

Bridging Africa & Asia

Strategy Plan | 2026-2029



How to read this document

This strategy document sets out Mauritius Telecom's long-term direction, strategic intent, and guiding principles for the period 2026–2029.

It is designed to provide clarity and confidence to stakeholders on the role Mauritius Telecom intends to play in supporting Mauritius' digital development and regional positioning.

This document is not a regulatory filing, a commercial offer, or a detailed investment prospectus. It does not define pricing, contractual terms, or implementation specifics. Those elements will continue to be addressed through established regulatory processes, commercial engagements, and partnership agreements.

Delivery of this strategy will be undertaken in close alignment with national policy objectives, applicable regulatory frameworks, and ongoing consultation with public authorities, customers, and partners.

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A National Mandate for a New Digital Era

Mauritius Telecom occupies a unique position in the economic and digital landscape of Mauritius. As the country's national telecommunications operator, it has long played a foundational role in connecting people, businesses, and institutions, enabling social inclusion, economic activity, and national resilience.

As Mauritius enters a new phase of global integration, the role of digital infrastructure has evolved. Connectivity is no longer only about access. It is about **trust, sovereignty, resilience**, and the ability to participate meaningfully in a world increasingly shaped by data, artificial intelligence, and digital services.

In this context, Mauritius Telecom's strategy extends beyond corporate transformation. It aligns with a broader national ambition: to support Mauritius' positioning as a **trusted digital bridge between Africa and Asia**, a secure, neutral, and reliable hub where connectivity, compute, finance, and innovation can converge through collaboration between public institutions, private operators, and ecosystem partners.

This ambition is rooted in history. For centuries, Mauritius served as a point of connection across continents through trade routes, financial flows, and cultural exchange. Today, the opportunity lies in translating this geographic and institutional advantage into the digital domain.

Mauritius Telecom's strategic direction aligns closely with national priorities, including digital transformation, cybersecurity, skills development, sustainability, and regional integration. By

strengthening the country's digital backbone and extending its reach beyond national borders, Mauritius Telecom seeks to contribute directly to Mauritius' long-term economic resilience, international relevance, and digital sovereignty.

This document articulates that ambition, explaining why transformation is necessary, what Mauritius Telecom is building, and how it intends to deliver value for the country, its partners, its customers, and its people.

Change Is Necessary

The Strategic Context

Mauritius Telecom enters the second half of the decade from a position of strength. It remains the national market leader across mobile, broadband, and television services, operating world-class infrastructure including nationwide fibre connectivity, advanced mobile networks, diversified international subsea cable access, and a Tier IV data centre. The brand enjoys high levels of trust, supported by deep technical expertise and long-standing customer relationships.

At the same time, the environment in which telecommunications operators operate has changed fundamentally.

A Maturing Domestic Market

The Mauritian telecommunications market has reached a high level of maturity. Mobile and broadband penetration are near saturation, limiting organic growth. Traditional connectivity services face increasing margin pressure, while competition continues to intensify.

At the same time, global over-the-top platforms capture a growing share of digital usage, attention, and value, reshaping how economic returns are distributed across the digital ecosystem.

Accelerating Technological Shifts

Artificial intelligence, cloud-native architectures, automation, and cybersecurity are no longer emerging trends. They are reshaping how networks are operated, how services are delivered, and how value is created.

Operators that fail to modernise their digital core and

adopt these technologies at scale risk falling behind structurally, regardless of the quality of their physical infrastructure.

The Imperative of Regional Relevance

For more than two decades, Mauritius and Mauritius Telecom have aspired to play a regional role bridging Africa and Asia. While the country has successfully positioned itself as a financial and business gateway, this ambition has yet to be fully realised in digital infrastructure and services.

Meanwhile, regional peers and global players are moving rapidly to secure strategic positions in subsea connectivity, data centres, cloud platforms, and AI infrastructure. The risk is not only missed opportunity, but long-term marginalisation from emerging digital corridors.

The Cost of Standing Still

Remaining focused solely on the domestic market and legacy operating models would gradually erode Mauritius Telecom's ability to finance future investment, attract talent, meet rising customer expectations, and support national digital sovereignty objectives.

The strategic choice is therefore clear: **evolve decisively**, or risk structural decline over time.

Our North Star

Bridging Africa & Asia

Vision, Purpose and Ambition

Mauritius Telecom's strategy is anchored around a clear North Star that guides decision-making, investment priorities, and organisational transformation. This North Star is expressed through a shared **Purpose**, a forward-looking **Vision**, and a unifying **Ambition**.

