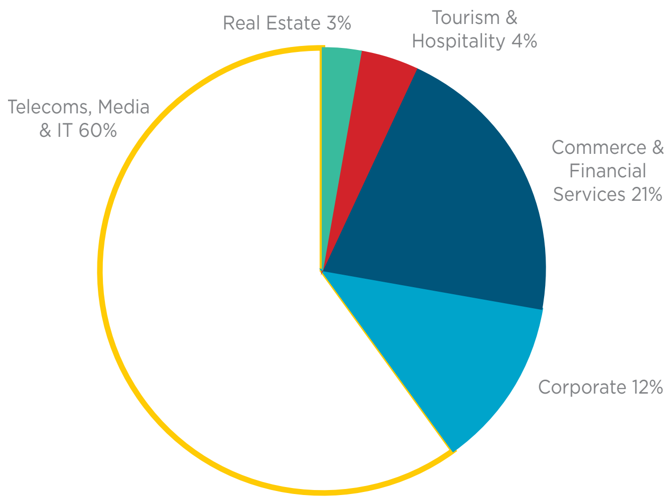


OUR ENVIRONMENTAL PROGRESS (2015-2020)

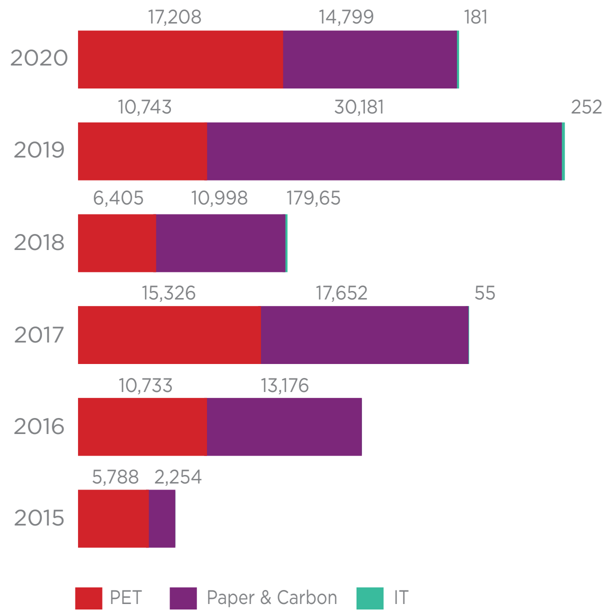
PAPER USAGE (REAM) 2015 - 2020



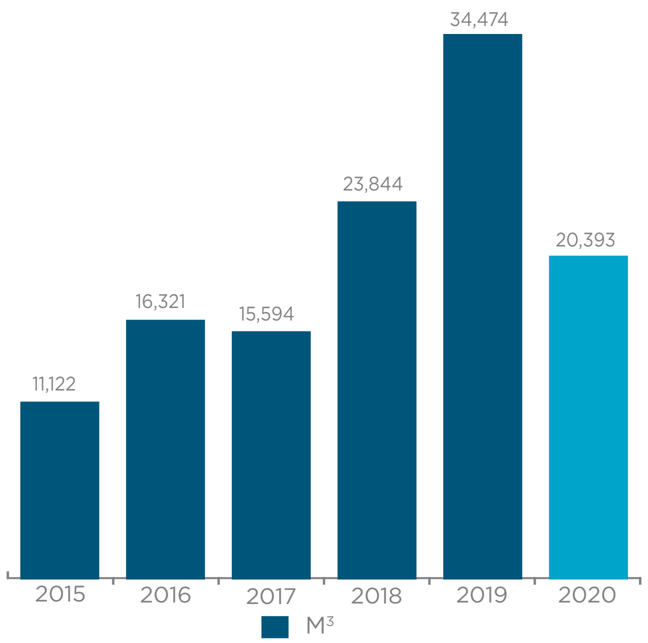
PAPER USAGE BY CLUSTER (%) 2020



WATER RECYCLED (KG) 2015 - 2020



WATER USAGE (M³) 2015-2020



PAPERLESS INITIATIVES

To reduce its carbon footprint, CJ has constantly been adopting new strategies to decrease its paper consumption, including encouraging double-sided printing, sharing of e-documents where possible, promotion of e-media and e-communications, and purchasing only paper sourced from responsible forests (FSC, PEFC and ISO). In 2020, more processes were digitalised, which led to a 28% decrease in paper consumption.

WASTE RECYCLING

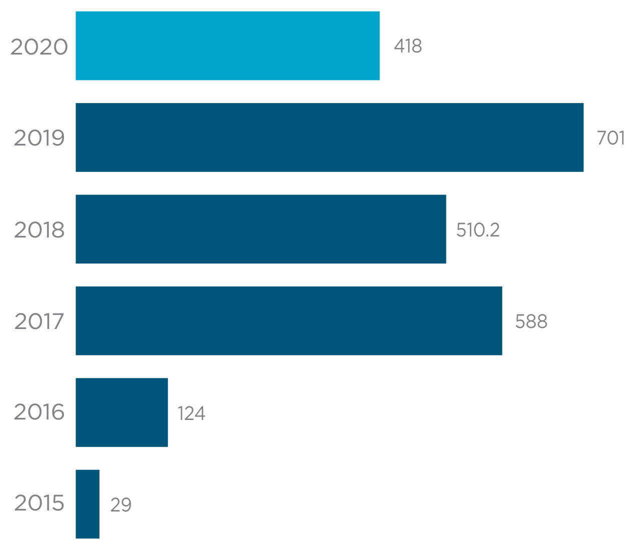
Across CJ, a waste management system has been deployed to ensure responsible disposal. All paper, PET and electronic waste generated by the operations is segregated and disposed through registered recyclers, a process that is supported by the Waste Management Policy.

In 2019, a National E-waste Collection programme was implemented by Emtel in collaboration with the NGO Mission Verte. E-waste disposal facilities were provided in 51 collection points across Mauritius and 1 collection point in Rodrigues for the disposal of obsolete mobile phones, batteries and accessories. In 2020, 2,803 kg of e-waste was collected from the community. PET collection bins were also installed at Phoenix Central, one of CJ's properties, to encourage tenants and visitors to responsibly dispose of PET plastic bottles.

WATER USAGE

Mauritius is classified as a water-stressed country by the World Bank. CJ ensures that its operations are not putting additional pressure on the local water supply system. In 2020, Emtel Network Office and Phoenix Central installed water harvesting systems with a capacity of 4000 L each on their premises for non-potable purposes such as watering and cleaning. This brought the total capacity of rainwater harvesting systems to 31,780 L across CJ. Other actions include use of water-saving devices in taps (aerators) and awareness signage near water sources. In 2020, water usage was reduced by 40%.

RAINWATER HARVESTED (M³) 2015-2020



Our CSR
Strategy

Our Approach

2020 ushered in a new era of Sustainability. We witnessed fundamental shifts in mindsets, with global conversations going further than resource depletion and pollution; now, there is renewed focus not just on climate change, but on issues across the Environment, Social and Governance (ESG) spectrum. The health crisis quickly escalated into a human and socio-economic crisis, making it clear that people need to be at the centre of our global and local recovery.

Corporate Social Responsibility (CSR) has always been rooted in CJ's mission and is integral to our Sustainability strategy. Our CSR programme goes beyond quick fixes and one-off donations; it is developed, evaluated and implemented with the same rigour and planning as our business strategy.

To us, CSR is a long-term and continuous commitment to strengthen our communities and advance the wellbeing of those we serve. We take our responsibility as corporate citizens very seriously, and this year, we have been even more mindful of our role in honouring our environmental and social responsibilities for the benefit of future generations. It is this purpose-driven and human-centred approach that differentiates us.

To execute our CSR strategy and manage our activities, we established the Currimjee Foundation in 2009. It is the vehicle through which our subsidiaries participate in these initiatives. Employees across the Group are highly involved in our CSR programme and voluntarily participate in our various projects, confirming our belief that they are guided by CJ's values in everything they undertake. We have also developed close relationships with NGOs over the years, with whom we engage on an ongoing basis and who help us carry out our CSR initiatives.

Our goal is not to invest in every initiative possible. Rather, it is about addressing the real challenges facing our society, and contributing our time and resources in areas we believe we can have a meaningful, measurable and positive impact. To this end, we have identified five areas of intervention:

EDUCATION

We are firm believers in education being a stepping stone to economic and social inclusion. We seek to empower the youth in vulnerable communities by equipping them with the skills and knowledge they need to not just survive, but thrive.

SOCIO-ECONOMIC

Our success is intricately tied to that of our country's. We are therefore committed to contributing to Mauritius' socio-economic development through strategic social investment, community empowerment and meaningful partnerships with the Government and NGOs.

ENVIRONMENT

We are determined to reduce our environmental footprint through the protection of our biodiversity and ecosystems, and the efficient use of resources for future generations to benefit from a liveable and healthy planet.

HEALTHCARE

Good healthcare is the foundation of a resilient community. Our initiatives are designed to address the health needs of underserved populations through activities that include awareness programmes and investments in the prevention and treatment of diseases.

LEISURE-SPORTS

Sports are a positive way for children to learn crucial life skills like discipline, hard work, sportsmanship, teamwork and respect. Through sports, we seek to nurture these core values into children early on, helping them improve their physical, cognitive and mental abilities.

OUR KEY CSR
Initiatives in 2020

Area of intervention	Key initiatives in 2020	Project facilitator/partner	SDGs
Education	• **CURRIMJEE FOUNDATION TERTIARY SCHOLARSHIP FOR NEEDY STUDENTS** *Objective: provide access to formal education to high-performing students from low-income families* **Outcome:** Offered full scholarships to 6 students for their undergraduate degree at the University of Mauritius • **SUPPORT TO STUDENTS SUFFERING FROM EPILEPSY** *Objective: support EDYCS in its mission to provide education to children suffering from epilepsy* **Outcome:** 25 children from the region of Port Louis were given access to formal education in a centre led by experts Renovation of GPL Special Learning Centre facilitated by Emtel	CURRIMJEE FOUNDATION UNIVERSITY OF MAURITIUS EDYCS EPILEPSY GROUP GPL SPECIAL LEARNING CENTRE	1 NO POVERTY 4 QUALITY EDUCATION 8 DECENT WORK AND ECONOMIC GROWTH 10 REDUCED INEQUALITIES
Socio-economic	• **SUPPORT TO FISHERMEN FAMILIES SUFFERING FROM THE WAKASHIO ECOLOGICAL DISASTER** *Objective: Support fishermen families who depend on the sea for their living and who were affected by the Wakashio Ecological disaster by providing them food packs* Outcome: 60 needy families from the regions of Mahebourg benefited from the initiative • **SUPPORT TO THE "FIGHTING OF CORRUPTION" PROGRAMME** *Objective: Build a society free of corruption and fraud through programmes designed to that end* **Outcome:** Publication of a Corruption Perception Index Support the implementation of anti-corruption policies in the private sector Organised talks on Ethics, Integrity and Corruption in schools, colleges, universities and clubs Launch of an Ethics Guide for police officers • **SUPPORT TO "INTERFAITH RELATIONS AND PEACE"** *Objective: Support the Council in implementing the Intercultural Education (IE) project in lower secondary schools to promote interfaith knowledge and a unified, harmonious nation* **Outcome:** Use of the ICE book in all lower secondary schools across Mauritius • **SUPPORT TO DISABLED PERSONS** *Objectives: Support the Special Educational Needs School (SENS) of the Century Welfare Association in welcoming children with disabilities from poor families who cannot attend a special school* *To help the association carry out its mission of providing adequate education, care and life skills to the disabled children* *Enhance the self-esteem and self-confidence of the beneficiaries* **Outcome:** Offered new exercising facilities to further promote the wellbeing of 60 disabled children from the region of Port Louis • **CHRISTMAS INITIATIVE** *Objective: Share the spirit of Christmas with children* **Outcome:** Christmas activities were organised for over 500 children and they benefited from school materials	CURRIMJEE FOUNDATION TRANSPARENCY MAURITIUS COUNCIL OF RELIGIONS CENTURY WELFARE ASSOCIATION PLANÈTE ENFANTS VULNÉRABLES LIGHT OF HOPE AFED	1 NO POVERTY 2 ZERO HUNGER 3 GOOD HEALTH AND WELL-BEING 10 REDUCED INEQUALITIES 16 PEACE, JUSTICE AND STRONG INSTITUTIONS

OUR KEY CSR INITIATIVES IN 2020

Area of intervention	Key initiatives in 2020	Project facilitator/partner	SDGs
Environment			

- **PRESERVATION OF THE MAURITIAN FLORA AND FAUNA**
  Objective: Support the MWF in its initiatives to preserve the fauna and flora in Mauritius and Rodrigues through awareness sessions and educational programmes
  Outcome: 61 physically disabled students from Trevor Huddleston School in Rodrigues participated in a plant awareness and potting activity at Grand Montagne Natural Reserve
  25 staff from CJ participated in a clean-up activity at Ile aux Bénitiers

- **MARINE BIODIVERSITY PROGRAMME**
  Objective: Organise outreach sessions for young students in collaboration with the NGO Reef Conservation
  Outcome: 350 students learned about our marine biodiversity via Bis Lamer

- **SANDWATCH PROGRAMME**
  Objectives: Deploy the Sandwatch Programme across the island
  Increase students' interest in marine science
  Monitor coastal erosion, inform authorities accordingly and enter findings in the UNESCO database
  Outcome: Monitoring of Flic en Flacq, Blue Bay and Belle Mare beaches for sand erosion
  66 students actively participated in the 2020 project, which was approved and recognised by UNESCO
  Obtained approval of Ministry of Education to extend the programme to other secondary schools

- **THE CITADEL NATIVE REVEGETATION PROJECT**
  Objectives: Provide visitors with a pleasant and green environment in contrast to the bustling urban life
  Study and showcase the feasibility of reforesting an ecologically degraded land in the heart of Port-Louis
  Recreate a fully functional and self-sustaining ecosystem and conserve the unique Mauritian biodiversity
  Reduce the frequency and severity of bushfires
  Decrease soil erosion and risks of flash floods in the surrounding areas
  Educate the community on the importance of forests and global environmental challenges
  Outcome: 5403 endemic trees planted on site as at end 2020
  895 employees involved on site since 2015
  101 employees participated in 2020
  Agreement with the Mauritius Scouts Association renewed in 2020

- **RAINWATER HARVESTING SYSTEM**
  Objectives: Supplement groundwater supplies during dry season
  Provide water for domestic purposes such as cleaning and watering in business units
  Outcome: New rainwater harvesting system implemented at Emtel Network Office (4 m3) and Phoenix Central (4 m3)

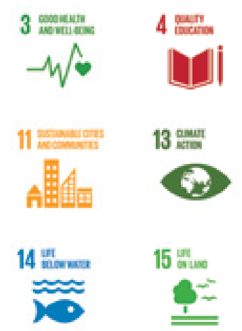
- **CLEAN UP THE WORLD**
  Objective: Unite community groups and our employees to address local environmental issues through community clean-ups
  Outcome: 4 clean-up campaigns organised by the Group (Ebene, Curepipe, Rodrigues and Agalega)
  74 staff and 215 community members participated

- **WAKASHIO OIL SPILL - SUPPORT TO AUTHORITIES AND NGOS**
  Objectives: Provide support (financial, human resource and in kind) to the authorities and NGOs involved in the Wakashio Oil Spill clean-up
  Outcome: CJ provided financial support to the MWF
  150 staff participated in clean-up activities (making of artisanal booms)
  Protective equipment donated to NGO personnel actively involved in the clean-ups
  Provision of internet connection to facilitate communication on site

Project facilitator/partner:

MAURITIAN WILDLIFE FOUNDATION
REEF CONSERVATION
ASSOCIATION POUR LE DÉVELOPPEMENT DURABLE
FRIENDS OF ENVIRONMENT
MAURITIUS SCOUTS ASSOCIATION
EMTEL
REAL ESTATE CLUSTER
CURRIMJEE FOUNDATION
EMTEL
MC VISION
ELI AFRICA
OUTER ISLANDS DEVELOPMENT CORPORATION OFFICE
SHOALS RODRIGUES
CLUBMER STUDENTS
MAURITIAN WILDLIFE FOUNDATION
SOV LANATIR
FRIENDS OF THE ENVIRONMENT
BEACH AUTHORITY

SDGs:



OUR KEY CSR INITIATIVES IN 2020

Area of intervention	Key initiatives in 2020	Project facilitator/partner	SDGs
Health	• **VINE PRAN CONTE TO LA SANTE** *Objectives: Provide access to free medical check-ups in 15+ specialities to vulnerable persons* *Organise a health exhibition* **Outcome:** 60 healthcare specialists carried out medical screenings for over 200 persons for NCDs, ENT, dental and eye problems About 150 persons were diagnosed with health problems and referred to for further treatment All children present benefited from paediatric care • **BLOOD DONATION** *Objectives: Supply the blood bank during shortage of blood and platelets* *Raise awareness about the importance of blood donation among youngsters via sensitisation talks* *Bring CJ and its companies' staff to work together for this laudable cause* **Outcome:** 635 pints of blood were collected 3 blood donation events organised at Mc Vision in Wooton, Phoenix Central, EmtelWorld and Rodrigues 55 employees from MC Vision, Currimjee Informatics, Screenage, Phoenix Central, CPMD and CJ collaborated to organise the different blood donations • **OVERSEAS MEDICAL TREATMENT SCHEME** *Objective: Full/partial funding of individuals for overseas treatment not available locally.* **Outcome:** 11 individuals were provided financial aid for urgent medical treatment abroad • **BEDRIDDEN PATIENTS SCHEME** *Objective: Provide medicine or diapers to bedridden and needy persons* **Outcome:** 14 disabled persons benefited from the programme • **FIGHTING DRUG PROPAGATION AND OFFERING DRUG ADDICTION TREATMENT AND SUPPORT** *Objectives: Reduce the incidence of drug use in Mauritius through primary prevention campaigns* *Provide treatment for people addicted to drugs* **Outcome:** Annually, more than 300 people benefit from the different initiatives of the NGO • **OFFERING SUPPORT TO PATIENTS SUFFERING FROM THALASSEMIA AND OTHER BLOOD GENETIC DISEASES** *Objectives: Raise awareness on thalassemia* *Organise blood donation events* *Purchase equipment to provide better treatment methods to patients* **Outcome:** 4 blood donations were carried out across the Group to lend support to patients suffering from thalassemia.	**POSITIVE APPROACH TO TOTAL HEALTH (PATH)** **MALHERBES B. HARLEM BASKETBALL TEAM** **NATIONAL BLOOD TRANSFUSION SERVICE** **CURRIMJEE FOUNDATION** **EMTEL** **MC VISION** **REAL ESTATE** **CURRIMJEE FOUNDATION** **CURRIMJEE FOUNDATION & PHARMACIE DE LA PLAINE VERTE** **DR IDRICE GOOMANY CENTRE** **THALASSEMIA SOCIETY OF MAURITIUS**	1 NO POVERTY 3 GOOD HEALTH AND WELL-BEING 10 REDUCED INEQUALITIES 11 SUSTAINABLE CITIES AND COMMUNITIES

OUR KEY CSR INITIATIVES IN 2020

Area of intervention	Key initiatives in 2020	Project facilitator/partner	SDGs
Leisure-sports			
	• **BOLTON ACADEMY FOOTBALL CLUB** *Objectives: Run a Saturday care school combining football training and educational support for the youth of Roche Bois and its surroundings* *Enhance football talent development* **Outcome:** 60 children aged 8 to 15 years old from Roche Bois and surrounding regions received training and educational support over the whole year	**MC VISION & BOLTON CITY YOUTH CLUB**	3 GOOD HEALTH AND WELL-BEING; 10 REDUCED INEQUALITIES
	• **PROMOTION OF YOUTH DEVELOPMENT** *Objectives: Reduce the incidence of drug use in Vallée Pitot* *Create a sports culture in Vallée Pitot* **Outcome:** 300 children benefited from initiation to sports such as football, karate and swimming Vallée Pitot is recognised to be one of the rare places where drug use has significantly diminished thanks to the devotion of the CSZVP.	**CLUB SPORTIF ZENESS VALLÉE PITOT (CSZVP)**	
	• **MANGALKHAN SPORTS ACADEMY** *Objectives: Support football talent development* *Keep the youngsters away from the evils of society* *Initiate social actions in the region of Mangalkhan to improve the quality of life in the region* **Outcome:** 60 young footballers benefited from training and equipment	**MANGALKHAN SPORTS CLUB**	

OUR CSR STRATEGY

Key Social Indicators

MUR 8.8M

INVESTED IN THE CSR PROGRAMME OF THE GROUP

297 BENEFICIARIES

POVERTY AND HUNGER ALLEVIATION PROGRAMMES

612 PINTS OF BLOOD

COLLECTED DURING BLOOD DONATION CAMPAIGNS

7 HEALTH PROGRAMMES

911 BENEFICIARIES

886 STUDENTS SUPPORTED

TERTIARY SCHOLARSHIPS, EDYCS SCHOOL, DONATION OF SCHOOL MATERIALS

560 BENEFICIARIES

SUPPORTED THROUGH 6 SPORTS DEVELOPMENT PROGRAMMES

EVENTS

Events are an impactful way for us to build and maintain strong relationships with our stakeholders. Celebrating significant milestones with them makes our successes more rewarding, while enabling us to build awareness about who we are, our brands and our goals.

DURING THE YEAR, WE...

...launched new products

NETFLIX

In February 2020, Canal+ launched a streaming service that needs no introduction: Netflix. Through PLAY and the 4K ULTRA-HD decoder, Canal+ subscribers can enjoy Netflix's library of over 20,000 types of content. No Smart TV required and no need to fumble with your remote to look for the right source: simply press 'play' and gain access to a variety of on-demand series, movies and documentaries from both Canal+ and Netflix—on one single interface. Those with existing Netflix accounts can easily log in and access their profiles and viewing history. Deciding what to watch has never been easier!

DISNEY+

After introducing Netflix and Amazon Prime to Mauritians, MC Vision continued to fulfil its role as an aggregator of some of the best content in the world. This year, it added Disney+ to its repertoire, bringing family-friendly favourites to your screens. MC Vision made the exciting revelation during a press conference at Bagatelle in September 2020. All subscribers of MyCANAL and PLAY can now access over 1,000 movies from the worlds of Disney, Pixar, Marvel, Star Wars and National Geographic through the 4K-ULTRA HD decoder.

ANANTARA VILLAS

Currimjee Hospitality complemented its offering by adding eight luxury villas to its portfolio. Managed by MINOR Hotels under the Anantara brand and completed at end of May 2021, Anantara Villas were developed under a Property development Scheme (PDS) and are a unique opportunity for both locals and foreigners to acquire a property on one of the island's most pristine beaches, Le Chaland. The two 2-bedroom and six 4-bedroom villas offer owners direct access to the beach and are fully integrated with Anantara iko Mauritius Resort, in a way where they can avail of the resort's amenities and services, including an award-winning spa, bars, restaurants and water sports. This way, villa owners have the best of both worlds: the privacy of one's own space, combined with the convenience of having world-class facilities at their fingertips.

AIRBOX+

On 25th September, MC Vision and Emtel demonstrated the power of their combined forces by introducing Airbox+, a Triple-Play product that brings together their unique capabilities: unlimited Internet, fixed calls, MyCanal and an entertainment package with access to 50+ channels and 20,000 on-demand channels through Play. Airbox+ was also launched in Rodrigues, meeting the island's demand for fast, reliable connectivity and premium entertainment options. This is only the first of many innovations to look forward to following MC Vision's acquisition by Emtel.

MY EMTEL APP

True to its spirit of continuous innovation and improvement, Emtel launched the latest version of its app, My Emtel, on 17th September. Now more refined and user-friendly, the app brings users unparalleled convenience and a host of benefits: they can quickly recharge their prepaid accounts, pay their postpaid, landline, Airbox, electricity or even water bills, get real-time updates on their Emtel services, including bill summaries and call details, and so much more. All of it is complemented with the prompt and personalised customer service Emtel prides itself on.

...welcomed new partners

LES CAPRICES DE GERVAIS & HAPPY RAJAH

Two of the island's best-known eateries have opened their doors at QUAY 11, making it the go-to place for a leisurely sit-down meal or a pit stop for coffee and cake between meetings.

Known for its delectable pastries and fresh bistronomic cuisine, Les Caprices de Gervais opened its fourth outlet on 11th December 2020. Visitors were given a taste of the bistro's delicacies through a food tasting, while enjoying live entertainment. They even got to take home a number of vouchers!

Indian food lovers were equally delighted. Next door, Happy Rajah opened Happy Rajah City and Happy Rajah Chaat, its street food specialities, on 16th October 2020. Whether you are looking for authentic North Indian classics like butter chicken, or a plate of pani puri as a light snack, Happy Rajah brings you a variety of spices and flavours to satisfy your cravings.

EVENTS

...celebrated milestones

THE GROUNDBREAKING METISS CABLE HAS LANDED!

Teliri, the cable ship in charge of laying and maintaining underwater cables, arrived at Le Goulet on 15th June. Its goal is to install the METISS submarine cable, which connects Mauritius, Reunion Island, Madagascar and South Africa by optical fibre, in Mauritian waters. The 3,200-kilometre long cable, whose construction began in 2017, offers a capacity of 24 terabytes, setting the stage for the development of next-generation services and applications in the region, including the 5G network. Beyond that, it ensures connectivity for the region for up to 25 years.

As one of the founding members of the consortium of six operators, Emtel is particularly proud of having overcome the challenges surrounding COVID-19 and successfully making this state-of-the-art technology available to Mauritians. In doing so, Emtel is not only keeping its promise of bringing faster connectivity to Mauritians, but also helping the country realise its ambition of becoming a digital economy. The METISS cable became operational in March 2021.

CURRIMJEE HOSPITALITY UNVEILS ANANTARA IKO MAURITIUS RESORT & VILLAS

In February 2020, the 5* Anantara iko Mauritius Resort & Villas officially began welcoming guests to its 164-room resort. Nestled on Le Chaland beach on the idyllic southeast coast, the hotel was designed in harmony with its natural surroundings and with sustainability in mind. From using solar water heating and renewable energy sources in the design, to serving organic food at Bon Manzer, the hotel is dedicated to placing wellness and sustainability at the heart of its value proposition.

Currimjee Hospitality held the resort's grand opening on 7th February 2020, in the presence of the Minister of Tourism, the Chairman and CEO of MINOR International, CJ's executive team and a number of local and international personalities.

ILA BLOWS OUT 35 CANDLES

On 7th November 2020, Island Life Assurance celebrated 35 years of offering innovative life insurance, pension administration and fund management services to Mauritians. The milestone was marked with a team building outing at Anantara iko Mauritius Resort & Villas, where employees shared their expectations and insights, agreed on a common culture, and reaffirmed their commitment to ILA's values. There was no better way for ILA to celebrate its 35th anniversary than to gather the team in a fun, relaxing setting and create more meaningful memories together.

SCREENAGE UPGRADES TO GOLD STATUS

During the year, Screenage earned the Gold Partner status by Aruba, a Hewlett Packard Enterprise company which aims to help organisations to maximise the benefits of the cloud, mobile services and IoT.

This new status was achieved after fulfilling Gold-level competencies and acquiring a number of certifications, positioning Screenage as a Solution Provider and Authorised Support Partner through the Partner Ready programme. This opens up new opportunities for Screenage to deliver outstanding service and support to its customers.

aruba
a Hewlett Packard Enterprise company
Solution Provider
GOLD PARTNER

...spread cheer and fun during the holiday season

ARCADES AT THE HEART OF FESTIVITIES

Currimjee's Real Estate cluster filled Currimjee Arcades with the spirit of festivities during the year.

It hosted the first edition of its Market Festival between 30th September and 3rd October, with the goal of empowering local artisans and showcasing the Mauritian know-how. Over 30 SMEs and 13 NGOs displayed an impressive collection of items, from jewellery and bags, to candles and paintings—all handcrafted by intellectually-challenged individuals. The event demonstrated that disabilities need not be an obstacle to empowerment and success. The funds raised were used to further develop the NGOs.

A Diwali Craft Market was also organised from 9th to 13th November, bringing together all the food, clothes and crafts that make the Festival of Lights a colourful and enriching tradition. A month later, Currimjee Arcades kicked off the Christmas season with the Santa's Market on 15th December. Visitors explored a variety of local handmade products and fun activities for children that included Meet Santa, Write a Letter to Santa and giant board games.

EVENTS

....celebrated the Arts, Culture and Diversity

SPONSORING HOMEGROWN TALENTS AT OTENTIC ECO TENT

Currimjee Jeewanjee has long believed in the power of the Arts and Culture in strengthening our communities and collective identity. It gives us a sense of who we are and where we come from. CJ has been proudly supporting l'Atelier Mo'Zar for years, a music school whose philosophy is centred on using music to enable social inclusion.

This year, CJ continued lending its support to l'Atelier Mo'Zar's talented young artists by contributing to the organisation of a residential music course at Otentic Eco Tent, from 9th to 12th December 2020. Their immersion in nature, nights spent jamming around a bonfire and the collision of different artistic energies gave rise to the creation of a new song, 'Koumadir dan paradis'. CJ aims to continue playing a meaningful part in empowering our youth to express themselves through creativity and culture.

CELEBRATING ASPIRING LOCAL POETS

For the third consecutive year, Currimjee Jeewanjee is delighted to be one of the partners of the 'Prix de Poésie Edouard Maunick 2020-2021'. This annual event, organised by IMMEDIA, is open to Mauritians of all ages and invites aspiring writers to submit original poems. The event took place in mid-2020 and the chosen theme for this edition was 'Renaissances'.

Select participants from all three editions also had the unique opportunity of having their prize-winning poems published in a collection of poems, which was later launched at the awards ceremony.

'AQUEEQA' BY ASSAD BHUGLAH HONOURS MUSLIM TRADITIONS

In the spirit of bringing to the fore the rich cultural practices and rituals in Mauritius, Assad Bhuglah sheds new light on the Muslim tradition of celebrating the arrival of a newborn in a family. Currimjee Jeewanjee co-sponsored the publication of the author's new book, Aqeeqa, which was unveiled in September 2020. The artwork on the cover was painted by Nasreen Banu Ahseek.

Written both in English and Kreol, the book is set in a context of conviviality and peaceful coexistence between our diverse communities. It delves into the important place that multiculturalism holds in Mauritius, and how the birth of a child is a celebration shared by neighbours and friends of all faiths and creeds. The idea behind the book is to highlight how sharing and understanding our differences solidifies our bonds and shapes our collective strength. Yet another local talent proudly endorsed by CJ!

JOSHILA DHABY FLIES THE MAURITIAN FLAG IN DUBAI

Currimjee Jeewanjee was honoured to co-sponsor the participation of Joshila Dhaby in the 4th edition of Art Connects Women 2020. The international art exhibition was held in Dubai from 5th to 8th March 2020 and aims to shine a light on global talents who have the determination and creativity to express women empowerment through their artworks.

This year, the artists were tasked with commemorating the International Women's Day 2020 theme, #EachForEqual, to demonstrate how women can challenge stereotypes, fight bias and broaden perceptions around gender. Joshila Dhaby, who represented Mauritius at the event, was one of only 100 women to have made it to the impressive line-up of international artists. Her participation in the prestigious exhibition authenticates how art can be a vehicle for sending strong messages and make a positive difference in society.

...brought our team closer together

VALUING ALL TEAM MEMBERS THROUGH THE CURRIMJEE TOUR

The Currimjee Tour is an initiative designed exclusively for Currimjee Jeewanjee's employees. The annual event is a way to give back to employees for their hard work and engagement by providing them with special rates and deals on the Group's various products and services—available to them all year long!

During the Tour's third edition, held from 8th to 11th September 2020, employees discovered and benefited from exclusive offers by the likes of Emtel, MC Vision, Anantara iko Mauritius Resort & Villas, ILA, Batimex, Metric, Quality Beverages and Soap & Allied. This year's edition was particularly significant as it was an opportunity for employees across clusters and businesses to get together and strengthen their bond in the context of a challenging year. CJ aspires to instil a strong sense of belonging within the Group and for employees to feel truly appreciated and valued.

INSTILLING THE SPIRIT OF CJ IN NEW HIRES

After two months of lockdown and the lifting of COVID-19 restrictions, the Group organised its first Values Induction Programme in July 2020. As an organisation that is driven by strong core values, CJ is determined to introduce its philosophy, mission and beliefs to new employees during the very first days of their employment. This will enable them to better understand how CJ operates, what is expected of them and how to positively contribute to the company's goals.

EVENTS

NURTURING LEADERS THROUGH THE CURRIMJEE LEADERSHIP ACADEMY

Despite the exceptional circumstances surrounding 2020, upskilling and capability-building did not take a backseat at CJ. Rather, certain strategic trainings initiated back in 2018 were accelerated to develop a pipeline of competent leaders. CJ achieves this through the Currimjee Leadership Academy (CLA), which was launched in 2019 to create a culture of performance within the leadership team and encourage the sharing of skills across clusters, companies and teams.

In October 2020, members of the CLA attended a seminar at Anantara iko Mauritius Resort & Villas: the 40 participating managers, all of different seniority levels, were called to present their achievements and participate in discussions centred on the Group's strategic pillars for the coming year: Customer-centricity, Digitisation and Sustainability. These discussions resulted in action plans for each one of these pillars and a clear direction moving forward.

MOVING TOWARDS #EACHFOREQUAL AT CJ

International Women's Day, celebrated annually on 8th March, is indeed a special day at Currimjee Jeewanjee. This year, once again, the Group marked the occasion by not only recognising the achievements of all women at CJ, but also by reflecting on how to make equality, and the concept of 'Each for Equal', a reality in the workplace.

Sixty women from the Group came together to share insights on the challenges they face, potential solutions, and best practices to ensure women across the board are empowered. Urmila Boolell, the keynote speaker, led a panel discussion on concerns like how to reshape society's expectations of women and how to ensure they have their rightful place at work. Several actionable solutions emerged from the roundtable conversations, many of which will be implemented within the Group this coming year. CJ strives to continue having transparent conversations around diversity and inclusion in a drive to create a speak-up culture and advance gender equality.

...went beyond our call of duty

SOLIDARITY AND UNITY IN RESPONSE TO THE WAKASHIO OIL SPILL

CJ's team members at Anantara iko, CINF, Real Estate, CJ Corporate, QBL, Emtel and MC Vision were quick to respond to the national environmental emergency following the MV Wakashio oil spill in Pointe D'Esny. They joined thousands of their fellow citizens in building floating 'booms' made of sugarcane leaves and hair, which were instrumental in containing the oil spill and further damaging the affected coastal areas.

The display of ingenuity and solidarity amid an unprecedented ecological disaster was nothing short of remarkable. Volunteers from all quarters of life jumped into action to donate items and sew booms to save the island's coral reefs and marine ecosystem. The Mauritian patriotism was on full display!

MC VISION REWARDS CUSTOMER LOYALTY

To thank subscribers for their unwavering loyalty, MC Vision organised two contests in 2020, during which subscribers were given the incredible chance to win prizes.

Between 17th and 19th June, it launched the « Bring it on Man Utd ! » contest for subscribers of CANAL+. Five lucky winners were gifted a football jersey autographed by Daniel James, the popular Manchester United midfielder. This marks one of many football-centred contests by MC Vision, given the quasi-religious status of football in Mauritius; since 2015, over a hundred subscribers have won signed jerseys and tickets to watch Premier League matches live at Old Trafford.

On 15th December, ten lucky participants won a one-year subscription to CANAL+ channels. Eligible participants included anyone who subscribed to PLAY and had an active Disney+ account—it was as simple as that!

ANANTARA IKO MAURITIUS SUPPORTS ILE AUX AIGRETTES

In line with its ambition to preserve the environment, Anantara iko joined hands with the Mauritian Wildlife Foundation (MWF) to help reopen Ile aux Aigrettes, an internationally important islet that was declared a Nature Reserve in 1965. The islet, which is home to rare species of birds and plants, was shut to visitors and recreational activities following the Wakashio oil spill due to its proximity to the spill site.

In anticipation of Ile aux Aigrettes' reopening in October 2020, team members from Anantara actively prepared a number of endemic plants at the Mauritian Wildlife Foundation's nursery, which were then transferred to the islet. In parallel, Currimjee Jeewanjee's Hospitality team enjoyed an outing at the MWF's sanctuary to explore the island's beauty, learn about its unique fauna and flora, and to seed a number of endemic plants.

WE BALANCE...

...OUR PRIORITIES IN A WAY THAT PLACES PEOPLE BEFORE PROFIT AND THAT CONTRIBUTES JUSTLY TO THE INTERESTS OF ALL OUR STAKEHOLDERS.

BOARD OF
Directors



BASHIRALI A CURRIMJEE

G.O.S.K

Mauritian Citizen & Resident

Chairman

Committee Membership:

- Chairman of Nomination and Remuneration Committee, Member of Corporate Governance Committee and Strategy & Finance Committee.

Qualifications:

- B.A. Arts, Major in Economics and Government, Tufts University, USA.
- OPM, Harvard Business School, USA.

Experience:

- Former President of Mauritius Chamber of Commerce and Industry, Association of Mauritian Manufacturers and Joint Economic Council (now Business Mauritius).
- Former Director of Bank of Mauritius and SBM Bank (Mauritius) Ltd.
- Held key executive positions within the Currimjee Group.
- Honorary Consul General for the Republic of Turkey in Mauritius from 1985 to 2016.
- Currently Chairman of numerous companies within the Currimjee Group and Managing Director of Emtel Ltd.

Directorship in listed and public companies:

- Chairman of Quality Beverages Limited and Soap & Allied Industries Limited.

ANIL C CURRIMJEE

Mauritian Citizen & Resident

Managing Director

Committee Membership:

- Chairman of Strategy & Finance Committee and Member of Human Resources and Organisational Effectiveness Committee.

Qualifications:

- B.A. Liberal Arts, Williams College, Massachusetts, USA.
- MBA, London Business School, UK.

Experience:

- Former President of the Mauritius Chamber of Commerce & Industry.
- Former Director of The Mauritius Commercial Bank Ltd.
- Honorary Consul General of Japan in Mauritius from 2004 to 2016.
- Chairman of Joint Business Council Mauritius-India.
- Director of numerous companies within the Currimjee Group.

Directorship in listed and public companies:

- African Rainbow Capital Investments Limited, Compagnie Immobilière Limitée, Island Life Assurance Co Ltd, Oceanarium (Mauritius) Ltd, Quality Beverages Limited and Sanlam Africa Core Real Estate Investments Limited.

MAZAHIR F E ADAMJEE

Mauritian Citizen & Resident

Non-Executive Director (Resigned on 28 October 2020)

Committee Membership:

- Chairman of the Audit & Risk Committee and Member of the Nomination and Remuneration Committee until 28 October 2020.

Qualifications:

- Fellow Member of the Institute of Chartered Accountants in England and Wales.

Experience:

- Former Deputy Managing Director and Director of the Company.
- Former Chairman of Mauritius Export Processing Zone Association.
- Former Director of Bramer Banking Corporation Ltd.
- Former Managing Director of Bonair Group of companies.
- Former Managing Director of Quality Beverages Limited, a company listed on the Stock Exchange of Mauritius Ltd.
- Former Director of National Investment Trust Ltd.
- Held key executive positions within the Currimjee Group.
- Non-Executive Director in numerous companies within the Currimjee Group.

Directorship in listed and public companies:

- A.L.E.E.F Ltd



KARIM BARDAY

French citizen

Non Resident

Independent Director

Committee Membership:

- Human Resources and Organisational Effectiveness Committee.

Qualifications:

- Owner/President Management Program, Harvard Business School, USA.
- Executive MBA, HEC Paris.
- BSc. in Economics (Finance et Sciences Politiques), Wharton Business School, University of Pennsylvania.

Experience:

- Former Auditor at Salomon Brothers, New York, USA.
- Former member of Syndicat des Industries de Madagascar.
- Former Board Member and Vice Chairman, American School of Antananarivo.
- CEO of Basan Group in Madagascar
- Founder and Managing Director of Lecofruit, Madagascar.
- Managing Director of JB, Madagascar.
- Director of SICAM Group Madagascar (subsidiary of CFAO in Madagascar).

Directorship in listed and public companies:

- None

ASHRAF M CURRIMJEE

Mauritian Citizen & Resident

Executive Director

Committee Membership:

- Corporate Governance Committee and Strategy & Finance Committee.
- Qualifications:
- Fellow Member of the Association of Chartered Certified Accountants, UK.
- Attended a number of professional courses at Alliance Manchester Business School, Euromoney and INSEAD.

Experience:

- Audit Assistant at Kemp Chatteris Deloitte from 1982 to 1986.
- Accountant at Elf Antargaz (Maurice) Ltée from 1987 to 1988.
- Has held key executive positions in the Company for nearly thirty years.
- Currently Chief Finance Officer and Director of the Company.

Directorship in listed and public companies:

- Compagnie Immobilière Limitée and Island Life Assurance Co Ltd.

RIAZ A CURRIMJEE

Mauritian Citizen

Non-Resident

Non-Executive Director

Committee Membership:

- Audit & Risk Committee and Strategy & Finance Committee.

Qualifications:

- BSc. Finance, Boston College, Wallace E Carroll School of Management, Massachusetts, USA.
- Fellow Member of the Institute of Chartered Accountants in England and Wales.

