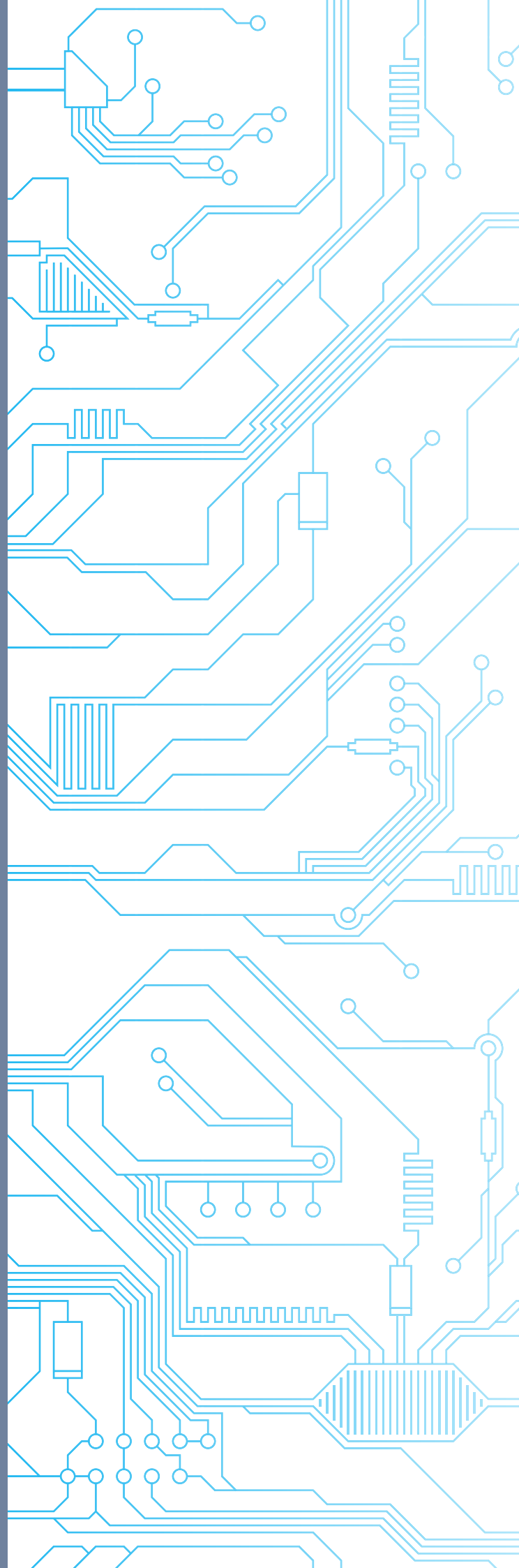


The **Fourth Industrial Revolution** is marked by emergence of Artificial Intelligence technology breakthroughs and its connectivity to a number of fields, including robotics, nanotechnology, quantum computing, biotechnology, the Internet of Things, 3D printing and autonomous vehicles. These technologies have great potential to continue to connect billions more people to the web, drastically improve the efficiency of business and organisations and help regenerate the natural environment through better asset management.





# Our Strategy

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# Financial Capital

The funds available to Anglo African for use in our Product Development, market expansion and the provision of Technology Services, obtained through financing, such as shareholders' equity or generated through operations or investments.



The funds generated by our operations constitute our financial capital inputs. These funds are used to run our business and to finance both expansion and investment into Research & Innovation. Our financial capital is reinvested in all the other four capitals in a considered manner to ensure the sustainability of our business. The targeted return on capital is an important consideration when making investment decisions.

Our transformation plan hinges on the vision of becoming the most valuable technology firm – this has a two-fold impact on our Financial Capital. We need to ensure that our valuation by investors are amongst the highest in the industry and that PAT as a percentage of revenue is increased to 10% in the medium term.



# Stocks of Capital



## Net Profit Margin

The Net Profit Margin is the most important indicator of our Financial Capital as it reflects the competitive landscape of the technology sector that we are operating in. It is critical to our capacity to build our reserves and investment in Human, Intellectual, Technological and Relationship Capital which, together with our valuation multiple, defines the value of our company.



## Gearing




Financial Discipline has always been one of our strategic orientations since we started the company. Therefore, the gearing indicator has traditionally been very low at Anglo African, with debt mainly relating to short-term vehicle/equipment leasing. This is also an important stock of capital for us as it would allow us to remain stable in an adverse or unforeseen event which might require additional unbudgeted funds.