Our Purpose

To enable people and businesses in Mauritius to thrive in a digital society.

Mauritius Telecom's purpose reaffirms its role in enabling national progress. It puts citizens, businesses, and institutions at the heart of the digital ecosystem, ensuring technology drives economic growth, inclusion, and sustainability. Beyond connectivity, it empowers regional competitiveness, supports public sector digital transformation, and promotes secure, trusted, and inclusive digital access.

Our Vision

To build the digital, AI, connectivity and financial backbone that bridges Africa and Asia.

This vision recognises that Mauritius Telecom's future goes beyond operating networks to building the foundational digital infrastructure needed for the next wave of global economic growth. By combining advanced connectivity, data centre capacity, AI infrastructure, cloud platforms, and digital financial services, Mauritius Telecom aims to position Mauritius as a trusted, future-ready digital

hub supporting regional data flows, innovation, and enterprise growth.

Our Strategic Ambition

Bridging Africa & Asia: Mauritius at the Heart of the Digital Ocean

This ambition articulates Mauritius Telecom's role in a broader national and regional narrative.

It positions Mauritius as:

- a trusted digital jurisdiction, with strong governance, security, and regulatory credibility;
- a neutral platform for regional and international collaboration; a low-latency hub connecting Africa, Asia, and the Indian Ocean region;
- and a resilient and sustainable infrastructure base for the digital economy.

Bridging Africa and Asia is not a symbolic aspiration.

It is a strategic intent to:

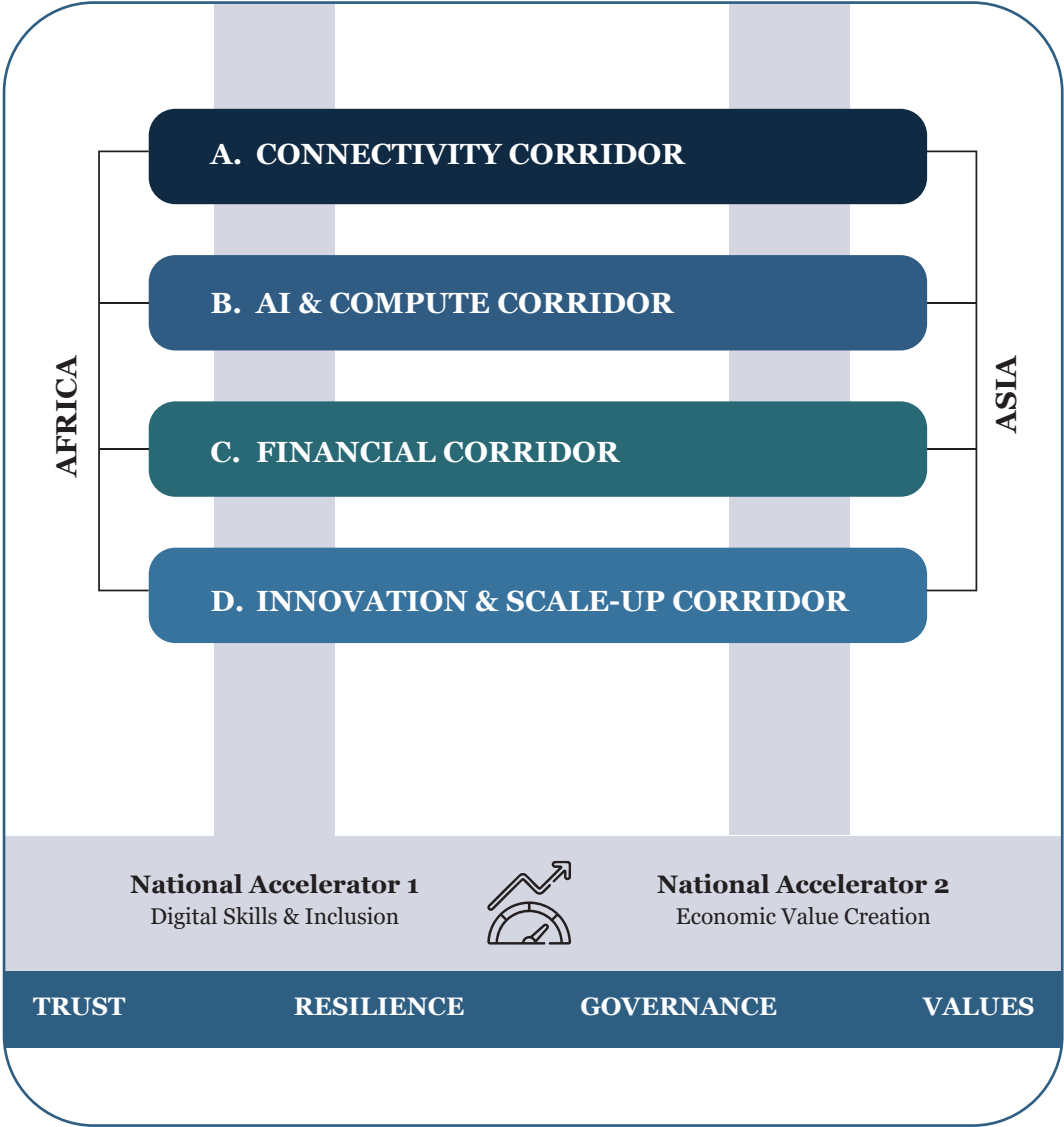
- strengthen Mauritius' role in regional connectivity and data exchange;
- enable cross-border digital services, finance, and innovation, and
- attract partners, platforms, and talent seeking stability, trust, and performance.