Experience:

- Has worked in the field of audit, consultancy, due diligence assignments and investigations at Arthur Andersen, UK.
- Former Senior Associate at Lazard Brothers, UK in mergers & acquisitions.
- Former partner at Arundel Partners, a hedge fund investment firm.
- Former founder and Managing Director of Surya Capital Limited, UK, a private placement and principal investment firm focused on Indian private equity.
- Currently founder and CEO of Surya Capital Management, a principal investment firm focused on East Africa.

Directorship in listed and public companies:

- None.

BOARD OF DIRECTORS

AZIM F CURRIMJEE

Mauritian Citizen & Resident

Non-Executive Director

Committee Membership:

- Corporate Governance Committee, Human Resources and Organisational Effectiveness Committee and Strategy & Finance Committee.

Qualifications:

- B.A. Mathematics, Williams College, Massachusetts, USA.
- MBA, Trinity College, Dublin, Ireland.

Experience:

- Over 10 years' experience in the textile industry.
- Has held key executive positions in the Food and Beverages Cluster of the Currimjee Group for the last 18 years and is currently the Managing Director of Quality Beverages Limited, a company listed on the Stock Exchange of Mauritius.
- Former Manufacturing Director of Bonair Group of Companies.
- Director of numerous companies within the Currimjee Group.
- President of the Mauritius Chamber of Commerce and Industry ('MCCI') 2016 to 2018. He also held this position during 2007 and 2008.
- Former Vice-President of COMESA Business Council.
- Former Vice-President of the Economic Development Board of Mauritius.
- Former Director of SBM Holdings, SBM Mauritius and SBM Kenya.
- Former Chairman of SBM India.

Directorship in listed and public companies:

- Quality Beverages Limited and Soap & Allied Industries Limited.

CHRISTOPHE DE BACKER

Knight of the National Order of Merit & Legion of Honor

French Citizen

Non-resident

Non-Executive Director

Committee Membership:

- Strategy & Finance Committee and Nomination & Remuneration Committee.

Qualifications:

- Degree in Economics and Graduate of Institut Supérieur de Gestion, Paris.

Experience:

- Formerly held several key positions within the HSBC Group culminating in his appointment as CEO, HSBC France in 2010.
- Joined Banque Privée Edmond de Rothschild S.A as CEO in 2012 and was subsequently appointed Group CEO, Edmond de Rothschild Group and Edmond de Rothschild (France) until 31 January 2015.
- In 2016, appointed as Director and Member of the Global Executive Committee of HSBC Global Asset Management, and Director of HSBC Global Private Bank.

Directorship in listed and public companies:

- None

SHAHRUKH D MARFATIA

Singapore Citizen

Non-resident

Independent Director

Committee Membership:

- Chairman of Human Resources and Organisational Effectiveness Committee and Member of Nomination & Remuneration Committee.

Qualifications:

- Bachelor's Degree in Commerce.
- Diploma in Business Management.
- Masters Degree in Personnel Management.

Experience:

- Forty years' experience at senior and Vice-President level in Human Resources globally and in the Asia Pacific and Middle East regions, providing expertise in Business Strategy / Visioning, Strategic people management, Culture and Organisation Development/ Effectiveness, Talent Management, Change Management, Performance Management, Leadership Development and Executive Compensation.
- Director, Asia Pacific & Corporate Advisor of White Crow Research / Colvill Banks.
- Director, Interviewer.AI
- Board Advisor, Energy Strat Asia
- Director of WhiteCrow Research in Hong Kong.

Directorship in listed and public companies:

- None.

M IQBAL OOZEER

Mauritian Citizen & Resident

Executive Director

Committee Membership:

- Corporate Governance Committee and Strategy & Finance Committee.

Qualifications:

- Fellow Member of the Association of Chartered Certified Accountants, UK.
- Attended a number of professional courses at Alliance Manchester Business School, Euromoney and INSEAD.

Experience:

- Audit Assistant at Kemp Chatteris Deloitte from 1982 to 1986.
- Accountant at Elf Antargaz (Maurice) Ltée from 1987 to 1988.
- Has held key executive positions in the Company for nearly thirty years.
- Currently Chief Finance Officer and Director of the Company.

Directorship in listed and public companies:

- Compagnie Immobilière Limitée and Island Life Assurance Co Ltd.

MANOJ K KOHLI

Indian Citizen & Non Resident

Independent Director (Appointed on 04 February 2021)

Qualifications:

- Holds degrees in Commerce, Law and MBA from Delhi University.
- Attended «Executive Business Program" at Michigan and "Advanced Management Program" at Wharton.

Experience:

- Currently Chairman of CII Council for Start-Ups development.
- Country Head - SoftBank India, responsible for supporting SoftBank Group, SoftBank Vision Fund and their over 20 portfolio companies' in India.
- Executive Chairman of SB Energy
- Managing Director and CEO, Bharti Airtel, for operations across Asia and Africa in 20 countries till 2015.
- Started his career in HR in 1979 with the DCM Shriram Group
- Previous Chairman of the Public Policy Committee and Board Member of GSMA.
- Previous Chairman of CII Task Force on Ease of Doing Business.
- Was adjudged "Telecom Man of the Year" in 2000, "Best Alumni" by SRCC Delhi University and "Lifetime Achievement Award" in 2020.

Directorship in listed and public companies:

- None.

UDAY K GUJADHUR

Mauritian Citizen and Resident

Independent Director (Appointed on 19 February 2021)

Committee Membership:

- Appointed Chairman of the Audit & Risk Committee on 25 February 2021.

Qualifications:

- Fellow Member of the Association of Certified Chartered Accountants (FCCA).

Experience:

- Over 40 years of experience in the fields of Tax Planning, Structuring, Auditing and Consulting.
- Former Partner of De Chazal Du Mée & Co, a leading firm of Chartered Accountants.
- Former CEO & Director of Multiconsult Ltd, the Offshore Management Company of De Chazal Du Mée & Co.
- Founder Member of the International Fiscal Association Mauritius.
- Fellow of the Mauritius Institute of Directors and member of Institute of Directors, UK.
- Currently, resident Director of Essar Capital (Mauritius) Limited

Directorship in listed and public companies:

- Bhavura Holdings Limited, Quality Beverages Limited, RHT Holding Limited, Soap & Allied Industries Limited, The Mauritius Commercial Bank Ltd, Trevo Capital Ltd.

BOARD OF DIRECTORS

AISHA C TIMOL

G.O.S.K

Mauritian Citizen & Resident

Independent Director

Committee Membership:

- Chairman of Corporate Governance Committee, Member of Audit & Risk Committee and Nomination & Remuneration Committee.

Qualifications:

- B.Sc. (Hons) Economics, University of St. Andrews, Scotland.
- Post Graduate Diploma (with Distinction) in Development Planning Techniques, Institute of Social Studies, The Hague, Netherlands.
- Diplome d'Etudes Approfondies (D.E.A.) "Economie Mathématique et Econométrie", Université d'Aix-Marseille III, France.

Experience:

- Previously worked for the Government of Mauritius in various capacities (Director, Financial Services and Deputy Director of the Budget Bureau and the Economic Affairs Department) at the Ministry of Economic Planning and Development and at the Ministry of Finance.
- Former Senior Lecturer in Economics and Econometrics at the University of Mauritius.
- Former Director of Air Mauritius Limited and the Mauritius Revenue Authority and also Member / Chairman on their Board Committees.
- Former Director of the Financial Services Commission, the Mauritius Offshore Business Activities Authority, the Stock Exchange of Mauritius Ltd and the Insurance Advisory Committee of the Ministry of Finance.
- Former Member of the Council of Business Mauritius, Council of the Mauritius Chamber of Commerce and Industry, the Board of Directors of Global Finance Mauritius and the Court & Senate of the University of Mauritius.
- Chief Executive of the Mauritius Bankers Association from January 2003 to February 2018.
- Currently, Chairperson of the Board of Directors of a major domestic financial institution and an Independent Director on other cross-border funds

Directorship in listed and public companies:

- CIM Financial Services Ltd.

CORPORATE
Leadership team

1. M IQBAL OOZEER

Chief Finance Officer & Director

Please refer to Page 137 of the Integrated Report for Mr Oozeer's profile.

2. ANIL C CURRIMJEE

Managing Director

Please refer to Page 134 of the Integrated Report for Mr Currimjee's profile.

3. VANESHA PAREEMAMUN

Chief Human Resource Officer

Qualifications:

- BSC in Economics and Management, University of Cardiff, UK
- MBA with specialisation in Human Resource Management, University of Mauritius.

Experience:

- Joined the Company as Chief Human Resource Officer in April 2017.
- Appointed as CJ Executive Director on iko (Mauritius) Resort Village Ltd, iko (Mauritius) Hotel Ltd and Compagnie Immobilière Limitée.
- Previously worked for 10 years as an Economist for the Ministry of Economic Development before joining Business Parks of Mauritius Ltd as Manager Administration and HR.
- Worked for three years as Manager HR at Mauritius Housing Company Ltd.
- Joined Cim Finance as Head of HR in 2008 and promoted to the position of Group Head of HR, Cim Group in 2013.
- Member of the Mauritius Institute of Directors.

4. MARIANNE CARADEC

Chief Communication and Marketing Officer

Qualifications:

- Graduated from the European Business School, Paris with specialisation in International Affairs.

Experience:

- Started her career in HAVAS Group in 1993 where she was successively in charge of the set-up of Canal+ in the Caribbean, the media planning of Procter & Gamble in French overseas territories and the PR of BMW for Africa and Middle East. Appointed as Manager of Marketing and Communication of Canal+ for overseas territories in 1996.
- Appointed as General Manager, Marketing and Communication of Canal+ Overseas in charge of Africa and Overseas in 2002 and also worked as Consultant for Canal+ Poland.
- Appointed as General Manager, Digital and Communication Manager of CANAL+ International in 2009 and was in charge of the launch of Canal+ in Vietnam.
- Appointed General Manager Communication and Marketing of the Company in 2015 and currently manages corporate external communication & internal communication strategy & implementation.

5. NAZIMA MAMODE ALLY

Senior Manager – Legal

Qualifications:

- LLB (Honours) Degree, the University of Mauritius.
- Bar Vocational Examination, the Council for Legal Education of Mauritius.
- Called to the Mauritian Bar in 2000.
- Member of the Mauritius Bar Association.

Experience:

- Prior to joining the Company, Nazima was a tenant at the Chambers of Sir Hamid Moollan QC, where she practised as a Barrister for 17 years.
- She is a former part-time law lecturer at the University of Technology of Mauritius and the DCDM Business School (presently the Charles Telfair Institute).
- She has experience in various fields of law and the core of her private practice was in Arbitration, Competition, Construction, Corporate, Intellectual Property, Maritime & Shipping, Media & Entertainment, Mergers and Acquisitions and Telecommunications.
- Nazima joined the Company as Senior Manager – Legal in September 2017.

CORPORATE LEADERSHIP TEAM

6. ISMAEL SOODEEN

Chief Risk Officer
(until 31 December 2020)

Qualifications:

- Fellow of the Association of Chartered Certified Accountants, UK.

Experience:

- Previously worked at Jeffreys Henry International (Chartered Accountants), London, from 1982 to 1985 and at Brooks and Partners (Chartered Accountants) London from 1985 to 1986.
- Worked at De Chazal Du Mée (Chartered Accountants) from 1987 to 1988.
- Joined the Currimjee Group in 1989 as Financial Controller at Emtel Limited.
- General Manager - Finance & Regulatory, Real Estate Cluster of the Group from April 2005 to June 2010.
- Appointed as Chief Risk Officer in July 2010 with responsibility for administering and managing the Company's Enterprise Risk Management Programme.
- Retired as Chief Risk Officer on 31 December 2020 and currently acts as Consultant for the Company.

7. SATTAR CARIM

Chief Internal Auditor
(until 31 December 2020)

Qualifications:

- Fellow of the Association of Chartered Certified Accountants
- Affiliate Member of the Institute of Internal Auditors, UK.

Experience:

- Joined the Company as Chief Internal Auditor in 1995.
- Holds more than 14 years' prior experience in internal auditing having worked as Internal Audit Manager at Independent Television News (ITN), UK, Senior Levy Auditor at the Independent Broadcasting Authority, UK, Senior Internal Auditor at Thames TV, UK and British Broadcasting Corporation (BBC), UK.
- Worked for three years at Manjoo & Co (Accounting Firm), UK as Auditor.
- Retired as Chief Internal Auditor on 31 December 2020 and currently acts as Consultant for the Company.

8. ANJANA BISSESSUR-CONHYE

Manager, MD's Office

Qualifications:

- BSc (Hons) Economics from the University of Mauritius.
- Fellow of the Association of Chartered Certified
- MBA (with Merit) from the University of
- Leicester, UK.

Experience:

- Manager, MD's Office as from early 2015.
- Joined Currimjee Jeewanjee & Co Limited
- in 2011 as Manager Corporate Strategy and Projects.
- Manager Corporate Planning and Finance at Currimjee Limited in 2002.
- Anjana joined the Currimjee Group as Research Assistant in 1998 (after having worked for 8 months in a local bank).

9. RAMANUJ SUDHIR NATHOO

Group Company Secretary

Qualifications:

- Fellow of the Institute of Chartered Secretaries and Administrators ("ICSA"), UK
- MBA, University of Leicester (UK).

Experience:

- Joined the Currimjee Group since year 2000 as Company Secretary.
- Member of the Mauritius Institute of Directors and ICSA Branch Mauritius.
- Previously worked for over 10 years in the Global Business Sector.

BUSINESS
Leadership Team

1. DINESH BURRENCHOBAY

Managing Director, iko (Mauritius) Resort Village Ltd

Qualifications:

- Strategic Leadership (Executive Programme) –HEC Business School, France.
- Executive Hospitality Programme – Cornell Hotel School, US.
- BA (Hons) - Business Studies – City of London Polytechnic, UK.

Experience:

- Managing Director – Hospitality cluster of CJ since April 2014.
- CEO – Veling Hospitality (Private Jets Terminal/YU Lounge) - Mauritius & St Kitts and Nevis.
- COO – Veling Ltd (Aircraft Leasing).
- Combined experience in the Hotel, Airlines and Service industries.
- Strong in Human Resources & Organisational Development, Strategy and Leadership.
- International Experience : UK, UAE (Dubai), The Bahamas, Maldives, Seychelles, St Kitts & Nevis.
- Currently Director of CJ Hospitality Boards and Silver Wings Ltd.
- Past Chairman of Hotel School of Mauritius.
- Past Elected Member of the AHRIM Council.
- Past Board Member of the Industrial Vocational Training Board (Mauritius).
- RBL Coach for CJ Future Leaders RBL Programme

2. SAILESH KOOMAR

Chief Executive Officer & Director Island Life Assurance Co. Ltd

Qualifications:

- Chartered Insurer
- Fellow of the Chartered Insurance Institute of UK (FCII)
- Master of Business Administration (MBA) from University of Surrey (UK).

Experience:

- Joined Island Life Assurance in August 2019 as Chief Executive Officer
- Over 33 years working experience in the insurance industry.
- Previously Chief Operating Officer of the State Insurance Company of Mauritius Limited Group (SICOM Group) heading the Life, Loans, Human Resources, and Business Development business units of the Group.
- Also worked as Life Manager for a composite insurance company

Membership:

- Member of the Mauritius Institute of Directors (M.MiOD)

3. VARSHA RAMCHURN

General Manager, Silver Wings Travels

Qualifications:

- MBA, University of Surrey, UK.
- MSc, MS University, India.
- BSc, MS University, India.
- Advanced IATA Diploma, IATA, Geneva.
- Diploma in Sales and Marketing, University of Mauritius.

Experience:

- A rich experience of 30 years in the field of Travel and Tourism.
- 27 years at the helm of Silver Wings Travels, an IATA accredited travel agency ranking amongst the top 3 in Mauritius.
- President of MAITA – Mauritius Association of IATA Travel Agents.
- Director on the Board of UFTAA – Universal Federation of Travel Agents Associations.

4. SANJIV KUMAR MIHDIDIN

Chief Executive Officer – Real Estate Cluster

Qualifications:

- BTech (1st Class Hons) in Civil Engineering, University of Mauritius
- MSc (Distinction) in Environmental Engineering, University of Newcastle Upon Tyne, UK
- MBA with specialisation in Finance, University of Mauritius
- Fellow of the Mauritius Institute of Directors.
- Property Development Programme, Graduate School of Business, University of Cape Town, South Africa
- Financing the Entrepreneurial Business, Executive Programme, London Business School, UK
- Strategy in the Age of Digital Disruption, Executive Programme, Insead

Experience:

- CEO – Currimjee Real Estate
- Managing Director – SM Art Property
- CEO – Xterra Capital Advisors
- CEO – Foresite Property, promoter, founder
- and manager of Ascencia Ltd (Rogers Enterprises)
- Team Leader, Property Development – Sugar Investment Trust
- Senior Project Engineer – Servansingh Jadav & Partners
- Assistant Engineer – Gibb Mauritius
- Former Council Member of the Mauritius Chamber of Commerce and Industry
- Former Founder and Chairman of the Real Estate Association (Mauritius) Ltd
- Director of listed company – Compagnie Immobilière Limitée

Membership:

- Fellow of the Mauritius Institute of Directors.

BUSINESS LEADERSHIP TEAM

5. GHISLAINE S TCHIBOZO

Chief Executive Officer, MC Vision Ltd

Qualifications:

- Masters in Finance, Paris. Lincoln International Business School, Paris, France.
- Specialisation in Marketing, University of North Carolina Wilmington, USA.

Experience:

- CEO of MC VISION since October 2015.
- Former General Manager of Multi Contact Ltd.
- Former Customer Experience Manager of Canal+ Caraïbes.
- Former Operations Manager EOS Marketing. Has 30 years' experience in Project Management, Marketing, Sales, Entrepreneurship, International Development as well as Leadership.

6. ROUBEN SOOBRAYEN

General Manager, Screenage Limited

Qualifications:

- Master in Business Administration with specialisation in Marketing – Charles Sturt University, Australia.
- Degree in "Informatique de Gestion" –Académie de Créteil, France

Experience:

- Appointed as General Manager of the Company in October 2016
- Holds more than 25 years of experience in the ICT industry with international involvement in the Middle East and the regions (Réunion Island, Seychelles)
- Experience in Business Development, Territory Development, C-Level Sales and Project Management
- Chief Operating Officer of the Company as from January 2013
- Joined Screenage Limited as Chief Program Officer in June 2010
- Former Senior Manager Business Development at Currimjee Informatics Ltd
- Joined the Currimjee Group in 2003 as Business System Executive at CJ-IT Division
- Started his career in 1996 as Information System Supervisor at Sun Resorts Ltd/One & Only Resorts

7. ANOUSHA MAHADEA SATHAN

General Manager, Currimjee Informatics Limited

Qualifications:

- B.Sc. (Hons) in Accounting
- B.Sc. (Hons) with distinction in information Technology
- Maîtrise en commerce et affaires internationales
- Certified Accountant from Association of Chartered Certified Accountants (ACCA)
- Certified Project Manager from Project Management Institute
- - Certificate in Digital Innovation for Finance
- - ITIL Foundation Training

Experience:

- Joined the Group in November 2001 and has been holding different key positions and is currently the General Manger of Currimjee informatics Ltd. Started her career as Junior Accountant in the Distribution and Automotive sectors respectively

8. KRISHNADUTH GOOMANY

Chief Executive Officer, Emtel Ltd

Qualifications:

- BEng (Hons) Degree in Electronic and Electrical Engineering, University of Birmingham, UK.
- MSc Telematics, University of Surrey, UK.
- MBA, Heriot-Watt University, UK.

Membership of Professional Bodies

- CEng (Chartered Engineer with the Engineering Council - UK)
- MIET (Member of Institution of Engineering and Technology - UK)

Experience:

- Chief Executive Officer at Emtel since Jan 2021
- Deputy Chief Executive Officer at Emtel April 2018 – Dec 2020
- Chief Operating Officer at Emtel June 2015 – March 2018
- Consultant at Emtel August 2014 – May 2015
- Has over 28 years' of (local and international) experience in the telecommunications industry
- Formerly held Senior Management roles at Mauritius Telecom, Cellplus Mobile Communications Ltd, Anglo African Ltd and Comviva Technologies Ltd.

9. RISHAAD CURRIMJEE

CEO Commercial and Development Projects

Qualifications:

- Bachelor of Arts from Williams College.
- Executive MBA (with distinction) from INSEAD.
- Level I of the Chartered Financial Analyst institute.

Experience:

- Joined the Company in 2014 as Business Development for the MD's Office.
- 4 years as council member of the Mauritius Chamber of Commerce and Industry, including being Chairman of its business school.
- Co-founded and was the Managing Director of CIDP India, a biotech research company.
- 10 years working in India in various roles - including heading M&A for Bharti Airtel, one of the largest telecom operators in India and Africa. CFO of an infrastructure company, building shared telecom towers pan-India.
- Began career with ING Asset Management in New York, spending 3 years in High Yield bonds.

CORPORATE Governance Report

The Board of Directors ("the Board") is pleased to present to its Shareholders and stakeholders the Corporate Governance Report (the Report") for the financial year ended 31 December 2020.

This Corporate Governance Report forms part of the Integrated Report which is published on the Currimjee website http://www.currimjee.com.

As mentioned in the Report, this year has been very challenging, particularly due to the COVID-19 pandemic landscape, which has taken a huge toll on the global economy. Mauritius being heavily exposed to global dynamics, has likewise seen an unprecedented downturn, which unfortunately, will linger well into year 2021.

This pandemic also led us to rethink our ways of working. The Board, together with the Group's Leadership Team have in a united, dynamic and seamless manner, responded to the crisis and proved agile in facing the challenges supported by our robust governance framework.

The Board acknowledges the role of the Regulatory Bodies, the National Committee on Corporate Governance, the Mauritius Institute of Directors and all other such organisations, for advocating and ensuring the application of good corporate governance practices and the more so in these challenging times. The Company is a Public Interest Entity and the Board fully endorses the eight principles espoused by the National Code of Corporate Governance of Mauritius 2016 ("the Code").

The Board, with the support of its Leadership Team, is responsible to maintain a solid governance framework, with structured policies, processes and embed ethical culture, to enable the rolling out of effective, entrepreneurial, prudent management and control so as to deliver long-term sustainable success of the Company and value generation, as well as fostering stakeholders' engagement.

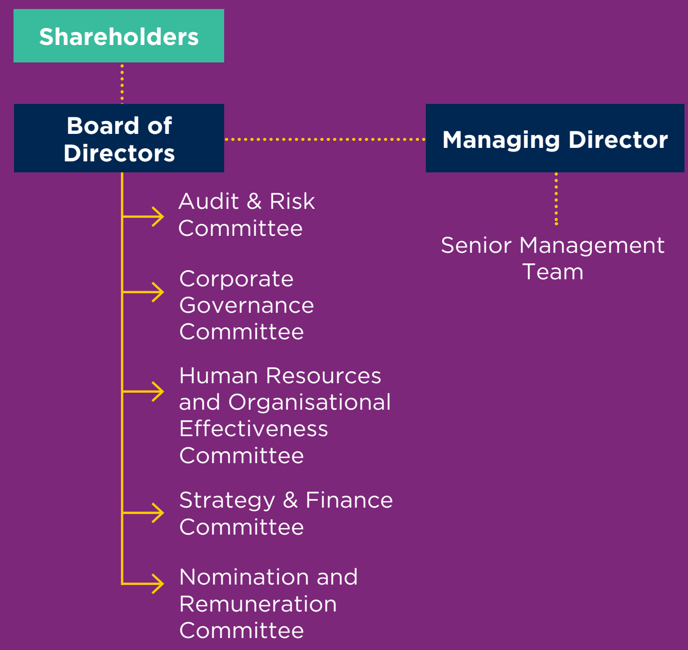
PRINCIPLE 1 – GOVERNANCE STRUCTURE

The Board

Statement of Accountabilities

The Company operates with a unitary Board with distinct separation of the Executive, Non-Executive and Independent Directors' functions. The Board is responsible for leading and controlling the organisation as well as meeting all legal and regulatory requirements and acts in the best interest of Shareholders.

In order to assist the Board in the discharge of its duties, some specific specialised areas are delegated to established Board Committees comprising of Board Directors, and to management functions, followed by clear recommendations to the Board. The governance structure is as follows:



The roles and responsibilities of these Board Committees have been approved by the Board and are subject to annual review.

The Board has further formalised and approved a Delegation of Authority Matrix, defining the decision making authority and financial limits (where relevant) for the Board, the Managing Director, the various Board Committees and the Chief Financial Officer of the Company. It also highlights decisions for which the approval from the ultimate holding company, Currimjee Limited, are required.

CORPORATE GOVERNANCE REPORT

Board Charter and position statements

The Board has adopted a Board Charter ("Charter"), which describes amongst others, the composition, roles and responsibilities of the Board and its Board Committees, the approved key senior governance positions and their statement of accountabilities.

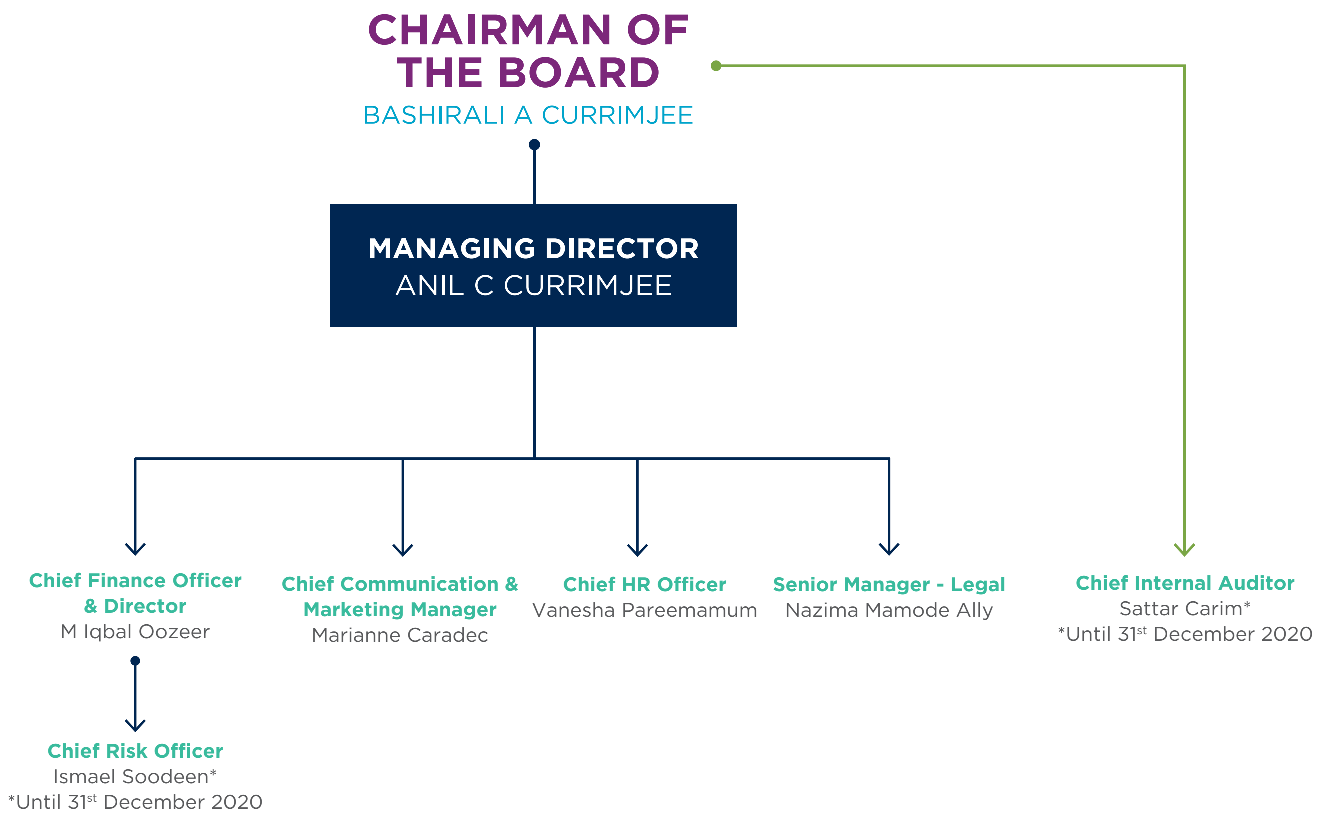
The Charter and Position Statements are published on the website http://www.currimjee.com.

Code of Conduct

A Code of Conduct has been adopted by the Company and it sets out the Currimjee Group's ethical and professional standards of behaviours and attitudes to be followed by the employees and Directors. All concerned are called to read and subscribe to the Code of Conduct with due care and attention and they are expected to comply fully with its provisions.

The Code of Conduct is published on the website http://www.currimjee.com.

Organisational Chart of Key Leadership Positions



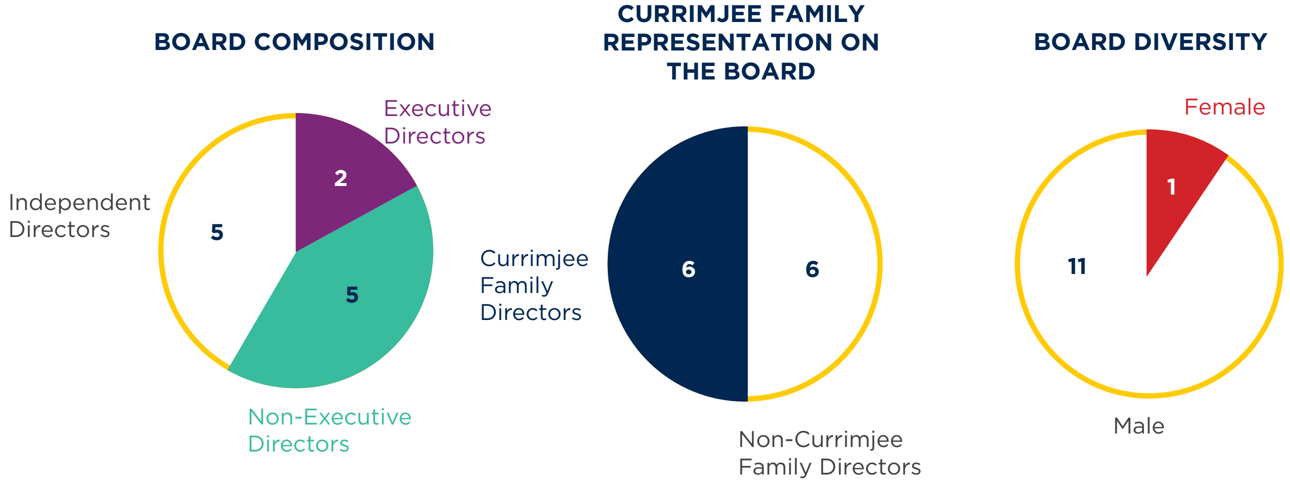
The profiles of the key leadership positions are set out on pages 140-146 of the Integrated Report.

PRINCIPLE 2 – THE STRUCTURE OF THE BOARD AND ITS COMMITTEES

The Company is a professionally managed "Family Owned Enterprise" led by a unitary Board made up of twelve Directors as at the date of this report - two in the category of Executive, five in the category of Non-Executive, including the Chairman and five in the category of Independent, including a lady Director, thus ensuring the correct balance in terms independence versus "Family" Board representation, with diversified skills, competencies, expertise, knowledge and gender representation.

Mr Mazahir Adamjee, formerly a Non-Executive Director, stepped down as Director and Member on the Board's Committees on 28 October 2020.

Mr Manoj Kohli and Mr Uday Kumar Gujadhur joined the Board as Independent Directors in February 2021. Mr Gujadhur, having financial expertise, has been appointed as Chairman of the Audit & Risk Committee on 25 February 2021.



The profiles of Directors are set out on pages 134-138 of the Integrated Report. The Board has decided to only disclose directorships in companies listed on the Stock Exchange of Mauritius Ltd and public companies. Details of other directorships are available at the Company's registry.

CORPORATE GOVERNANCE REPORT

Board Responsibilities

The Board's key areas of responsibility encompass the following:

Values, Vision and Strategy	To nurture the core values of the Company, and ensure that these values are communicated and spread across the organisation and that they lead into a coherent vision in line with that of the Shareholders.
Monitoring of Performance - Financial Planning and Business Monitoring	To ensure a proper system of financial and business planning including periodic plans to achieve strategic objectives which cover organisational and financial processes.
Board Structure and Board Governance	To be ultimately accountable and responsible for the performance and affairs of the Company. This involves a set of relationship between the Board, Management, its Shareholders and other relevant Stakeholders.
Human Resource Planning/ Systems and Management	To ensure that the Human Resources, their management and development are given the proper thrust and importance. To ensure that the HR systems, policies and issues relating to human potential are discussed at the board.
Internal Control and Risk Management	To put in place and maintain a sound system of internal control and risk management.
Communications/Corporate Stewardship	To ensure that the necessary systems are in place for the discharge of its responsibility for effective governance and stewardship towards all stakeholders through appropriate governance policies and regular communications.

Board's Focus areas for the Financial Year 2020

The Board held six Meetings during the year under review.

The key matters considered and discussed at the Board Meetings are set out below:

Financial Matters	Strategy & Risk	Governance
• Review and approval of the Annual Report for the year ended 31 December 2019. • Assessment of the financial consequences of the COVID-19 outbreak on the Company and its subsidiaries and arranging for solutions to assure liquidity of the Group's companies. • Quarterly review of the performance of the Company and the Group against budget, including operational and financial highlights. • Approval of the revised AOP for year 2020, taking into consideration the impact of the COVID-19 pandemic on the businesses. • Declaration and payment of final dividend for the year ended 31 December 2020. • Approval of banking facilities and provision of corporate guarantees.	• Review the impact of the COVID-19 pandemic on the operations of the Group and responsive measures put in place to ensure business continuity and build resilience. • Approval of the strategic objectives and initiatives for the year 2021. • Monitoring and review of the strategic plan for the Company and the Group. • Review of major projects. • Review of progress on major transactions.	• Re-election of the Chairman of the Board, in accordance with the provisions of the Constitution. • Receive the reports and the recommendations from the Board's Committees. • Approval of Corporate Governance Report for the financial year 2019. • Taking cognizance of the results from the evaluation of the Board, individual Directors and Board Committees and approve improvement action plan. • Approval of a Delegation of Authority Matrix. • Approval of policies related to data protection. • Review of the Board composition of key subsidiaries.

Board Committees

As part of the Corporate Governance Framework, a Board Committee structure has been established to support and assist the Board in the discharge of its duties on specific specialised matters. Whilst retaining the overall responsibilities, the Board has delegated these matters to five standing Board Committees, for more comprehensive consideration and evaluation, followed by well-considered recommendations to the Board and further discussions as may be required at that level.

These Board Committees are as follows:

(i). Audit & Risk Committee
(ii). Corporate Governance Committee
(iii). Human Resources and Organisational Effectiveness Committee
(iv). Strategy & Finance Committee
(v). Nomination & Remuneration Committee.

The responsibilities of each Board Committee are defined in their respective Committee Charters, duly approved by the Board. They are available on the Company's website http://www.currimjee.com.

Audit and Risk Committee

Composition	Main Responsibilities	Key matters discussed in 2020
Chairman Mr Mazahir Adamjee (until 28 October 2020) Mr Uday K Gujadhur (appointed on 25 February 2021). ***Members*** Mr Ashraf M Currimjee – resigned as Member on 27 July 2020 Mr Riaz Currimjee Mrs Aisha C Timol ***In attendance:*** Mr Anil C Currimjee - Managing Director Mr M Iqbal Oozeer - Chief Finance Officer Mr Sattar Carim – Consultant	• Monitor the integrity of the financial statements and annual report and reviewing significant financial reporting issues and judgements therein; • Review the Company's internal controls related to financial reporting and disclosure controls and procedures and monitoring the effectiveness of the internal audit function; • Review the internal audit recommendations and monitoring their implementation; • Make recommendations to the Board in relation to the appointment, re-appointment and removal of the External Auditor; • Agree with the External Auditor on the terms of their engagement, the scope of the audit and their fees (whether for audit or non-audit services); • Assess annually the independence and objectivity of the External Auditor, their expertise and resources and the effectiveness of the audit process; • Advise the Board on the overall risk appetite, tolerance and strategy, ensuring that an overall risk management framework is in place and reviewing policies related to risk management; • Monitor the "Related Party Transaction Policy" as established by the Board.	• Review of Audited Financial Statements for financial year 2019 • Review of client service report from external auditors and letter of representation. • Review of internal audit reports, internal audit plan and implementation of audit recommendations. • Review of Enterprise Risk Management Reports. • Appointment of external auditors for financial year 2020, following tender process. • Approval of external auditor's engagement letter and client service plan.

Corporate Governance Committee

Composition	Main Responsibilities	Key matters discussed in 2020
Chairman Mrs Aisha C Timol ***Members*** Mr Bashirali A Currimjee Mr Ashraf M Currimjee Mr Azim F Currimjee Mr M Iqbal Oozeer ***In attendance:*** Mr Anil C Currimjee – Managing Director	• Recommend to the Board of Directors on the corporate governance provisions to be adopted so that the Board remains effective and complies with prevailing corporate governance principles; • Ensure that the reporting requirements and disclosures made with regard to Corporate Governance, whether in the Annual Report or on an ongoing basis, are in accordance with the principles of the Code; • Determine, agree and develop the Company's general policy on Corporate Governance in accordance with the Code; • Review the Company's Corporate Governance Policy and any other issues related to Corporate Governance and making requisite recommendations to the Board for consideration and approval. • Advise the Board of CJ as well as the Boards of the Subsidiary Companies, on the composition of their Boards and that of their Board Committees, including the balance between Executive, Non-Executive & Independent Directors that shall be appointed, in line with the Code.	• Review of corporate governance reports for the company and a few PIE subsidiary companies. • Board evaluation survey results and recommendation to Board. • Recommendation to Board on Board committee evaluation process; • Recommendation to Board on individual director evaluation process. • Recommendation on guiding principles and selection criteria for appointment of new Directors on the Board of the Company and a few key subsidiaries.

Strategy & Finance Committee

Composition	Main Responsibilities	Key matters discussed in 2020
Chairman Mr Anil C Currimjee ***Members*** Mr Bashirali A Currimjee Mr Azim F Currimjee Mr Riaz Currimjee Mr Christophe de Backer Mr M Iqbal Oozeer	• Ensure an effective strategic planning process is in place. • Review and propose the strategic objectives and options to the Board and monitoring effectiveness of strategies. • Approve and monitor large investments within limits of authority. • Review and monitor the IT policy, investment in IT and strategic assets. • Make recommendations to the Board on matters pertaining to capital structure, finance strategy, treasury operations, investment strategies and financial risk management. • Develop and recommend long-term financial objectives for the Company.	• Approval of annual operating plan • Quarterly and annual performance reviews. • Approval of revised budget, taking into account the COVID-19 impact; • Review and approval of investment opportunities • Monitoring of major projects and transactions at the level of subsidiaries • Approval and monitoring of annual strategic objectives.

Human Resources and Organisational Effectiveness Committee

Composition	Main Responsibilities	Key matters discussed in 2020
Chairman Mr Shahrukh D Marfatia ***Members*** Mr Anil C Currimjee Mr Azim F Currimjee Mr Karim Barday Mrs Vanesha Pareemamun	• Ensure that the human resources, their management and development as well as organisational effectiveness are given the proper thrust and importance by the Board. • Formulate, review and monitor relevant Human Resources and Organisational Effectiveness policies, systems and structures, reporting on their implementation and making recommendations to the Board. • Review and monitor appointment for key executive positions and approve appointments of all reportees to the Managing Director. • Review and monitor compensation policies for key executives and approve compensation decisions relating to all reportees to the Managing Director. • Review the implementation of talent development programme and succession planning for the position of the Managing Director, his reportees and other key executives, so as to ensure business continuity.	• Review of HR Dashboard. • Approval of HR Policies. • Approval of HR Action Plan. • Talent Review and Talent Development. • Review of employee engagement survey findings. • Review of organisation structure. • Organisational efficiency initiatives. • Environment & Sustainability Action Plans. • Sustainability reports review.

Nomination & Remuneration Committee

Composition	Main Responsibilities	Key matters discussed in 2020
Chairman Mr Bashirali A Currimjee ***Members*** Mr Mazahir F E Adamjee (until 28 October 2020) Mr Shahrukh D Marfatia Mrs Aisha C Timol Mr Christophe de Backer	• Recommend the Board on the appointment / replacement / removal of Executive Directors, Non-Executive Directors and Independent Directors. • Recommend the Board on the appointment, replacement and removal of Directors on the Board of the Company's subsidiaries. • Recommend the Board on the succession planning for the Managing Director. • Making recommendations to the Board on Non-Executive and Independent Directors' fees.	• Approval of guiding principles and selection criteria with respect to the appointment of new Directors on the Board of the Company and some subsidiary companies; • Recommendation to Board on the appointment of new Directors on the Board of the Company; • Recommendation to the Board on the appointment of Independent Directors on the Boards of subsidiary companies.