## Shareholders' Funds

The Shareholders' Funds is an important indicator of the Group's financial health. The growth of our Shareholders' Funds has been healthy over the last few years and, together with our strong Cash at Bank position, gives a strong image of the company towards our People, Customers, Regulators and Strategic Partners. We expect this fund to grow even further in the years to come.

### Highlights 2017

-  Achieved a Revenue Growth of more than 20%
-  Maintained PAT Efficiency at 5%
-  Gearing maintained at less than 5%

### Targets 2018

- Reach PAT Efficiency of 7%
- Maintain Gearing at less than 5%
- Expand Balance Sheet at more than MUR 118 Mn of Shareholders' Funds.

# Human Capital

Our people's competencies, capabilities and experience, and their motivations to innovate, including their alignment with and support for the organisation's governance framework, risk management approach and ethical values; ability to understand, develop and implement our strategy and Transformation plan.



Through their expertise and experience our people enable us to innovate, effectively and efficiently, and contribute to the achievement of our goals and objectives. We have a comprehensive approach to managing our people and we are committed to addressing diversity in the workplace. We continue to invest substantially in employee training and development. Our culture is inclusive and we value diversity. Our people operate within a clearly defined governance framework and must adhere to the group's code of conduct and business ethics policy.

Our Transformation plan calls for human capital development in areas such as emerging technologies [Artificial Intelligence, Blockchain, Digital Transformation, Big Data Analytics and others]. To recruit and acquire talents in these emerging technologies, we are relying on our Bengaluru office to help us push ahead on our innovation and disruption agenda.



# Stocks of Capital



## Employee Engagement

Employee Engagement is key within our Human Capital Strategy, especially as a large proportion of our workforce are Millennials. We, therefore, strive to provide the right conditions for our people to give their best each day, to be committed to their organisation’s goals and values and to contribute to the organisational success, with an enhanced sense of their own well-being.



## Diversity




As we aim to be a global company, we strive to achieve workforce diversity by employing people from different backgrounds and gender. We consider that this approach provides tangible and intangible benefits to the organisation by extending the market segment and by bringing diversity in creative ideas.



## Training

In our fast-moving and disruptive technology world, training and professional certifications are no longer business as usual. In addition to regularly updated Training Needs Analysis and Individual Training plans, we realise more and more that these knowledge, especially in emerging technologies, need to be extended to our other stakeholders such as customers and regulators.

### Highlights 2017

-  Introduction of Group Pension scheme to employees having more than 5 years employment
-  Succession Planning in all subsidiaries
-  Drop in women headcount within the group

### Targets 2018

- Increase Employee Engagement
- Achieve 25% of women in group’s headcount at all levels
- Increase Training Expenditures to above MUR 1 Mn

# Intellectual & Digital Capital

Organisational, knowledge-based intangibles, including intellectual property such as patents, copyrights, software, rights and licences; “organisational capital” such as tacit knowledge, systems, procedures and protocols. Intellectual Capital is a key aspect of our new subsidiaries.

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We regard innovation as a key competitive advantage and our Research & Innovation facility in Bengaluru possesses both the required intellectual knowledge and expertise to give us the edge in providing constantly improving Innovations to our customers.

Our Transformation Plan is dependent upon the Group’s Intellectual and Digital Capital as we are moving from a situation whereby our business was reliant on third party vendors who own all the IP. With regards to the new subsidiaries, the Intellectual and Digital Capital contribution is very important to ensure that we own all the IP of the products and services being deployed at customers’ premises.

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# Stocks of Capital



## Own IP

Our Vision, to become the most valuable technology firm in our markets, hinges on our profitability. In our industry the companies who own their IP are the ones who command higher multiples. Therefore, while InfoSystems relies on our Partners for IP, the new subsidiaries are investing in the creation of their own IP.



## Research & Innovation




The investment in the creation of our own IP is not a destination but a journey as we need to keep optimising and improving our platforms and applications. Innovation is the name of the game and this requires considerable research in the requirements of our customers and their end users' needs to enable our development teams to ensure that our IP remains the best in class.



## Global Partnerships

Partnership with Global technology firms is critical for InfoSystems to ensure that we can provide best of breed solutions in all our Information Technology proposals – including related maintenance and support. In addition, our new subsidiaries also require strong partnerships with Cloud providers as well as Solutions Architects, whenever they are outsourced.