This ambition informs every major strategic choice and provides a unifying narrative for employees, customers, partners, and public institutions.

What We Are Building

The Africa-Asia Digital Corridor

A Unified Architecture
Connecting Infrastructure, Technology, People & Purpose



A layered, systemic architecture designed to position Mauritius as a digital hub

The Four Continental Corridors

The Continental Corridors represent the outward-facing dimension of Mauritius Telecom's strategy. They are designed to enable Mauritius to play a meaningful and differentiated role in the regional digital economy.

1. Connectivity Corridor

The Connectivity Corridor strengthens Mauritius' role as a resilient and low-latency digital node between Africa and Asia.

It encompasses:

- International subsea cable diversification and expansion
- Enhanced regional redundancy and resilience
- Advanced mobile and fixed infrastructure
- Integration of satellite connectivity for continuity and coverage

This corridor ensures that Mauritius remains reliably connected, future-proofed against disruption, and competitive as regional data flows continue to grow.

2. AI & Compute Corridor

The AI & Compute Corridor establishes the infrastructure foundation required for the next generation of digital services.

It includes:

- Expansion of Tier IV data centre capacity
- Deployment of high-performance compute and AI infrastructure

- Development of sovereign cloud capabilities
- Secure platforms for data processing, analytics, and AI workloads

This corridor positions Mauritius not only as a consumer of digital innovation, but as a **producer and host of advanced digital capabilities** supporting enterprises, governments, and innovators across the region.

Mauritius Telecom's approach to AI and data is guided by clear principles:

- Ethical and responsible use of AI technologies
- Transparency and explainability where applicable
- Security and protection of data by design
- Compliance with applicable laws and regulations
- Human oversight and accountability

These principles ensure that AI adoption supports trust, productivity, and long-term societal value.

3. Financial Corridor

Mauritius already plays a well-established role as an international financial centre linking Africa, India, and global markets. The Financial Corridor builds on this foundation by enabling the digital infrastructure required for modern financial services, in support of regulated financial institutions and market participants.

It supports:

- Secure, scalable digital payment platforms
- Cross-border digital financial services
- Fintech innovation and platform integration
- Infrastructure to support regulated financial flows

Through this corridor, Mauritius Telecom enables the digital layer that underpins trust, compliance, and efficiency in regional financial ecosystems.

4. Innovation & Scale-Up Corridor

The Innovation & Scale-Up Corridor focuses on enabling growth beyond traditional telecom services.

It aims to:

- Support startups, scale-ups, and digital platforms
- Enable regional go-to-market opportunities
- Facilitate partnerships with global and regional technology players
- Create platforms for experimentation, testing, and co-innovation

This corridor ensures that innovation is not isolated, but scalable allowing ideas, services, and solutions developed in Mauritius to reach regional markets.

The Two National Accelerators

While the Continental Corridors extend outward, the National Accelerators ensure that the benefits of digital transformation are anchored locally.

1. AI Enablement for All

This accelerator focuses on democratising access to AI capabilities across Mauritius.