Attendance at Board Meetings and Board Committees

The table below gives the records of attendance at the Company's Board and Committee meetings for the year under review:

Directors	Category of Director	Board Meeting	Audit & Risk Committee	Corporate Governance Committee	Strategy & Finance Committee	Human Resources & Organisational Effectiveness Committee	Nomination and Remuneration Committee
Number of meetings held during the year		**6**	**3**	**4**	**5**	**4**	**4**
Mr Bashirali A Currimjee	Non-Executive	6	n/a	4	5	n/a	4
Mr Anil C Currimjee[1]	Executive	6	3	3	5	4	n/a
Mr M Iqbal Oozeer [2]	Executive	6	3	3	5	n/a	n/a
Mr Ashraf M Currimjee[3]	Non-Executive	6	1	3	n/a	n/a	n/a
Mr Azim F Currimjee	Non-Executive	6	n/a	4	5	4	n/a
Mr Riaz A Currimjee	Non-Executive	4	3	n/a	5	n/a	n/a
Mr Christophe de Backer	Non-Executive	6	n/a	n/a	5	n/a	3
Mr Mazahir F E Adamjee[4]	Non-Executive	5	2	n/a	n/a	n/a	3
Mr Shahrukh D Marfatia	Independent	6	n/a	n/a	n/a	4	4
Mrs Aisha C Timol	Independent	6	3	4	n/a	n/a	4
Mr Karim Barday	Independent	5	n/a	n/a	n/a	4	n/a
Committee Member							
Mrs Vanesha Pareemamun		n/a	n/a	n/a	n/a	4	n/a

Notes:

1. Mr Anil C Currimjee is in attendance at Audit & Risk Committee and Corporate Governance Committee Meetings.
2. Mr M Iqbal Oozeer is in attendance at Audit & Risk Committee Meetings.
3. Mr Ashraf M Currimjee stepped down as Member of the Audit & Risk Committee in July 2020.
4. Mr Mazahir Adamjee stepped down as Director and as Member of the (i) Audit & Risk Committee and (ii) Nomination and Remuneration Committee in October 2020.
5. Mr Manoj Kohli and Mr Uday K Gujadhur were appointed as Independent Directors in February 2021.

PRINCIPLE 3 – DIRECTOR APPOINTMENT PROCEDURES

Appointment and re-election

The Company is party to a Shareholders' Agreement ("SHA") which has provided for the setting up of a Nomination and Remuneration Committee at the level of the ultimate holding company, Currimjee Limited (formerly known as Fakhary Limited), and has agreed upon an overriding principle that the appointment, replacement and removal of Directors on the Board shall be approved by the Board of Currimjee Limited. Such appointment / replacement / removal shall first have been recommended by the Company's Board under the recommendation of the Company's Nomination and Remuneration Committee.

Directors are appointed on merit, in a formal and transparent process with the view to maintaining an optimal Board structure, taking into consideration the Board's requirements and the Code's guidelines.

As provided in the Constitution of the Company, all Directors are subject to retirement by rotation and are eligible for re-election at the Annual Meeting of Shareholders.

Induction and orientation

Newly appointed Directors benefit from an established induction programme that includes meetings and business presentation sessions with the Group Leadership Team, aimed at deepening their understanding of the businesses, the environment and market in which the Group operates.

The Director also receives a comprehensive induction folder outlining essential Board, Company and Group information and major projects.

Professional Development of Directors

The Company provides regular updates and the necessary information to the Directors to best develop their knowledge and capabilities. The Board facilitates the professional development of Directors to enable them to continuously update their skills and knowledge to better fulfil their role on the Board and its Committees.

The Board also recognises and nurtures talent and has put in place a Talent Development Program for Senior Management to ensure that the Group creates opportunities to develop current and future leaders.

Succession Planning of Directors

The Board views succession planning as crucial for the Company's sustainability and is a key contributor to the delivery of Group's strategy and its ability to create value in the long term. The Board maintains a database of potential candidates for Board appointments.

As part of their mandate, both the Company's Corporate Governance Committee and Nomination & Remuneration Committee recommends plans for the succession of Directors. They ensure that when the replacement of retired Chairman/Directors are made, candidates with the requisite skills and experience are identified, taking into account the Company's current and future needs. The succession planning of the Managing Director is addressed at the level of the Nomination & Remuneration Committee of Currimjee Limited. The Board has also approved a business continuity plan for the two Executive Directors.

In accordance with the SHA, the appointment of a Director and the Chairman on the Board of the Company is also addressed at the level of the Board of Currimjee Limited. The dynamics of the interactions between the Company's Board and its Board Committees with Currimjee Limited give assurance that the best candidates are appointed.

PRINCIPLE 4 - DIRECTOR DUTIES, REMUNERATION AND PERFORMANCE

All Directors are fully appraised of their fiduciary duties as laid out in the Companies Act.

The Board has approved a "Related Party Transaction Policy" to ensure due and timely identification, approval process, disclosure and reporting requirements of transactions between the Company and any of its related Parties. It also ensures transparency in the conduct of Related Party Transaction(s) in the best interest of the Company and its Shareholders. The Audit & Risk Committee has been assigned responsibility to monitor and report related party transactions to the Board. The Board ensures that all related party transactions are carried out at arm's length.

The Company Secretary also maintains an interest register, which is available to Shareholders upon written request to the Company Secretary.

Information, Information Technology and Information Security Governance

Information

The Chairman, with the assistance of Management Leadership Team and the Secretary, ensures that Directors receive necessary information for them to perform their duties and that the Board has sufficient time for consultation and decision making.

Directors also have access to the Company's Management Leadership Team.

Information Technology and Information Security Governance

In the continued consolidation of its Information Security Framework, CJ IT underwent an Insider Threat Audit in January 2020 on site from an international hacker. The results of this Audit were very encouraging and its recommendations have already been implemented. Furthermore, in 2020, CJ IT embarked on its ISO27001 certification path and will complete this exercise in 2021. IT Policies have been updated to meet the requirements of ISO norms and documentation of IT processes have been reviewed.

During the COVID-19 national lockdown, employees from the Company and all subsidiaries switched from CJ Private Cloud to Work from Home and could access all resources required to work remotely. An IT Protocol was also put in place for laying down the rules for working remotely. The use of secured video conferencing by Zoom allowed Board and Management Meetings to be carried out seamlessly. Information security awareness sessions were also conducted for employees during the Covid period by Zoom.

The digitalisation process was enhanced in year 2020 with automation of petty cash, sales invoicing accounting and as far as possible, most payments are being made by Internet Banking.

A new version of the Sicorax Payroll System was also implemented in year 2020. This version of the software has made it easier to have a consolidated employee data and payroll management.

Board, Board Committee & Individual Director evaluation

The Board has established a robust system for the evaluation of its own performance through the circulation of a questionnaire to each Director to obtain their feedback on the effectiveness of the Board, its procedures and practices. The Board is evaluated on an annual basis.

The results are compiled and analysed by the Secretary with utmost confidentiality and first presented for discussion at the Corporate Governance Committee which then, recommends appropriate action plans to the Board in view of further enhancing Board performance.

A 360-degree evaluation by peer Directors has also been carried out for individual Director evaluation in year 2020. The results have been analysed by the Secretary with utmost confidentiality and an overall summary has been shared with the Chairman of the Board and the Chairman of the Corporate Governance Committee. Each Director has received a feedback on his/her own performance including his self-rating as well as the average rating from his fellow Directors.

The Company has additionally conducted an evaluation of the different Board Committees in year 2020.

Remuneration Philosophy

The Board of Currimjee Limited is delegated with the authority to determine the terms of employment and initial remuneration package/change in structure of the package and the payment of performance bonuses for the Managing Director. This exercise is carried out in close collaboration with the Nomination and Remuneration Committee and the Board of the Company. The remuneration of the Managing Director is reviewed every three years, as per his service contract.

Independent and Non-Executive Directors' fees are approved by the Board, taking into consideration the recommendations of the Nomination & Remuneration Committee. Independent and Non-Executive Directors (excluding retired Group Executive Directors and Executive Directors of the Currimjee Group) are paid committee fees, in addition to their Directors' fees. They are also remunerated for attendance at Board Meetings. Directors residing overseas are reimbursed for travelling expenses, including airfares, hotel accommodation and out of pocket expenses incurred by the Directors in the performance of their roles and duties.

The Nomination and Remuneration Committee of Currimjee Limited also makes recommendations to the Board on the pension for Retired Executive Directors.

Remuneration and benefits received by Directors during the financial year under review from the Company were as follows:

Name of Director	Category of Director	Year 2020 Rs'000	Year 2019 Rs'000
Mr Bashirali A Currimjee	Non-Executive	15,708	30,055
Mr Anil C Currimjee	Executive	16,483	13,224
Mr M Iqbal Oozeer	Executive	13,751	12,192
Mr Ashraf M Currimjee	Non-Executive	410	462
Mr Azim F Currimjee	Non-Executive	410	462
Mr Mazahir F E Adamjee[1]	Non-Executive	8,191	10,545
Mr Riaz A Currimjee	Non-Executive	350	350
Mr Christophe de Backer	Non-Executive	400	300
Mr Shahrukh D Marfatia	Independent	1,153	1,033
Mr Karim Barday	Independent	350	300
Mrs Aisha C Timol	Independent	450	400

Note 1: Mr Mazahir Adamjee stepped down as Director on 28 October 2020.

Directors did not receive any remuneration and benefits from the Company's subsidiaries for the year under review. Non-Executive Directors have not received remuneration in the form of share options.

The Board has formal policies regarding Executive Directors' benefits including Directors' Medical Policy, Directors' Business Travel Policy and Directors' Entertainment Policy.

The remuneration policy for the employees are determined by the Human Resources & Organisational Effectiveness Committee established by the Board.

Executive Directors' Service Contracts

Messrs. Anil C Currimjee and M Iqbal Oozeer have a service contract with the Company, with no prescribed expiry terms.

Consultancy Contract

The Chairman has a Consultancy Contract with the Company and the scope of the contract covers advisory services specifically in relation to Emtel Limited, a subsidiary company.

Directors' & Officers' Liability Insurance

A liability insurance cover for Directors and Officers has been subscribed by the Company. The policy provides cover for the risks arising out of acts or omissions of the Directors and Officers of the Company in the performance of their duties, to the extent permitted by law.

Directors' interests in Shares

The Directors' indirect interests in the stated capital of the Company at 31 December 2020 were as follows:

Director	Indirect interests in the Company's shares through Currimjee Limited %
Mr Anil C Currimjee	4.47
Mr Ashraf M Currimjee	6.65
Mr Azim F Currimjee	7.31
Mr Riaz A Currimjee	5.03

PRINCIPLE 5 - RISK GOVERNANCE AND INTERNAL CONTROL

Risk Governance

The Board is responsible for maintaining an effective system of risk management and internal control.

The Company's risk management system is set out in more depth on pages 52-71 of the Integrated Report.

Internal Control

The Board is responsible for monitoring the system of internal control and must satisfy itself that the system is functioning effectively. Management is responsible for the design, implementation and monitoring of the internal control system. Appropriate processes, procedures and policies incorporating relevant internal controls, have been designed and implemented, to provide reasonable assurance that the control objectives are attained. The Board acknowledges that a system of internal control can only provide reasonable but not absolute assurance against the occurrence of misstatements, human error, losses, fraud and other irregularities.

Whilst retaining the overall responsibilities, the Board has delegated the authority for monitoring and reviewing the effectiveness of the Company's internal control and compliance systems to the Audit & Risk Committee. The Board also relies on the internal audit function to report on any weaknesses in the internal control systems and make recommendations to Management and to the Audit & Risk Committee for appropriate actions.

Whistleblowing policy

The Company has a Whistleblowing Policy, which is communicated to the Directors and all employees. The Company expects its Directors, employees and anyone associated with the Company, who have concerns about any aspect of malpractices encountered within the Company to come forward and voice those concerns within a defined process without fear of reprisals.

The whistleblowing policy ensures that the whistleblower's identity is treated with confidentiality.

PRINCIPLE 6 - REPORTING WITH INTEGRITY

Health and Safety

The Company is fully committed to undertake its business in such a way so as to minimise the risk of injury or ill health of its employees or damage to the property. The Company ensures that safety and health of employees are an integral part of business decisions and that it complies with the provisions of the Occupational Safety and Health Act 2005 and all related legislations.

It has adopted a Health and Safety Policy which sets out recommendations for a healthy and sound workplace and which has been communicated to all employees. A Safety and Health Consultant has been appointed to regularly inspect, audit and assess the Safety and Health standards of the working environment, and review, recommend, develop measures to control workplace hazards. A Safety and Health Committee including representatives from management and employees meets every two months to inter-alia discuss and make proposals to the Company on matters regarding the safety, health and welfare of employees, promote cooperation between the employer and the employees in achieving and maintaining safe and healthy working conditions, and ensure that health and safety issues raised are addressed.

The Company also makes sure that its employees are acquainted to Safety and Health requirements at work through regular awareness sessions and empowers the employees to act in emergency response situations through Safety and Health trainings (First Aid, Fire Safety) and emergency drill activities.

Year 2020 has been a challenging year for Health and Safety in regards to COVID-19 pandemic situation.

CORPORATE GOVERNANCE REPORT

The safety of all stakeholders were among the top priorities of the Company and a number of initiatives were implemented. These included the introduction of a comprehensive internal protocol document, regular communication and updates on precautions and sanitary measures, 'work from home' arrangements, 'Work Access Permits' for staff, regular cleaning of premises, provision of Personal Protective Equipment (PPEs) and online training.

Environment & Sustainability

The Company is strongly committed to environmental and sustainable management in all its activities and projects. An Environment and Sustainability Statement which sets out its commitments and provides guiding principles to ensure that all business activities are in harmony with environmental preservation and sustainability, has been adopted.

The environmental commitments of the Company are as follows:

- Endeavour to preserve the environment and manage its operations in a sustainable manner for the well-being of future generations.
- Consider environmental and sustainability aspects as an integral part of the business strategy and operating methods.
- Recognise the global challenges due to climate change and diligently honour the Company's responsibility to reduce the environmental impacts of its business operations.
- Continually monitor and improve its environmental performance and support customers', employees', partners', the community's and other stakeholders' environmental and sustainability initiatives and progress.

These commitments are aligned with the United Nations Sustainable Development Goals (UN SDGs) and are regrouped under four strategic drivers:

- Addressing climate change
- Preserving ecosystems & natural resources
- By product and waste management
- Safe and Engaged company and community

The Company reports its environment and sustainability performance in its annual Sustainability Report in accordance with the 'Core' option of the Global Reporting Initiative (GRI) and the achievements in terms of the UN goals are also reported. The full sustainability report is openly available on the Currimjee website: https://www.currimjee.com/documents/currimjee_sustainability_report_2019_3.pdf

Corporate Social Responsibility

The operating companies of the Currimjee Group channel their CSR contributions (or a part thereof) to the Currimjee Foundation which manages and implements the Group's CSR projects. The Foundation enables the sustainable development of underprivileged communities and focuses on impactful actions in the fields of education, health, environment, leisure/sports and socio-economic developments. It provides a structured and professional approach to the deployment of the Group's commitment to social concerns.

Details of the major projects undertaken by the Currimjee Foundation are available for consultation on the Currimjee website:https://www.currimjee.com/social-environment/currimjee-foundation.html

Donations

Donations made by the Company were as follows:

	Year 2020 (MUR'000)	Year 2019 (MUR'000)
Political donations	Nil	Nil
Non-political / charitable donations	6,529	768
TOTAL	**6,529**	**768**

On an initiative of the Company's leadership team and with the support and involvement of all employees, the Currimjee Relief Fund/COVID-19 was set up in May 2020 in order to assist those people most impacted by the COVID-19 pandemic in Mauritius.

On a voluntary basis, the staff of the CJ Group was invited to contribute financially to the Currimjee Relief Fund/COVID-19. The Company pledged to double the amount collected and make the fund available to the neediest.

The target beneficiaries of the Currimjee Relief Fund were Group employees and their families, shelters, NGOs and local communities living in disadvantaged regions and which had been severely affected by COVID-19.

Since the lockdown and to date, the Currimjee Relief Fund / COVID-19 has made it possible to distribute emergency food packs to more than 2,400 adults and more than 5,100 children from disadvantaged backgrounds and who have been severely affected by the COVID-19. Meals and food items have also been provided to more than 300 homeless people and 6 shelters on a recurrent basis.

The fund has also been very active in the education sector. More than 200 differently-abled and vulnerable students benefited from a free Internet connection for a home education service through the "Home-Schooling" project set up during the confinement period. Sanitizers and face masks have been provided to more than 7,000 students from 27 ZEP schools across the island. School materials were also provided to over 640 vulnerable students in various parts of the island.

To promote food self-sufficiency, an agreement was also signed with Inclusion Mauritius to launch a back gardening project in each of the 13 NGOs affiliated with it.

In total, from May to December 2020, around MUR 7.6M were collected, half of which represents the contribution of employees and the rest being the amount matched and added by the Company.

As at December 2020, a total of MUR 4M has been disbursed and invested in the various actions, as shown below.

Shelters
MUR 803K
54 elders | **255** abandoned children

Monthly food supply
(May to Dec 2020)
Stakeholders (7)
- Meenatchee Home
- Foyer Père Laval
- Foyer Mgr Leen
- AFED
- Shelter for Women and Children in Distress Trust Fund
- Etoile du Berger
- Atelier Sa Nou Vize

Education
MUR 590K
7,500+ students

Home schooling project
- ANFEN
- Ruth School
- Unlimited Internet pack 5GB for 3 months for 207 differently-abled and vulnerable children

Sanitary Project
- 27 ZEP schools
- APEIM Trianon
- Certified face masks & sanitizers for 7,000+ students from 27 ZEP schools

School Materials for 270 students

Stakeholders (3)
- FAITH
- ELI AFRICA
- A NOU AIDER

Regions
- GRNW
- Bambous
- Résidence Kennedy
- Cassis
- La Tour Koenig,
- Grande Fouche (Rodrigues)
- Pailles
- Dubreuil

Vulnerable Families
MUR 1,855K
2,171 adults | **3,330** children

Food packs for 1050 vulnerable households in 35 regions
Stakeholders
- Foodwise
- M-Kids
- Club Sportive Zeness Vallée Pitot
- Planète Enfants Vulnérables Ltd
- Mouvement Forces Vives Quartier EDC
- Lumière d'Espérance
- A Nou Aider
- Caritas Mont Roches
- Fraternité SBS

Christmas Party for 401 kids
Regions
- Atelier Sa Nou Vize (103)

Rose Belle
- AFED Shelter (37)

Rose Hill
- M-Kids (63)

Camp Chapelon
- DRIP (18)

Camp Créole – Curepipe
- FAITH (180)

GRNW
La Tour Koenig
Cassis
Résidence Camp Firinga
Pailles
Grande Farouche Mangue, Rodrigues

Food Security
MUR 229K
1,300 direct beneficiaries

Gardening project in 13 NGOs
Stakeholders
- Inclusion Mauritius & 13 affiliated NGOs

Homeless
Rs 159K
Meals for **300** homeless | Programmes for **30** children

Stakeholders
- Groupe Tonnelle
- Lumière d'Espérance
- DRIP

The Company also contributed to the national COVID-19 Solidarity Fund set up by the Government.

PRINCIPLE 7 – AUDIT

Internal Audit

During the year 2020, the internal audit function, headed by the Chief Internal Auditor and comprising of certified internal auditors, provided internal audit services to the Company and its subsidiaries. The department operates in accordance with an Internal Audit Charter and adopts a risk-based methodology enabling it to provide assurance on controls that address high-risk areas.

The Chief Internal Auditor reports independently to the Chairman of the Audit & Risk Committee and the Chairman of the Board on all internal audit matters. He is responsible for providing assurance to the Audit & Risk Committee regarding the implementation, operation and effectiveness of the Company's internal control systems. In this respect, reliance is placed on the work undertaken by internal audit in line with an internal audit plan, as approved by the Audit & Risk Committee. The plan ensures that all significant areas of the Company's activities are duly covered in turn over a predetermined timeframe.

The Internal Auditor has unrestricted access to the Company's records, the Chairman of the Company, the Chairman of the Audit & Risk Committee, Management and employees, for the effective performance of his duties.

Following completion of internal audit engagements, salient internal audit observations are reported to Management in a closing meeting, followed by the issue of the internal audit reports. These reports are then presented at Audit & Risk Committee meetings, to communicate significant audit findings as well as Management's proposed action plans. Regular follow-up audits are also undertaken to monitor progress on the implementation of internal audit recommendations by Management, which are then reported back to the Audit & Risk Committee. The Chief Internal Auditor works closely with and shares his internal audit findings with the external auditors.

The services of the internal audit team were also solicited to carry out special reviews or investigations at the request of the Chairman, Audit & Risk Committee or Board of Directors.

The Board has decided to outsource the provision of internal audit services as from year 2021.A tender exercise was carried out and upon the recommendation of the Audit & Risk Committee, the Board has appointed Ernst & Young for the provision of internal audit services to the Company and its subsidiaries, as from year 2021.

External Audit

PricewaterhouseCoopers has been providing external audit services to the Company for more than 9 years.

In line with the Code's recommendations, under the guidance of the Audit & Risk Committee, the provisioning of the services on an External Auditor for the statutory audit of the Company's Financial Statements for the year ended 31 December 2020 has been tendered-out for a best offer from selected top 4 External Audit firms.

Following recommendation from the Audit & Risk Committee, the Board has recommended the re-appointment of PricewaterhouseCoopers as External Auditors for the Company for the Financial Year ended 31 December 2020, and the motion has been duly adopted by the Shareholders through a resolution in writing.

The Audit & Risk Committee has reviewed and reported to the Board on the clarity and accuracy of the Group's financial statements. While conducting their reviews, the Committee considered the following:

- the accounting policies and practices applied
- material accounting judgements and assumptions made by management or significant issues or audit risks identified by the external Auditor; and
- compliance with relevant accounting standards and other regulatory financial reporting requirements, including the Code of Corporate Governance.

All significant issues raised by the external auditors during the audit are discussed at the level of the Audit & Risk Committee and the response from Management are followed up regularly at Audit & Risk Committee Meetings, until they are fully addressed.

The external auditors are free to meet the Audit & Risk Committee without the presence of management should they wish to do so. No such meeting was required during the year under review. Nonetheless, the Chairman of the Audit & Risk Committee regularly consults the External Audit Partner.

The Board is regularly informed of all material matters being discussed at the Audit & Risk Committee followed by further discussion as may be required at that level.

The fees paid to the External Auditors for audit and other services were as follows:

	The Group		The Company	
	Year 2020 MUR 000	Year 2019 MUR 000	Year 2020 MUR 000	Year 2019 MUR 000
Audit	8,484	8,348	1,399	1,352
Non-Audit	5,069	3,477	2,800	81
Total	**13,553**	**11,825**	**4,199**	**1,433**

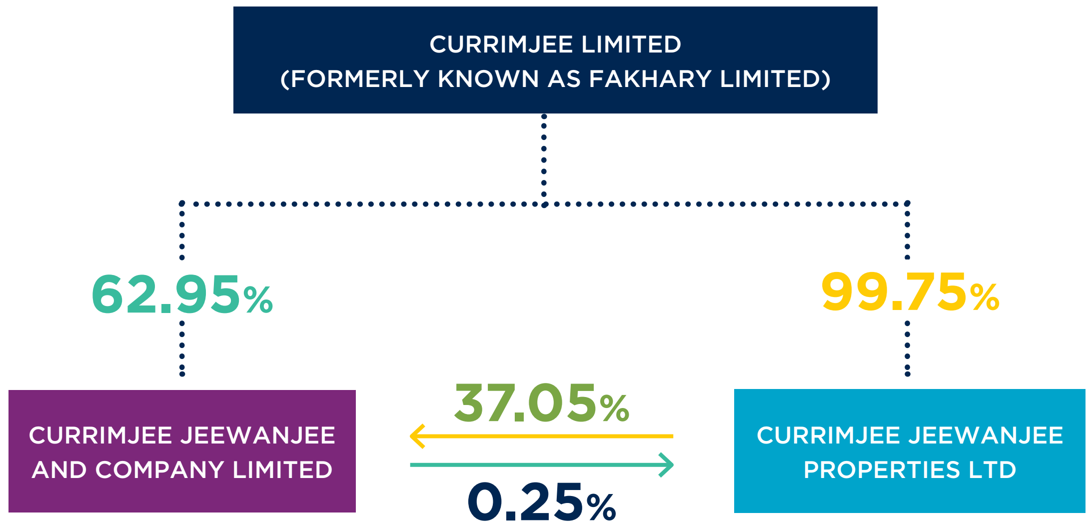
The non-audit fees relate to tax fees, advisory fees and consultancy fees. The fees paid by the Company for non-audit services include fees paid to the external auditors in their capacity as transaction advisor for a special transaction.

When the services of the External Audit Firm are solicited for providing non-auditing services, the Board ensures that such non-audit services are provided by a team of officers that is completely independent from the external audit team, to ensure that the Auditor's objectivity and independence are safeguarded.

PRINCIPLE 8 - RELATIONS WITH SHAREHOLDERS AND OTHER KEY STAKEHOLDERS

Ownership Structure

As at 31 December 2020, the Company has issued 297,000 Ordinary Shares of MUR 100 each and the shareholding structure of the Company is set out below:



CORPORATE GOVERNANCE REPORT

Shareholders Communication and Key Events and Publications

The Company's Key Stakeholders are its Employees, Customers, Partners, Bankers, Regulators / Government, Suppliers, Local Community and Shareholders.

The Board understands that communication to Stakeholders about matters pertaining to the Company is of great importance and ensures that information is delivered in an open, transparent, meaningful and regular manner. The Company is committed to respond to the needs and expectations of its key stakeholders and takes into account their interests in its dealings with them. It engages with its key Stakeholders through existing communications platforms (Annual Report, Shareholders meetings, Website, Social Media, CJ News & Intranet, Communiqués). Regular presentations are also made to the Company's bankers.

As a Group, the focus of our actions during the COVID-19 lockdown has been to ensure the wellbeing of our employees and ensuring that our customers are serviced in the most optimum manner. During that period, many of our companies provided "essential services" and a great majority of our team members worked from home. The Company put in place a protocol to ensure that employees work in the safest and most optimum manner including the continuation of work from home through the "Work from Home" policy."

Calendar of key events

The calendar of key events is as follows:

Shareholders' Agreement

The Company is party to a Shareholders' Agreement amongst the Shareholders of the ultimate holding company, Currimjee Limited and its direct subsidiaries. The contents of the Agreement have not been disclosed due to their confidential nature.

Dividend Policy

Payment of dividends is subject to the profitability of the Company, its cash flow, reserves and its capital expenditure requirements. The Board of Directors ensures that dividends are authorised and paid out only if the Company shall, upon the distribution being made, satisfy the solvency test.

In view of the prevailing uncertainties and difficulties due to COVID-19, the Board has adopted a prudent and conservative approach to cash flow management. In order to further build and preserve the Company's cash reserves and waiting for more visibility on the pandemic and its effects, the Board has declared a lower dividend of MUR 43M (2019 - MUR 135.6M) for the year under review.

Approved by the Board of Directors and signed on its behalf on 28 April 2021.

Mr Bashirali A Currimjee, G.O.S.K
Chairman

Mr Anil C Currimjee
Managing Director

STATEMENT of Compliance

(Section 75 (3) of the Financial Reporting Act)

Name of Public Interest Entity ("PIE"): Currimjee Jeewanjee and Company Limited

Reporting Period: 01 January 2020 to 31 December 2020

We, the Directors of Currimjee Jeewanjee and Company Limited, confirm to the best of our knowledge that the Company has complied with all material obligations and requirements under the Code of Corporate Governance. Reasons for non-compliance, as applicable, have been explained in the Corporate Governance Report, save and except for the following:

Principle 8 – Relations with Shareholders and other key Stakeholders.

The Company is party to a Shareholders' Agreement amongst the Shareholders of the ultimate holding company, Currimjee Limited and its direct subsidiaries. The contents of the Agreement have not been disclosed due to their confidential nature.

SIGNED BY:

Mr Bashirali A Currimjee, G.O.S.K
Chairman
28 April 2021

Mr Anil C Currimjee
Managing Director

SECRETARY'S Certificate

CURRIMJEE JEEWANJEE AND COMPANY LIMITED (the "Company")

UNDER SECTION 166(d) OF THE COMPANIES ACT 2001

We certify that the Company has filed with the Registrar of Companies, for the year ended 31 December 2020, all such returns as are required of the Company under the Companies Act 2001 of Mauritius.

Currimjee Secretaries Limited

Per Ramanuj Nathoo (Mr)
Secretary
28 April 2021

WE BUILD...

...COLLABORATIVE AND HONEST RELATIONSHIPS WITH OUR EMPLOYEES, PARTNERS AND SUPPLIERS, AND INVEST IN ONE ANOTHER'S SUCCESS TO ACHIEVE MUTUAL GROWTH.

DIRECTORS REPORT

THE GROUP

2020 was primarily defined by the COVID-19 pandemic, which led to global social and economic disruption. No country has been spared the brunt of the Covid pandemic and we still haven't seen the end. The resulting effect on the Travel and Hospitality industry has been particularly severe and locally this has impacted heavily on the economy as a whole. For the first time in forty years, the local economy contracted to the tune of 15% in 2020 according to the Central Statistics Office. An unexpected second wave of the Covid 19 hit Mauritius in March 2021 leading to a fresh lockdown and a renewed closure of our borders. On the positive side, the local vaccination campaign has started in Mauritius as from January 2021. However, there is still uncertainty on the supply side leading to uncertainty as to the timeline for the country to reach a 'herd 'immunity status.

The Group's Turnover suffered a degrowth of around 4% in 2020 and an even more severe contraction of around 13% in its Gross Profit compared to last year. This has been, particularly as a result of the poor performance of the Hospitality sector of the local economy. However, the Group's key businesses, mainly, in the Telco, Media and IT cluster have remained fairly resilient and as technology started gaining a much larger importance, this resilience will be even stronger going forward. This coupled with some key initiatives around costs containment and efficiency, has enabled the Group to achieve an operating Profit of RS 789M in 2020 compared to RS 926M for 2019.

The accounts of one of the subsidiaries, namely, Silver Wings Travels Ltd, have been restated following an investigation by Mazars whereby it was found that the Accounts Receivables were overstated and Trade payables were understated.

The Group has been investing heavily over the last few years and some of these investments have been financed by debt and some of these debts are denominated in foreign currencies. The extent of the depreciation of the Mauritian rupee vis a vis the two major currencies have resulted in an exchange loss of nearly RS 100M in 2020. This has weighed heavily on the Group's NPAT for the year which stood at RS 200M compared to RS 440M in 2019.

The Group's liabilities on retirement benefits also suffered substantially in 2020. The continuing drop in yield on long-term treasury bills has been very severe and has largely contributed to a major increase in the overall retirement benefit obligations of the group. The OCI of the Group has been impacted negatively by around RS 202M in 2020.

The lower operational performance due to the pandemic, the appreciation of the Euro and Dollar and the increase in Retirement benefit liabilities have compounded into a severe drop in the total comprehensive income of the Group in 2020, reaching RS 79M compared to RS 593M in 2019.

THE COMPANY

On the Company's front, the reduced dividend of nearly RS 228M from its subsidiaries and associates has also impacted its results in 2020. Major adjustments in retirement benefit provision, as a result of the changes in assumptions pertaining to the discount rate, have also added to the company's costs by around RS 135M but the company realised an exceptional profit of RS 1.1BN out of the sale of its shares in EM Vision Ltd to Emtel Ltd in 2020. This has enabled the company to post an NPAT of RS 989M compared to RS 128M in 2019 and a total comprehensive income of RS 854M compared to RS 53M in 2019.

The company paid out a dividend of RS 43.5M in 2020 compared to RS 135M in 2019.

DIRECTORS

The following directors held office during the year ended 31 December 2020 and as at the date of this report:

Bashirali A Currimjee
Anil C Currimjee
M. Iqbal Oozeer
Ashraf M Currimjee
Azim F Currimjee
Riaz A Currimjee
Christophe de Backer
Mazahir F E Adamjee – resigned as director on 28 October 2020
Shahrukh D Marfatia
Aisha C Timol
Karim Barday
Manoj K Kohli – appointed as director on 04 February 2021
Uday K Gujadhur – appointed as director on 19 February 2021

DIRECTORS REPORT

STATEMENT OF DIRECTORS' RESPONSIBILITIES IN RESPECT OF THE FINANCIAL STATEMENTS

Company law requires the directors to prepare financial statements for each financial year which present fairly the financial position, financial performance and cash flows of the Group and of the Company. In preparing those financial statements, the directors are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and estimates that are reasonable and prudent;
- state whether International Financial Reporting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the Company will continue in business.
- The directors have confirmed that they have complied with the above requirements in preparing the financial statements.

The directors are responsible for keeping proper accounting records which disclose with reasonable accuracy at any time the financial position of the Company and to enable them to ensure that the financial statements comply with the Mauritian Companies Act 2001. They are also responsible for safeguarding the assets of the Company and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

DONATIONS

During the year ended 31 December 2020, donations amounting to Rs 6,529,000 and Rs 6,529,000 (2019 – Rs 859,000 and Rs 768,000) were made by the Group and the Company respectively.

AUDITOR

Following an external audit tender exercise conducted for the audit for the year ended 31 December 2020, PricewaterhouseCoopers has been re-appointed as external auditor.

ACKNOWLEDGEMENT

On behalf of the Board, we wish to express our sincere appreciation and gratitude to Management and staff for their hard work, dedication, commitment and loyalty to the Company.

Mr Bashirali A Currimjee, G.O.S.K
Director
28 April 2021

Mr Anil C Currimjee
Director

INDEPENDENT AUDITOR'S REPORT

TO THE SHAREHOLDERS OF CURRIMJEE JEEWANJEE AND COMPANY LIMITED

Report on the Audit of the Consolidated and Separate Financial Statements

Our Qualified Opinion on the Consolidated Financial Statements

In our opinion, except for the effects of the matter described in the Basis for qualified opinion section of our report, the consolidated financial statements give a true and fair view of the financial position of Currimjee Jeewanjee and Company Limited and its subsidiaries (together the "Group") as at 31 December 2020 and of their financial performance and their cash flows for the year then ended in accordance with International Financial Reporting Standards and in compliance with the Mauritian Companies Act 2001.

Our Opinion on the Separate Financial Statements

In our opinion, the separate financial statements give a true and fair view of the financial position of Currimjee Jeewanjee and Company Limited (the "Company") standing alone as at 31 December 2020, and of its financial performance and its cash flows for the year then ended in accordance with International Financial Reporting Standards and in compliance with the Mauritian Companies Act 2001.

What we have audited

Currimjee Jeewanjee and Company Limited's consolidated and separate financial statements set out on pages 170 to 250 comprise:

- the consolidated and separate statements of financial position as at 31 December 2020;
- the consolidated and separate income statements for the year then ended;
- the consolidated and separate statements of comprehensive income for the year then ended;
- the consolidated and separate statements of changes in equity for the year then ended;
- the consolidated and separate statements of cash flows for the year then ended; and
- the notes to the financial statements, which include significant accounting policies and other explanatory information.

Basis for Qualified Opinion on the Consolidated Financial Statements and Basis for Opinion on the Separate Financial Statements

The financial statements of the Group are prepared using IFRS 9 except for one of its subsidiaries, Island Life Assurance Co. Ltd (ILA) which meets the criteria for eligibility of a temporary exemption from the application of IFRS 9 until 2023. The exemption is only eligible at ILA level and the financial statements of the Group should have been prepared in applying IFRS 9 to all entities within the Group. However, the misstatements on the Group financial statements have not been quantified for the years ended 31 December 2020 and 2019. Our audit opinion on the financial statements for the year ended 31 December 2019 was also modified accordingly.

We conducted our audit in accordance with International Standards on Auditing (ISAs). Our responsibilities under those standards are further described in the "Auditor's Responsibilities for the Audit of the Consolidated and Separate Financial Statements" section of our report.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our qualified opinion on the consolidated financial statements and for our opinion on the separate financial statements.

Independence

We are independent of the Group in accordance with the International Code of Ethics for Professional Accountants (including International Independence Standards) issued by the International Ethics Standards Board for Accountants (the "IESBA Code"). We have fulfilled our other ethical responsibilities in accordance with the IESBA Code.

Other Information

The directors are responsible for the other information. The other information comprises the directors' report, the corporate governance report, the statement of compliance and the secretary's report but does not include the consolidated and separate financial statements and our auditor's report thereon.

Our opinion on the consolidated and separate financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

In connection with our audit of the consolidated and separate financial statements, our responsibility is to read the other information identified above and, in doing so, consider whether the other information is materially inconsistent with the consolidated and separate financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

If, based on the work we have performed on the other information, we conclude that there is a material misstatement of this other information, we are required to report that fact. As described in the Basis for Qualified Opinion, the financial statements of the Group should have been prepared in applying IFRS 9 to all entities within the Group. We have concluded that the other information is materially misstated for the same reason as mentioned in the Basis for Qualified Opinion section above.

In addition to the responsibilities described above and our work undertaken in the course of the audit, the Financial Reporting Act 2004 requires us to report certain matters as described below.

Corporate Governance Report

Our responsibility under the Mauritian Financial Reporting Act 2004 is to report on the compliance with the Code of Corporate Governance ("Code") disclosed in the annual report and assess the explanations given for non-compliance with any requirement of the Code. From our assessment of the disclosures made on corporate governance in the annual report, the Company has, pursuant to section 75 of the Mauritian Financial Reporting Act 2004, complied with the requirements of the Code.

Responsibilities of the Directors for the Consolidated and Separate Financial Statements

The directors are responsible for the preparation and fair presentation of the consolidated and separate financial statements in accordance with International Financial Reporting Standards and in compliance with the Mauritian Companies Act 2001, and for such internal control as the directors determine is necessary to enable the preparation of consolidated and separate financial statements that are free from material misstatement, whether due to fraud or error.

INDEPENDENT AUDITOR'S REPORT

TO THE SHAREHOLDERS OF CURRIMJEE JEEWANJEE AND COMPANY LIMITED (CONTINUED)

Responsibilities of the Directors for the Consolidated and Separate Financial Statements (Continued)

In preparing the consolidated and separate financial statements, the directors are responsible for assessing the Group's and the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the directors either intend to liquidate the Group and/or the Company or to cease operations, or have no realistic alternative but to do so.

The directors are responsible for overseeing the Group's and Company's financial reporting process.

Auditor's Responsibilities for the Audit of the Consolidated and Separate Financial Statements

Our objectives are to obtain reasonable assurance about whether the consolidated and separate financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated and separate financial statements.

As part of an audit in accordance with ISAs, we exercise professional judgement and maintain professional scepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the consolidated and separate financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Group's and Company's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the directors.
- Conclude on the appropriateness of the directors' use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's and Company's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the consolidated and separate financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause the Group and/or the Company to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the consolidated and separate financial statements, including the disclosures, and whether the consolidated and separate financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the financial statements. We are responsible for the direction, supervision and performance of the Group audit. We remain solely responsible for our audit opinion.

We communicate with the directors regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Report on Other Legal and Regulatory Requirements

Mauritian Companies Act 2001

The Mauritian Companies Act 2001 requires that in carrying out our audit we consider and report to you on the following matters. We confirm that:

(a) we have no relationship with or interests in the Company or any of its subsidiaries other than in our capacity as auditor and tax advisor of the Company and auditor, tax advisor, business advisor and dealings in the ordinary course of business of some of its subsidiaries;

(b) we have obtained all the information and explanations we have required; and

(c) in our opinion, proper accounting records have been kept by the Company as far as appears from our examination of those records.

Other Matter

This report, including the opinion, has been prepared for and only for the Company's shareholders, as a body, in accordance with Section 205 of the Mauritian Companies Act 2001 and for no other purpose. We do not, in giving this opinion, accept or assume responsibility for any other purpose or to any other person to whom this report is shown or into whose hands it may come save where expressly agreed by our prior consent in writing.

PricewaterhouseCoopers

28 April 2021

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CONSOLIDATED AND SEPARATE INCOME STATEMENTS

FOR THE YEAR ENDED 31 DECEMBER 2020

	GROUP		COMPANY	
	2020	2019	**2020**	2019
	Rs'000	Rs'000	**Rs'000**	Rs'000
		Restated		
Revenue from contracts with customers (Note 4)	**4,819,518**	5,017,833	**232**	5,699
Cost of sales	**(2,681,950)**	(2,558,877)	**(130)**	(4,914)
Gross profit	**2,137,568**	2,458,956	**102**	785
Other operating income - net (Note 5)	**407,725**	350,474	**1,479,189**	583,979
Selling and distribution costs	**(470,567)**	(488,772)	**-**	-
Net impairment losses on financial and contract assets	**(58,456)**	(37,627)	**-**	-
Administrative expenses	**(1,227,517)**	(1,356,548)	**(349,417)**	(247,066)
Operating profit (Note 6)	**788,753**	926,483	**1,129,874**	337,698
Finance costs (Note 8)	**(516,208)**	(391,238)	**(171,944)**	(241,990)
Finance income (Note 8)	**33,122**	56,906	**31,061**	31,894
Finance costs - net (Note 8)	**(483,086)**	(334,332)	**(140,883)**	(210,096)
Share of profit of associates (Note 15)	**5,170**	46,791	**-**	-
Profit before taxation	**310,837**	638,942	**988,991**	127,602
Income tax expense (Note 9)	**(110,452)**	(198,602)	**-**	-
Profit for the year	**200,385**	440,340	**988,991**	127,602
Profit attributable to :				
Owners of the parent	**8,077**	189,681		
Non-controlling interest	**192,308**	250,659		
	200,385	440,340		

The notes on pages 178 to 250 form an integral part of the financial statements.