## Highlights 2017

-  Successfully launched our Fintech/Regtech start-ups
-  All the IP of the products and services developed by new subsidiaries fully owned by the company
-  Launch of Artificial Intelligence Services within the banking industry

## Targets 2018

- Increase our geographic footprint to six African countries and two Asian countries with live operations
- To have a comprehensive Fintech/RegTech solutions as well as Smart City platform
- Ensure that all the IP is owned by the company with emerging technologies such as AI, Big Data Analytics and Blockchain embedded therein



# Relationship & Social Capital

The relationships within and between communities, groups of stakeholders and other networks. Relationship and Social Capital includes shared norms, and common values and behaviours; key stakeholder relationships, and the trust and willingness; intangibles associated with the brand and reputation.



We contribute to helping our local community and recognise that this is an integral part of our business sustainability. We also focus on building partnerships with global tech organisations and other structured engagement forums to effectively manage the risks associated with our business. Our relationships with our suppliers, customers, industry and regulatory bodies are equally important to our success. Our business activities have an impact on many aspects of society and we have strategies and systems in place that ensure that our relationships are managed effectively.

The Relationship and Social Capital that we have acquired over the last 10 years has allowed our new businesses to penetrate the new markets in less than one year. We are very careful to ensure that this penetration reinforces the overall Relationship and Social Capital of the Group so that we can all benefit.



# Stocks of Capital



With intensifying competition and increasing customer expectations, customer satisfaction is a key aspect of how we manage expectations and ensuring medium-to long-term protection of our business. The Group is also considering Net Promoter Score and Customer Effort Score in an attempt to start tracking recommendation and Customer Lifetime Value.



In a business where most of our clients and their end user require high availability in view of the real-time nature of their business, we need to ensure that the value chain we are operating in is resilient and dependable. While choosing the relevant vendor is important, their trust in us is also a key part of the equation. We, therefore, need to ensure that this trusted partnership is strong at all levels.



When we started this adventure ten years ago, not only did most of us come from modest origins, but we also met with fierce competition from established operators. While our new subsidiary Ventures AA provides mentoring and incubation to young entrepreneurs and start-ups, the Group on its part provides funds to NGOs doing a formidable work in bringing support to disadvantaged children.

### Highlights 2017

- Achieved Customer Satisfaction of only 87%
- Increase in the CSR and Social Inclusion funds
- Recognition by PwC, Oracle and the IIRC

### Targets 2018

- Increase Customer Satisfaction to above 90%
- Increase in the CSR and Social Inclusion spending
- Development of new customers and verticals in Mauritius, Africa and Asia

# Technological Capital

We conduct our business activities mostly through information and virtual infrastructures as we do not own any buildings or manufactured capitals. In line with our Vision, we have invested in the development of Digital Platforms and Applications that are our foundation to generate future revenue and profits.



We have developed strong and robust platforms that will allow us to gain competitive edge and related financial strength. We will continue to invest in these platforms which will support our ability to provide services and also welcome start-ups and other entrepreneurs to engage into our ecosystem.

We are therefore opening up our NanoBNK and DigiConsult platforms by forging partnerships through Ventures AA, our Business Incubator. We will strive to ensure a secure IT landscape with high availability while protecting client data and combating fraud.

We have ensured connectivity with our Vision and Capital as the main objective of the NanoBNK's platform is financial inclusion and that of DigiConsult is to ensure Energy Efficiency and Effective Management of Water, Waste-water and Solid Waste.



# Stocks of Capital



## Support

Our traditional IT business InfoSystems has been engaging in Service Level Agreements (SLA) with defined Quality of Service (QoS) which are today an industry standard. In addition, our new businesses NanoBNK and DigiConsult will also need to provide high QoS in their SLA especially as they work with clients operating mission critical applications.



## Availability

NanoBNK and DigiConsult are fully and partly dependent upon platform network effects respectively, as in some cases, they interface directly with the end users. They, therefore, need to ensure high level of service availability on their platforms. This service availability is benchmarked against that experienced on similar platforms competing for our clients, and also against contractual agreements signed by them.



## Connected Users

As NanoBNK business model is a hybrid one based on profit sharing, the Average Revenue per User (ARPU) is an important indicator of its success. In order to optimise or increase ARPU, we need to ensure that the maximum number of potential users connect on the different platforms. As we are also responsible for the digital onboarding and digital marketing, this is an important stock for us.

### Targets 2018

- % of Customers with SLAs in InfoSystems at 90%
- Platform availability at 98%
- Connected users to reach 12,000 in NanoBNK