CONSOLIDATED AND SEPARATE STATEMENTS OF COMPREHENSIVE INCOME

FOR THE YEAR ENDED 31 DECEMBER 2020

	GROUP		COMPANY	
	2020	2019	**2020**	2019
	Rs'000	Rs'000	**Rs'000**	Rs'000
		Restated		
Profit for the year	**200,385**	440,340	**988,991**	127,602
Other comprehensive income:				
Items that will not be reclassified to profit or loss				
Revaluation of property, plant and equipment	**11,102**	21,983	**-**	22
Group share on revaluation of property, plant and equipment in associates	**13,241**	15,936	**-**	-
Group share of other comprehensive income in associates	**-**	(8,816)	**-**	-
Fair value gain/(loss) on financial assets at fair value through other comprehensive income (Note 16)	**(23)**	202,676	**-**	-
Remeasurement of post employment benefit obligations (Note 25)	**(202,210)**	(100,942)	**(135,025)**	(74,482)
	(177,890)	130,837	**(135,025)**	(74,460)
Items that may be subsequently reclassified to profit or loss				
Currency translation difference	**56,946**	22,305	**-**	-
	56,946	22,305	**-**	-
Other comprehensive income for the year, net of tax	**(120,944)**	153,142	**(135,025)**	(74,460)
Total comprehensive income for the year	**79,441**	593,482	**853,966**	53,142
Total comprehensive income for the year				
Attributable to:				
Owners of the parent	**(99,856)**	339,979		
Non-controlling interest	**179,297**	253,503		
	79,441	593,482		

Items in the statement above are disclosed net of tax. The income tax relating to each component of other comprehensive income is disclosed in note 9.

The notes on pages 178 to 250 form an integral part of the financial statements.

CONSOLIDATED AND SEPARATE STATEMENTS OF FINANCIAL POSITION

31 DECEMBER 2020

	GROUP			COMPANY	
	2020 Rs'000	2019 Rs'000 Restated	01.01.2019 Rs'000 Restated	**2020 Rs'000**	2019 Rs'000
ASSETS					
Non-current assets					
Freehold land and buildings (Note 10)	**2,153,772**	2,189,346	861,526	**8,144**	8,144
Property, plant and equipment (Note 10)	**3,337,997**	2,998,581	2,847,222	**75,843**	57,688
Investment properties (Note 11)	**2,749,790**	2,488,351	2,169,683	**242,557**	241,757
Intangible assets (Note 12)	**343,058**	402,570	463,698	**5,986**	6,402
Right of use assets (Note 13)	**1,076,447**	1,161,731	-	**38,335**	44,275
Investments in subsidiaries (Note 14)	**-**	-	-	**4,681,972**	4,498,068
Investments in associates (Note 15)	**420,720**	387,440	378,534	**41,872**	31,872
Financial assets at fair value through OCI (Note 16)	**986,760**	717,568	417,115	**14,978**	12,781
Financial assets at fair value through profit or loss (Note 17)	**341,985**	402,362	447,776	**-**	-
Prepaid operating lease	**-**	-	171,550	**-**	
Financial assets held at amortised cost (Note 18)	**347,190**	657,867	580,646	**249,526**	337,787
Deferred income tax asset (Note 19(i))	**-**	-	8	**-**	-
	11,757,719	11,405,816	8,337,758	**5,359,213**	5,238,774
Current assets					
Inventories (Note 20)	**142,016**	187,653	122,989	**-**	-
Financial assets at fair value through OCI (Note 16)	**-**	-	16,137	**-**	-
Financial assets held at amortised cost (Note 18)	**539,360**	675,886	780,609	**968,950**	573,169
Current tax asset (Note 9(a)(ii))	**9,415**	-	-	**-**	-
Restricted cash (Note 29)	**80,329**	138,226	188,413	**-**	-
Cash and cash equivalents (Note 29)	**559,566**	463,621	561,451	**4,091**	8,368
	1,330,686	1,465,386	1,669,599	**973,041**	581,537
Assets held for sale (Note 21)	**-**	-	1,544	**-**	-
	1,330,686	1,465,386	1,671,143	**973,041**	581,537
Total assets	**13,088,405**	12,871,202	10,008,901	**6,332,254**	5,820,311

CONSOLIDATED AND SEPARATE STATEMENTS OF FINANCIAL POSITION

31 DECEMBER 2020 (CONTINUED)

	GROUP			COMPANY	
	2020 Rs'000	2019 Rs'000 Restated	01.01.2019 Rs'000 Restated	**2020 Rs'000**	2019 Rs'000
EQUITY AND LIABILITIES					
Equity attributable to owners of the parent					
Share capital (Note 22)	**29,700**	29,700	29,700	**29,700**	29,700
Revaluation reserve	**301,263**	278,981	251,030	**8,180**	8,180
Fair value reserve	**88,534**	73,066	194,827	**-**	-
Foreign currency translation reserve	**184,311**	127,347	114,000	**-**	-
Other reserves	**13,011**	13,011	13,011	**-**	-
Retained earnings	**287,227**	525,297	197,094	**2,028,665**	1,218,199
	904,046	1,047,402	799,662	**2,066,545**	1,256,079
Non-controlling interests	**271,139**	517,729	515,781	**-**	-
Total equity	**1,175,185**	1,565,131	1,315,443	**2,066,545**	1,256,079
LIABILITIES					
Non-current liabilities					
Life assurance funds (Note 23)	**857,351**	885,680	888,009	**-**	-
Borrowings (Note 24)	**4,657,905**	4,122,242	3,192,492	**1,439,038**	1,813,834
Deferred income tax liabilities (Note 19(ii))	**240,248**	223,146	223,728	**-**	-
Post -employment benefits (Note 25)	**835,234**	584,653	515,922	**633,974**	469,847
Provision for asset retirement obligations (Note 26)	**73,799**	49,612	67,950	**-**	-
Trade and other payables (Note 27(i))	**8,067**	6,825	16,116	**-**	-
Lease liabilities (Note 13)	**840,809**	890,300	-	**41,821**	50,928
	7,513,413	6,762,458	4,904,217	**2,114,833**	2,334,609
Current liabilities					
Life assurance funds (Note 23)	**82,748**	114,183	111,842	**-**	-
Trade and other payables (Note 27(i))	**1,324,232**	1,656,224	1,498,847	**45,914**	66,396
Current income tax liability (Note 9 (a))	**77,948**	91,203	103,021	**-**	-
Post -employment benefits	**-**	-	2,387	**-**	-
Borrowings (Note 24)	**2,730,641**	2,479,041	2,027,858	**2,093,221**	2,151,727
Lease liabilities (Note 13)	**137,686**	153,967	-	**11,741**	11,500
Provisions for other liabilities and charges (Note 27(ii))	**46,552**	48,995	45,286	**-**	-
	4,399,807	4,543,613	3,789,241	**2,150,876**	2,229,623
Total liabilities	**11,913,220**	11,306,071	8,693,458	**4,265,709**	4,564,232
Total equity and liabilities	**13,088,405**	12,871,202	10,008,901	**6,332,254**	5,820,311

Authorised for issue by the Board of directors on 28 April 2021 and signed on its behalf by:

Mr Bashirali A Currimjee, G.O.S.K
Director

Mr Anil C Currimjee
Director

The notes on pages 178 to 250 form an integral part of the financial statements.

STATEMENTS
OF CHANGES IN EQUITY

FOR THE YEAR ENDED 31 DECEMBER 2020

	Attributable to owners of the parent								
	Share capital	**Revaluation reserve**	**Fair value reserve**	**Foreign currency translation reserve**	**Other reserves**	**Retained earnings**	**Subtotal**	**Non-controlling interests**	**Total Equity**
	Rs'000	**Rs'000**	**Rs'000**	**Rs'000**	**Rs'000**	**Rs'000**	**Rs'000**	**Rs'000**	**Rs'000**
Group									
At 01 January 2019	29,700	251,030	194,827	114,000	13,011	255,092	857,660	515,781	1,373,441
Correction of error	-	-	-	-	-	(57,998)	(57,998)	-	(57,998)
Restated equity at the beginning of the financial year at 01 January 2019	29,700	251,030	194,827	114,000	13,011	197,094	799,662	515,781	1,315,443
Comprehensive income									
Profit for the year (restated)	-	-	-	-	-	189,681	189,681	250,659	440,340
Other comprehensive income (net of tax)									
Revaluation of property (Note 10)	-	19,867	-	-	-	-	19,867	6,615	26,482
Deferred tax on revaluation (Note 9)	-	(3,374)	-	-	-	-	(3,374)	(1,125)	(4,499)
Group share of other comprehensive income in associates	-	15,936	-	(8,816)	-	-	7,120	-	7,120
Adjustment on disposal of financial assets held at fair value through OCI	-	-	(322,377)	-	-	322,377	-	-	-
Remeasurement of post employment benefits (Note 25)	-	-	-	-	-	(98,224)	(98,224)	(5,827)	(104,051)
Deferred tax on remeasurement of post employment benefits	-	-	-	-	-	2,130	2,130	979	3,109
Transfer of reserves	-	(4,478)	-	-	-	4,478	-	-	-
Fair value gain on financial assets at fair value through OCI (Note 16)	-	-	200,616	-	-	-	200,616	2,060	202,676
Currency translation difference recognised directly in reserves	-	-	-	22,163	-	-	22,163	142	22,305
Total comprehensive income	-	27,951	(121,761)	13,347	-	420,442	339,979	253,503	593,482
Transactions with owners									
Adjustment on disposal of subsidiary	-	-	-	-	-	43,361	43,361	-	43,361
Dividends paid (Note 30)	-	-	-	-	-	(135,600)	(135,600)	(251,555)	(387,155)
At 31 December 2019	**29,700**	**278,981**	**73,066**	**127,347**	**13,011**	**525,297**	**1,047,402**	**517,729**	**1,565,131**
Balance at 31 December 2019 as originally presented	**29,700**	**278,981**	**73,066**	**127,347**	**13,011**	**581,077**	**1,103,182**	**517,729**	**1,620,911**
Correction of error	-	-	-	-	-	(55,780)	(55,780)	-	(55,780)
Restated total equity as at 31 December 2019	**29,700**	**278,981**	**73,066**	**127,347**	**13,011**	**525,297**	**1,047,402**	**517,729**	**1,565,131**
Comprehensive income									
Profit for the year	**-**	**-**	**-**	**-**	**-**	**8,077**	**8,077**	**192,308**	**200,385**
Other comprehensive income (net of tax)									
Revaluation of property (Note 10)	**-**	**10,307**	**-**	**-**	**-**	**-**	**10,307**	**2,483**	**12,790**
Deferred tax on revaluation (Note 9(c))	**-**	**(1,266)**	**-**	**-**	**-**	**-**	**(1,266)**	**(422)**	**(1,688)**
Group share of other comprehensive income in associates (Note 15)	**-**	**13,241**	**-**	**-**	**-**	**-**	**13,241**	**-**	**13,241**
Adjustment on disposal of financial assets held at fair value through OCI	**-**	**-**	**15,461**	**-**	**-**	**(15,461)**	**-**	**-**	**-**
Remeasurement of post employment benefits (Note 25)	**-**	**-**	**-**	**-**	**-**	**(190,857)**	**(190,857)**	**(17,534)**	**(208,391)**
Deferred tax on remeasurement of post employment benefits (Note 9(c)	**-**	**-**	**-**	**-**	**-**	**3,671**	**3,671**	**2,510**	**6,181**
Fair value gain on financial assets at fair value through OCI (Note 16)	**-**	**-**	**7**	**-**	**-**	**-**	**7**	**(30)**	**(23)**
Currency translation difference recognised directly in reserves	**-**	**-**	**-**	**56,964**	**-**	**-**	**56,964**	**(18)**	**56,946**
Total comprehensive income	**-**	**22,282**	**15,468**	**56,964**	**-**	**(194,570)**	**(99,856)**	**179,297**	**79,441**
Transactions with owners									
Adjustment on disposal of subsidiary	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**(251,001)**	**(251,001)**
Adjustment on acquisition of subsidiary	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**(5,336)**	**(5,336)**
Dividends paid (Note 30)	**-**	**-**	**-**	**-**	**-**	**(43,500)**	**(43,500)**	**(169,550)**	**(213,050)**
At 31 December 2020	**29,700**	**301,263**	**88,534**	**184,311**	**13,011**	**287,227**	**904,046**	**271,139**	**1,175,185**

The notes on pages 178 to 250 form an integral part of the financial statements.

STATEMENTS
OF CHANGES IN EQUITY

FOR THE YEAR ENDED 31 DECEMBER 2020 (CONTINUED)

	Share capital	**Revaluation Reserve**	**Retained earnings**	**Total Equity**
Company	**Rs'000**	**Rs'000**	**Rs'000**	**Rs'000**
At 01 January 2019	29,700	8,158	1,300,679	1,338,537
Comprehensive income				
Profit for the year	-	-	127,602	127,602
Revaluation of property (Note 10)	-	22	-	22
Remeasurement of post employment benefits (Note 25)	-	-	(74,482)	(74,482)
Total comprehensive income	-	22	53,120	53,142
Transactions with owners				
Dividends paid (Note 30)	-	-	(135,600)	(135,600)
At 31 December 2019	29,700	8,180	1,218,199	1,256,079
Comprehensive income				
Profit for the year	**-**	**-**	**988,991**	**988,991**
Revaluation of property (Note 10)	**-**	**-**	**-**	**-**
Remeasurement of post employment benefits (Note 25)	**-**	**-**	**(135,025)**	**(135,025)**
Total comprehensive income	**-**	**-**	**853,966**	**853,966**
Transactions with owners				
Dividends paid (Note 30)	**-**	**-**	**(43,500)**	**(43,500)**
At 31 December 2020	**29,700**	**8,180**	**2,028,665**	**2,066,545**

The revaluation reserve represents the revaluation surplus on freehold land and buildings.

The fair value reserve relates to revaluation surplus on financial assets at fair value through OCI.

The other reserves relate to the Group's share of reserves in associates and the acquisition of Silver Wings Travels Ltd, now a wholly owned subsidiary.

The foreign currency translation reserve consists of the exchange difference arising on the consolidation of subsidiaries whose functional currencies are denominated in foreign currencies.

The notes on pages 178 to 250 form an integral part of the financial statements.

CONSOLIDATED AND SEPARATE STATEMENTS OF CASH FLOWS

FOR THE YEAR ENDED 31 DECEMBER 2020

	GROUP		COMPANY	
	2020 Rs'000	2019 Rs'000 Restated	**2020 Rs'000**	2019 Rs'000
Cash flows from operating activities				
Cash generated from/(used in) operating activities (Note 28)	**1,044,344**	1,689,756	**(216,878)**	(199,272)
Interest received	**19,770**	44,214	**21,028**	31,477
Interest paid	**(295,353)**	(381,863)	**(163,096)**	(228,715)
Tax paid (Note 9)	**(111,528)**	(212,385)	**-**	-
Net cash generated from/(used in) operating activities	**657,233**	1,139,722	**(358,946)**	(396,510)
Cash flows from investing activities				
Proceeds from disposal of property, plant and equipment	**15,666**	3,290	**480**	260
Proceeds from disposal of investment property	**-**	16,891	**-**	-
Proceeds from disposal of financial assets at fair value through OCI	**154,673**	375,035	**-**	-
Proceeds from asset held for sale	**-**	1,544	**-**	-
Proceeds from disposal of financial assets at fair value through profit or loss	**44,466**	52,277	**-**	-
Payments for purchase of property, plant and equipment (Note 10)	**(989,095)**	(2,152,969)	**(32,888)**	(9,717)
Payments for purchase of intangible assets (Note 12)	**(11,431)**	(17,785)	**(2,225)**	(2,449)
Payments for purchase of financial assets at fair value through OCI (Note 16)	**(65,980)**	(430,216)	**(2,197)**	(789)
Proceeds from disposal of investment in subsidiaries	**-**	-	**700,000**	100
Payments for additional investments in subsidiaries	**-**	-	**(154,630)**	(74,000)
Payments for purchase of investment properties	**(79,498)**	(58,161)	**(708)**	(27,436)
Payments for purchase of financial assets at fair value through profit or loss (Note 17)	**(57,668)**	(29,887)	**-**	-
Payments for purchase of investment in associates (Note 15)	**(10,000)**	-	**(10,000)**	-
Payment for purchase of debt securities (Note 18 (iv))	**-**	(170,847)	**-**	-
Proceeds from disposal of debt securities (Note18 (iv))	**-**	105,058	**-**	-
Loans granted to subsidiaries	**-**	-	**(51,600)**	-
Loans repayments received	**58,291**	41,153	**113,571**	(380,684)
Loans granted to parent	**(2,500)**	(350)	**(2,500)**	266,002
Loans repayment from parent	**-**	-	**-**	(350)
Loans granted to other related parties	**(30,780)**	(31,677)	**-**	-
Deposits placed with financial institutions	**(4,570)**	(75)	**-**	-
Dividends received from subsidiaries (Note 5)	**-**	-	**283,034**	507,653
Dividends received from associates (Note 15)	**9,613**	45,005	**-**	-
Dividends received from other investments (Note 5)	**12,863**	10,516	**-**	-
	(955,950)	(2,241,198)	**840,337**	278,590

The notes on pages 178 to 250 form an integral part of the financial statements.

CONSOLIDATED AND SEPARATE STATEMENTS OF CASH FLOWS

FOR THE YEAR ENDED 31 DECEMBER 2020 (CONTINUED)

	GROUP		COMPANY	
	2020 Rs'000	2019 Rs'000 Restated	**2020 Rs'000**	2019 Rs'000
Cash flows from financing activities				
Bank loans received	**6,239,965**	7,656,637	**500,000**	223,000
Bank loans repaid	**(5,263,234)**	(6,398,920)	**(311,041)**	(372,387)
Import loans raised	**50,380**	-	**50,380**	-
Import loans repaid	**(26,817)**	(301)	**(26,513)**	-
Lease payments	**(144,440)**	(116,234)	**(8,867)**	(1,627)
Loans raised from subsidiaries	**-**	-	**15,000**	363,000
Loans repaid to subsidiaries	**-**	-	**(395,184)**	(4,816)
Loans raised from directors (Note 33)	**-**	6,068	**-**	6,068
Loans repaid to directors (Note 33)	**(58,056)**	(1,150)	**(58,056)**	(1,150)
Loans repaid to shareholders	**(300,000)**	-	**(300,000)**	-
Loans raised from other related parties	**81,812**	62,847	**114,170**	62,845
Loans repaid to other related parties	**(74,863)**	(32,844)	**(104,543)**	(30,819)
Dividends paid to group shareholders	**(43,500)**	(135,600)	**(43,500)**	(135,600)
Dividends paid to non-controlling interests	**(169,550)**	(251,555)	**-**	-
Net cash generated from/(used in) financing activities	**291,697**	788,948	**(568,154)**	108,514
Decrease in cash and cash equivalents	**(7,020)**	(312,528)	**(86,763)**	(9,406)
Cash and cash equivalents at beginning of year	**297,414**	609,942	**(81,662)**	(72,256)
Cash and cash equivalents at end of year (Note 29)	**290,394**	297,414	**(168,425)**	(81,662)

The notes on pages 178 to 250 form an integral part of the financial statements.

NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2020

1 SIGNIFICANT ACCOUNTING POLICIES

General information

The principal activity of the Company is investment holding. The principal accounting policies applied in the preparation of these financial statements, are set out below. These policies apply to the Group and Company, and have been consistently applied to all the years presented, unless otherwise stated.

Basis of preparation

In the separate financial statements, Currimjee Jeewanjee and Company Limited is referred to as the "Company" whereas the consolidated financial statements comprise the Company and its subsidiaries (together referred to as the "Group") and the Group's interests in associates.

The financial statements have been prepared in accordance with International Financial Reporting Standards ("IFRS") and interpretations issued by the IFRS Interpretations Committee applicable to companies reporting under IFRS except for IFRS 9 for one of its subsidiaries, Island Life Assurance Co. Ltd (ILA) which meets the criteria for eligibility of a temporary exemption from the application of IFRS 9 until 2023. The exemption is only eligible at ILA level and the financial statements of the Group should have been prepared applying IFRS 9 to all entities in the Group. The financial statements also comply with the Mauritian Companies Act 2001. The financial statements have been prepared under the historical cost convention, as modified by the revaluation of freehold land and buildings, investment properties, financial assets at fair value through profit or loss and financial assets at fair value through other comprehensive income.

During the year, the Group and the Company made a profit of **Rs 200,385,000** (Restated 2019 – Rs 440,340,000) and **Rs 988,991,000** (2019 - Rs 127,602,000) respectively. At the statement of financial position date, the Group and the Company's current liabilities exceeded their current assets by **Rs 3,069,121,000** (Restated 2019 - Rs 3,078,227,000) and **Rs 1,177,835,000** (2019 - Rs 1,648,086,000) respectively.

The financial statements have been prepared on the going concern basis, which assumes that the Group will continue in operational existence for the foreseeable future and depends on the continued support of the Group's bank. The Group has stress tested its cash flows forecast for 2021 and 2022 and has taken some major decisions so as to be able to meet its obligations in the short term.

Impact of Covid-19

The business and economic threats from the coronavirus outbreak continues. Travel bans have been imposed on millions of people. Businesses continues to be affected with lost revenue and disrupted supply chains. An unexpected second wave of the Covid 19 hit Mauritius in March 2021 leading to a lockdown and closure of our borders. On the positive side, the local vaccination program has started in Mauritius as from January 2021. However, there is still uncertainty as to the timeline for the country to reach a 'herd 'immunity status due to lack of supply of the vaccines. On the financial support side, the government has maintained the measures announced last year to provide financial assistance to disrupted industry sectors and affected business organisations.

In November 2020, the board of CJ approved the annual operating plan and its budget for 2021. This budget was centered around sustained investments in key areas of the Group, namely, the Telco, Media & IT and Real Estates cluster businesses. The pandemic forces a sudden economic transition from physical to digital and is only accelerating the trend of global economic dependence on the Internet, which strategically open up new opportunities for our businesses in the Telco, Media & IT cluster. In early 2021, the businesses were performing very well and even better than expected in some areas. However, the new lockdown in March 2021 brings on new challenges to the achievement of the 2021 planned objectives.

The Group's Hospitality cluster is the most affected vertical of our businesses. The newly built five Star Anantara IKO Hotel is severely hit with negligible occupancy and a lack of visibility accentuated by the second wave locally in March 2021. Through the financial assistance schemes provided by the government, CJ has applied for assistance to the working capital requirements of the Hotel. An application has been made and a Term sheet signed in November 2020 with the Mauritius Investment Corporation (MIC) for an amount of RS 312M. The lending is structured around a long-term bond, convertible into equity in nine years' time, subject to some conditions. We are in the process of finalizing the subscription agreement, investment agreement and the security agreement with MIC. This facility will ensure financial support to the Hotel over the next couple of years. In addition to this, the Hotel has also applied and obtained extension to the repayment of Capital on its term loan until December 2022 and on Interest on these loans until the receipt of the funds from MIC.

The Hotel and other group companies are also taking advantage of the government's Wage Assistance Scheme (WAS). This is particularly helpful in avoiding any potential laying offs.

At CJ level, the reduction of debt over the last couple of years enables the company to position itself strongly in its ability to address funds requirements, where applicable, at the subsidiary level as a result of the pandemic. The group enjoys the continuing support from its main bankers and is presently working towards a Bond issue so as to take advantage of the prevailing low lending rates and also to benefit from a longer spread in terms of capital repayments.

1 SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

(a) *Critical accounting estimates and assumptions*

The Group and Company make estimates and assumptions concerning the future. The resulting accounting estimates will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities are discussed below:

• Post-employment benefits

The present value of the pension obligations depends on a number of factors that are determined on an actuarial basis using a number of assumptions. The assumptions used in determining the net cost/(income) for pensions include the discount rate. Any changes in these assumptions will impact the carrying amount of pension obligations. Critical assumptions are made by the actuary in determining the present value of retirement benefit obligations. These assumptions are set out in Note 25.

• Estimate of recoverable amount of investments in subsidiaries

The recoverable amount of investments in some subsidiaries has been determined based on value in use calculations and fair value less costs to sell. These calculations require the use of estimates, including discounted cash flows based on management's expectations of future revenue growth, operating costs and profit margins for each subsidiary. The bases of these calculations are set out in note 14.

• Life assurance fund (Note 23) - estimates of future benefit payments under the long-term insurance contracts

The determination of the liabilities under long-term insurance contracts is dependent on estimates made by the actuary. Estimates are made as to the expected number of deaths for each of the years in which the Group is exposed to risk. The actuary bases these estimates on standard industry mortality tables that reflect recent historical mortality experience, adjusted where appropriate to reflect the actuary's own experience. The estimated number of deaths determines the value of the benefit payments and the value of the valuation premiums. The main source of uncertainty is that epidemics such as AIDS and wide-ranging lifestyle changes, such as in eating, smoking and exercise habits, could result in future mortality being significantly worse than in the past for the age groups in which the Group has significant exposure to mortality risk. For contracts that insure the risk of longevity, appropriate but not excessively prudent allowance is made for expected mortality improvements. However, continuing improvements in medical care and social conditions could result in improvements in longevity in excess of those allowed for in the estimates used to determine the liability for contracts where the Group is exposed to longevity risk.

Long-term business technical provisions are computed using statistical or mathematical methods. The computations are made by the Group's actuaries on the basis of recognised actuarial methods, with due regard to the actuarial principles laid down by the law and by actuarial best practices. The methodology takes into account the risks and uncertainties of the particular classes of long-term business written and the results are certified by the actuaries undertaking the valuations.

For long-term insurance contracts with fixed and guaranteed terms, estimates are made in two stages. Estimates of future deaths, voluntary terminations, investment returns and administration expenses are made at the inception of the contract and form the assumptions used for calculating the liabilities during the life of the contract. A margin for risk and uncertainty is added to these assumptions. These assumptions are 'locked in' for the duration of the contract. New estimates are made each subsequent year in order to determine whether the previous liabilities are adequate in the light of these latest estimates. If the liabilities are considered adequate, the assumptions are not altered. If they are not adequate, the assumptions are altered ('unlocked') to reflect the best estimate assumptions.

The reasonableness of the estimation process of future benefit payments is tested by an analysis of sensitivity under several different scenarios. The analysis enables the Group to assess the most significant assumptions and monitor the emerging variations accordingly.

Liabilities in relation to death and disability benefits are amortised by reinsuring the yearly sums at risk above the retention limit against payment of respective reassurance premiums. The sensitivity analysis has been disclosed in Note 3(d).

• Provision for asset retirement obligation

In one of the Group's subsidiaries the directors have estimated the costs of dismantling, removing antennas and restoring the leased sites to their original conditions which have been provided in full in the financial statements. This assumes that the effect of the inflationary increase on the costs will be minimised on discounting such costs to their present values. These assumptions and the sensitivity analysis are set out in Note 26.

• Fair value estimates of property, plant and equipment

The fair value at 31 December 2020 comprises the best estimate of market value by independent valuations performed by external property valuers. The best evidence of fair value is the current price in an active market for similar properties as set out in Note 10.

• Fair value estimates of investment properties

The fair value at 31 December 2020 comprises the best estimate of market value by independent valuations performed by external property valuers. The best evidence of fair value is the current price in an active market for similar properties, please refer to Note 11.

NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2020 (CONTINUED)

1 SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

(a) Critical accounting estimates and assumptions (Continued)

• Income taxes

The Group is subject to income taxes at an average tax rate **17%** (2019 – 17%). Significant judgement is required in determining the worldwide provision for income taxes. There are many transactions and calculations for which the ultimate tax determination is uncertain. The Group recognises liabilities for anticipated tax audit issues based on estimates of whether additional taxes will be due. Where the final tax outcome of these matters is different from the amounts that were initially recorded, such differences will impact the current and deferred income tax assets and liabilities in the period in which such determination is made. The Group has a current tax receivable of **Rs 93.4 million** (2019 - Rs 93.4 million), please refer to Note 18.

• Fair value of financial instruments

For financial instruments traded in active markets, the determination of fair values of financial assets is based on quoted market prices. This includes listed equity securities and quoted debt instruments on major stock exchanges. The quoted market price used for financial assets held by the Company is the current bid prices.

If the market for a financial asset is not active (and for unlisted securities), the Company establishes fair value by using valuation techniques. These include the use of recent arm's length transactions, reference to other instruments that are substantially the same, discounted cash flow analysis, and option pricing models making maximum use of market inputs and relying as little as possible on entity-specific inputs. The sensitivity analysis is set out on Note 2.

The carrying value of trade receivables and trade payables are assumed to approximate their fair values.

(b) Critical judgements in applying the entity's accounting policies

In preparing the financial statements, the directors, in the process of applying the Group's accounting policies, did not make any judgement other than those involving estimates that could have a significant effect on the amounts recognised in the financial statements.

Changes in accounting policy and disclosures

(i) New standards, amendments to existing standards and interpretation issued and effective for the first for the financial year beginning on 01 January 2020.

In the current year, the Group and Company have assessed all of the new standards, interpretations by the International Accounting Standards Board ("IASB") that are relevant to their operations and effective for accounting periods beginning 01 January 2020. There are no new standards and amendments to standards and interpretations that are effective for annual period beginning on 01 January 2020 that would be relevant or have a material impact on the financial statements.

(ii) New standards, amendments and interpretations issued but not effective for the financial year beginning after 1 January 2020 and not adopted early

A number of new standards and amendments to standards and interpretations are effective for annual periods beginning after 1 January 2020, and have not been applied in preparing these financial statements. None of these is expected to have a significant effect on the financial statements of the Company, except the following set out below:

IFRS 17 was issued in May 2017 as replacement for IFRS 4 Insurance Contracts. It requires a current measurement model where estimates are re-measured each reporting period. Contracts are measured using the building blocks of:

• discounted probability-weighted cash flows

• an explicit risk adjustment, and

• a contractual service margin ("CSM") representing the unearned profit of the contract which is recognised as revenue over the coverage period.

The standard allows a choice between recognising changes in discount rates either in the income statement or directly in other comprehensive income. The choice is likely to reflect how insurers account for their financial assets under IFRS 9. An optional, simplified premium allocation approach is permitted for the liability for the remaining coverage for short duration contracts, which are often written by non-life insurers. There is a modification of the general measurement model called the 'variable fee approach' for certain contracts written by life insurers where policyholders share in the returns from underlying items. When applying the variable fee approach the entity's share of the fair value changes of the underlying items is included in the contractual service margin. The results of insurers using this model are therefore likely to be less volatile than under the general model. The new rules will affect the financial statements and key performance indicators of all entities that issue insurance contracts or investment contracts with discretionary participation features. The standard is effective for annual periods beginning on or after 1 January 2023 and earlier application is permitted. The directors have not yet assessed the impact of this standard on the financial statements.

Other standards, not yet effective, are not expected to have a material impact on the entity in the current or future reporting periods and on foreseeable future transactions.

NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2020 (CONTINUED)

1 SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

Consolidation

• Subsidiaries

Subsidiaries are all entities (including structured entities) over which the Group has control. The Group controls an entity when the Group is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power over the entity. Subsidiaries are fully consolidated from the date on which control is transferred to the Group. They are deconsolidated from the date that control ceases.

The Group applies the acquisition method to account for business combinations. The consideration transferred for the acquisition of a subsidiary is the fair values of the assets transferred, the liabilities incurred to the former owners of the acquiree and the equity interests issued by the Group. The consideration transferred includes the fair value of any asset or liability resulting from a contingent consideration arrangement. Identifiable assets acquired and liabilities and contingent liabilities assumed in a business combination are measured initially at their fair values at the acquisition date. The Group recognises any non-controlling interest in the acquiree on an acquisition-by-acquisition basis, either at fair value or at the non-controlling interest's proportionate share of the recognised amounts of acquiree's identifiable net assets.

Acquisition-related costs are expensed as incurred.

If the business combination is achieved in stages, the acquisition date carrying value of the acquirer's previously held equity interest in the acquiree is remeasured to fair value at the acquisition date; any gains and losses arising from such re-measurement are recognised in profit or loss.

Any contingent consideration to be transferred by the Group is recognised at fair value at the acquisition date. Subsequent changes to the fair value of the contingent consideration that is deemed to be an asset or liability is recognised in accordance with IAS 39 either in profit or loss or as a change to other comprehensive income. Contingent consideration that is classified as equity is not remeasured, and its subsequent settlement is accounted for within equity.

The excess of the consideration transferred, the amount of any non-controlling interest in the acquiree and the acquisition-date fair value of any previous equity interest in the acquiree over the fair value of the identifiable net assets acquired is recorded as goodwill. If the total of consideration transferred, non-controlling interest recognised and previously held interest measured is less than the fair value of the net assets of the subsidiary acquired in the case of a bargain purchase, the difference is recognised directly in profit or loss.

Inter-company transactions, balances, income and expenses on transactions between group companies are eliminated. Profits and losses resulting from inter-company transactions that are recognised in assets are also eliminated. Accounting policies of subsidiaries have been changed where necessary to ensure consistency with the policies adopted by the Group.

• Changes in ownership interests in subsidiaries without change of control

Transactions with non-controlling interests that do not result in loss of control are accounted for as equity transactions – that is, as transactions with the owners in their capacity as owners. The difference between fair value of any consideration paid and the relevant share acquired of the carrying value of net assets of the subsidiary is recorded in equity. Gains or losses on disposals to non-controlling interests are also recorded in equity.

• Disposal of subsidiaries

When the Group ceases to have control any retained interest in the entity is re-measured to its fair value at the date when control is lost, with the change in carrying amount recognised in profit or loss. The fair value is the initial carrying amount for the purposes of subsequently accounting for the retained interest as an associate, joint venture or financial asset. In addition, any amounts previously recognised in other comprehensive income in respect of that entity are accounted for as if the Group had directly disposed of the related assets or liabilities. This may mean that amounts previously recognised in other comprehensive income are reclassified to profit or loss.

• Associates

Associates are all entities over which the Group has significant influence but not control, generally accompanying a shareholding of between 20% and 50% of the voting rights. Investments in associates are accounted for using the equity method of accounting. Under the equity method, the investment is initially recognised at cost, and the carrying amount is increased or decreased to recognise the investor's share of profit or loss of the investee after the date of acquisition. The Group's investment in associates includes goodwill identified on acquisition.

If the ownership interest in an associate is reduced but significant influence is retained, only a proportionate share of the amounts previously recognised in other comprehensive income is reclassified to profit or loss where appropriate.

The Group's share of post-acquisition profit or loss is recognised in profit or loss, and its share of post acquisition movements in other comprehensive income is recognised in other comprehensive income with a corresponding adjustment to the carrying amount of the investment. When the Group's share of losses in an associate equals or exceeds its interest in the associate, including any other unsecured receivables, the Group does not recognise further losses, unless it has incurred legal or constructive obligations or made payments on behalf of the associate.

NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2020 (CONTINUED)

1 SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

Consolidation (Continued)

• Associates (Continued)

The Group determines at each reporting date whether there is any objective evidence that the investment in the associate is impaired. If this is the case, the Group calculates the amount of impairment as the difference between the recoverable amount of the associate and its carrying value and recognises the amount adjacent to 'share of profit/(loss) of an associate' in profit or loss.

Profits and losses resulting from upstream and downstream transactions between the Group and its associates are recognised in the Group's financial statements only to the extent of unrelated investor's interests in the associates. Unrealised losses are eliminated unless the transaction provides evidence of an impairment of the asset transferred. Accounting policies of associates have been changed where necessary to ensure consistency with the policies adopted by the Group.

Dilution gains and losses arising in investments in associates are recognised in profit or loss.

Investment in subsidiaries and associates in the Company's separate financial statements

Investments in subsidiaries and associates are recognised at cost (which includes transaction costs) in the separate financial statements of the Company.

Subsequently, where an indication of impairment exists, the recoverable amount of the investment is assessed. Where the recoverable amount of an investment is less than its carrying amount, the investment is written down immediately to its recoverable amount and the impairment loss is recognised as an expense in profit or loss.

On disposal of an investment, the difference between the net disposal proceeds and the carrying amount is charged or credited to profit or loss.

Foreign currency translation

• Functional and presentation currency

Items included in the financial statements of each entity in the Group are measured using the currency of the primary economic environment in which the entity operates ("the functional currency"). The consolidated financial statements are presented in thousands of Mauritian rupee.

In the separate financial statements of the Company, items are measured using the currency of the primary economic environment in which the Company operates (the "functional currency"). The separate financial statements are presented in thousands of Mauritian rupee, which is the Company's functional currency.

• Transactions and balances

Transactions denominated in foreign currencies are translated into the functional currency using the exchange rates prevailing at the dates of the transactions. Foreign exchange gains and losses resulting from the settlement of such transactions and from the translation at year-end exchange rates of monetary assets and liabilities denominated in foreign currencies are recognised in profit or loss.

Foreign exchange gains and losses that relate to borrowings and cash and cash equivalents are presented in profit or loss within 'finance income or cost'. All other foreign exchange gains and losses are presented in profit or loss within 'other operating income - net'.

Translation differences on non-monetary financial assets and liabilities are reported as part of the fair value gain or loss. Translation differences on non-monetary financial assets such as equities classified as financia assets at fair value through other comprehensive income are included in other comprehensive income.

• Group companies

The results and financial position of all the group entities (none of which has the currency of a hyper inflationary economy) that have a functional currency different from the presentation currency are translated into the presentation currency as follows:

• assets and liabilities for each statement of financial position presented are translated at the closing rate at the date of the statement of financial position;

• income and expenses for each income statement are translated at average exchange rate, unless the average exchange rate is not a reasonable approximation of the cumulative effect of the rates prevailing on the transaction date, in which case income and expenses are translated at the dates of the transactions; and

• all resulting exchange differences are recognised in other comprehensive income.

On consolidation, exchange differences arising from the translation of the net investment in foreign operations, and of borrowings, are taken to other comprehensive income. When a foreign operation is partially disposed of or sold, exchange differences that were recorded in equity are recognised in profit or loss as part of the gain or loss on sale.

Goodwill and fair value adjustments arising on the acquisition of a foreign entity are treated as assets and liabilities of the foreign entity and translated at the closing rate. Exchange differences arising are recognised in other comprehensive income.

NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2020 (CONTINUED)

1 SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

Financial assets

The Group classifies its financial assets in the following categories: at fair value through profit or loss, financial assets held at amortised cost and financial assets at fair value through other comprehensive income. The classification depends on the purpose for which the financial assets were acquired. The directors determine the classification of its financial assets at initial recognition.

• Financial assets at fair value through profit or loss

Financial assets at fair value through profit or loss are financial assets held for trading. A financial asset is classified in this category if acquired principally for the purpose of selling in the short term. Assets in this category are classified as current assets if expected to be settled within 12 months; otherwise, they are classified as non-current.

• Financial assets held at amortised cost

Financial assets at amortised cost are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market. They are included in current assets, except for maturities greater than twelve months after the end of the reporting period. These are classified as non-current assets. The Group's loans and receivables comprise 'loans and receivables' and 'cash and cash equivalents' in the statements of financial position.

• Financial assets at fair value through other comprehensive income (FVOCI)

Financial assets that are held for collection of contractual cash flows and for selling the assets, where the assets' cash flows represent solely payments of principal and interest, and that are not designated at FVPL, are measured at fair value through other comprehensive income (FVOCI). Movements in the carrying amount are taken through OCI, except for the recognition of impairment gains or losses, interest revenue and foreign exchange gains and losses on the instrument's amortised cost which are recognised in profit or loss. When the financial asset is derecognised, the cumulative gain or loss previously recognised in OCI is reclassified from equity to profit or loss. Interest income from these financial assets is included in 'Interest income' using the effective interest rate method.

Financial assets – classification and measurement

The Group classifies its financial assets in the following categories: at amortised cost, at fair value through profit or loss and at fair value through other comprehensive income. The classification depends on the business model and whether the Group's business model is to hold these for collection of contractual cash flows, and the cash flows represent solely payments of principal and interest on the principal amount, or for sale or both. The Group determines the classification of its financial assets on initial recognition.

Subsequent measurement

Financial assets held at amortised cost

Financial assets held at amortised cost are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market. They are included in current assets, except for maturities greater than 12 months after the end of the reporting period. These are classified as non-current assets. The Group's financial assets held at amortised cost comprise 'trade receivables' in the statement of financial position. Subsequent measurement of financial assets held at amortised cost is at amortised cost given that these are assets that are held for collection of contractual cash flows where those cash flows represent solely payments of principal and interest are measured at amortised cost. Interest income from these financial assets is included in finance income using the effective interest rate method. Any gain or loss arising on derecognition is recognised directly in the statement of comprehensive income and presented in other gains/(losses) together with foreign exchange gains and losses. Impairment losses are presented as separate line item in the statement of comprehensive income.

Equity instruments

The Group subsequently measures all equity investments at fair value. The Directors have elected to present fair value gains and losses on equity investments in statement of other comprehensive income and there is no subsequent reclassification of fair value gains and losses to the statement of comprehensive income following the derecognition of the investment. Dividends from such investments are to be recognised in the statement of comprehensive income as other income when the Group's right to receive payments is established.

Changes in the fair value of financial assets at FVPL are recognised in other gains/losses in the statement of comprehensive income as applicable. Impairment losses and reversal of impairment losses on equity investments measured at fair value through other comprehensive income (FVOCI) are not reported separately from other changes in fair value.

NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2020 (CONTINUED)

1 SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

Financial assets (Continued)

Impairment of financial assets

The Group applies the IFRS 9 simplified approach to measuring ECL which uses a lifetime expected loss allowance for trade receivables.

Trade receivables have been grouped based on shared credit characteristics and the days past due. The expected loss rates are based on the payment profiles of sales over the last 3 years and the corresponding historical credit losses experienced within this period. The historical loss rates are adjusted to reflect current and forward-looking information on macro-economic factors affecting the ability of the customers to settle the receivables. The Group has identified Gross Domestic Product (GDP) to be the most relevant factor, and accordingly adjusts the historical loss rates

A financial asset is credit-impaired when one or more events that have a detrimental impact on the estimated future cash flows of that financial asset have occurred. Evidence that a financial asset is credit impaired include observable data about the following events:

a. significant financial difficulty of the issuer or the borrower;

b. a breach of contract, such as a default or past due event;

c. the lender(s) of the borrower, for economic or contractual reasons relating to the borrower's financial difficulty, having granted to the borrower a concession(s) that the lender(s) would not otherwise consider;

d. it is becoming probable that the borrower will enter bankruptcy or other financial reorganisation;

e. the disappearance of an active market for that financial asset because of financial difficulties; or

f. the purchase or origination of a financial asset at a deep discount that reflects the incurred credit losses.

Property, plant and equipment

Freehold land and buildings and buildings on leasehold land are shown at fair value, based on a periodic but at least triennial valuation by external independent valuers, less subsequent depreciation for buildings. Valuations are performed with sufficient regularity to ensure that the fair value of a revalued asset does not differ materially from its carrying amount. Any accumulated depreciation at the date of revaluation is eliminated against the gross carrying amount of the assets, and the net amount is restated to the revalued amount of the asset. All other property, plant and equipment is stated at historical cost less depreciation. Historical cost includes expenditure that is directly attributable to the acquisition of the items.

Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the Group and the cost of the item can be measured reliably. The carrying amount of the replaced part is derecognised. All other repairs and maintenance are charged to profit or loss during the financial period in which they are incurred.

Increases in the carrying amount arising on revaluation of freehold land and buildings and buildings on leasehold land are credited to other comprehensive income and shown as revaluation reserve in shareholders' equity. Decreases that offset previous increases of the same asset are charged in other comprehensive income and debited against the revaluation reserve directly in equity; all other decreases are charged to profit or loss.

Land is not depreciated. Depreciation on other assets is calculated using the straight-line method to allocate their cost or revalued amounts to their residual values over their estimated useful lives, as follows:

Buildings and buildings on long leasehold land	2.0% to 5.0%
Plant, equipment and other assets	10.0% to 50.0%
Motor vehicles	20.0% to 33.0%
Furniture and fittings	5.0% to 22.0%

Property, plant and equipment (Continued)

The assets' residual values and useful lives are reviewed, and adjusted if appropriate, at the end of each reporting period.

An asset's carrying amount is written down immediately to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable amount.

Gains and losses on disposals are determined by comparing the proceeds with the carrying amount and are recognised within 'Other operating income/(expenses)-net' in profit or loss. On disposal of revalued assets, the surplus on revaluation remaining in revaluation reserve for these assets is transferred to retained earnings.

Property, plant and equipment which have been funded through finance leases are depreciated over the shorter of the useful life of the asset and the lease term.

Borrowing costs incurred for the construction of any qualifying asset are capitalised during the period of time that is required to complete and prepare the asset for its intended use. Other borrowing costs are expensed.

Investment property

Properties that are held for long-term rental yields or for capital appreciation or both, and that are not occupied by the Group or the Company, are classified as investment properties. Investment properties comprise office buildings and retail outlets leased out under operating lease agreements.

Some properties may be partially occupied by the Group, with the remainder being held for rental income or capital appreciation. If that part of the property occupied by the Group can be sold separately, the Group accounts for the portions separately. The portion that is owner-occupied is accounted for under IAS 16, and the portion that is held for rental income or capital appreciation or both is treated as investment property under IAS 40. When the portions cannot be sold separately, the whole property is treated as investment property only if an insignificant portion is owner-occupied. The Group considers the owner-occupied portion as insignificant when the property is more than 95% held to earn rental income or capital appreciation. In order to determine the percentage of the portions, the Group uses the size of the property measured in square metre.

Recognition of investment properties takes place only when it is probable that the future economic benefits that are associated with the investment property will flow to the entity and the cost can be measured reliably. This is usually when all risks are transferred.

Investment properties are measured initially at cost, including transaction costs. The carrying amount includes the cost of replacing parts of an existing investment property at the time the cost has incurred if the recognition criteria are met; and excludes the costs of day-to-day servicing of an investment property. Subsequent to initial recognition, investment properties are stated at fair value, which reflects market conditions at the reporting date. Gains or losses arising from changes in the fair value of investment properties are included in profit or loss in the year in which they arise. Subsequent expenditure is included in the asset's carrying amount only when it is probable that future economic benefits associated with the item will flow to the Group and the cost of the item can be measured reliably. All other repairs and maintenance costs are charged to profit or loss during the financial period in which they are incurred.

The fair value of investment properties is based on the nature, location and condition of the specific asset. The fair value is calculated on the basis of recent transactions in similar properties adjusted, if necessary, for any difference in the nature, location or condition of the specific asset. The fair value of investment property does not reflect future capital expenditure that will improve or enhance the property and does not reflect the related future benefits from this future expenditure. These valuations are performed annually by external appraisers.

The Group only enters as lessor into lease agreements that are classified as operating leases (IAS 17). A lease is classified as an operating lease if it does not transfer substantially all the risks and rewards incidental to ownership. The properties leased out under operating leases are included in 'Investment properties'. Lease incentives are recognised as a reduction of rental income on a straight-line basis over the lease term. The Group makes payments to agents for services in connection with negotiating lease contracts with the Group's lessees. The letting fees are capitalised within the carrying amount of the related investment property and depreciated over the lease term.

1 SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

Right of use assets

Following the adoption of IFRS 16, the Group has presented the right of use assets separately in the statement of financial position. Alternatively, the Group may choose to resent right of use assets that do not meet the definition of investment property within property, plant and equipment.

Right-of-use assets are measured at cost comprising the following:

• the amount of the initial measurement of lease liability

• any lease payments made at or before the commencement date less any lease incentives received

• any initial direct costs, and

• restoration costs.

Right-of-use assets are generally depreciated over the shorter of the asset's useful life and the lease term on a straight-line basis. If the group is reasonably certain to exercise a purchase option, the right-of-use asset is depreciated over the underlying asset's useful life. While the group revalues its land and buildings that are presented within property, plant and equipment, it has chosen not to do so for the right-of-use buildings held by the group.

Payments associated with short-term leases of equipment and vehicles and all leases of low-value assets are recognised on a straight-line basis as an expense in profit or loss. Short-term leases are leases with a lease term of 12 months or less. Low-value assets comprise IT equipment and small items of office furniture.

Insurance contracts

(a) Classification

One of the Group's subsidiary issues contracts that transfer insurance risk. Insurance contracts are those contracts that transfer significant insurance risk. Such contracts may also transfer financial risk. As a general guideline, the Group defines as significant insurance risk the possibility of having to pay benefits on the occurrence of an insured event that are at least 10% more than the benefits payable if the insured event did not occur.

(b) Recognition and measurement

The Group issues long-term insurance contracts with fixed and guaranteed terms. These contracts insure events associated with human life (for example death, or survival) over a long duration. Premiums are recognised as revenue when they become payable by the contract holder. Premiums are shown before deduction of commission.

Benefits are recorded as an expense when they are incurred.

A liability for contractual benefits that are expected to be incurred in the future is recorded when the premiums are recognised. The liability is determined as the sum of the expected discounted value of the benefit payments and the future administration expenses that are directly related to the contract, less the expected discounted value of the theoretical premiums that would be required to meet the benefits and administration expenses based on the valuation assumptions used (the valuation premiums).

The liability is based on assumptions as to mortality, persistency, maintenance expenses and investment income that are established at the time the contract is issued. A margin for adverse deviations is included in the assumptions.

The liabilities are recalculated at each reporting date using the assumptions established at valuation date.

(c) Minimum capital requirement test

As required by the Long Term Insurance Solvency Rules, an insurer shall at all times maintain a solvency margin that is at least equal to the Minimum Capital Requirement. The Minimum Capital Requirement for an insurer shall be determined by its actuary as the higher of a stress test requirement determined in accordance with guidelines issued by the Financial Services Commission to ensure that the long-term insurer remains solvent or the higher of an amount of Rs 25 million or an amount representing 13 weeks' operating expenses. The purpose of the set stress requirement is to quantify the minimum level of assets in excess of liabilities so as to enable the insurer to meet all the obligations as and when they are due and to provide sufficient cushion against adverse deviations in experience in any of the variables used in the valuation of liabilities. Stress Test Requirements equals the higher of the "Termination Capital Adequacy Requirements" (TCAR) and the "Ordinary Capital Adequacy Requirements" (OCAR).

As set out in (b) above, long-term insurance contracts with fixed terms are measured based on assumptions set out at the valuation date.

(d) Reinsurance contracts held

Contracts entered into by one of the Group's subsidiaries with reinsurers under which the subsidiary is compensated for losses on one or more contracts issued by the subsidiary and that meet the classification requirements for insurance contracts in (a) above are classified as reinsurance contracts held. Contracts that do not meet these classification requirements are classified as financial assets. Insurance contracts entered into by the subsidiary under which the contract holder is another insurer (inwards reinsurance) are included with insurance contracts.

1 SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

Insurance contracts (Continued)

(d) Reinsurance contracts held (Continued)

The benefits to which the subsidiary is entitled under its reinsurance contracts held are recognised as reinsurance assets. These assets consist of short-term balances due from reinsurers (classified within loans and receivables), as well as longer term receivables (classified as reinsurance assets) that are dependent on the expected claims and benefits arising under the related reinsured insurance contracts. Amounts recoverable from or due to reinsurers are measured consistently with the amounts associated with the reinsured insurance contracts and in accordance with the terms of each reinsurance contract.

Reinsurance liabilities are primarily premiums payable for reinsurance contracts and are recognised as an expense when due. In certain cases a reinsurance contract is entered into retrospectively to reinsure a notified claim under the subsidiary's property or casualty insurance contracts. Where the premium due to the reinsurers differs from the liability established by the subsidiary for the related claim, the difference is amortised over the estimated remaining settlement period.

The subsidiary assesses its reinsurance assets for impairment on a quarterly basis. If there is objective evidence that the reinsurance asset is impaired, the subsidiary reduces the carrying amount of the reinsurance asset to its recoverable amount and recognises that impairment loss in profit or loss. The subsidiary gathers the objective evidence that a reinsurance asset is impaired using the same process adopted for financial assets held at amortised cost. The impairment loss is also calculated following the same method used for these financial assets.

(e) Receivables and payables related to insurance contracts

Receivables and payables are recognised when due. These include amounts due to and from agents, brokers and insurance contract holders. If there is objective evidence that the insurance receivable is impaired, the Company reduces the carrying amount of the insurance receivable accordingly and recognises that impairment loss in profit or loss. The Company gathers the objective evidence that an insurance receivable is impaired using the same process adopted for loans and receivables. The impairment loss is also calculated under the same method used for these financial assets.

Intangible assets

(a) Goodwill

Goodwill arises on the acquisition of subsidiaries, associates and joint ventures and represents the excess of the consideration transferred over the Group's interest in net fair value of the net identifiable assets, liabilities and contingent liabilities of the acquiree and the fair value of the non-controlling interest in the acquiree.

For the purpose of impairment testing, goodwill acquired in a business combination is allocated to each of the CGUs, or groups of CGUs, that is expected to benefit from the synergies of the combination. Each unit or group of units to which the goodwill is allocated represents the lowest level within the entity at which the goodwill is monitored for internal management purposes. Goodwill is monitored at the operating segment level.

Goodwill impairment reviews are undertaken annually or more frequently if events or changes in circumstances indicate a potential impairment. The carrying value of goodwill is compared to the recoverable amount, which is the higher of value in use and the fair value less costs to sell. Any impairment is recognised immediately as an expense and is not subsequently reversed.

(b) Computer software costs

Acquired computer software licenses are capitalised on the basis of costs incurred to acquire and bring to use the specific software.

These costs are amortised over their estimated useful life (5 years).

Costs associated with developing or maintaining computer software programmes are recognised as an expense as incurred.

(c) Patent rights and licences

Separately acquired patents and licences are initially recognised at cost. Subsequently, they are carried at cost less amortisation. Amortisation is calculated using the straight-line method to allocate the cost of patent and licences over their useful lives of 5 – 15 years.

1 SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

Intangible assets (Continued)

(d) Indefeasible Rights of Use ("IRU")

Capacity purchased on an Indefeasible rights of use ("IRU") basis is shown under non-current assets. The IRU is amortised on a straight-line basis over the contract period of 15 years from the effective date of the IRU's purchase. Remaining useful life is approximately is 8 years.

Impairment of non-financial assets

Intangible assets that have an indefinite useful life, for example goodwill, are not subject to amortisation and are tested annually for impairment. Assets that are subject to amortisation are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less costs to sell and value in use. For the purposes of assessing impairment, assets are grouped at the lowest levels for which there are separately identifiable cash flows (cash-generating units). Prior impairment of non-financial assets (other than goodwill) are reviewed for possible reversal at each reporting date.

Trade receivables

Trade receivables are amounts due from customers for goods and services sold in the ordinary course of the business. They are generally due for settlement within 30 and 90 days and therefore are all classified as current. Trade receivables are recognised initially at the amount of consideration that is unconditional unless they contain significant financing components, when they are recognised at fair value. The Company holds the trade receivables with the objective to collect the contractual cash flows and therefore measures them subsequently at amortised cost using the effective interest method.

The Group and Company apply the IFRS 9 simplified approach to measuring ECL which uses a lifetime expected loss allowance for trade receivables

Trade receivables have been grouped based on shared credit characteristics and the days past due. The expected loss rates are based on the payment profiles of sales over the last 3 years and the corresponding historical credit losses experienced within this period. The historical loss rates are adjusted to reflect current and forward-looking information on macro-economic factors affecting the ability of the customers to settle the receivables. The Company has identified Gross Domestic Product (GDP) to be the most relevant factors, and accordingly adjusts the historical loss rates based on expected changes in these factors.

Inventories

Inventories are stated at the lower of cost and net realisable value. Cost is determined using the average cost ("AVCO") method and includes all costs incurred in bringing the inventories to their present location and condition. The cost of finished goods and work-in progress comprises purchase price, materials and all applicable expenses. It excludes borrowing costs. Net realisable value is the estimated selling price in the ordinary course of business, less applicable variable selling expenses.

Property held for resale

Non-current assets are classified as held for sale when their carrying amount is to be recovered principally through a sale transaction and sale is considered highly probable. They are stated at the lower of carrying amount and fair value less costs to sell.

Cash and cash equivalents

In the statement of cash flows, cash and cash equivalents includes cash in hand, deposits held at call with banks, other short-term highly liquid investments with original maturities of three months or less and bank overdrafts. In the statement of financial position, bank overdrafts are shown within borrowings in current liabilities.

Share capital

Ordinary shares are classified as equity.

Trade payables

Trade payables are obligations to pay for goods and services that have been acquired in the ordinary course of business from suppliers. Accounts payable are classified as current liabilities if payment is done within one year or less. If not they are presented as non-current liabilities. Trade payables are recognised initially at fair value and subsequently measured at amortised cost using the effective interest method.

1 SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

Borrowings

Borrowings are recognised initially at fair value, net of transaction costs incurred. Borrowings are subsequently stated at amortised cost; any difference between the proceeds (net of transaction costs) and the redemption value is recognised in profit or loss over the period of the borrowings using the effective interest method.

Fees paid on the establishment of loan facilities are recognised as transaction costs of the loan to the extent that it is probable that some or all of the facility will be drawn down. In this case, the fee is deferred until the draw-down occurs.

To the extent there is no evidence that it is probable that some or all of the facility will be drawn down, the fee is capitalised as a pre-payment for liquidity services and amortised over the period of the facility to which it relates.

Borrowings are classified as current liabilities unless the Group has an unconditional right to defer settlement of the liability for at least 12 months after the end of the reporting period.

Current and deferred income tax

The tax expense for the period comprises current and deferred income tax. Tax is recognised in profit or loss, except to the extent that it relates to items recognised in other comprehensive income or directly in equity. In this case, the tax is also recognised in other comprehensive income or directly in equity. The current income tax charge is calculated on the basis of the tax laws enacted or substantively enacted at the end of the reporting period in the countries where the Company's subsidiaries and associates operate and generate taxable income. The directors periodically evaluate positions taken in tax returns with respect to situations in which applicable tax regulations is subject to interpretation. It establishes provisions where appropriate on the basis of amounts expected to be paid to the tax authorities.

Deferred income tax is provided in full, using the liability method, on all temporary differences arising between the tax bases of assets and liabilities and their carrying amounts in the financial statements. However, deferred tax liabilities are not recognised if they arise from the initial recognition of goodwill, deferred income tax is not accounted for if it arises from initial recognition of an asset or liability in a transaction other than a business combination that at the time of the transaction affects neither accounting nor taxable profit or loss. Deferred income tax is determined using tax rates (and laws) that have been enacted or substantively enacted by the end of the reporting period and are expected to apply when the related deferred income tax asset is realised or the deferred income tax liability is settled.

Deferred income tax assets are recognised to the extent that it is probable that future taxable profit will be available against which the temporary differences can be utilised.

Deferred income tax is provided on temporary differences arising on investments in subsidiaries and associates, except for deferred income tax liability where the timing of the reversal of the temporary difference is controlled by the group and it is probable that the temporary difference will not reverse in the foreseeable future.

Deferred income tax assets and liabilities are offset when there is a legally enforceable right to offset current tax assets against current tax liabilities and when deferred income tax assets and liabilities relate to income taxes levied by the same taxation authority on the same taxable entity.

Provisions

Provisions are recognised when: the Group has a present legal or constructive obligation as a result of past events; it is probable that an outflow of resources will be required to settle the obligation; and the amount has been reliably estimated. Restructuring provisions comprise lease termination penalties and employee termination payments. Provisions are not recognised for future operating losses.

Where there are a number of similar obligations, the likelihood that an outflow will be required in settlement is determined by considering the class of obligations as a whole. A provision is recognised even if the likelihood of an outflow with respect to any one item included in the same class of obligations may be small.

Provisions are measured at the present value of the expenditures expected to be required to settle the obligation using a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the obligation. The increase in the provision due to passage of time is recognised as interest expense.

NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2020 (CONTINUED)

1 SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

Provision for asset retirement obligations

This provision relates to the estimated cost of dismantling and removing an item of property, plant and equipment and restoring the site on which the item is located to its original condition. The Group provides for the anticipated costs associated with the restoration of leasehold property to its original condition at inception of the lease, including the removal of items included in plant and equipment that is erected on leased land.

The Group only recognises these decommissioning costs for the proportion of its overall number of sites for which it expects decommissioning to take place. The expected percentage has been based on actual experience in the respective operations.

A provision is made for the present value of the estimated future decommissioning costs at the end of the life of the site/expected lease term. When this provision gives rise to future economic benefits, an asset is recognised, otherwise the costs are charged to profit or loss. The estimated cost is discounted at a pre-tax rate that reflects current market assessments of the time value of money. The increase in the decommissioning provision due to the passage of time is recognised as a finance cost.

Employee benefits

(a) Pension obligations

The Group has both defined benefit and defined contribution plans. Typically, defined benefit plans define an amount of pension benefit that an employee will receive on retirement, usually dependent on one or more factors such as age, years of service and compensation. A defined contribution plan is a pension plan under which the Group pays fixed contributions into a separate entity. The Group has no legal or constructive obligations to pay further contributions if the fund does not hold sufficient assets to pay all employees the benefits relating to employee service in the current and prior periods.

• Defined benefit pension

Group companies operate various pension schemes for employees eligible for a defined benefit schemes. The schemes are generally funded through payments to insurance companies or trustee-administered funds, determined by periodic actuarial calculations.

The liability recognised in the statement of financial position in respect of defined benefit pension plans is the present value of the defined benefit obligation at the end of the reporting period less the fair value of plan assets. The defined benefit obligation is calculated annually by independent actuaries using the projected unit credit method. The present value of the defined benefit obligation is determined by discounting the estimated future cash outflows using interest rates of high-quality corporate bonds that are denominated in the currency in which the benefits will be paid and that have terms to maturity approximating to the terms of the related pension liability. In countries where there is no deep market in such bonds, the market rates on government bonds are used.

Actuarial gains and losses arising from experience adjustments and changes in actuarial assumptions are charged or credited to other comprehensive income in the period in which they arise.

Past-service costs are recognised immediately in profit or loss.

Where employees are not covered under defined pension scheme, the present value of severance allowances calculated on the basis the enacted laws in the countries where the respective entity operates has been provided for. The present value of severance allowances has been disclosed within unfunded obligations under retirement benefit obligations.

• Defined contribution plan

For defined contribution plans, the Group pays contributions to publicly or privately administered pension insurance plans on a mandatory, contractual or voluntary basis. The Group has no further payment obligations once the contributions have been paid. The contributions are recognised as employee benefit expense when they are due. Prepaid contributions are recognised as an asset to the extent that a cash refund or a reduction in the future payments is available.

NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2020 (CONTINUED)

1 SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

Employee benefits (Continued)

(b) Other post-employment obligations

Some group companies provide post-retirement healthcare and other benefits apart from pensions to their retirees. The entitlement to these benefits is usually conditional on the employee remaining in service up to retirement age and the completion of a minimum service period. The expected costs of these benefits are accrued over the period of employment using the same accounting methodology as used for defined benefit pension plans. Actuarial gains and losses arising from experience adjustments and changes in actuarial assumptions are charged or credited to other comprehensive income in the period in which they arise. These obligations are valued annually by independent qualified actuaries.

(c) Termination benefits

Termination benefits are payable when employment is terminated by a group entity before the normal retirement date, or whenever an employee accepts voluntary redundancy in exchange for these benefits. The Group recognises termination benefits at the earlier of the following dates: (a) when the Group can no longer withdraw the offer of those benefits; and (b) when the entity recognises costs for a restructuring that is within the scope of IAS 37 and involves the payment of termination benefits. In the case of an offer made to encourage voluntary redundancy, the termination benefits are measured based on the number of employees expected to accept the offer. Benefits falling due more than 12 months after the end of the reporting period are discounted to their present value.

(d) Profit-sharing and bonus plans

The Group recognises a liability and an expense for bonuses and profit-sharing, based on a formula that takes into consideration the profit attributable to the company's shareholders after certain adjustments. The Group recognises a provision where contractually obliged or where there is a past practice that has created a constructive obligation.

Leases

Until the 2018 financial year, leases of property, plant and equipment were classified as either finance leases or operating leases. From 1 January 2019, leases are recognised as a right-of-use asset and a corresponding liability at the date at which the leased asset is available for use by the group.

Until 31 December 2018, leases of property, plant and equipment where the group, as lessee, had substantially all the risks and rewards of ownership were classified as finance leases. Finance leases were capitalised at the lease's inception at the fair value of the leased property or, if lower, the present value of the minimum lease payments. The corresponding rental obligations, net of finance charges, were included in other short-term and long-term payables. Each lease payment was allocated between the liability and finance cost. The finance cost was charged to profit or loss over the lease period so as to produce a constant periodic rate of interest on the remaining balance of the liability for each period. The property, plant and equipment acquired under finance leases was depreciated over the asset's useful life, or over the shorter of the asset's useful life and the lease term if there is no reasonable certainty that the group will obtain ownership at the end of the lease term.

Leases in which a significant portion of the risks and rewards of ownership are retained by the lessor are classified as operating leases. Payments made under operating leases (net of any incentives received from the lessor) are charged to profit or loss on a straight-line basis over the period of the lease.

Lease income from operating leases where the group is a lessor is recognised in income on a straight-line basis over the lease term. Initial direct costs incurred in obtaining an operating lease are added to the carrying amount of the underlying asset and recognised as expense over the lease term on the same basis as lease income. The respective leased assets are included in the balance sheet based on their nature. The group did not need to make any adjustments to the accounting for assets held as lessor as a result of adopting the new leasing standard.

Revenue from contract with customers recognition

Revenue from contract with customers is recognised to the extent that it is probable that the economic benefits will flow to the Group and revenue can be reliably measured. The following specific criterias must also be met. Revenue is recognised when the significant risks and rewards of ownership of the goods have passed to the buyer and upon customer acceptance if any, or performance of services, net of value added taxes and discounts. The Group's turnover reflects the invoiced value derived from operations.

NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2020 (CONTINUED)

1 SIGNIFICANT ACCOUNTING POLICIES (CONTINUED)

Revenue from contracts with customers recognition (Continued)

Revenues from pre-paid phone cards are recognised based on actual usage by the customers.

Other revenues earned by the Group are recognised on the following bases:

(i) Dividend income is recognised when the shareholder's right to receive payment is established.

(ii) Interest income is recognised using the effective interest method. Interest income includes accrued discount on Treasury Bills.

(iii) Commitment fee is recognised at the time of the signature of the lease agreement.

(iv) Rental income from operating leases is recognised on a straight-line basis over the lease term. When the Group provides incentives to its customers, the cost of incentives are recognised over the lease term, on a straight-line basis, as a reduction of rental income.

Life assurance fund

At the end of every year the amount of the liabilities of the life assurance fund is established. Effective from the year 2004, the adequacy of the fund is determined annually by actuarial valuation. Under current legislation, an annual actuarial reporting is required by Financial Services Commission. Based on the annual actuarial valuation, the actuary recommends the bonus declaration and the amount of actuarial surplus that can be transferred from profit or loss.

Dividend distribution

Dividend distribution to the Group's shareholders is recognised as a liability in the Group's financial statements in the period in which dividends are approved by the Group's shareholders.

2 FINANCIAL RISK MANAGEMENT

The Group's activities expose it to a variety of financial risks: market risk (including foreign exchange risk, price risk and interest rate risk), credit risk and liquidity risk. The Group's overall financial risk management programme focuses on the unpredictability of financial markets and seeks to minimise potential adverse effects on the financial performance of the Group.

Risk management is carried out under policies approved by the Board of directors.

(a) Market risk

• Foreign exchange risk

The Group operates internationally and is exposed to foreign exchange risk arising from various currency exposures, primarily with respect to the United States dollar ("USD"), Euro ("EUR"), Great Britain Pound ("GBP") and Indian rupee ("INR"). Foreign exchange risk arises from future commercial transactions, recognised assets and liabilities and net investments in foreign operations.

Group companies individually manage foreign exchange risk against their functional currency by:

(i) Forecasting their requirements for foreign currencies and retaining, wherever possible, such amounts necessary to settle amounts denominated in foreign currencies.

(ii) Buying foreign currencies at forward rates or negotiated spot rate with commercial banks. Selling excess foreign currencies on the local market.

NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2020 (CONTINUED)

2 FINANCIAL RISK MANAGEMENT (CONTINUED)

(a) Market risk (Continued)

Sensitivity analysis

The profitability of the Group and Company is sensitive to foreign exchange gains/losses on translation of fair value through OCI, loans and receivables, cash and cash equivalents, net of borrowings and trade and other payables. The tables below depicts the sensitivity of the Group's and Company's post tax profit to changes in the exchange rates of the major currencies to which the Group and Company is exposed.

	USD	EUR	GBP	INR
Group - 2020	**%**	**%**	**%**	**%**
Hypothetical rate of appreciation/(depreciation) of the Mauritian rupee against the foreign currency	**(8)**	**(19)**	**(12)**	**(5.5)**
	USD	**EUR**	**GBP**	**INR**
	Rs'000	**Rs'000**	**Rs'000**	**Rs'000**
Hypothetical effect on group post tax profit:				
Increase/(Decrease) in post tax profit for the year ended 31 December 2020	**(20,633)**	**81,619**	**(34,989)**	**(16,731)**
Group - 2019				
Hypothetical rate of appreciation/(depreciation) of the Mauritian rupee against the foreign currency	(6)	(4)	(9)	(4)
Hypothetical effect on group post tax profit:				
Increase/ (decrease) in post tax profit for the year ended 31 December 2019	(6,056)	9,103	(33,781)	(10,174)

	2020		2019	
	USD	**EUR**	USD	EUR
	%	**%**	%	%
Company				
Hypothetical rate of appreciation/(depreciation) of the Mauritian rupee against the foreign currency	**(8)**	**(19)**	(6)	(4)
	USD	**EUR**	USD	EUR
	Rs'000	**Rs'000**	Rs'000	Rs'000
Increase/(Decrease) in post tax profit for the year ended 31 December	**(62)**	**(126)**	(14)	19

2 FINANCIAL RISK MANAGEMENT (CONTINUED)

• Price risk

The Group is exposed to equity securities price risk in respect of the financial assets at fair value through other comprehensive income and financial assets at fair value through profit or loss. The Group is not exposed to commodity price risk. The Group's strategy for its financial assets at fair value through OCI is to hold them for long term capital appreciation and is not influenced by short term market fluctuations. However, the Directors monitor the equity markets on a daily basis and the Board of Directors meet on a regular basis to review the performance of these investments.

The financial assets at fair value through other comprehensive income consists primarily of investment in a company incorporated in India and listed on the Bombay Stock Exchange and the National Stock Exchange. During the year ended 31 December 2020, the market price of this investment has gained **11.7%** (2019 – 46%) of its value compared to the market price in 2019. At 31 December 2020, if the price of the investment had increased / decreased by a further **11.7%** (2019 – 10%), with all variables held constant, equity would have been **Rs 37 million** (2019 – Rs 25 million) higher/ lower.

The value of quoted shares held at fair value through profit or loss would have increased/decreased by **Rs 25 million** (2019 – Rs 29 million) if a change of 10% occurred in the share price. The value of unquoted shares held at fair value through profit or loss would have increased/decreased by **Rs 9 million** (2019 – Rs 11 million) if a change of 10% occurred in the share price.

The Group is not exposed to any other significant price risk at 31 December 2020.

• Interest rate risk

The Group analyses its interest rate exposure on a dynamic basis. Various scenarios are simulated taking into consideration refinancing, renewal of existing positions and alternative financing. Based on these scenarios, the Group calculates the impact on profit or loss of a defined interest rate shift. For each simulation, the same interest rate shift is used for all currencies. The scenarios are run only for liabilities that represent the major interest-bearing positions.

The Group takes on exposure to the effects of fluctuations in the prevailing levels of market interest rates on with respect to its interest bearing assets and liabilities.

The significant interest-bearing assets include loans, hire purchase debtors and cash at bank. The loans arising on the life assurance business are on a fixed interest rate basis and are not subject to interest rate fluctuations. Interest on hire purchase debtors is fixed by law and is also not subject to interest rate fluctuations. The effective interest rate on cash and cash equivalents was **0.05%** (2019 – 0.01%); the impact of a 0.75% shift would cause a maximum shift in the post tax profit of **Rs 3,983,000** (2019 – Rs 3,678,000).

With respect to interest-bearing liabilities, significant interest rate risk arises on the Group bank loans which are at variable rates. The effective interest charge on bank loans was **3.3%** (2019 – 4.2%); the impact of a 0.75% shift would cause a maximum shift in post tax profit of **Rs 42,095,000** (2019 – Rs 35,476,000).

The Company's effective interest charge on bank loans was **4.7%** (2019 – 9.9%); the impact of a 0.75 % shift would cause a maximum shift in post tax profit of **Rs 19,078,000** (2019 – Rs 11,291,000).

(b) Credit risk

Credit risk arises from cash and cash equivalents, loans and receivables and financial assets at fair value through OCI.

For cash and cash equivalents, the Group and Company transacts with only highly reputable financial institutions. The Directors have assessed that the credit risk associated with cash and cash equivalents is insignificant based on the historical information of the financial strengths of the financial institutions.

Due to the diversity of the Group's activities, the credit risks associated with each type of receivables are managed according to their nature and are described below. The credit quality of these receivables is provided in Note 18.

The credit quality of financial assets at fair value through OCI is disclosed in Note 16. Credit risk is managed by the Board of each subsidiary.

2 FINANCIAL RISK MANAGEMENT (CONTINUED)

(b) Credit risk (Continued)

Trade receivables

The Group has policies in place to control the level of debts to ensure that sale of products and services are made to customers with an appropriate credit history. Such policies include credit vetting before sale, setting up credit limits, disconnection (cellular phone and pay TV subscribers) and subscription payments through direct debits amongst others.

Loans and other loans receivable

Exposure to credit risk for loans receivable is managed through analysis of the ability of borrowers to meet interest and capital repayment obligations and by changing the lending limits where appropriate. Exposure to credit risk is also managed by obtaining collaterals and guarantees, fixed charges are sought from mortgage borrowers.

Hire purchase debtors

Hire purchase debtors comprise of a wide variety of customers buying on hire purchase facilities and are from different sectors of the economy. The Group has no significant concentrations of credit risk and has policies in place to ensure that the vetting criteria are assessed and reviewed in order to take into consideration economic realities. All credit applications go through a rigorous vetting process and material contracts are subject to management approval. At the level of operations, outstanding debts are continuously monitored and relevant provisions/diminution in value is recognised as and when they become apparent.

The maximum exposure to credit risk is represented by the book values of the receivables carried in the statement of financial position without taking into account the value of any collateral obtained. Hire purchase debtors are secured over the hire purchase assets and the latter's fair values approximate the carrying amounts of hire purchase debtors at the reporting date.

Rating of assets bearing credit risks

Credit Ratings	2020 Rs'000	2019 Rs'000
A+	**8,755**	2,158
A	**12191**	-
A-*	**2,362**	2,099
AAA	**-**	2,084
AA-	**53,681**	18,069
A1	**-**	4,920
A2	**-**	7,341
A3	**-**	3,783
Aa3	**-**	23,505
BBB+	**13,627**	8,553
BBB-*	**300,011**	254,364
Baa1**	**8,601**	228,017
Baa2**	**-**	57,364
Baa3**	**-**	13,648
CARE MAU AA	**28,216**	7,000
CARE MAU A+	**10,000**	-
CARE MAU A+*	**10,327**	-
CARE MAU A*	**17,465**	20,260
CARE MAU A-	**2,363**	-
CARE MAU AA*	**7,241**	21,621
CARE MAU AAA	**31,338**	-

The remaining assets bearing credit risks are unrated. *The ratings for foreign investments were taken from ratings provided by Standard & Poor's. ** The ratings for local equity (MCB and SBM) and for government treasury bills and notes were taken from ratings provided by Moody's. *** The ratings for local equity were taken from ratings provided by Care Ratings.The unrated assets consist of equity investments, secured housing and policy loans, unsecured and secured loans receivable from related parties, other receivables, fixed deposits from financial institutions and cash balances.

2 FINANCIAL RISK MANAGEMENT (CONTINUED)

(c) Liquidity risk

Prudent liquidity risk management policies implies maintaining sufficient cash, the availability of funding through an adequate amount of committed credit facilities and the ability to close out market positions. Due to the dynamic nature of the underlying businesses, the finance department aims at maintaining flexibility in funding by keeping committed credit lines available.

The tables below analyses the Group's and Company's financial liabilities into relevant maturity groupings based on the remaining period at the reporting date to the contractual maturity date. The amounts disclosed in the table are the contractual undiscounted cash flows. Trade and other payables are due within 12 months and therefore approximate their carrying balances as the impact of discounting is not significant.

	Less than 1 year	Between 1 and 2 years	Between 2 and 5 years	Later than 5 years	Total
	Rs'000	Rs'000	Rs'000	Rs'000	Rs'000
Group					
At 31 December 2020					
Borrowings	**3,038,638**	**757,137**	**2,500,895**	**2,523,397**	**8,820,067**
Lease liabilities	**199,519**	**181,297**	**385,440**	**1,031,985**	**1,798,241**
Trade and other payables	**1,136,093**	**8,067**	**-**	**-**	**1,144,160**
Life assurance funds	**82,748**	**69,440**	**240,575**	**547,336**	**940,099**
	4,456,998	**1,015,941**	**3,126,910**	**4,102,718**	**12,702,567**
At 31 December 2019 (Restated)					
Borrowings	2,723,826	915,441	2,370,334	1,733,338	7,742,939
Lease liabilities	211,985	182,365	398,583	1,073,854	1,866,787
Trade and other payables	1,485,811	6,825	-	-	1,492,636
Life assurance funds	114,183	85,354	288,861	511,465	999,863
	4,535,805	1,189,985	3,057,778	3,318,657	12,102,225

	Less than 1 year	Between 1 and 2 years	Between 2 and 5 years	Later than 5 years	Total
	Rs'000	Rs'000	Rs'000	Rs'000	Rs'000
Company					
At 31 December 2020					
Borrowings	**2,255,522**	**401,097**	**1,227,427**	**92,621**	**3,976,667**
Lease liabilities	**15,096**	**13,748**	**24,055**	**13,766**	**66,665**
Trade and other payables	**45,914**	**-**	**-**	**-**	**45,914**
Guarantees	**313,041**	**-**	**-**	**-**	**313,041**
	2,629,573	**414,845**	**1,251,482**	**106,387**	**4,402,287**
At 31 December 2019					
Borrowings	2,310,639	609,536	1,388,182	109,656	4,418,013
Lease liabilities	11,030	10,869	19,949	14,207	56,055
Trade and other payables	66,396	-	-	-	66,396
Guarantees	576,225	-	-	-	576,225
	2,964,290	620,405	1,408,131	123,863	5,116,689

2 FINANCIAL RISK MANAGEMENT (CONTINUED)

(d) Fair value estimation

The fair value of financial assets at fair value through OCI that are traded in active markets is based on quoted market prices at the reporting date. The quoted market price used for financial assets held by the Group and Company is the current bid price.

The fair value of financial instruments that are not traded in an active market (for example, unquoted shares) is determined using valuation techniques. The Group and Company use a variety of methods and make assumptions that are based on market conditions existing at each reporting date. Quoted market prices or dealer quotes for similar instruments are used for long term debt. Other techniques, such as discounted cash flows, are used to determine the fair value of the remaining instruments.

The carrying amounts of loans and receivables less impairment provision are assumed to approximate their fair values. The carrying values of financial liabilities also approximate their fair values.

• Fair values hierarchy

In accordance with the amendment to IFRS 13, the Group and Company classify fair value measurements using a fair value hierarchy that reflects the significance of the inputs used in making the measurements. The fair value hierarchy has the following levels:

• Quoted prices (unadjusted) in active markets for identical assets or liabilities (level 1).

• Inputs other than quoted prices included within level 1 that are observable for the asset or liability, either directly (that is, as prices) or indirectly (that is, derived from prices) (level 2).

• Inputs for the asset or liability that are not based on observable market data (that is, unobservable inputs) (level 3).

The level in the fair value hierarchy within which the fair value measurement is categorised in its entirety is determined on the basis of the lowest level input that is significant to the fair value measurement in its entirety. For this purpose, the significance of an input is assessed against the fair value measurement in its entirety. If a fair value measurement uses observable inputs that require significant adjustment based on unobservable inputs, that measurement is a level 3 measurement. Assessing the significance of a particular input to the fair value measurement in its entirety requires judgement, considering factors specific to the asset or liability.

The determination of what constitutes 'observable' requires significant judgement by the Group and Company. Management considers observable data to be that market data that is readily available, regularly distributed or updated, reliable and verifiable, not proprietary, and provided by independent sources that are actively involved in the relevant market.

The following table presents the Group's and Company's assets measured at fair values at 31 December 2020 and 2019:

	Level 1	Level 2	Level 3	Total
	Rs'000	Rs'000	Rs'000	Rs'000
Group – 2020				
Assets				
Financial assets at fair value through profit or loss				
- Trading securities	**252,898**	**-**	**89,087**	**341,985**
Land and buildings	**-**	**2,153,772**	**-**	**2,153,772**
Financial assets at fair value through OCI				
- Equity securities	**580,201**	**-**	**14,975**	**595,176**
- Debt securities	**-**	**391,584**	**-**	**391,584**
Total assets	**833,099**	**2,545,356**	**104,062**	**3,482,517**

2 FINANCIAL RISK MANAGEMENT (CONTINUED)

• Fair values hierarchy (Continued)

	Level 1 Rs'000	Level 2 Rs'000	Level 3 Rs'000	Total Rs'000
Group - 2019				
Assets				
Financial assets at fair value through profit or loss				
- Trading securities	290,961	-	111,401	402,362
Land and buildings	-	2,189,346	-	2,189,346
Financial assets at fair value through OCI				
- Equity securities	630,462	-	12,778	643,240
- Debt securities	-	73,428	-	73,428
Total assets	921,423	2,262,774	124,179	3,308,376
Company – 2020				
Assets				
Financial assets at fair value through OCI				
- Equity securities	**3**	**-**	**14,975**	**14,978**
Land and buildings	**-**	**8,144**	**-**	**8,144**
Total assets	**3**	**8,144**	**14,975**	**23,122**
Company – 2019				
Assets				
Financial assets at fair value through OCI				
- Equity securities	3	-	12,778	12,781
Land and buildings	-	8,144	-	8,144
Total assets	3	8,144	12,778	20,925

The Group is exposed to equity securities and debt securities price risks. If the fair value of the investments increases/decreases by 5%, other factors remaining unchanged, the Group's profit for the year and financial assets (at fair value through profit or loss and financial assets at fair value through OCI) would increase/decrease by **Rs 66,437,250** (2019 – Rs 55,996,500).

The Group's financial assets valued at fair value through profit or loss are directly related to the fair valuation of the investee entity. The investee entity uses various valuations methods to value its underlying investment assets. Level 3 includes all investments classified as financial assets at fair value through profit or loss. The investments have been valued using the share of net asset value ("NAV") and dividend yield of the respective investee companies. At 31 December 2020, had the fair value increased/decreased by **1%** (2019 - 1%), valuation would have increased/decreased by **Rs 894,071** (2019 – Rs 1,114,010).

The Group is exposed to equity securities and debt securities price risks as described in Note 2(a).

The Level 3 financial assets at fair value through OCI have been valued at cost and they approximate their fair values.

NOTES TO THE FINANCIAL STATEMENTS
31 DECEMBER 2020 (CONTINUED)

2 FINANCIAL RISK MANAGEMENT (CONTINUED)

• Fair values hierarchy (Continued)

The following table presents the changes in Level 3 instruments for the years ended 31 December 2020 and 2019:

	Financial asset at fair value through profit or loss Rs'000	Financial assets at fair value through OCI Rs'000	Total Rs'000
Group - 2020			
Balance at 01 January 2020	**111,401**	**12,778**	**124,179**
Total loss recognised in profit or loss	**(20,541)**	**-**	**(20,541)**
Purchases	**27**	**2,197**	**2,224**
Sales/Transfers	**(1,800)**	**-**	**(1,800)**
Balance at 31 December 2020	**89,087**	**14,975**	**104,062**
Total losses for the period included in profit or loss for assets held at the end of the reporting period	**-**	**-**	**-**
Change in unrealised gains for the period included in profit or loss for assets held at the end of the reporting period	**(20,541)**	**-**	**(20,541)**
Group - 2019			
Balance at 01 January 2019	149,911	11,989	161,900
Total gains recognised in profit or loss	(9,251)	-	(9,251)
Purchases	9	789	798
Sales/Transfers	(29,268)	-	(29,268)
Balance at 31 December 2019	111,401	12,778	124,179
Total gains for the period included in profit or loss for assets held at the end of the reporting period	-	-	-
Change in unrealised gains for the period included in profit or loss for assets held at the end of the reporting period	(9,251)	-	(9,251)

	2020 Rs'000	2019 Rs'000
Company		
Financial assets at fair value through OCI		
Balance at 01 January	**12,778**	11,989
Purchases	**2,197**	789
Balance at 31 December	**14,975**	12,778

2 FINANCIAL RISK MANAGEMENT (CONTINUED)

• Financial instruments by category

	Financial assets held at amortised cost	Financial assets at fair value through profit or loss	Financial assets at fair value through OCI	Total
	Rs'000	Rs'000	Rs'000	Rs'000
Group -2020				
Financial assets per statement of financial position:				
Financial assets held at amortised cost excluding non-financial assets	**700,509**	**-**	**-**	**700,509**
Financial assets at fair value through OCI	**-**	**-**	**986,760**	**986,760**
Financial assets at fair value through profit or loss	**-**	**341,985**	**-**	**341,985**
Cash and cash equivalents	**639,895**	**-**	**-**	**639,895**
Total	**1,340,404**	**341,985**	**986,760**	**2,669,149**
Group - Restated 2019				
Financial assets per statement of financial position:				
Financial assets held at amortised cost excluding non-financial assets	1,162,488	-	-	1,162,488
Financial assets at fair value through OCI	-	-	717,568	717,568
Financial assets at fair value through profit or loss	-	402,362	-	402,362
Cash and cash equivalents	601,847	-	-	601,847
Total	1,764,335	402,362	717,568	2,884,265

All financial assets at fair value through profit or loss are designated in this category upon initial recognition since the directors have no express intention of disposing those investments within the next 12 months.

Financial liabilities for the Group are all carried at amortised cost and are as follows:

	2020	2019
	Rs'000	Rs'000
		Restated
Group		
Financial liabilities per statement of financial position:		
Borrowings	**7,388,546**	6,601,283
Lease liabilities	**978,495**	1,044,267
Trade and other payables (excluding non- financial liabilities)	**1,144,160**	1,492,636
Life assurance fund	**940,099**	999,863
	10,451,300	10,138,049

NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2020 (CONTINUED)

2 FINANCIAL RISK MANAGEMENT (CONTINUED)

• Financial instruments by category (Continued)

	Financial assets held at amortised cost	Financial assets at fair value through OCI	Total
	Rs'000	Rs'000	Rs'000
Company - 2020			
Financial assets per statement of financial position:			
Financial assets at fair value through OCI	**-**	**14,978**	**14,978**
Financial assets held at amortised cost-excluding non financial assets	**1,215,723**	**-**	**1,215,723**
Cash and cash equivalents	**4,091**	**-**	**4,091**
Total	**1,219,814**	**14,978**	**1,234,792**
Company - 2019			
Financial assets per statement of financial position:			
Financial assets at fair value through OCI	-	12,781	12,781
Financial assets held at amortised cost-excluding non financial assets	888,255	-	888,255
Cash and cash equivalents	8,368	-	8,368
Total	896,623	12,781	909,404

Financial liabilities for the Company are all carried at amortised cost and are as follows:

	2020	2019
	Rs'000	Rs'000
Company		
Financial liabilities per statement of financial position:		
Borrowings	**3,532,259**	3,965,561
Lease liabilities	**53,562**	62,428
Trade and other payables (excluding non- financial liabilities)	**45,914**	66,396
	3,631,735	4,094,385

(e) Capital risk management

The subsidiary's objectives when managing capital are to safeguard the Group's ability to continue as a going concern in order to provide returns for shareholders and benefits for other stakeholders and to maintain an optimal capital structure to reduce the cost of capital. In order to maintain or adjust the capital structure, the Group may adjust the amount of dividends paid to shareholders, return capital to shareholders, issue new shares or sell assets to reduce debt.

The Group monitors capital on the basis of the gearing ratio. This ratio is calculated as net debt divided by total capital. Net debt is calculated as total borrowings (including 'current and non-current borrowings') as shown in the statement of financial position less cash and cash equivalents. The Group regards 'equity' as shown in the statement of financial position as being capital. Total capital is calculated as capital plus net debt.

The Board of Directors assesses the impact of each significant new investment on the gearing of the Group and Company as part of the investment appraisal process. The gearing ratios at 31 December 2020 and 2019 were as follows:

	GROUP		COMPANY	
	2020	2019	2020	2019
	Rs'000	Rs'000	Rs'000	Rs'000
		Restated		
Net debt	**6,748,651**	5,999,436	**3,528,168**	3,957,193
Capital	**1,175,185**	1,565,131	**2,066,545**	1,256,079
Total capital	**7,923,836**	7,564,567	**5,594,713**	5,213,272
Gearing ratio	**85.2%**	79.3%	**63.1%**	75.9%

2 FINANCIAL RISK MANAGEMENT (CONTINUED)

(f) Financial risk arising in the Life Assurance Business subsidiary (the "LABS")

The following relate to the LABS which is the subsidiary that operates a life assurance business.

The LABS exposes the Group to a range of financial risks through its financial assets, financial liabilities, reinsurance assets and insurance liabilities. In particular, the key financial risk is that in the long-term its investment proceeds are not sufficient to fund the obligations arising from its insurance contracts. The most important components of this financial risk are interest rate risk, equity price risk, foreign currency risk and credit risk. These risks arise from open positions in interest rate, currency and equity products, all of which are exposed to general and specific market movements. The risks that the LABS and the Group face are primarily interest rate risk and equity price risk.

The LABS manages financial risks via its Investment Committee which is mandated to achieve long-term investment returns in excess of its obligations under insurance and investment contracts. The principal technique of the Investment Committee is to match assets to the liabilities arising from insurance and investment contracts by reference to the type of benefits payable to contract holders. For each distinct class of liabilities, a separate portfolio of assets is maintained. The LABS has not changed the processes used to manage its risks from previous periods.

Fixed and guaranteed insurance contracts

Insurance contracts with guaranteed and fixed terms have benefit payments that are fixed and guaranteed at the inception of the contract. The financial component of these benefits is usually a guaranteed fixed interest rate (for the insurance contracts, this rate may apply to maturity and/or death benefits) and hence the LABS's primary financial risk on these contracts is the risk that interest income and capital redemptions from the financial assets backing the liabilities is insufficient to fund the guaranteed benefits payable.

Liquidity risk

Liquidity risk is the risk that the LABS is unable to meet its obligations when they fall due as a result of policyholder benefit payments, cash requirements from contractual commitments, or other cash outflows, such as debt maturities. Such outflows would deplete available cash resources for operational, trading and investments activities. In extreme circumstances, lack of liquidity could result in reductions in the statement of financial position and sales of assets, or potentially an inability to fulfil policyholder commitments. The risk that the LABS will be unable to do so is inherent in all insurance operations and can be affected by a range of institution-specific and marketwise events including, but not limited to, credit events, systemic shocks and natural disasters.

The LABS is exposed to daily calls on its available cash resources with regard to claims and maintains a certain level of cash resources in the bank to service the daily claims. Investments are also made in certain liquid investments such as Government Treasury bills and investments in equity shares that are traded in active markets and can be readily disposed of. The Company has also made arrangements in its reinsurance programme to cater for large claims whereby its reinsurers will pay their share of these losses within a short period of time through cash calls.

Mismatch risk

All insurance liabilities are asset backed. Mismatch risk arises when the nature, term and currency of backing assets are different from the nature, term and currency of liabilities. Nature of liabilities refers to whether they are fixed, indexed or variable (DPF) at the LABS's discretion.

2 FINANCIAL RISK MANAGEMENT (CONTINUED)

(f) Financial risk arising in the Life Assurance Business subsidiary (the "LABS") (Continued)

Mismatch risk (Continued)

The following tables indicate the estimated amount and timing of cash flows arising from the insurance liabilities and the extent of duration-matching for these contacts. They summarise the LABS's exposure to interest rate risk for these assets and liabilities. When debt securities mature, the proceeds not needed to meet the liability cash flows will be re-invested in floating rate securities. The reinvestment of these net positive proceeds in the earlier years will fund the negative cash flows displayed in the table below for the later years.

At 31 December 2020		Estimated cash flows (undiscounted)			
	Carrying amount	**0 - 5 yrs**	**5 - 10 yrs**	**10 - 15yrs**	**>15 years**
	Rs'000	**Rs'000**	**Rs'000**	**Rs'000**	**Rs'000**
Liabilities					
Life insurance - life	**933,072**	**266,864**	**200,248**	**164,279**	**192,701**
Outstanding claims	**17,487**	**17,487**	**-**	**-**	**-**
Trade and other payables	**52,036**	**52,036**	**-**	**-**	**-**
Total	**1,002,595**	**336,387**	**200,248**	**164,279**	**192,701**

At 31 December 2019		Estimated cash flows (undiscounted)			
	Carrying amount	0 - 5 yrs	5 - 10 yrs	10 - 15yrs	>15 years
	Rs'000	Rs'000	Rs'000	Rs'000	Rs'000
Liabilities					
Life insurance - life	1,002,429	321,200	237,563	211,272	277,142
Outstanding claims	15,753	15,753	-	-	-
Trade and other payables	40,262	40,262	-	-	-
Total	1,058,444	377,215	237,563	211,272	277,142

The liability period analysis does not agree with the total carrying amount due to the fact that the period analysis is undiscounted whilst the total carrying amount is discounted.

The LABS intends to manage the net cash outflows position arising from Year 5 onwards as follows:

• Investments at FVOCI would be reinvested in similar instruments at maturity;

• The value of investment portfolio classified as "financial assets at fair value through profit or loss" is expected to increase in the future as the LABS realises the fair value gain upon sale of investments and proceeds are reinvested in similar instruments;

• Amount of loans disbursed is expected to increase and hence, the interest income generated from these loans would increase.

Minimum capital requirements

The LABS has to comply with capital requirements as set out by the Financial Services Commission for insurance companies. The law requires that an insurance company manages its capital on a basis at least 100% of its minimum capital requirement ("MCR").The MCR for the LABS stands at **0.2%** for the year ended 2020 (2019 : 24%). As a result of the fall in interest rates and investment returns over the year, the LABS solvency position deteriorated to below 100%. A capital injection of **Rs 119.33 million** (2019 - Rs 88.66 million) is required as at the Balance Sheet date to restore the MCR ratio to 100%.

The Holding Company share capital injection in the LABS in 2020 amounts to Rs 81.66 million in the form of an additional capital of Rs 74.53 million and refund to the LABS for 2019 salary cost amounting to Rs 7.13 million.

The Board will consider the recommendations made by the Statutory Actuary and will inject an additional capital for the year 2020 to restore the solvency position to 100%. An application will then be made to the Financial Services Commission.

NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2020 (CONTINUED)

3 MANAGEMENT OF INSURANCE RISK

Long term insurance contracts

Insurance risk relates to the LABS.

The risk under any one insurance contract is the possibility that the insured event occurs and the uncertainty of the amount of the resulting claim. By the very nature of an insurance contract, this risk is random and therefore unpredictable.

For a portfolio of insurance contracts where the theory of probability is applied to pricing and provisioning, the principal risk that the LABS faces under its insurance contracts is that the actual claims and benefit payments exceed the carrying amount of the insurance liabilities. This could occur because the frequency or severity of claims and benefits are greater than estimated. Insurance events are random, and the actual number and amount of claims and benefits will vary from year to year from the level established using statistical techniques.

Experience shows that the larger the portfolio of similar insurance contracts, the smaller the relative variability about the expected outcome will be. In addition, a more diversified portfolio is less likely to be affected by a change in any subset of the portfolio. The LABS has developed its insurance underwriting strategy to diversify the type of insurance risks accepted and within each of these categories to achieve a sufficiently large population of risks to reduce the variability of the expected outcome.

Factors that aggravate insurance risk include lack of risk diversification in terms of type and amount of risk, geographical location and type of industry covered.

(a) Frequency and severity of claims

Insurance risk for contracts disclosed in this note is also affected by the contract holders' right to pay reduced or no future premiums, to terminate the contract completely, or to exercise a guaranteed annuity option. As a result, the amount of insurance risk is also subject to contract holder behaviour. On the assumption that contract holders will make decisions rationally, overall insurance risk can be assumed to be aggravated by such behaviour. For example, it is likely that contract holders whose health has deteriorated significantly will be less inclined to terminate contracts insuring death benefits than those contract holders remaining in good health. This results in an increasing trend of expected mortality, as the portfolio of insurance contracts reduces due to voluntary terminations.

The LABS has factored the impact of contract holders behaviour into the assumptions used to measure these liabilities associated with long term insurance contracts.

(b) Sources of uncertainty in the estimation of future benefit payments and premium receipts

Uncertainty in the estimation of future benefit payments and premium receipts for long-term insurance contracts arises from the unpredictability of long-term changes in overall levels of mortality and the variability in contract holder behaviour.

The LABS uses appropriate base tables of standard mortality according to the type of contract being written and the territory in which the insured person resides. An investigation into the actual experience of the LABS over the last three years is carried out, and statistical methods are used to adjust the crude mortality rates to produce a best estimate of expected mortality for the future. Where data is sufficient to be statistically credible, the statistics generated by the data are used without reference to an industry table. Where this is not the case, the best estimate of future mortality is based on standard industry tables adjusted for the LABS overall experience. For contracts that insure survival, an adjustment is made for future mortality improvements based on trends identified in the data and in the continuous mortality investigations performed by independent actuarial bodies. The impact of any historical evidence of selective termination behaviour will be reflected in this experience. The LABS maintains voluntary termination statistics to investigate the deviation of actual termination experience against assumptions. Statistical methods are used to determine appropriate termination rates. An allowance is then made for any trends in the data to arrive at a best estimate of future termination rates.

The LABS currently monitors default premiums by sending default notices to clients requesting for payment on a monthly basis.

The LABS's actuary determines the position of the life fund yearly and then declares bonus accordingly. Cost of all new products is determined by the actuary after thorough consideration of the mortality tables as per actuarial guides.

(c) Process used to decide on assumptions

Assumptions used to work out future liabilities under long-term insurance contracts are estimated by the LABS and its actuaries. Firstly, best estimate assumptions are worked out based on past experience and expectations of future developments. These are then adjusted with prescribed margins, as per the FSC solvency rules and actuarial guidance notes.

• Mortality

Estimates are made as to the expected number of deaths for each of the years in which the LABS is exposed to risk. These estimates are based on South African mortality tables (in the absence of local ones), adjusted where appropriate (e.g. for AIDS) to reflect the local experience. For contracts that insure the risk of longevity, prudent allowance is made for expected mortality improvements. Prescribed and additional margins are built into these estimates to allow for future uncertainty.

NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2020 (CONTINUED)

3 MANAGEMENT OF INSURANCE RISK (CONTINUED)

Long term insurance contracts (Continued)

(c) Process used to decide on assumptions (Continued)

• Morbidity

Given the low financial significance of morbidity on the LABS and its predictability, morbidity tables are not used to model morbidity claims. A simpler approach used by the actuaries is to compare morbidity premiums against morbidity claims and work out any inadequacy in the premiums charged. For the last three years, this exercise has shown that the premiums are enough to cover expected claims. Any major change to morbidity experience in the industry will however be modeled differently.

• Expenses

Expenses are estimated on a going concern basis. Per policy, expenses are split between acquisition and renewal expenses. Expenses incurred for the benefit of policies to be sold in the future are amortised over the relevant future period. Provision is made for the impact of future business volumes and inflation on expenses.

• Investment Income

Future investment return is estimated for each asset class and split between income return and capital gains. The starting point for this estimate is the risk free rate of return (government bonds), reflecting expectations of future economic and financial developments. The risk premium corresponding to the different asset types is then added based on the various risk profiles, asset term, capital growth and comparable yielding investments.

• Inflation

Investment income and inflation assumption are inter-twined. The gap between risk free returns and inflation over the last 20 years is worked out and projected into the future.

• Persistency

Policy lapse/surrenders are estimated from historical company and industry available data. These are adjusted to reflect changes in the legal, tax and business environment (e.g. removal of tax incentives or inability to surrender pension plans).

Uncertainty in the estimation of future benefit payments and premium receipts for long-term insurance contracts arises from the unpredictability of long term changes in overall levels of mortality and the variability in contract holder's behaviour.

The LABS uses appropriate base tables of standard mortality according to the type of contract being written and the territory in which the insured person resides. An investigation into the actual experience of the LABS is carried out and statistical methods are used to compare the fit of the mortality tables with the actual claims experience. Adjustments to the selected standard mortality table are then worked out to optimise the fit of the mortality model.

• Uncertainty in premium income

The LABS's actuary builds in provision for non-receipts of future premiums (arising from deaths, withdrawals, surrenders, defaults, etc.) due in his valuation basis. This basis is used to determine the position of the life fund every year. Further, cost of all new products is determined by the actuary after thorough consideration of the key assumptions.

• Uncertainty in payment of benefits

Uncertainty in benefit payments arises from changes in underlying mortality trends (e.g. mortality improvement, increasing life expectancies) and the economic environment.

The actuary builds in margins in his valuation assumptions that reflect mortality improvements/deterioration, as warranted by the particular policy being valued. For example, for endowment plans, higher deaths than expected will be a source of uncertainty in benefit payouts while for annuities; uncertainty arises from higher life expectancy.

Bonus rates are used to reduce uncertainty in payouts due to changes in the economic environment. Bonus rates are not guaranteed and are reviewed in line with current and future market prospects.

(d) Sensitivity analysis

At 31 December 2020, the actuarial liability in respect of the business issued by the LABS amounted to **Rs 1,152,591,000** (2019: Rs 1,119,517,000) as assessed by the LABS's actuary.

NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2020 (CONTINUED)

3 MANAGEMENT OF INSURANCE RISK (CONTINUED)

Long term insurance contracts (Continued)

(d) Sensitivity analysis (Continued)

The following table presents the sensitivity of the value of insurance liabilities to movements in the assumptions used in the estimation of insurance liabilities.

Assumptions	Change in Variable	Change in liability 2020 Rs'000	Change in liability 2019 Rs'000
Worsening of mortality	+ 5% p.a.	**(917)**	(1,891)
Drop in interest rate on investments	- 2% p.a.	**198,994**	159,545
Worsening of renewal expense rate	+ 10% p.a.	**11,444**	12,446
Worsening of lapse rate	+ 10% p.a.	**(14,891)**	(21,503)

The LABS's activities expose it to a variety of financial risks, including the effects of changes in debt and equity market prices, foreign currency exchange rates and interest rates. The LABS's overall risk management program focuses on the unpredictability of financial markets and seeks to minimise potential adverse effects on the financial performance of the LABS.

4 REVENUE FROM CONTRACTS WITH CUSTOMERS

	GROUP		COMPANY	
	2020 Rs'000	2019 Rs'000	**2020 Rs'000**	2019 Rs'000
		Restated		
Sale of services	**4,336,065**	4,408,134	**232**	5,699
Sale of goods	**423,069**	556,199	**-**	-
Rental income	**60,384**	53,500	**-**	-
	4,819,518	5,017,833	**232**	5,699
Timing of revenue recognition				
At a point in time	**533,091**	702,299	**-**	-
Over time	**4,286,427**	4,315,534	**232**	5,699
	4,819,518	5,017,833	**232**	5,699

5 OTHER OPERATING INCOME – NET

	GROUP		COMPANY	
	2020 Rs'000	2019 Rs'000	**2020 Rs'000**	2019 Rs'000
Other operating income:				
Dividend income	**12,863**	10,516	**283,034**	511,705
Net fair value gains on investment properties (Note 11)	**102,391**	286,405	**92**	-
Management fee income	**3,102**	7,362	**43,943**	56,738
Rental income	**9,114**	5,890	**13,082**	10,600
Other fee income	**5,726**	9,782	**17,067**	18,068
Profit on disposal of property, plant and equipment	**6,649**	1,563	**480**	260
Profit on disposal of subsidiaries	**251,001**	-	**1,129,750**	-
Other operating income	**34,896**	36,996	**-**	-
Income from life assurance business	**219,189**	270,753	**-**	-
Transferred from life assurance fund (Note 23)	**59,764**	-	**-**	-
	704,695	629,267	**1,487,448**	597,371
Other operating expenses:				
Management fee expense	**(4,801)**	(1,243)	**(7,584)**	(8,686)
Rental expense	**(3,412)**	(5,813)	**-**	-
Other fee expenses	**(3,286)**	-	**(675)**	(699)
Net foreign exchange loss – non financing activities	**(6,518)**	(984)	**-**	-
Net fair value loss on investment properties (Note 11)	**-**	-	**-**	(4,007)
Total expenses of life assurance business	**(278,953)**	(270,741)	**-**	-
Transferred to life assurance fund (Note 23)	**-**	(12)	**-**	-
	(296,970)	(278,793)	**(8,259)**	(13,392)
Other operating income – net	**407,725**	350,474	**1,479,189**	583,979

NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2020 (CONTINUED)

6 OPERATING PROFIT

	GROUP		COMPANY	
	2020 Rs'000	2019 Rs'000	**2020 Rs'000**	2019 Rs'000
The following items have been charged/(credited) in arriving at operating profit:				
Profit on disposal of property, plant and equipment	**(6,649)**	(1,563)	**(480)**	(260)
Depreciation on property, plant and equipment (Note 10):				
- owned assets	**684,576**	684,898	**11,822**	10,165
- leased assets	**4,422**	7,056	**2,911**	4,139
Depreciation on right of use assets (Note 13)	**163,952**	152,078	**5,940**	11,771
Cost of inventories expensed	**391,370**	415,237	**131**	-
Staff costs (Note 7)	**950,832**	955,143	**194,982**	165,994
Fees paid to auditors:				
- audit services	**8,484**	8,348	**1,399**	1,447
- tax and advisory services	**5,069**	3,477	**2,800**	49
Amortisation of intangible assets (Note 12)	**70,073**	78,651	**2,639**	2,571
Provision for impairment of doubtful debts (Note 18)	**58,456**	37,627	**-**	-
Repairs and maintenance costs	**104,321**	102,081	**5,765**	4,970
Write offs of property, plant and equipment (Note 10)	**4,191**	932	**-**	-
Donations	**6,529**	859	**6,529**	768

7 STAFF COSTS

	GROUP		COMPANY	
	2020 Rs'000	2019 Rs'000	**2020 Rs'000**	2019 Rs'000
Wages and salaries	**629,571**	619,749	**84,362**	78,901
Social security costs	**27,699**	21,213	**3,324**	2,150
Pensions cost - defined benefit plans (Note 25)	**107,722**	46,962	**82,373**	31,861
Other short term benefits	**185,840**	267,219	**24,923**	53,082
	950,832	955,143	**194,982**	165,994
	Number	Number	**Number**	Number
Number of employees at year end : Full time	**1,005**	1,073	**77**	75
Part-time	**-**	-	**-**	-

8 FINANCE COSTS – NET

	GROUP 2020 Rs'000	GROUP 2019 Rs'000	COMPANY 2020 Rs'000	COMPANY 2019 Rs'000
Finance costs:				
Interest expense on:				
Bank overdrafts	**12,336**	14,371	**4,174**	9,436
Bank borrowings	**221,957**	239,100	**142,702**	178,834
Debentures	**71,246**	24,600	**-**	-
Loans from subsidiaries (Note 33)	**-**	-	**5,918**	15,624
Loans from related parties (Note 33)	**13,117**	14,629	**8,732**	8,987
Shareholder's loan (Note 33)	**3,414**	19,394	**3,414**	19,329
Loan from directors (Note 33)	**2,775**	3,964	**2,775**	3,964
Import loans	**4,713**	4,815	**-**	-
Interest on lease liabilities from:				
Subsidiaries	**-**	-	**710**	782
Shareholders	**92**	78	**-**	-
Related parties	**3,078**	356	**1,942**	-
Third parties	**55,634**	60,556	**1,039**	3,493
Bank charges	**13,264**	7,662	**514**	1,259
Foreign exchange loss arising on financing activities	**109,692**	263	**-**	-
Others	**4,890**	1,450	**24**	282
	516,208	391,238	**171,944**	241,990
Finance income:				
Interest income on:				
Short term bank deposits	**(346)**	(46)	**-**	-
Hire purchase income	**-**	(262)	**-**	-
Loans to shareholders (Note 33)	**(20,185)**	(20,105)	**(20,185)**	(20,105)
Loans to subsidiaries (Note 33)	**-**	-	**(1,603)**	(11,406)
Unwinding of asset retirement obligations	**(595)**	(7,945)	**-**	-
Others	**(291)**	(1,915)	**-**	-
Foreign exchange gain arising on financing activities	**(11,705)**	(26,633)	**(9,273)**	(383)
	(33,122)	(56,906)	**(31,061)**	(31,894)
Finance costs – net	**483,086**	334,332	**140,883**	210,096

9 INCOME TAX EXPENSE

The Group is liable to income tax on its profits, as adjusted for income tax purposes at the average tax rate of **17%** (2019 – 17%), of which 2% relates to Corporate Social Responsibility Fund. At 31 December 2020, the Group and Company had accumulated tax losses of **Rs 783,036,000** (2019 – Rs 722,435,000) and **Rs 528,093,000** (2019 – Rs 420,171,000) respectively.

Solidarity levy is calculated at the rate of 5 per cent of the "book profit" of Emtel Ltd and 1.5 per cent of its turnover and is payable in the following year.

	GROUP 2020 Rs'000	GROUP 2019 Rs'000	COMPANY 2020 Rs'000	COMPANY 2019 Rs'000
Charge for the year				
Based on the profit for the year, as adjusted for tax purposes	**98,961**	167,401	**-**	-
Over provision in previous year	**(39,958)**	(469)	**-**	-
Solidarity levy	**29,854**	33,634	**-**	-
Deferred income tax charge (Note 19)	**21,595**	(1,964)	**-**	-
	110,452	198,602	**-**	-

9 INCOME TAX EXPENSE (CONTINUED)

A reconciliation between the actual income tax charge and the theoretical amount that would arise using the applicable income tax rate for the Group and Company follows:

	GROUP 2020 Rs'000	GROUP 2019 Rs'000 Restated	COMPANY 2020 Rs'000	COMPANY 2019 Rs'000
Profit before taxation	**310,837**	638,942	**988,991**	127,602
Tax calculated at domestic tax rates applicable to profits in respective countries	**229,321**	166,717	**168,128**	21,693
Impact of:				
Dividend income	**-**	-	**(48,116)**	(86,990)
Other exempt income	**(248,752)**	(10,249)	**(196,579)**	(4,286)
Non-allowable expenses and impairment charge	**88,481**	40,810	**45,370**	48,857
Investment allowances	**-**	(32,028)	**-**	-
Share of profits of associates	**(879)**	(7,915)	**-**	-
Under provision of income tax in previous year	**255**	(93)	**-**	-
Unrecognised deferred tax written off during the year	**30,464**	-	**4,828**	24,135
Deferred income tax not provided in current year	**-**	-	**26,369**	(3,409)
Under provision of deferred tax in previous year	**26,635**	-	**-**	
Utilisation of tax loss brought forward	**(252)**	-	**-**	-
Deemed foreign tax credit applicable to certain subsidiaries	**(1,109)**	-	**-**	-
Solidarity levy	**(10,221)**	33,634	**-**	-
Other permanent differences	**(3,491)**	7,726	**-**	-
	110,452	198,602	**-**	-

(a) i) Current income tax liability

	2020 Rs'000	2019 Rs'000
At 01 January	**91,203**	103,022
Transfer to current tax asset	**(844)**	-
Charge for the year	**88,633**	200,566
Paid during the year	**(101,044)**	(212,385)
At 31 December	**77,948**	91,203

ii) Current income tax asset

	2020 Rs'000	2019 Rs'000
At 01 January	**-**	-
Transfer from current tax liability	**844**	-
Charge for the year	**225**	-
Paid during the year	**(10,484)**	-
At 31 December	**(9,415)**	-

NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2020 (CONTINUED)

9 INCOME TAX EXPENSE (CONTINUED)

(b) Expiry dates of tax losses

The tax losses are available for set off against future taxable profits as follows:

	GROUP		COMPANY	
	2020	2019	**2020**	2019
	Rs'000	Rs'000	**Rs'000**	Rs'000
Up to year ending:				
Prior years	**40,455**	128,400	**-**	22,425
31 December 2020	**23,093**	128,552	**-**	92,453
31 December 2021	**183,686**	144,680	**120,851**	80,966
31 December 2022	**129,672**	140,794	**80,966**	100,972
31 December 2023	**113,267**	129,575	**100,972**	123,355
31 December 2024	**180,665**	50,434	**123,355**	-
31 December 2025	**103,847**	-	**101,949**	-
31 December 2026	**8,351**	-	**-**	-
	783,036	722,435	**528,093**	420,171

(c) Tax on other comprehensive income

	Before tax	Tax credit	After tax
Group – 2020	**Rs'000**	**Rs'000**	**Rs'000**
Fair value loss on financial assets at fair value through OCI	**(23)**	**-**	**(23)**
Revaluation of property, plant and equipment	**12,790**	**(1,688)**	**11,102**
Remeasurement of post employment benefits	**(208,391)**	**6,181**	**(202,210)**
Currency translation differences	**56,946**	**-**	**56,946**
Group share on revaluation of property, plant and equipment in associates	**13,241**	**-**	**13,241**
Other comprehensive income	**(125,437)**	**4,493**	**(120,944)**
Current tax		**-**	
Deferred tax (Note 19(ii))		**4,493**	
		4,493	
Group – 2019			
Fair value gain on financial assets at fair value through OCI	202,676	-	202,676
Revaluation of property, plant and equipment	26,482	(4,499)	21,983
Remeasurement of post employment benefits	(104,051)	3,109	(100,942)
Currency translation differences	22,305	-	22,305
Group share on revaluation of property, plant and equipment in associates	15,936	-	15,936
Group share of other comprehensive income in associates	(8,816)	-	(8,816)
Other comprehensive income	154,532	(1,390)	153,142
Current tax		-	
Deferred tax (Note 19(ii))		(1,390)	
		(1,390)	

NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2020 (CONTINUED)

10 PROPERTY, PLANT AND EQUIPMENT

Group	Freehold land and buildings	Plant, equipment, and other assets	Motor vehicles	Furniture and fittings	Asset in progress	Total
	Rs'000	**Rs'000**	**Rs'000**	**Rs'000**	**Rs'000**	**Rs'000**
At 01 January 2020						
At Cost	**-**	**7,088,298**	**99,958**	**397,790**	**542,384**	**8,128,430**
At valuation	**2,326,292**	**-**	**-**	**-**	**-**	**2,326,292**
	2,326,292	**7,088,298**	**99,958**	**397,790**	**542,384**	**10,454,722**
Accumulated depreciation	**(136,946)**	**(4,858,155)**	**(74,557)**	**(197,137)**	**-**	**(5,266,795)**
Net book amount	**2,189,346**	**2,230,143**	**25,401**	**200,653**	**542,384**	**5,187,927**
Year ended 31 December 2020						
Additions	**2,699**	**606,350**	**2,653**	**12,296**	**365,097**	**989,095**
Disposal of subsidiary	**(9,355)**	**-**	**-**	**-**	**-**	**(9,355)**
Disposals	**(1,786)**	**(5,839)**	**(91)**	**(1,301)**	**-**	**(9,017)**
Revaluation	**9,932**	**-**	**-**	**-**	**2,858**	**12,790**
Revaluation recognised in life assurance fund	**883**	**-**	**-**	**-**	**-**	**883**
Transfer to inventories	**-**	**-**	**-**	**-**	**(5,647)**	**(5,647)**
Transfer to intangible assets (Note 12)	**-**	**-**	**-**	**-**	**(3,593)**	**(3,593)**
Transfers	**-**	**182,991**	**-**	**271**	**(183,262)**	**-**
ARO adjustment	**-**	**24,439**	**-**	**-**	**-**	**24,439**
Other adjustments	**-**	**-**	**-**	**-**	**(2,564)**	**(2,564)**
Write offs	**-**	**(4,031)**	**-**	**(160)**	**-**	**(4,191)**
Charge for the year	**(37,947)**	**(605,089)**	**(9,476)**	**(36,486)**	**-**	**(688,998)**
Closing net book amount	**2,153,772**	**2,428,964**	**18,487**	**175,273**	**715,273**	**5,491,769**
At 31 December 2020						
At cost	**-**	**7,892,208**	**102,520**	**408,896**	**715,273**	**9,118,897**
At valuation	**2,328,665**	**-**	**-**	**-**	**-**	**2,328,665**
	2,328,665	**7,892,208**	**102,520**	**408,896**	**715,273**	**11,447,562**
Accumulated depreciation	**(174,893)**	**(5,463,244)**	**(84,033)**	**(233,623)**	**-**	**(5,955,793)**
Net book amount	**2,153,772**	**2,428,964**	**18,487**	**175,273**	**715,273**	**5,491,769**

The revaluation surplus net of applicable deferred income taxes was credited to revaluation reserves.

No property, plant and equipment is pledged as security for borrowings. For security on borrowings, see note 24.

The write offs under asset in progress relate to assets which will not be available for use in the future due to obsolescence.

Asset in progress consists of project cost capitalised relating to hotel construction in the books of IKO (Mauritius) Hotel Limited, construction of villas in the book of Eight IKO Villas Ltd and technical equipment acquired by Emtel Limited which was not available for use at 31 December 2020.

NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2020 (CONTINUED)

10 PROPERTY, PLANT AND EQUIPMENT (CONTINUED)

Group	Freehold land and buildings	Plant, equipment, and other assets	Motor vehicles	Furniture and fittings	Asset in progress	Total
	Rs'000	Rs'000	Rs'000	Rs'000	Rs'000	Rs'000
At 01 January 2019						
At Cost	-	6,471,284	105,016	267,116	796,866	7,640,282
At valuation	975,240	-	-	-	-	975,240
	975,240	6,471,284	105,016	267,116	796,866	8,615,522
Accumulated depreciation	(113,714)	(4,525,508)	(75,925)	(191,627)	-	(4,906,774)
Net book amount	861,526	1,945,776	29,091	75,489	796,866	3,708,748
Year ended 31 December 2019						
Additions	324	745,058	8,118	14,509	1,384,960	2,152,969
Disposal of subsidiary	-	(828)	-	(39)	-	(867)
Disposals	-	(527)	(678)	(522)	-	(1,727)
Revaluation	26,482	-	-	-	-	26,482
Revaluation recognised in life assurance fund	714	-	-	-	-	714
Transfer from investment properties (Note 11)	2,249	-	-	140	-	2,389
Transfer to inventories	-	-	-	-	(1,349)	(1,349)
Transfers	1,322,681	176,238	4,448	135,630	(1,638,997)	-
Other adjustments	-	(8,326)	-	19	904	(7,403)
Write offs	(300)	(194)	(184)	(254)	-	(932)
Charge for the year	(24,330)	(627,054)	(15,394)	(24,319)	-	(691,097)
Closing net book amount	2,189,346	2,230,143	25,401	200,653	542,384	5,187,927
At 31 December 2019						
At cost	-	7,088,298	99,958	397,790	542,384	8,128,430
At valuation	2,326,292	-	-	-	-	2,326,292
	2,326,292	7,088,298	99,958	397,790	542,384	10,454,722
Accumulated depreciation	(136,946)	(4,858,155)	(74,557)	(197,137)	-	(5,266,795)
Net book amount	2,189,346	2,230,143	25,401	200,653	542,384	5,187,927

The revaluation surplus net of applicable deferred income taxes was credited to revaluation reserves.

No property, plant and equipment is pledged as security for borrowings. For security on borrowings, see note 24.

The write offs under asset in progress relate to assets which will not be available for use in the future due to obsolescence.

Asset in progress consists of project cost capitalised relating to hotel construction in the books of IKO (Mauritius) Hotel Limited, construction of villas in the book of Eight IKO Villas Ltd and technical equipment acquired by Emtel Limited which was not available for use at 31 December 2019.

NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2020 (CONTINUED)

10 PROPERTY, PLANT AND EQUIPMENT (CONTINUED)

Company	Freehold land and buildings	Plant, equipment, and other assets	Motor vehicles	Furniture and fittings	Total
	Rs'000	Rs'000	Rs'000	Rs'000	Rs'000
At 01 January 2019					
At Cost	-	52,457	24,644	28,110	105,211
At valuation	8,523	-	-	-	8,523
	8,523	52,457	24,644	28,110	113,734
Accumulated depreciation	(401)	(20,133)	(13,650)	(9,009)	(43,193)
Net book amount	8,122	32,324	10,994	19,101	70,541
Year ended 31 December 2019					
Additions	-	4,264	2,193	3,260	9,717
Revaluation	22	-	-	-	22
Charge for the year	-	(8,124)	(4,139)	(2,185)	(14,448)
Closing net book amount	8,144	28,464	9,048	20,176	65,832
At 31 December 2019					
At Cost	-	56,722	25,239	31,372	113,333
At valuation	8,545	-	-	-	8,545
	8,545	56,722	25,239	31,372	121,878
Accumulated depreciation	(401)	(28,258)	(16,191)	(11,196)	(56,046)
Net book amount	8,144	28,464	9,048	20,176	65,832
Year ended 31 December 2020					
Additions	**-**	**24,634**	**2,424**	**5,830**	**32,888**
Revaluation	**-**	**-**	**-**	**-**	**-**
Charge for the year	**-**	**(9,146)**	**(3,166)**	**(2,421)**	**(14,733)**
Closing net book amount	**8,144**	**43,952**	**8,306**	**23,585**	**83,987**
At 31 December 2020					
At Cost	**-**	**81,356**	**27,663**	**37,202**	**146,221**
At valuation	**8,545**	**-**	**-**	**-**	**8,545**
	8,545	**81,356**	**27,663**	**37,202**	**154,766**
Accumulated depreciation	**(401)**	**(37,404)**	**(19,357)**	**(13,617)**	**(70,779)**
Net book amount	**8,144**	**43,952**	**8,306**	**23,585**	**83,987**

NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2020 (CONTINUED)

10 PROPERTY, PLANT AND EQUIPMENT (CONTINUED)

If land and buildings were stated on historical cost basis, the amounts would be as follows:

	GROUP		COMPANY	
	2020 Rs'000	2019 Rs'000	2020 Rs'000	2019 Rs'000
Cost	**454,735**	451,832	**5,181**	5,181
Accumulated depreciation	**(129,201)**	(118,757)	**(400)**	(400)
Net book value	**325,534**	333,075	**4,781**	4,781

Net book value of property, plant and equipment held under finance leases:

	Plant, equipment and other assets Rs'000	Motor vehicles Rs'000	Total Rs'000
Group			
At 31 December 2020	**7,759**	**11,959**	**19,718**
At 31 December 2019	9,348	14,630	23,978
Company			
At 31 December 2020	**5,962**	**8,305**	**14,267**
At 31 December 2019	9,348	8,733	18,081

Fair Values of land and buildings

The Group's land and buildings were revalued, based on fair value model, on 31 December 2020 by the directors and by an independent valuer, Noor Dilmohamed & Associates, Fellow of the Australian Property Institute. The valuation was arrived at taking into consideration recent sale for comparable properties in the region and with reference to open market values.

The revaluation surplus net of applicable deferred income taxes was credited to other comprehensive income and is shown in revaluation reserves' in shareholders' equity.

2020	Significant other observable inputs (Level 2)	
Recurring fair value measurements	**Group Rs'000**	**Company Rs'000**
Land	**91,256**	**4,261**
Buildings	**2,062,516**	**3,883**

2019	Significant other observable inputs (Level 2)	
Recurring fair value measurements	Group Rs'000	Company Rs'000
Land	90,984	4,261
Buildings	2,098,362	3,883

Level 2 fair values of land and buildings have been derived using the sales comparison approach. Sales prices of comparable land and buildings in close proximity are adjusted for differences in key attributes such as property size. The most significant input into this valuation approach is price per square meter.

NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2020 (CONTINUED)

11 INVESTMENT PROPERTIES

	GROUP		COMPANY	
	2020 Rs'000	2019 Rs'000	2020 Rs'000	2019 Rs'000
At 01 January	**2,488,351**	2,169,683	**241,757**	218,328
Additions	**164,923**	58,161	**708**	27,436
Disposal	**-**	(16,891)	**-**	-
Transfer to property, plant & equipment	**-**	(2,389)	**-**	-
Fair value gains/(loss) recognised in income statement (Note 5)	**102,391**	286,405	**92**	(4,007)
Fair value gains recognised in the income statement of Life Assurance Business	**11,383**	4,907	**-**	-
Impairment	**(9,596)**	(11,525)	**-**	-
Adjustments	**(7,662)**	-	**-**	-
At 31 December	**2,749,790**	2,488,351	**242,557**	241,757

The land and buildings are valued annually on 31 December by independent qualified valuers. The latest independent valuation was performed on 31 December 2020 by Noor Dilmohamed & Associates based on fair value model, taking into consideration recent sale for comparable properties in the region. Noor Dilmohamed & Associates hold recognised and relevant professional qualifications and has recent experience in the locations of properties valued.

	Significant other observable inputs (Level 2)			
Recurring fair value measurements	GROUP		COMPANY	
	2020 Rs'000	2019 Rs'000	2020 Rs'000	2019 Rs'000
Land	**2,168,491**	1,964,126	**162,140**	162,140
Buildings	**581,299**	524,225	**80,417**	79,617

The fair values of land and buildings have been derived from observable sales prices of comparable land and buildings in close proximity and are adjusted for differences in key attributes such as property size. The most significant input into this valuation approach is price per square meter.

Investment properties value as at 31 December 2020 included project costs incurred by a subsidiary in prior years amounting to Rs 76,734,347 which were for the real estate development project. Due to delays in the start of the project, the project costs capitalised were reviewed at the end of the current year and management has carried out an impairment assessment. Based on a fair value less costs to sell computation, an impairment of **Rs 9,595,645** (2019 - Rs 11,525,218) was deemed appropriate and recognised for the year ended 31 December 2020.

Rental income and operating expenses from investment properties were as follows:

	GROUP		COMPANY	
	2020 Rs'000	2019 Rs'000	2020 Rs'000	2019 Rs'000
Rental income	**9,114**	5,890	**13,082**	10,600
Direct operating expenses arising from investment properties that generated rental income	**17,719**	19,716	**3,156**	278
Direct operating expenses from investment properties that did not generate rental income	**11,559**	11,075	**-**	-

NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2020 (CONTINUED)

12 INTANGIBLE ASSETS

Group	Patent rights and licences	Computer software	Indefeasible rights of use	Total
	Rs'000	Rs'000	Rs'000	Rs'000
Cost:				
At 1 January 2019	81,535	115,271	657,926	854,732
Additions	8,652	6,903	2,230	17,785
Adjustment	-	555	-	555
Write offs	(12,160)	(20,438)	-	(32,598)
At 31 December 2019	78,027	102,291	660,156	840,474
Additions	**1,944**	**9,216**	**271**	**11,431**
Transfer from property, plant and equipment	**-**	**3,593**	**-**	**3,593**
Write offs	**-**	**-**	**(5,497)**	**(5,497)**
At 31 December 2020	**79,971**	**115,100**	**654,930**	**850,001**
Amortisation:				
At 1 January 2019	56,633	97,791	236,610	391,034
Amortisation for the year	6,553	8,817	63,281	78,651
Adjustment	-	681	-	681
Write offs	(12,160)	(20,302)	-	(32,462)
At 31 December 2019	51,026	86,987	299,891	437,904
Amortisation for the year	**5,598**	**8,217**	**56,258**	**70,073**
Write offs	**-**	**-**	**(1,034)**	**(1,034)**
At 31 December 2020	**56,624**	**95,204**	**355,115**	**506,943**
Net book value:				
At 31 December 2020	**23,347**	**19,896**	**299,815**	**343,058**
At 31 December 2019	27,001	15,304	360,265	402,570

Company	Rs'000
Cost:	
At 01 January 2019	24,848
Additions	2,449
At 31 December 2019	27,297
Additions	**2,225**
At 31 December 2020	**29,522**
Accumulated amortisation:	
At 01 January 2019	18,324
Amortisation for the year	2,571
At 31 December 2019	20,895
Amortisation for the year	**2,641**
At 31 December 2020	**23,536**
Net book value:	
At 31 December 2020	**5,986**
At 31 December 2019	6,402

The intangible asset above relates to computer software. The amortisation charge for the year is included in profit or loss within the 'administrative expenses' line.

NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2020 (CONTINUED)

13 LEASES

This note provide information where the Group and the Company are lessees.

(i) Right of use assets

	GROUP		COMPANY	
	2020	2019	**2020**	2019
	Rs'000	Rs'000	**Rs'000**	Rs'000
At 01 January	**1,161,731**	-	**44,275**	-
Additions	**89,367**	1,143,756	**-**	50,215
Depreciation	**(163,952)**	(147,869)	**(5,940)**	(5,940)
Disposal	**(10,699)**	-	**-**	-
Costs associated to lease (Note 13(ii))	**-**	165,844	**-**	-
At 31 December	**1,076,447**	1,161,731	**38,335**	44,275
Split by asset category				
Land	**864,714**	944,429	**-**	-
Building	**198,735**	206,444	**38,335**	44,275
Motor vehicle	**12,998**	10,858	**-**	-
	1,076,447	1,161,731	**38,335**	44,275

(ii) Costs associated to lease

Costs associated to lease

The costs associated to lease consist of expenses incurred by the Company to comply with Article 21 of the Industrial Site Lease Agreement with respect to relocation of National Coast Guard, construction of public access road, re-routing of existing services and upgrading of public beach. The costs incurred are amortised with effect from the date of handing over to the relevant authorities over the remaining life of the lease

Prepaid operating lease

In 2004, a subsidiary (Emtel Ltd), entered into a land lease agreement with Business Parks of Mauritius Ltd for the lease of 2 acres of land at Ebene CyberCity for a period of 30 years, renewable at the lessee's option for two further consecutive periods of 30 years.

In 2010, a subsidiary (Le Chaland Hotel Limited), deposited Rs 25 million as contribution to the Tourism Fund in connection with the Group's hotel project at La Cambuse. During the year ended 31 December 2015, the Company deposited an additional Rs 23,690,060 to the Tourism Fund, as required by the revised State Land Act. The contribution acts as an up-front payment to the revised land lease agreement dated June 2015, starting as from January 2015. In previous years, the lease rental was being amortised based on the draft lease agreement dated 2010. Upon signature of the revised lease agreement in June 2015, the previous amortisation reserve has been written back and amortisation is being recorded as from January 2015, over a period of 60 years to 2074.

NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2020 (CONTINUED)

13 LEASES (CONTINUED)

(iii) Lease Liabilities

	GROUP		COMPANY	
	2020	2019	**2020**	2019
	Rs'000	Rs'000	**Rs'000**	Rs'000
At 01 January	**1,044,267**	-	**62,428**	-
Lease liabilities recognised as finance lease obligations at 31 December 2018	**-**	16,744	**-**	10,777
Additions	**63,925**	1,158,174	**2,115**	62,414
Interest expense	**58,804**	60,990	**3,691**	4,275
Payments	**(188,501)**	(191,641)	**(14,672)**	(15,038)
At 31 December	**978,495**	1,044,267	**53,562**	62,428
Current	**137,686**	153,967	**11,741**	11,500
Non-current	**840,809**	890,300	**41,821**	50,928
At 31 December	**978,495**	1,044,267	**53,562**	62,428
The statement of comprehensive shows the following amount relating to leases:				
Depreciation charge of right of use assets	**163,952**	147,869	**5,940**	5,940
Interest expense (included in finance costs)	**58,804**	60,990	**3,691**	4,275
Expenses relating to leases of low value assets that are not shown as short term leases accounted in administrative expenses	**3,412**	5,812	**205**	262
Expense relating to variable lease payments not included in lease liabilities	**33,967**	36,053	**-**	-

The total cash outflow for the Group and Company leases in 2020 amount to **Rs 188,501,000** and **Rs 14,672,000** (2019 - Rs 191,641,000 and Rs 15,038,000) respectively.

14 INVESTMENTS IN SUBSIDIARIES

	2020	2019
	Rs'000	Rs'000
Company		
Cost:		
At 01 January	**4,806,497**	4,732,597
Additional equity injections into existing subsidiaries	**245,391**	74,000
Disposals	**(20,250)**	(100)
At 31 December	**5,031,638**	4,806,497
Impairment charge/(write back)		
At 01 January	**308,429**	308,429
Charge for the year	**84,918**	-
Write back for the year	**(43,681)**	-
At 31 December	**349,666**	308,429
Net book amount:		
At 31 December	**4,681,972**	4,498,068

NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2020 (CONTINUED)

14 INVESTMENTS IN SUBSIDIARIES (CONTINUED)

At 31 December 2020, the directors have reviewed the carrying amounts of investments in subsidiaries. An impairment loss is recognised for the amount by which the investments' carrying amount exceeds its recoverable amount. Recoverable amount is the higher of the fair value less cost to sell or value in use determined for each individual subsidiary.

Fair value less cost to sell

Fair value less cost to sell is the amount obtainable from sale in an arm's length transactions between knowledgeable willing parties, less cost to sell.

For Batimex Ltd, the fair value less cost to sell calculations use post-tax cash flow projections based on financial forecast approved by the directors covering a five-year period. Cash flows beyond the five-year period are extrapolated using estimated growth rates stated below. No impairment was recognised for year 2020

The key assumptions used for the fair value less cost to sell in the year 2020 and 2019 for Batimex Ltd were as follows:

Gross margin – **39%** (2019 -39%)

Growth rate – **3%** (2019 -3%)

Discount rate – **13%** (2019 - 13.3%)

For Plaisance Aeroville Ltd and Silver Wings Travel Ltd, the investments in the holding Company exceeded the net assets of the subsidiaries due to a drop in performance and the excess amount was impaired. For Multi Channel Retail Limited, the net assets of the subsidiary exceeded the investment in the holding Company as a result of better performance and the excess amount was written back.

Details of the Group's direct subsidiary companies, which principal place of business and incorporation is Mauritius, are:

Name	**Description of shares held**	**% holding**		**Principal activity**
		2020	2019	
Batimex Ltd	Ordinary	**100**	100	Trading in building materials and sanitary products
CH Management Ltd	Ordinary	**100**	100	Professional and Management Consultancy Services
CJ Investments Ltd	Ordinary	**100**	100	Dormant
Compagnie Immobilière Limitée	Ordinary	**66.81**	66.81	Renting of property
Currimjee Informatics Limited	Ordinary	**100**	100	Supply and installation of computer hardware and software
Currimjee Property Management & Development Ltd	Ordinary	**100**	100	Property development and management
EM Vision Ltd	Ordinary	**-**	90	Investment holding
Emtel Limited	Ordinary	**75**	75	Cellular phone operator
E-Skills Ltd	Ordinary	**100**	100	Provider of HRD services
Facilicare Ltd	Ordinary	**100**	-	Web portals (E-Commerce, on line sale, marketing, via mail or internet)
Island Life Assurance Co. Ltd	Ordinary	**100**	100	Long term insurance business
IKO (Mauritius) Resort Village Ltd	Ordinary	**100**	100	Land promoter and developer
Lux Appliances Ltd	Ordinary	**100**	100	Sale of vacuum cleaner
Mauritius Properties Ltd	Ordinary	**100**	100	Dormant
Multi Channel Retail Limited	Ordinary	**100**	100	Property development and management
Plaisance Aeroville Hotel Limited	Ordinary	**100**	100	Own and operate a hotel and all related facilities
Plaisance Aeroville Ltd	Ordinary	**100**	100	Land promoter and developer
Screenage Limited	Ordinary	**80**	80	Technology driven solutions and advisory services.
Seejay Cellular Limited	Ordinary	**100**	99	Investment holding
Silver Wings Travels Ltd	Ordinary	**100**	100	Travel agent and tour operator
Zac Investments Ltd	Ordinary	**50**	50	Investment in properties

14 INVESTMENTS IN SUBSIDIARIES (CONTINUED)

The Group, indirectly, holds investments in the following subsidiaries:

Name	Principal place of business	Description of shares held	Effective % Holding 2020	Effective % Holding 2019	Principal activity
Eight IKO Villas Ltd	Mauritius	Ordinary	**100.00**	100.00	Land promoter and developer
Emtel MFS Co Ltd	Mauritius	Ordinary	**75.00**	75.00	Mobile financial services
EM Vision Ltd	Mauritius	Ordinary	**67.50**	-	Investment holding
Island Investment Properties Limited	Mauritius	Ordinary	**100.00**	100.00	Investment in properties
IKO (Mauritius) Hotel Limited	Mauritius	Ordinary	**100.00**	100.00	To own and operate a hotel
MC Vision Ltd	Mauritius	Ordinary	**35.73**	47.65	Operator of Pay TV broadcasting
Multi Contact Ltd	Mauritius	Ordinary	**51.30**	68.40	Call centre and BPO services

All subsidiaries have year-end of 31st of December except for Mauritius Properties Ltd, which is 30th of June.

Summarised financial information on subsidiaries with material non-controlling interests

Summarised statement of financial position as at 31 December 2020 and 2019:

	Emtel Limited		MC Vision Ltd	
	2020	2019	**2020**	2019
	Rs'000	Rs'000	**Rs'000**	Rs'000
Current				
Assets	**773,205**	1,086,887	**259,415**	345,707
Liabilities	**(1,689,165)**	(1,502,000)	**(409,935)**	(536,236)
Total net current (liabilities)/assets	**(915,960)**	(415,113)	**(150,520)**	(190,529)
Non-Current				
Assets	**4,714,016**	3,483,612	**449,659**	475,083
Liabilities	**(2,556,552)**	(2,001,074)	**(151,761)**	(60,642)
Total non-current net assets	**2,157,464**	1,482,538	**297,898**	414,441
Net Assets	**1,241,504**	1,067,425	**147,378**	223,912
% ownership held by Non-controlling interest at 31 December	**25%**	25%	**64.27%**	52.35%
Non-controlling interest	**310,376**	266,856	**94,720**	117,218

14 INVESTMENTS IN SUBSIDIARIES (CONTINUED)

Summarised financial information on subsidiaries with material non-controlling interests (continued)

Summarised income statement for the year ended 31 December 2020 and 2019:

	Emtel Limited		MC Vision Ltd	
	2020	2019	**2020**	2019
	Rs'000	Rs'000	**Rs'000**	Rs'000
Revenue from contracts with customers	**3,091,239**	3,238,154	**1,357,374**	1,372,408
Profit before income tax	**651,293**	623,687	**99,598**	281,934
Income tax expense	**(99,172)**	(147,023)	**(8,913)**	(46,738)
Post tax profit from operations	**552,121**	476,664	**90,685**	235,196
Other comprehensive income	**(13,722)**	(11,441)	**(17,219)**	(3,606)
Total comprehensive income	**538,399**	465,223	**73,466**	231,590
Profit attributable to non-controlling interest	**138,030**	119,166	**55,065**	123,125
Total comprehensive income allocated to non-controlling interest	**134,600**	116,306	**43,998**	121,237
Dividend paid to non-controlling interest	**91,080**	91,080	**96,405**	157,050

Summarised statement of cash flows as at 31 December 2020 and 2019:

	Emtel Limited		MC Vision Ltd	
	2020	2019	**2020**	2019
	Rs'000	Rs'000	**Rs'000**	Rs'000
Cash flows from operating activities				
Cash generated from operations	**1,382,502**	1,390,073	**261,572**	464,634
Interest paid (net)	**(76,559)**	(50,419)	**(3,675)**	(115)
Income tax paid	**(141,931)**	(198,855)	**(15,209)**	(53,715)
Contributions made for post-employment benefits	**(4,368)**	(5,935)	**(6,814)**	(6,626)
Net cash generated from operating activities	**1,159,644**	1,134,864	**235,874**	404,178
Net cash used in investing activities	**(683,549)**	(676,263)	**(134,059)**	(332,608)
Net cash used in financing activities	**(367,905)**	(454,762)	**(43,969)**	(311,620)
Net increase in cash and cash equivalents	**108,190**	3,839	**57,846**	(240,050)
Cash and cash equivalents at beginning of year	**81,445**	73,315	**131,105**	370,900
Effect of exchange rate changes	**(6,000)**	4,291	**2,301**	255
Cash and cash equivalents at end of year	**183,635**	81,445	**191,252**	131,105

The Group controls MC Vision Ltd by virtue of its shareholders agreement which allows Currimjee Jeewanjee and Company Limited to nominate the chairman of the board who has a casting vote.

15 INVESTMENTS IN ASSOCIATES

	2020	2019
	Rs'000	Rs'000
Group		
Equity accounting:		
At 01 January	**387,440**	378,534
Share of profit after tax for the year	**5,170**	46,791
Dividends paid	**(9,613)**	(45,005)
Additions	**10,000**	-
Share of loss recognised in revaluation reserves	**13,241**	15,936
Exchange difference	**14,482**	(8,816)
At 31 December	**420,720**	387,440
Company		
At 01 January	**31,872**	31,872
Additions	**10,000**	-
At 31 December	**41,872**	31,872

NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2020 (CONTINUED)

15 INVESTMENTS IN ASSOCIATES (CONTINUED)

Set out below are the associates of the Group as at 31 December 2020, which, in the opinion of the directors, are material to the Group. The associates as listed below have share capital consisting solely of ordinary shares which are held directly by the Group; the country of incorporation is Mauritius.

Nature of investment in associates 2020 and 2019:

Name	Place of business	Description of shares held	Proportion of ownership %	Principal activity
Ceejay Gas Ltd	Mayotte	Ordinary	33.33	Investment holding and trading in liquefied petroleum gas.
Total Mauritius Limited	Mauritius	Ordinary	24.98	Import and distribution of petroleum products, lubricants and liquefied petroleum gas.
Abana (Mauritius) Ltd	Mauritius	Ordinary	29.33	Online platform for buyers and sellers in the Textile & Apparel sector across Africa

Financial information of the Group's associates, all of which are unquoted, are set out below:

Summarised statement of financial position as at 31 December 2020 and 2019:

	Total (Mauritius) Ltd		Ceejay Gas Ltd	
	2020	2019	**2020**	2019
	Rs'000	Rs'000	**Rs'000**	Rs'000
Current				
Cash and cash equivalents	**56,863**	145,023	**265,625**	204,056
Other current assets	**999,599**	1,213,708	**75,211**	47,748
Total current assets	**1,056,462**	1,358,731	**340,836**	251,804
Financial liabilities excluding trade payables	**291,055**	439,987	**17,036**	27,054
Other current liabilities including trade payables	**1,202,847**	1,438,146	**233,019**	171,377
Total current liabilities	**1,493,902**	1,878,133	**250,055**	198,431
Non-current				
Assets	**2,026,582**	2,052,759	**639,431**	570,806
Other liabilities	**257,925**	288,744	**478,675**	394,977
Net Assets	**1,331,217**	1,244,613	**251,537**	229,202

Summarised statement of comprehensive income for the year ended 31 December 2020 and 2019:

	Total (Mauritius) Ltd		Ceejay Gas Ltd	
	2020	2019	**2020**	2019
	Rs'000	Rs'000	**Rs'000**	Rs'000
Revenue from contracts with customers	**5,822,829**	8,063,526	**406,391**	323,624
Cost of sales	**(5,171,823)**	(7,270,072)	**(126,111)**	(105,296)
Gross profit	**651,006**	793,454	**280,280**	218,328
Depreciation and amortisation	**(209,899)**	(178,654)	**-**	-
Other income	**27,045**	36,924	**15,033**	13,093
Interest expense	**(35,028)**	(43,379)	**(22,686)**	(21,448)
Other expenses	**(391,626)**	(427,244)	**(262,517)**	(181,570)
Profit before tax from continuing operations	**41,498**	181,101	**10,110**	28,403
Income tax expense	**(10,747)**	(23,930)	**(2,032)**	(5,812)
Profit after tax	**30,751**	157,171	**8,078**	22,591
Other comprehensive income	**2,848**	63,795	**-**	-
Total comprehensive income	**33,599**	220,966	**8,078**	22,591

NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2020 (CONTINUED)

15 INVESTMENTS IN ASSOCIATES (CONTINUED)

Reconciliation of summarised financial information

	Total (Mauritius) Ltd	Ceejay Gas Ltd
	Rs'000	**Rs'000**
Opening net assets 01.01.19	1,203,526	233,705
Profit for the period	157,171	22,591
Exchange difference	-	(26,448)
Increase in revaluation reserves	63,795	-
Dividend paid	(179,879)	(646)
Closing net assets 31.12.19	1,244,613	229,202
Profit for the period	**30,751**	**8,078**
Exchange difference	**-**	**43,445**
Increase in revaluation reserves	**53,005**	**-**
Remeasurement of post employment benefits	**2,848**	**-**
Dividend paid	**-**	**(29,188)**
Closing net assets 31.12.20	**1,331,217**	**251,537**

	Total (Mauritius) Ltd	Ceejay Gas Ltd	Abana (Mauritius) Ltd	Total
	Rs'000	**Rs'000**	**Rs'000**	**Rs'000**
Interest in associates (24.98%, 33.33% and 29.33%)				
2020	**331,672**	**83,846**	**5,202**	**420,720**
2019	311,049	76,391	-	387,440

16 FINANCIAL ASSETS AT FAIR VALUE THROUGH OTHER COMPREHENSIVE INCOME

Financial assets at fair value through other comprehensive income are carried at fair value and can be analysed follows:

	2020	2019
Group	**Rs'000**	Rs'000
Non-current		
Current	**986,760**	717,568
	-	-
	986,760	717,568

Group	Quoted shares	Unquoted shares	Overseas bonds	Total
	Rs'000	**Rs'000**	**Rs'000**	**Rs'000**
At 01 January 2019	337,616	11,989	83,647	433,252
Additions	424,427	789	5,000	430,216
Net fair value gain transferred to equity	202,541	-	135	202,676
Net fair value gain transferred to life fund	-	-	1,663	1,663
Foreign currency translation adjustment	24,751	-	45	24,796
Disposals	(358,873)	-	(16,162)	(375,035)
At 31 December 2019	**630,462**	**12,778**	**74,328**	**717,568**
Additions	**-**	**2,197**	**63,783**	**65,980**
Net fair value gain/(loss) transferred to equity	**588**	**-**	**(611)**	**(23)**
Net fair value gain transferred to life fund	**-**	**-**	**62,558**	**62,558**
Foreign currency translation adjustment	**51,552**	**-**	**-**	**51,552**
Disposals	**(102,401)**	**-**	**(52,272)**	**(154,673)**
Transfer from financial assets held at amortised cost (Note 18(iv))	**-**	**-**	**243,798**	**243,798**
At 31 December 2020	**580,201**	**14,975**	**391,584**	**986,760**

16 FINANCIAL ASSETS AT FAIR VALUE THROUGH OTHER COMPREHENSIVE INCOME (CONTINUED)

The bonds and securities attract interest at rates between **1.375%** and **6.8%** (2019 - 1.875% and 6.8%). These financial assets are denominated in the following currencies below:

	2020	2019
	Rs'000	Rs'000
Indian rupees	**300,011**	254,353
Mauritius rupees	**374,961**	70,102
United States dollars	**31,598**	17,004
Great Britain pound	**280,190**	376,109
	986,760	717,568

	Quoted shares	**Unquoted shares**	**Total**
	Rs'000	**Rs'000**	**Rs'000**
Company			
Cost:			
At 01 January 2019	3	15,229	15,232
Additions	-	789	789
At 31 December 2019	**3**	**16,018**	**16,021**
Additions	**-**	**2,197**	**2,197**
At 31 December 2020	**3**	**18,215**	**18,218**
Impairment charge:			
At 01 January 2019 and 2020	-	(3,240)	(3,230)
Charge for the year	**-**	**-**	**-**
At 31 December 2019 and 2020	**-**	**(3,240)**	**(3,240)**
Net book amount			
At 31 December 2020	**3**	**14,975**	**14,978**
At 31 December 2019	3	12,778	12,781

All the financial assets at fair value through other comprehensive income of the Company are denominated in Mauritian rupees. The directors have reviewed the carrying amounts of these financial assets at 31 December 2020 and noted no additional impairment is required.

The maximum exposure to credit risk at the reporting date is the carrying value of the financial assets at fair value through other comprehensive income.

The directors assess the credit quality of each investment at a subsidiary level and ensure that appropriate procedures made to ensure credit quality.

None of these financial assets is either past due or impaired.

NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2020 (CONTINUED)

17 FINANCIAL ASSETS AT FAIR VALUE THROUGH PROFIT OR LOSS

	Quoted shares	**Unquoted shares**	**Total**
	Rs'000	**Rs'000**	**Rs'000**
Group			
Domestic			
At 01 January 2019	244,651	149,911	394,562
Additions	19,863	9	19,872
Disposals	(9,725)	(29,267)	(38,992)
Net fair value loss	(24,106)	(8,797)	(32,903)
Net loss on disposal	(457)	(455)	(912)
At 31 December 2019	**230,226**	**111,401**	**341,627**
Additions	**24,679**	**27**	**24,706**
Disposals	**(22,568)**	**(1,800)**	**(24,368)**
Net fair value loss	**(56,282)**	**(14,967)**	**(71,249)**
Net loss on disposal	**(8,908)**	**(5,574)**	**(14,482)**
At 31 December 2020	**167,147**	**89,087**	**256,234**
Foreign			
At 01 January 2019	53,214	-	53,214
Additions	10,015	-	10,015
Disposals	(13,285)	-	(13,285)
Net fair value gains	10,053	-	10,053
Net gain on disposal	738	-	738
At 31 December 2019	**60,735**	**-**	**60,735**
Additions	**32,962**	**-**	**32,962**
Disposals	**(20,098)**	**-**	**(20,098)**
Net fair value gains	**12,088**	**-**	**12,088**
Net gain on disposal	**64**	**-**	**64**
At 31 December 2020	**85,751**	**-**	**85,751**
Total			
At 31 December 2020	**252,898**	**89,087**	**341,985**
At 31 December 2019	290,961	111,401	402,362

All financial assets at fair value through profit or loss are included in non-current assets since the directors have no express intention of disposing of those investments within the next 12 months.

Included in quoted shares is an amount of **Rs 4,699,458** (2019 - Rs 6,017,834) in respect of investments in related companies.

18 FINANCIAL ASSETS HELD AT AMORTISED COST

	GROUP		COMPANY	
	2020	2019	**2020**	2019
	Rs'000	Rs'000	**Rs'000**	Rs'000
		Restated		
Financial assets held at amortised cost:				
Not later than one year	**539,360**	675,886	**968,950**	573,169
Later than one year	**347,190**	657,867	**249,526**	337,787
	886,550	1,333,753	**1,218,476**	910,956

	GROUP		COMPANY	
	2020	2019	**2020**	2019
	Rs'000	Rs'000	**Rs'000**	Rs'000
		Restated		
Loans				
Loans receivable arising on life assurance business (Note (i))	**52,424**	80,935	**-**	-
Loans to subsidiaries (Note 33(iii)(c))	**-**	-	**416,201**	469,536
Loan to parent (Notes (ii) and 33(iii)(a))	**249,526**	337,786	**249,526**	337,786
Loans to directors (Note 33(iii)(b))	**347**	347	**347**	347
Loans to other related parties (Notes (ii) and 33(iii)(a))	**1,006**	6	**6**	6
Loans to third parties	**4,344**	4,344	**-**	-
	307,647	423,418	**666,080**	807,675
Trade and other receivables				
Trade receivables (Note (iii))	**256,744**	303,214	**755**	5
Receivable from:				
Subsidiaries (Note 33(iv)(e))	**-**	-	**526,015**	42,539
Associates (Note 33(iv) (a))	**5,334**	5,099	**4,824**	4,114
Shareholders (Note 33(iv) (b))	**19**	15,532	**3**	15,525
Directors (Note 33(iv) (c))	**1,674**	2,608	**1,674**	1,453
Other related parties (Note 33(iv) (d))	**6,198**	7,090	**4,058**	3,186
Deposits with financial institutions (Note (v))	**7,802**	3,232	**-**	-
Amount receivable from MRA *	**93,461**	93,461	**-**	-
Prepayments	**65,406**	72,787	**2,753**	22,700
Deposits	**19,372**	1,785	**-**	-
Debt securities (Note (iv))	**-**	243,976	**-**	-
Other receivables	**122,893**	161,551	**12,314**	13,759
	578,903	910,335	**552,396**	103,281
	886,550	1,333,753	**1,218,476**	910,956

The loans to related parties bear interest at the rate of **5.35%** (2019 – 5.35% and 6.5%). The carrying values of the loans to related parties approximate their fair values. The fair values are within level 2 of the fair value hierarchy.

18 FINANCIAL ASSETS HELD AT AMORTISED COST (CONTINUED)

* Emtel Ltd (a subsidiary) has objected against the Income Tax re-assessment by the MRA for the year of assessment 2006/2007 and 2007/2008 (based on the year 2005 and 2006 accounts respectively). The MRA pointed out that Emtel Ltd had wrongly applied the tax rate of 15% in the years 2005 and 2006 (instead of 25% for the year 2005 and 22.5% for the year 2006) as there has been amendment to the Income Tax Act 2001. The total amount claimed inclusive of penalties and interest was Rs 80.4 million of which Emtel Ltd has already paid Rs 36.5 million at the time of objection and Rs 43.9 million in October 2014 by virtue of section 21(3) of the MRA Act 2004 in accordance with the decision of the Committee. The ARC gave its decision on 14 November 2013 maintaining MRA's assessment and on 04 Dec 2013, Emtel Ltd has appealed to the Supreme Court against that decision. In parallel to those appeals, Emtel is contesting before the Supreme Court the MRA's refusal to allow it to join the VDIA Scheme for those same years. Pending the determination of those cases, the payments made to the MRA have been recorded as a receivable from the MRA as the Board of the Company is confident that the matter shall be resolved positively. Matter has been heard on 13 March 2018 and judgement is awaited.

(i) Loans receivable arising on life assurance business

	GROUP	
	2020	2019
	Rs'000	Rs'000
Secured loans (at amortised cost):		
At 01 January	**99,069**	108,545
Loans granted	**29,780**	36,948
Interest	**-**	(5,271)
Loans refunded	**(58,291)**	(41,043)
Write off on policy loans	**-**	(110)
Total loans at amortised cost	**70,558**	99,069
The movement in provision for impairment is as follows::		
At 01 January	**(18,134)**	(19,410)
Reversal during the year	**-**	1,276
At 31 December	**(18,134)**	(18,134)
Carrying amount:		
At 31 December	**52,424**	80,935

The estimated fair values of the loans are the discounted amount of the estimated cash flows expected to be received. Expected cash flows are discounted at current market rates to determine fair value. The effective interest rates were in the range of **5%** to **14%** (2019 – 5% to 14%).

The fair values of the loans approximate their carrying amounts.

At 31 December 2020, loans amounting to **Rs 26,276,331** (2019 - Rs 45,192,096) were overdue which includes impaired and not impaired. These overdue loans receivables are secured by mortgaged properties.

Loans arising on life assurance business, **Rs 111,387,198** (2019 – Rs 140,078,970), are considered neither past due nor impaired when loan instalments are overdue for less than three months. When they are overdue for more than three months, they are tested for impairment individually and are considered impaired when the value of their mortgaged property is less than the carrying value of the loan receivable. The loans are secured against mortgaged properties.

18 FINANCIAL ASSETS HELD AT AMORTISED COST (CONTINUED)

(i) Loans receivable arising on life assurance business (Continued)

The ageing analysis of the loans arising on the life assurance business which are considered overdue and not impaired were as follows:

	GROUP	
	2020	2019
	Rs'000	Rs'000
Between 6 months to 1 year	**3,025**	4,192
Between 1 to 2 years	**1,745**	5,439
More than 2 years	**6,806**	17,426
Total overdue but not impaired originated loans	**11,576**	27,057

The amount of impaired loans amount to **Rs 18,134,510** (2019 – Rs 18,134,510). The other classes within loans and receivables do not contain impaired assets.

Included in the loans are **Rs 537,687** (2019 – Rs 944,501) in respect of loans made to directors and key management personnel.

(ii) Other loans

The loan to the parent, Currimjee Limited (ex Fakhary Ltd), is unsecured and bears interest at **6.5%** (2019 – 6.5%).

All the other loans bear interest between **5.35%** and **6.5%** (2019 – 5.35% to 6.5%)

There are no overdue or non-performing loans.

At 31 December 2020, the carrying values of all loans receivable approximate their fair value.

The directors assess the credit quality of each receivable at a subsidiary level and ensure that appropriate procedures made to ensure credit quality.

(iii) Trade receivables

At 31 December 2020, trade receivables include provision of impairment on receivables amounting to **Rs 149,988,505** (2019 – Rs 146,499,126):

	GROUP	
	2020	2019
	Rs'000	Rs'000
Trade receivables – net	**256,744**	303,214
Provision for impairment	**149,989**	146,499
Gross amount receivable	**406,733**	449,713
Neither past due nor impaired	**203,418**	222,542
Past due but not impaired	**53,326**	80,672
Past due and impaired	**149,989**	146,499
Total past due	**203,315**	227,171
Gross amount receivable	**406,733**	449,713

18 FINANCIAL ASSETS HELD AT AMORTISED COST (CONTINUED)

(iii) Trade receivables (Continued)

The movement in provision for impairment of receivables is as follows:

	2020	2019
	Rs'000	Rs'000
At 01 January	**146,499**	125,502
Bad debts written off	**(1,873)**	(14,095)
Charge reversal for the year	**(53,093)**	(2,535)
Charge for the year	**58,456**	37,627
At 31 December	**149,989**	146,499

The Group and Company apply IFRS 9 simplified approach in measuring the expected credit losses which uses a lifetime expected loss allowance for all its trade receivables. To measure the expected credit losses, trade receivables have been grouped based on shared credit risk characteristics and the days past due.

The expected loss rates are passed on the payment profiles of sales over a period of 36 months before 31 December 2020 or 31 December 2019 respectively and the corresponding historical credit losses experienced within this period. The Company has established a linear relationship of the bad debts with respect to its revenue per year based on historical data adjusted by the growth rate in the percentage of the bad debts on its revenue.

On that basis, the loss allowance as at 31 December 2020 and 31 December 2019 was determined as follows for the trade receivables:

	Current	**30 to 60 days**	**60 to 90 days**	**More than 90 days**	**Total**
2020					
Expected loss rate	**0% to 21%**	**0% to 39%**	**0% to 79%**	**3% to 100%**	
Gross carrying value	**178,460**	**53,126**	**12,446**	**162,701**	**406,733**
Loss allowance	**2,477**	**1,653**	**6,334**	**139,525**	**149,989**
2019					
Expected loss rate	0% to 24%	0% to 100%	0% to 100%	17% to 100%	
Gross carrying value	192,840	71,763	20,595	164,515	449,713
Loss allowance	2,351	4,417	3,425	136,306	146,499

The Group assessed the recoverability of trade receivables based on the debtors capacity to repay their debts. Amount which are considered doubtful are specifically provided for. In addition, a provision under the expected credit loss model is recognised to account for the probability of default upon initial recognition of assets and whether there has been a significant increase in credit risk on an ongoing basis. To assess whether there is a significant increase in credit risk, the Group compares the risk of default occurring on the assets as at the reporting date with the risk of default at date of initial recognition. It considers available reasonable and supportive forward looking information. The Group defines the risk of default as being significant losses in the time value of money.

18 FINANCIAL ASSETS HELD AT AMORTISED COST (CONTINUED)

(iv) Debt securities

The debt securities may be analysed as follows:

	GROUP 2020 Rs'000	GROUP 2019 Rs'000
At 01 January	**243,976**	172,618
Additions	**-**	170,847
Disposals	**-**	(105,058)
Net fair value gain	**-**	5,466
Interest accrued	**(178)**	129
Interest received	**-**	(26)
Transfer to financial assets at fair value through other comprehensive income (Note 16)	**(243,798)**	-
At 31 December	**-**	243,976
Due within 1 year	**-**	15,959
Due after more than 1 year	**-**	228,017
	-	243,976

Debt securities include the following:

	2020 Rs'000	2019 Rs'000
Unlisted securities:		
Treasury Bonds	**-**	200,455
Treasury Notes	**-**	27,562
Foreign Treasury Bill	**-**	15,959
	-	243,976

The maximum exposure to credit risk at the reporting date is the carrying value of the debt securities classified as held-to-maturity. None of these financial assets is either past due or impaired.

Held-to-maturity financial assets are denominated in the following currencies:

	2020 Rs'000	2019 Rs'000
MUR	**-**	228,017
USD	**-**	15,959
At 31 December	**-**	243,976

18 FINANCIAL ASSETS HELD AT AMORTISED COST (CONTINUED)

(v) Deposits with financial institutions

Deposits placed with financial institutions have maturities ranging from 1 - 2 years and earn interest at the rate of **2.6%** (2019 – 2.6%) per annum for the year ended 31 December 2020. Placement is made through a fund manager who ensures the credit quality of these deposits.

At 31 December 2020, statutory deposits comprised of fixed deposit certificates of **Rs 10,000,000** (2019 – Rs 10,000,000).

(vi) The other classes of financial assets held at amortised cost do not contain impaired assets.

(vii) The maximum exposure to credit risk at reporting date is the carrying value of each class of loans and receivables mentioned above.

(viii) The Group does not hold any collateral as security other than already disclosed in note 18(i) and 18(iv).

(ix) Currency profile of financial assets held at amortised cost

The carrying amounts of the Group's and Company's loans and receivables are denominated in the following currencies:

	GROUP 2020 Rs'000	GROUP 2019 Rs'000 Restated	COMPANY 2020 Rs'000	COMPANY 2019 Rs'000
Mauritian Rupees	**674,436**	1,107,335	**1,215,723**	888,256
US Dollars	**13,813**	45,297	**-**	-
Euros	**12,097**	9,831	**-**	-
Great Britain Pounds	**163**	25	**-**	-
	700,509	1,162,488	**1,215,723**	888,256

Financial assets at amortised cost exclude deposits with financial institutions, amount receivable from MRA, prepayments and deposits.

19 DEFERRED INCOME TAX

(i) Assets

	GROUP 2020 Rs'000	GROUP 2019 Rs'000	COMPANY 2020 Rs'000	COMPANY 2019 Rs'000
At 01 January	**-**	8	**-**	-
Income statement charge	**-**	(8)	**-**	-
At 31 December	**-**	-	**-**	-

The movement in deferred tax assets and liabilities is as follows:

	At 01 January Rs'000	(Charge)/ credit to income statement Rs'000	At 31 December Rs'000
Group -2020			
Deferred income tax assets:			
Post employment benefits	**-**	**-**	**-**
Accelerated capital allowances	**-**	**-**	**-**
	-	**-**	**-**
Group -2019			
Deferred income tax assets:			
Post employment benefits	2	(2)	-
Accelerated capital allowances	6	(6)	-
	8	(8)	-

NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2020 (CONTINUED)

19 DEFERRED INCOME TAX (CONTINUED)

(ii) Liabilities

	GROUP		COMPANY	
	2020 Rs'000	2019 Rs'000	**2020 Rs'000**	2019 Rs'000
At 01 January	**223,146**	223,728	**-**	-
Income statement charge/(credit)	**21,595**	(1,972)	**-**	-
(Credit)/charge to other comprehensive income (Note 9(c))	**(4,493)**	1,390	**-**	-
At 31 December	**240,248**	223,146	**-**	-

The movement in deferred income tax assets and liabilities is as follows:

Group - 2020

	At 01 January 2020	**Charge/ (credit) to income statements**	**Charge to other comprehensive income**	**At 31 December 2020**
	Rs'000	**Rs'000**	**Rs'000**	**Rs'000**
Deferred income tax liabilities:				
Accelerated capital allowances	**219,028**	**29,993**	**-**	**249,021**
Unrealised exchange gain	**(19)**	**96**	**-**	**77**
Revaluation of property, plant and equipment	**38,484**	**-**	**1,688**	**40,172**
	257,493	**30,089**	**1,688**	**289,270**
Deferred income tax assets:				
Provision for impairment of receivables	**(23,859)**	**394**	**-**	**(23,465)**
Allowance for tax losses	**-**	**(5,124)**		**(5,124)**
Retirement benefit obligations	**(6,857)**	**(248)**	**(6,181)**	**(13,286)**
Lease liabilities	**(3,631)**	**(3,516)**		**(7,147)**
	(34,347)	**(8,494)**	**(6,181)**	**(49,022)**
Net deferred income tax liabilities	**223,146**	**21,595**	**(4,493)**	**240,248**

NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2020 (CONTINUED)

19 DEFERRED INCOME TAX (CONTINUED)

(ii) Liabilities (Continued)

Group - 2019

	At 01 January 2019	Charge/ (credit) to income statements	Charge/(credit) to other comprehensive income	At 31 December 2019
	Rs'000	Rs'000	Rs'000	Rs'000
Deferred income tax liabilities:				
Accelerated capital allowances	212,948	6,080	-	219,028
Unrealised exchange gain	1,068	(1,087)	-	(19)
Revaluation of property, plant and equipment	33,985	-	4,499	38,484
	248,001	4,993	4,499	257,493
Deferred income tax assets:				
Provision for impairment of receivables	(20,270)	(3,589)	-	(23,859)
Retirement benefit obligations	(4,003)	255	(3,109)	(6,857)
Unrealised exchange loss	-	(3,631)	-	(3,631)
	(24,273)	(6,965)	(3,109)	(34,347)
Net deferred income tax liabilities	223,728	(1,972)	1,390	223,146

The directors have not recognised a deferred income tax asset attributable to the following as future taxable profits may not be available against which the temporary differences can be utilised:

	GROUP		COMPANY	
	2020 Rs'000	2019 Rs'000	**2020 Rs'000**	2019 Rs'000
Tax losses carried forward	**134,772**	118,077	**89,776**	71,429
Accelerated capital allowances	**14,852**	11,542	**6,366**	9,280
Provision for retirement benefit obligations	**121,044**	83,226	**107,805**	79,874
Provision for bad and doubtful debts	**4,612**	3,762	**-**	-
Others	**1,468**	295	**470**	295
	276,748	216,902	**204,417**	160,878

20 INVENTORIES

	GROUP	
	2020 Rs'000	2019 Rs'000
At cost:		
Finished goods and goods for resale	**62,121**	66,927
Telephone sets, related spares and accessories	**60,948**	50,097
Spare parts and consumables	**3,632**	3,411
Goods in transit	**13,710**	57,368
Work in progress	**146**	8,100
	140,557	185,903
At net realisable value:		
Telephone sets, related spares and accessories	**1,459**	1,750
	142,016	187,653

NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2020 (CONTINUED)

21 ASSETS HELD FOR SALE

	GROUP		COMPANY	
	2020 Rs'000	2019 Rs'000	**2020 Rs'000**	2019 Rs'000
Group				
At 01 January	**-**	1,544	**-**	-
Disposal	**-**	(1,544)	**-**	-
At 31 December	**-**	-	**-**	-

The asset held for sale for 2019, Rs 1,544,000, relates to a subsidiary which prepared its Financial Statements on a non-going concern basis subsequent to the end of the reporting period. The board of the subsidiary has approved the disposal of the Company's assets to a third party and the Company will cease trading.

22 SHARE CAPITAL

Group and Company

	2020 Number	2019 Number	**2020 Rs'000**	2019 Rs'000
Authorised:				
Ordinary shares of Rs 100 each	**300,000**	300,000	**30,000**	30,000
Issued and fully paid:				
Ordinary shares of Rs 100 each	**297,000**	297,000	**29,700**	29,700

23 LIFE ASSURANCE FUNDS

	2020 Rs'000	2019 Rs'000
Group		
At 01 January	**999,863**	999,851
Transfer of (deficit to)/surplus from life assurance business revenue account (Note 5)	**(59,764)**	12
At 31 December	**940,099**	999,863
Non-current	**857,351**	885,680
Current	**82,748**	114,183
	940,099	999,863

The Group's actuary for its life insurance business is QED Actuaries and Consultants (Pty) Ltd. The Group's actuary for pension business is Aon Hewitt Ltd.

The Group has provided the breakdown of life assurance fund due within 1 year and more than 1 year based on best estimates available.

At 31 December 2020, the adequacy of the life assurance fund has been assessed based on the following assumptions:

- Interest rate of **5.39%** (2019: 8.25%);
- Assumed lapse rates of **27%, 11%, 8%** and **8%** for years 1,2,3 and 4+ (2019: 27%, 11%, 8% and 8%);
- Expense inflation rate of **1.55%** (2019: 2.75%); and
- Mortality table **27% SA 85/90** (2019: 27% SA 85/90)

NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2020 (CONTINUED)

24 BORROWINGS

	GROUP		COMPANY	
	2020 Rs'000	2019 Rs'000	**2020 Rs'000**	2019 Rs'000
Non-current				
Bank loans - secured	**4,665,231**	4,122,242	**1,439,038**	1,813,834
Unamortised transaction cost	**(7,326)**	-	**-**	-
	4,657,905	4,122,242	**1,439,038**	1,813,834
Current				
Bank overdrafts (Note 29)	**349,501**	304,433	**172,516**	90,030
Bank loans - secured	**2,097,049**	1,576,644	**1,625,659**	1,061,904
Unamortised transaction cost	**(2,301)**	-	**-**	-
Import loans	**37,523**	13,958	**23,867**	-
Accrued interest	**8,766**	-	**-**	-
Loans payable to subsidiaries (Note 33(v)(d))	**-**	-	**52,458**	432,643
Loans payable to related parties (Note 33(v) (a))	**229,508**	220,559	**218,721**	209,094
Loans payable to shareholders (Note 33(v) (b))	**999**	300,999	**-**	300,000
Loans payable to directors (Note 33(v) (c))	**-**	58,056	**-**	58,056
Other loans	**9,596**	4,392	**-**	-
	2,730,641	2,479,041	**2,093,221**	2,151,727
Total borrowings	**7,388,546**	6,601,283	**3,532,259**	3,965,561

The fair value of current borrowings equals their carrying amount, as the impact of discounting is not significant. The borrowing rate is between **3%** and **7%** (2019 - 3.85% and 7%).

Bank overdrafts

The bank overdrafts and other banking facilities are secured by floating charges on all of the assets of the Company.

Bank loans

The bank loans are secured by floating charges on the assets of the Group and the Company and also by the pledge of shares and can be analysed as follows:

	GROUP		COMPANY	
	2020 Rs'000	2019 Rs'000	**2020 Rs'000**	2019 Rs'000
Current				
Within one year	**2,097,049**	1,576,644	**1,625,659**	1,061,904
Non-current				
After one year and before two years	**494,777**	667,954	**295,770**	497,940
After two years and before five years	**1,958,685**	2,853,991	**1,054,672**	1,210,265
After five years	**2,211,769**	600,297	**88,596**	105,629
	4,665,231	4,122,242	**1,439,038**	1,813,834
Total bank loans	**6,762,280**	5,698,886	**3,064,697**	2,875,738

24 BORROWINGS (CONTINUED)

Bank loans (Continued)

The denomination and effective interest rates of the bank loans are as follows:

	3.27% to 7.00% Rs'000	7.01% to 8.25% Rs'000	Total Rs'000
Group - 2020			
Mauritian rupees	**6,273,000**	**6,306**	**6,279,306**
Euros	**482,974**	**-**	**482,974**
	6,755,974	**6,306**	**6,762,280**
Group - 2019			
Mauritian rupees	5,365,527	7,258	5,372,785
Euros	326,101	-	326,101
	5,691,628	7,258	5,698,886
Company – 2020			
Mauritian rupees	**3,064,697**	**-**	**3,064,697**
Company – 2019			
Mauritian rupees	2,875,738	-	2,875,738

The bank loans are scheduled for payment as follows:

	2021 Rs'000	2022 Rs'000	2023 Rs'000	2024 Rs'000	2025 Rs'000	Later than 2025 Rs'000	Total Rs'000
Group – 2020							
Mauritian rupees	**2,097,049**	**494,777**	**342,792**	**1,268,908**	**346,985**	**1,728,795**	**6,279,306**
Euros	**-**	**-**	**-**	**-**	**-**	**482,974**	**482,974**
	2,097,049	**494,777**	**342,792**	**1,268,908**	**346,985**	**2,211,769**	**6,762,280**
Company - 2020							
Mauritian rupees	**1,625,659**	**295,770**	**150,672**	**739,614**	**164,386**	**88,596**	**3,064,697**

	2020 Rs'000	2021 Rs'000	2022 Rs'000	2023 Rs'000	2024 Rs'000	Later than 2024 Rs'000	Total Rs'000
Group – 2019							
Mauritian rupees	1,576,644	667,954	1,099,643	178,022	1,250,224	600,298	5,372,785
Euros	-	-	326,101	-	-	-	326,101
	1,576,644	667,954	1,425,744	178,022	1,250,224	600,298	5,698,886
Company - 2019							
Mauritian rupees	1,061,904	497,940	301,386	158,655	750,224	105,629	2,875,738

NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2020 (CONTINUED)

24 BORROWINGS (CONTINUED)

Net debt reconciliation

This section sets out an analysis of the net debt and the movements in net debt of each of the periods presented.

	GROUP 2020 Rs'000	GROUP 2019 Rs'000	COMPANY 2020 Rs'000	COMPANY 2019 Rs'000
Cash and cash equivalents (including bank overdraft and restricted cash)	**(290,394)**	(297,414)	**168,425**	81,662
Borrowings	**7,039,045**	6,296,850	**3,359,743**	3,875,531
Lease liabilities	**978,495**	1,044,267	**53,562**	62,428
Net debt	**7,727,146**	7,043,703	**3,581,730**	4,019,621
Cash and cash equivalents	**(559,566)**	(463,621)	**(4,091)**	(8,368)
Restricted cash	**(80,329)**	(138,226)	**-**	-
Gross debt with fixed interest rates	**2,098,112**	1,450,000	**150,000**	150,000
Gross debt with variable interest rates	**6,268,929**	6,195,550	**3,435,821**	3,877,989
Net debt	**7,727,146**	7,043,703	**3,581,730**	4,019,621

	Group			Company		
	(Cash)/ bank overdraft	Borrowings	Lease liabilties	Cash/ bank overdraft	Borrowings	Lease liabilties
Net debt as at 01 January 2019	(609,942)	5,080,428	-	72,256	3,640,567	-
Recognition/acquisition	-	-	1,174,918	-	-	73,191
Cash flows	295,784	1,216,422	(130,651)	(1,371)	234,964	(10,763)
Other changes	16,744	-	-	10,777	-	-
Net debt as at 31 December 2019	**(297,414)**	**6,296,850**	**1,044,267**	**81,662**	**3,875,531**	**62,428**
Acquisition	**-**	**-**	**63,925**	**-**	**-**	**2,115**
Cash flows	**7,020**	**742,195**	**(129,697)**	**86,763**	**(515,788)**	**(10,981)**
Net debt as at 31 December 2020	**(290,394)**	**7,039,045**	**978,495**	**168,425**	**3,359,743**	**53,562**

25 POST - EMPLOYMENT BENEFITS

Defined benefit pension plan

	GROUP 2020 Rs'000	GROUP 2019 Rs'000	COMPANY 2020 Rs'000	COMPANY 2019 Rs'000
Amounts recognised in the statement of financial position:				
Present value of funded obligations	**609,317**	457,404	**231,205**	176,922
Fair value of plan assets	**(280,948)**	(265,908)	**(104,096)**	(100,232)
Deficit of funded plans	**328,369**	191,496	**127,109**	76,690
Present value of unfunded obligations	**506,865**	393,157	**506,865**	393,157
Liability in the statement of financial position	**835,234**	584,653	**633,974**	469,847

The Group operates defined benefit pension plans. All of the plans are final salary pension plans, which provide benefits to members in the form of a guaranteed level of pension payable for life. The level of benefits provided depends on members' length of service and their salary in the final years leading up to retirement. Pensions in payment are generally updated in line with the inflation rate and benefit payments for funded obligations are from ILA managed Pension Fund.

NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2020 (CONTINUED)

25 POST - EMPLOYMENT BENEFITS (CONTINUED)

The movement in the defined benefit obligation over the year is as follows:

Group

	Present Value of obligation	Fair value of plan assets	Total
	Rs'000	**Rs'000**	**Rs'000**
At 01 January 2020	**850,561**	**(265,908)**	**584,653**
Current service cost	**30,806**	**-**	**30,806**
Interest cost	**40,107**	**(13,859)**	**26,248**
Past service cost	**50,796**	**(128)**	**50,668**
	972,270	**(279,895)**	**692,375**
Remeasurements:			
Return on plan assets excluding amount included in interest expense	**-**	**2,645**	**2,645**
Gain from change in financial assumptions	**137,401**	**-**	**137,401**
Experience gains	**68,345**	**-**	**68,345**
	205,746	**2,645**	**208,391**
Contribution -Employers	**-**	**(60,121)**	**(60,121)**
Payment from plans –Benefit payments	**(64,518)**	**60,751**	**(3,767)**
Other movements	**2,684**	**(4,328)**	**(1,644)**
	(61,834)	**(3,698)**	**(65,532)**
At 31 December 2020	**1,116,182**	**(280,948)**	**835,234**

The movement in the defined benefit obligation over the year 2019 is as follows:

	Present Value of obligation	Fair value of plan assets	Total
	Rs'000	Rs'000	Rs'000
At 01 January 2019	815,066	(296,757)	518,309
Current service cost	26,877	-	26,877
Interest cost	42,482	(15,751)	26,731
Past service cost	11,476	-	11,476
Other movements	(43,060)	24,938	(18,122)
	852,841	(287,570)	565,271
Remeasurements:			
Return on plan assets excluding amount included in interest expense	-	15,325	15,325
Gain from change in financial assumptions	54,346	-	54,346
Experience gains	34,380	-	34,380
	88,726	15,325	104,051
Contribution -Employers	-	(82,379)	(82,379)
Payment from plans –Benefit payments	(91,006)	88,716	(2,290)
	(91,006)	6,337	(84,669)
At 31 December 2019	850,561	(265,908)	584,653

NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2020 (CONTINUED)

25 POST - EMPLOYMENT BENEFITS (CONTINUED)

The movement in the defined benefit obligation over the year 2020 is as follows:

Company

	Present Value of obligation	Fair value of plan assets	Total
	Rs'000	**Rs'000**	**Rs'000**
At 01 January 2020	**570,079**	**(100,232)**	**469,847**
Current service cost	**11,029**	**-**	**11,029**
Interest cost/ (Income)	**25,854**	**(4,582)**	**21,272**
Past service cost	**50,200**	**(128)**	**50,072**
	657,162	**(104,942)**	**552,220**
Remeasurements:			
Return on plan assets excluding amount included in interest expense	**-**	**4,306**	**4,306**
Gain from change in financial assumptions	**62,502**	**-**	**62,502**
Experience gains	**68,217**	**-**	**68,217**
	130,719	**4,306**	**135,025**
Contribution -Employer	**-**	**(48,999)**	**(48,999)**
Payment from plans –Benefit payments	**(49,811)**	**45,539**	**(4,272)**
	(49,811)	**(3,460)**	**(53,271)**
At 31 December 2020	**738,070**	**(104,096)**	**633,974**

The movement in the defined benefit obligation over the year 2019 is as follows:

	Present Value of obligation	Fair value of plan assets	Total
	Rs'000	Rs'000	Rs'000
At 01 January 2019	516,410	(90,038)	426,372
Current service cost	8,772	-	8,772
Interest cost/ (Income)	27,776	(5,319)	22,457
Past service cost	632	-	632
	553,590	(95,357)	458,233
Remeasurements:			
Return on plan assets excluding amount included in interest expense	-	4,908	4,908
Gain from change in financial assumptions	37,427	-	37,427
Experience gains	32,147	-	32,147
	69,574	4,908	74,482
Contribution -Employer	-	(58,552)	(58,552)
Payment from plans –Benefit payments	(53,085)	48,769	(4,316)
	(53,085)	(9,783)	(62,868)
At 31 December 2019	570,079	(100,232)	469,847

25 POST - EMPLOYMENT BENEFITS (CONTINUED)

The significant actuarial assumptions were as follows:

	GROUP 2020	GROUP 2019	COMPANY 2020	COMPANY 2019
Discount rate	**2.5% to 3.1%**	4.6% to 5.6%	**2.5% to 2.7%**	4.6% to 5.1%
Inflation rate	**0.2% to 0.4%**	2.2% to 3.5%	**0.2% to 0.3%**	2.2% to 3.5%
Salary growth rate	**2.0%**	3.5%	**2.0%**	3.5%
Pension growth rate	**1.0%**	1.0%	**1.0%**	1.0%

Average life expectancy in years for a pensioner retiring at age 63

Retiring at the end of the reporting period

	GROUP 2020	GROUP 2019	COMPANY 2020	COMPANY 2019
Male	**12.3**	12.3	**12.3**	12.3
Female	**13.5**	13.5	**13.5**	13.5

Average life expectancy in years for a pensioner retiring at age 63

Retiring 20 years after the end of the reporting period

	GROUP 2020	GROUP 2019	COMPANY 2020	COMPANY 2019
Male	**12.3**	12.3	**12.3**	12.3
Female	**13.5**	13.5	**13.5**	13.5

The sensitivity of the defined benefit obligation to changes in the weighted principal assumption is:

	Impact on defined benefit obligation		
	Change in assumption	Increase in assumption	Decrease in assumption
Group - 2020			
Discount rate	**1%**	**115,540**	**138,669**
Salary growth rate	**1%**	**60,527**	**51,251**
Group - 2019			
Discount rate	1%	86,070	84,609
Company - 2020			
Discount rate	**1%**	**68,409**	**82,869**
Salary growth rate	**1%**	**18,785**	**16,826**
Company - 2019			
Discount rate	1%	55,190	46,657

NOTES TO THE FINANCIAL STATEMENTS
31 DECEMBER 2020 (CONTINUED)

25 POST - EMPLOYMENT BENEFITS (CONTINUED)

Plan assets are comprised as follows:

2020	Group Quoted Rs'000	Group Unquoted Rs'000	Group Total Rs'0000	Company Quoted Rs'000	Company Unquoted Rs'000	Company Total Rs'000
Equities -Overseas	**33,714**	**-**	**33,714**	**12,491**	**-**	**12,491**
Equities -Local	**81,475**	**8,428**	**89,903**	**30,188**	**3,123**	**33,311**
Fixed interest securities- Overseas	**19,666**	**-**	**19,666**	**7,287**	**-**	**7,287**
Fixed interest securities- Local	**28,095**	**75,856**	**103,951**	**10,410**	**28,106**	**38,516**
Cash and others	**-**	**33,714**	**33,714**	**-**	**12,491**	**12,491**
	162,950	**117,998**	**280,948**	**60,376**	**43,720**	**104,096**

2019	Group Quoted Rs'000	Group Unquoted Rs'000	Group Total Rs'000	Company Quoted Rs'000	Company Unquoted Rs'000	Company Total Rs'000
Equities -Overseas	26,591	-	26,591	10,023	-	10,023
Equities -Local	98,385	10,636	109,021	37,086	4,009	41,095
Fixed interest securities- Overseas	18,614	-	18,614	7,016	-	7,016
Fixed interest securities- Local	18,614	61,159	79,773	7,016	23,053	30,069
Cash and others	-	31,909	31,909	-	12,029	12,029
	162,204	103,704	265,908	61,141	39,091	100,232

The Group and Company operate a final salary defined benefit pension plan for its employees. The plan exposes the Group and Company to normal risks associated with defined benefit pension plans, such as investment, interest, longevity and salary risks.

Investment risk: The plan liability is calculated using a discount rate determined by reference to government bond yields; if the return on plan assets is below this rate, it will create a plan deficit and if it is higher, it will create a plan surplus.

Interest risk: A decrease in the bond interest rate will increase the plan liability; however, this may be partially offset by an increase in the return on the plan's debt investments and a decrease in inflationary pressures on salary and pension increases.

Longevity risk: The plan liability is calculated by reference to the best estimate of the mortality of plan participants both during and after their employment. An increase in the life expectancy of the plan participants will increase the plan liability.

Salary risk: The plan liability is calculated by reference to the future projected salaries of plan participants. As such, an increase in the salary of the plan participants above the assumed rate will increase the plan liability whereas an increase below the assumed rate will decrease the liability.

The Company's expected employer contribution for the next year is **Rs 48,168,000** and the weighted average duration of the defined benefit obligation is between 9 and 10 years.

NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2020 (CONTINUED)

26 PROVISION FOR ASSET RETIREMENT OBLIGATIONS

The provision is in respect of the dismantling and removal of equipment from leased cell sites for the period if the operating lease is not renewed.

	GROUP	
	2020	2019
	Rs'000	Rs'000
At 01 January	**49,612**	67,950
Additional provision during the year	**1,108**	607
Disposal adjustments	**(758)**	(2,566)
Impairment adjustments	**24,432**	(8,434)
Finance charge	**(595)**	(7,945)
At 31 December	**73,799**	49,612

The above has been calculated based on these assumptions:

Life of the assets – **5 to 25 years** (2019 - 5 to 25 years)

Interest rate – **1.93%** (2019 – 4.94%)

A change in the rate of interest of 1% higher/lower than the actual rate would have decreased/increased the finance charge by **Rs 737,989** (2019 – Rs 496,116).

27 TRADE AND OTHER PAYABLES AND PROVISION FOR OTHER LIABILITIES AND CHARGES

(i) TRADE AND OTHER PAYABLES

	GROUP		COMPANY	
	2020	2019	**2020**	2019
	Rs'000	Rs'000	**Rs'000**	Rs'000
		Restated		
Not later than one year	**1,324,232**	1,656,224	**45,914**	66,396
Later than one year	**8,067**	6,825	**-**	-
	1,332,299	1,663,049	**45,914**	66,396
Bills payable (secured)	**51,544**	51,780	**-**	-
Trade payables	**251,317**	326,384	**243**	240
Other payables and accruals	**700,515**	946,349	**37,954**	61,441
Subscription received in advance (pay TV subscribers)	**90,621**	94,386	**-**	-
Deposits	**78,595**	62,628	**-**	-
Amount due to subsidiaries (Note 33(vi)(e))	**-**	-	**6,069**	2,687
Amount due to other related parties (Note 33(vi)(c))	**60,546**	53,934	**157**	309
Amount due to associates (Note 33(vi)(a))	**132**	522	**96**	-
Amount payable to shareholder (Note 33(vi) (d))	**-**	54	**-**	-
Amount due to directors(Note 33(vi) (b))	**1,395**	1,719	**1,395**	1,719
Income received in advance	**18,923**	13,399	**-**	-
Dividends payable	**78,711**	111,894	**-**	-
	1,332,299	1,663,049	**45,914**	66,396

NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2020 (CONTINUED)

27 TRADE AND OTHER PAYABLES AND PROVISION FOR OTHER LIABILITIES AND CHARGES (CONTINUED)

(ii) PROVISION FOR OTHER LIABILITIES AND CHARGES

The Group provision for other liabilities and charges relates to solidarity levy charge on revenue. The movement in provision is shown below:

	GROUP		COMPANY	
	2020	2019	**2020**	2019
	Rs'000	Rs'000	**Rs'000**	Rs'000
At 01 January	**48,995**	45,286	**-**	-
Charge for the year	**46,552**	48,995	**-**	-
Adjustment for prior year	**-**	4	**-**	-
Paid during the year	**(48,995)**	(45,290)	**-**	-
At 31 December	**46,552**	48,995	**-**	-

28 CASH GENERATED FROM/(USED IN) OPERATING ACTIVITIES

	GROUP		COMPANY	
	2020	2019	**2020**	2019
	Rs'000	Rs'000	**Rs'000**	Rs'000
		Restated		
Profit before taxation	**310,837**	636,724	**988,991**	127,602
Effect of restatement	**-**	2,218	**-**	-
	310,837	638,942	**988,991**	127,602
Adjustments for:				
Depreciation on property, plant and equipment (Note 10)	**688,998**	691,097	**14,733**	14,448
Depreciation on right of use assets (Note 13(i))	**163,952**	153,575	**5,940**	5,940
Amortisation of intangible assets (Note 12)	**70,073**	78,651	**2,641**	2,571
Profit on disposal of property, plant and equipment (Note 5)	**(6,649)**	(1,563)	**(480)**	(260)
Transfer from property, plant and equipment to inventories (Note 10)	**-**	1,349	**-**	-
Write offs of property, plant and equipment (Note 10)	**4,191**	932	**-**	-
Write offs of intangible assets (Note 12)	**4,463**	136	**-**	-
Profit on disposal of subsidiaries (Note 5)	**(251,001)**	-	**(1,129,750)**	-
Net impairment charge on investment in subsidiaries (Note 14)	**-**	-	**41,237**	-
Adjustments to property, plant and equipment and intangible assets (Notes 10 and 12)	**-**	(905)	**-**	-
Fair value (gain)/loss on investment properties (Note 11)	**(102,391)**	(286,405)	**(92)**	4,007
Impairment on investment properties (Note 11)	**9,596**	11,525	**-**	-
Other adjustment on investment properties (Note 11)	**7,662**	-	**-**	-
Unrealised foreign exchange differences	**(9,088)**	(2,491)	**-**	-
Unwinding of asset retirement obligation (Note 26)	**(595)**	(7,945)	**-**	-
Depreciation adjustment on ARO	**350**	(1,959)	**-**	-
Impairment charge on financial assets held at amortised cost	**58,456**	37,627	**-**	-
Share of profit of associated companies (Note 15)	**(5,170)**	(46,791)	**-**	-
Dividend income (Note 5)	**(12,863)**	(10,516)	**(283,034)**	(511,705)
Finance costs – net	**366,945**	351,590	**149,005**	213,108
Difference on exchange	**-**	-	**(8,636)**	-
Other adjustments	**-**	44,228	**-**	-
	1,297,766	1,651,077	**(219,445)**	(144,289)
Working capital changes				
Decrease/(increase) in inventories	**51,284**	(64,664)	**-**	-
Decrease/(increase) in trade and other receivables	**37,774**	(25,733)	**2,276**	(2,843)
(Decrease)/increase in trade and other payables	**(330,751)**	152,917	**(28,812)**	(21,133)
(Decrease)/ increase in provision for other liabilities	**(2,443)**	3,709	**-**	-
Movement in retirement benefits obligations	**42,190**	(37,707)	**29,103**	(31,007)
(Decrease)/increase in life assurance funds and liabilities of life assurance company	**(51,476)**	10,157	**-**	-
	(253,422)	38,679	**2,567**	(54,983)
Cash generated from/(used in) operations	**1,044,344**	1,689,756	**(216,878)**	(199,272)

NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2020 (CONTINUED)

29 CASH AND CASH EQUIVALENTS

Cash and cash equivalents included in the cash flow statements comprise the following amounts:

	GROUP		COMPANY	
	2020 Rs'000	2019 Rs'000	**2020 Rs'000**	2019 Rs'000
Cash and cash equivalents	**559,566**	463,621	**4,091**	8,368
Restricted cash	**80,329**	138,226	**-**	-
Bank overdrafts (Note 24)	**(349,501)**	(304,433)	**(172,516)**	(90,030)
	290,394	297,414	**(168,425)**	(81,662)

30 DIVIDENDS

	COMPANY	
	2020 Rs'000	2019 Rs'000
Proposed and paid		
Rs 146.46 per share (2019 – Rs 456.57)	**43,500**	135,600

31 CAPITAL COMMITMENTS

	GROUP		COMPANY	
	2020 Rs'000	2019 Rs'000	**2020 Rs'000**	2019 Rs'000
Capital commitments for property, plant and equipment:				
Authorised and contracted for	**396,379**	525,176	**-**	-

32 (I) CONTINGENCIES

	GROUP		COMPANY	
	2020 Rs'000	2019 Rs'000	**2020 Rs'000**	2019 Rs'000
Guarantees				
On loans and bank overdraft facilities of subsidiaries, associates and related companies	**1,125,280**	1,075,717	**1,125,280**	1,075,717
Bank guarantees	**45,072**	103,887	**2,361**	2,208

At 31 December 2020, the Group and Company had contingent liabilities in respect of bank guarantees in the ordinary course of business amounting to **Rs 45,072,000** (2019 – Rs 103,887,000) and **Rs 2,361,000** (2019 – Rs 2,208,000) respectively, from which it is anticipated that no material liabilities will arise.

NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2020 (CONTINUED)

32 (II) CONTINGENT ASSETS AND LIABILITIES

Emtel Limited, one of the Group's subsidiary, has lodged a claim for damages in excess of Rs 1 billion (USD 32m) (plus interest and cost) against the Information & Communication Technologies Authority, Mauritius Telecom Ltd, Ministry of Technology, Telecommunications and Innovations and Cellplus Mobile Communications Ltd for losses incurred as a result of inter alia failure by the authorities to ensure a level of playing field and unfair competitive practices. Judgment was given by the Supreme Court in favour of Emtel Limited on the 9 August 2017 and a total amount of Rs 554,139,900 with costs and interests at the legal rate was awarded to Emtel Limited. The three appeals were heard in November 2019, February 2020 and in March 2020 and is still awaiting for judgment.

On the other hand, Emtel Limited has received a counter claim from Data Communications Ltd for Euros 1.5 million for allegedly failing to supply an uninterrupted data service in respect of an International Private Line leased from Emtel Limited. The case is not yet in shape for trial, with DCL in the process of liquidation. The matter has not proceeded further during the year 2020.

At this stage the Board of Directors does not believe that Emtel Limited will be required by the Court to settle the amount claimed by Data Communications Ltd.

33 RELATED PARTY TRANSACTIONS

The Group is directly controlled by Currimjee Limited (ex Fakhary Limited) which owns 62.95% of the Company's shares.

The particulars of the significant transactions carried out with related parties are presented below.

The other receivables from related parties are receivable within 1 year. The terms of loans receivable from and loans payable to related parties are also disclosed below.

	GROUP		COMPANY	
	2020 Rs'000	2019 Rs'000	**2020 Rs'000**	2019 Rs'000
(i) Sales of goods and services				
Associates	**2,643**	3,275	**-**	-
Shareholders	**125**	-	**-**	-
	2,768	3,275	**-**	-
Rental income				
Subsidiaries	**-**	-	**5,591**	5,824
Management fee income				
Subsidiaries	**-**	-	**43,017**	55,920
Shareholders	**1,529**	2,596	**104**	100
Associates	**823**	718	**822**	718
Entity significantly influenced by the directors of the Company	**750**	4,048	**-**	-
	3,102	7,362	**43,943**	56,738
(ii) Purchases of goods and services				
Purchases of goods				
Associates	**5,756**	5,718	**-**	-
Entity significantly influenced by the directors of the Company	**698,806**	662,630	**-**	-
	704,562	668,348	**-**	-

NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2020 (CONTINUED)

33 RELATED PARTY TRANSACTIONS (CONTINUED)

	GROUP 2020 Rs'000	GROUP 2019 Rs'000	COMPANY 2020 Rs'000	COMPANY 2019 Rs'000
Management fee expense excluding Currimjee Limited				
Subsidiaires	**-**	-	**2,783**	7,443
Interest expense				
Subsidiaries	**-**	-	**5,918**	15,624
Related parties	**13,117**	14,629	**8,732**	8,987
Shareholders	**3,414**	19,394	**3,414**	19,329
Directors	**2,775**	3,964	**2,775**	3,964
	19,306	37,987	**20,839**	47,904
Interest income				
Subsidiaries	**-**	-	**1,603**	11,406
Shareholders	**20,185**	20,105	**20,185**	20,105
	20,185	20,105	**21,788**	31,511
Currimjee Limited (common directorships)				
Secretarial fees	**-**	-	**-**	-
Management fees	**1,313**	1,243	**1,313**	1,243
	1,313	1,243	**1,313**	1,243
Key management compensation				
Salaries and other short term employee benefits	**187,885**	183,937	**99,590**	116,293
Post employment benefits	**20,844**	8,594	**-**	-
	208,729	192,531	**99,590**	116,293

Key management personnel of the Company refers to directors (executive and non-executive) and members of the senior management team of the Company as disclosed in the Corporate Governance report. Key management personnel of the Group refers to key management personnel of the Company and key management personnel of subsidiaries.

		GROUP 2020 Rs'000	GROUP 2019 Rs'000	COMPANY 2020 Rs'000	COMPANY 2019 Rs'000
(iii)	**Loans receivable (Note 18):**				
(a)	*Loans to related parties*				
	Parent company	**249,526**	337,786	**249,526**	337,786
	Entity significantly influenced by the directors of the Company	**1,006**	6	**6**	6
		250,532	337,792	**249,532**	337,792

The above loans to related parties are unsecured, repayable at call, bearing interest of **5.35%** per annum (2019 – 5.35%).

NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2020 (CONTINUED)

33 RELATED PARTY TRANSACTIONS (CONTINUED)

		GROUP 2020 Rs'000	GROUP 2019 Rs'000	COMPANY 2020 Rs'000	COMPANY 2019 Rs'000
(iii)	**Loans receivable (Note 18) (Continued):**				
(b)	*Loan to directors*	**347**	347	**347**	347
	The above loan to directors are unsecured, interest free and repayable at call.				
(c)	*Loans to subsidiaries*	**-**	-	**416,201**	469,536
	The loans to subsidiaries are repayable at call and bears interest rates as follows:				
	Interest free loan	**-**	-	**397,809**	349,210
	Interest rate of **6.10%** to **6.5%** (2019 - 6.5%)	**-**	-	**18,392**	120,326
		-	-	**416,201**	469,536
(iv)	**Amounts receivable from (Note 18):**				
(a)	*Associates*				
	At 01 January	**5,099**	1,349	**4,114**	275
	Movement during the year	**235**	3,750	**710**	3,839
	At 31 December	**5,334**	5,099	**4,824**	4,114
(b)	*Shareholders*				
	At 01 January	**15,532**	23	**15,525**	-
	Movement during the year	**(15,513)**	15,509	**(15,522)**	15,525
	At 31 December	**19**	15,532	**3**	15,525
(c)	*Directors*				
	Amount receivable from directors	**1,674**	2,608	**1,674**	1,453
(d)	*Other related parties*				
	Entities significantly influenced by the Group	**-**	-	**-**	-
	Other related parties	**6,198**	7,090	**4,058**	3,186
		6,198	7,090	**4,058**	3,186
(e)	*Subsidiaries*				
	Amounts receivable from subsidiaries	**-**	-	**526,015**	42,539

33 RELATED PARTY TRANSACTIONS (CONTINUED)

		GROUP		COMPANY	
		2020 Rs'000	2019 Rs'000	**2020 Rs'000**	2019 Rs'000
(v)	**Loans payable to (Note 24):**				
(a)	*Related parties*				
	Entities significantly influenced by the Group	**7,500**	8,178	**-**	-
	Shareholders of the ultimate parent	**116,408**	145,880	**116,408**	145,880
	Close family members of shareholders of the ultimate parent	**105,600**	66,501	**102,313**	63,214
		229,508	220,559	**218,721**	209,094

- The loan payable to entities significantly influenced by the Group are unsecured, repayable within one year and interest payable ranging from **6%** to **7%** (2019 - 5% to 7%) per annum.

-The loan payable to the shareholders of the ultimate parent are unsecured, repayable at call and bear interest at the rate of **5.35%** to **4.85%** (2019 - 5.35%) per annum.

-The loan payable to close family members of shareholders of the ultimate parent are unsecured, repayable at call and bear interest at the rate of **5.35%** to **4.85%** (2019 - 5.35%) per annum.

		GROUP		COMPANY	
		2020 Rs'000	2019 Rs'000	**2020 Rs'000**	2019 Rs'000
(b)	*Shareholders*				
	At 01 January	**300,999**	300,999	**300,000**	300,000
	Repaid during the year	**(300,000)**	-	**(300,000)**	-
	At 31 December	**999**	300,999	**-**	300,000
	-The loan payable to shareholders are unsecured, repayable at call and bear interest at the rate of **6.35%** (2019 - 6.5%) per annum.				
(c)	*Directors*				
	At 01 January	**58,056**	53,138	**58,056**	53,138
	Raised during the year	**-**	6,068	**-**	6,068
	Repaid during the year	**(58,056)**	(1,150)	**(58,056)**	(1,150)
	At 31 December	**-**	58,056	**-**	58,056
	-The loan payable to directors are unsecured, repayable at call and bear interest at the rate of **5.35% to 4.85%** (2019 - 5.35%) per annum.				
(d)	*Subsidiaries*				
	Loan payable to subsidiaries	**-**	-	**52,458**	432,643

-The loan payable to subsidiaries are unsecured, repayable at call and bear interest at the rate of **6%** (2019 - 6%) per annum.

NOTES TO THE FINANCIAL STATEMENTS
31 DECEMBER 2020 (CONTINUED)

33 RELATED PARTY TRANSACTIONS (CONTINUED)

		GROUP		COMPANY	
		2020 Rs'000	2019 Rs'000	**2020 Rs'000**	2019 Rs'000
(vi)	**Amounts due to (Note 27):**				
(a)	*Associates*	**132**	522	**96**	-
(b)	*Directors*	**1,395**	1,719	**1,395**	1,719
(c)	*Other related parties*				
	Entities significantly influenced by the Group	**58,918**	50,894	**-**	-
	Other related entities	**1,628**	3,040	**157**	309
		60,546	53,934	**157**	309
(d)	*Shareholders*	**-**	54	**-**	-
(e)	*Subsidiaries*	**-**	-	**6,069**	2,687

34 PRIOR YEAR RESTATEMENT

The accounts of one of the subsidiaries namely, Silver Wings Travels Ltd, have been restated following an investigation by Mazars whereby it was found that the Accounts Receivables were overstated and Trade payables were understated. The investigation also led to the identification of prior years errors leading to the following restatements in line with IAS 8:

	As reported	Restatement	Restated
	Rs'000	**Rs'000**	**Rs'000**
Income statement for the year ended 31.12.2019			
Revenue	5,015,615	2,218	5,017,833
Statement of financial position as at 31.12.2019			
Financial assets held at amortised cost	774,182	(34,296)	739,886
Trade and other payables	1,634,740	21,484	1,656,224
Retained earnings	581,077	(55,780)	525,297
Statement of cashflows as at 31.12.2019			
Profit before taxation	636,724	2,218	638,942
(Increase)/decrease in trade and other receivables	(30,248)	4,515	(25,733)
Increase/(decrease) in trade and other payables	159,650	(6,733)	152,917
Statement of financial position as at 31.12.2018			
Financial assets held at amortised cost	810,390	(29,781)	780,609
Trade and other payables	1,470,629	28,218	1,498,847
Retained earnings	255,092	(57,998)	197,094

NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2020 (CONTINUED)

35 SUBSEQUENT EVENT

In March 2020, the World Health Organisation (WHO) declared the Covid-19 as a global pandemic. Businesses worldwide except for essential services had to cease or limit operations over the various lockdown periods in many countries. The situation is constantly evolving and the measures put in place to contain the spread of the virus, including travel bans, social distancing and closures of non-essential services, have significantly disrupted business worldwide, resulting in a global economic slowdown. Measures were taken by the Government to contain the virus and to make Mauritius a COVID-19 free island.

However, in March 2021, new local cases of COVID-19 have been reported in Mauritius where a second national lock-down period has been declared by the Government as from early March 2021.

Moreover, the domestic and global economies continued to be impacted and the eventual measures taken by policymakers to curtail the pandemic weighed on financial markets. While Global equity markets showed signs of recovery, the local market remained in negative territories with SEMDEX falling by 3% for the year to date period ending 28th February 2021.

On the positive side, the local vaccination has started in Mauritius as from January 2021. However, there is still uncertainty as to the timeline for the country to reach a 'herd 'immunity status due to issues pertaining to the supply of the vaccines. The mass vaccination is expected to lead to the potential opening of the borders but it is still unclear under which sanitary conditions. In the meantime, the Tourism industry continues to take the full brunt of the negative economic effects of the pandemic.

To mitigate the impact of the second wave of the pandemic on the group's businesses, the following measures are being addressed:

a) Availability of the existing facilities with financing banks.

b) At the level of the hotel, arrangement through financing by MIC through the issue of convertible debentures for an amount of Rs 312 million is in the process of being finalised.

c) Having reduced its indebtedness over the last few years, Currimjee Jeewanjee and Company Ltd is well positioned to provide additional support to its subsidiaries where required.

d) Discussions initiated with banks, for some subsidiary for additional moratorium on repayment of bank loans

The Group had already established a work from home policy and has taken strategic decisions with respect to the business risk exposure during the lock-down period to sustain any revenue loss. All subsidiaries have applied and obtained Work Access Permit from the government so as to be able to maintain a level of operation and address customer requirements.

The Directors have determined that these events are non-adjusting subsequent events. Accordingly, the financial position and results of operations as of and for the year ended 31 December 2020 have not been adjusted to reflect their impact.

36 PARENT AND ULTIMATE PARENT

The directors regard Currimjee Limited (previously known as Fakhary Limited), a company incorporated in Mauritius, as the Company's parent and ultimate controlling party.

37 INCORPORATION AND REGISTERED OFFICE

The Company is a private limited company incorporated and domiciled in Mauritius. The registered office and place of business of the Company is at 38, Royal Street, Port Louis.

NOTES

NOTES

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