It supports:

- Adoption of AI across public and private sectors
- Responsible and ethical use of AI technologies
- Productivity gains for enterprises and institutions
- Practical applications in education, services, and operations

The objective is to ensure that AI becomes a tool for broad-based national advancement, not a concentrated or exclusive capability.

2. Digital Talent Pipeline

The Digital Talent Pipeline ensures that people remain at the centre of Mauritius' digital future.

It prioritises:

- Skills development and reskilling
- Partnerships with educational institutions
- Industry-relevant training pathways
- Talent readiness for regional and global opportunities

This accelerator supports long-term employability, competitiveness, and innovation capacity within the country.

The Foundational Pillars

Underlying all corridors and accelerators are foundational pillars that ensure durability, credibility, and execution discipline.

These pillars include:



TRUST & SECURITY

Safeguarding data, systems, and digital interactions



SUSTAINABILITY

Responsible energy use, resilience, and environmental stewardship



GOVERNANCE & EXECUTION

Disciplined delivery, accountability, and long-term focus



VALUES & CULTURE

Behaviours that anchor transformation in integrity and goodwill

Together, these foundations ensure that Mauritius Telecom's transformation is not only ambitious, but sustainable and trusted.

What Has Already Started

From Strategy to Action

Mauritius Telecom's strategic transformation did not begin with the formal unveiling of this plan. In the months leading up to its articulation, the organisation has already initiated a series of actions aimed at reimagining customer experience, strengthening digital services, and reinforcing its role as a national and regional enabler.

These early initiatives serve two purposes. First, they demonstrate that transformation is already underway. Second, they establish a strong operational and cultural foundation for the years ahead.

Reimagining Connectivity and Access

Mauritius Telecom has continued to reinforce its leadership in connectivity while adapting to evolving usage patterns and customer expectations.

Key actions already undertaken include:

- Enhancing mobile and broadband performance to ensure consistently high-quality nationwide connectivity
- Simplifying access for visitors and travellers through digital-first connectivity solutions, including eSIM-based services
- Improving speed and ease of service activation, particularly for broadband and mobile access

These initiatives reflect a broader shift toward **frictionless, customer-centric connectivity**, aligned with international best practices.

Elevating Customer Experience and Engagement
Improving customer experience is a central pillar of

the transformation agenda.

Early progress includes:

- Redesign of selected retail and customer interaction spaces to create more intuitive, modern, and welcoming environments
- Introduction of new service experiences and product launches designed around customer needs rather than internal structures
- Greater emphasis on listening, feedback, and continuous improvement across customer touchpoints

These changes mark a transition from transactional interactions to relationship-based engagement built on trust and simplicity.

Strengthening Digital Services and Platforms

Mauritius Telecom has begun modernising and repositioning its digital services to improve clarity, usability, and relevance.

Notable developments include:

- Revamped digital applications and platforms to enhance user experience and accessibility
- Clearer positioning of digital financial and lifestyle services
- Launch of new digital portals for business customers, enabling self-service, visibility, and control

These initiatives are foundational steps toward building scalable digital platforms capable of

supporting both domestic and regional growth.

Advancing Secure and Responsible Digital Use

Trust and security are integral to Mauritius Telecom's public mandate.

Early actions reflect this priority:

- Introduction of enhanced protection measures for vulnerable users, particularly children, at the network and service level
- Expansion of cybersecurity solutions for businesses, offering accessible, integrated protection without operational complexity
- Reinforcement of secure-by-design principles across new digital services

These efforts position Mauritius Telecom as a responsible digital steward, aligned with public interest and regulatory expectations.

Empowering Business Customers and Enterprises

Mauritius Telecom has accelerated efforts to better serve enterprise and institutional customers.

Initial progress includes:

- Deployment of dedicated business platforms to simplify service management and support
- Introduction of integrated connectivity and cybersecurity offerings tailored for businesses of all sizes
- Improved transparency and control for

enterprise customers across their digital services

These initiatives lay the groundwork for the broader transformation of Mauritius Telecom's B2B and ICT services portfolio.

Reimagining Field Services and Human Interaction

Transformation has also extended to how Mauritius Telecom engages customers in their homes and workplaces.

A new approach to field services has been initiated, repositioning technical support teams as **care specialists** capable of:

- Resolving a wider range of digital issues
- Advising customers beyond a single product or service
- Leveraging digital tools and AI-enabled assistance to improve service quality and consistency

This shift reflects a broader cultural change toward proactive service, empowerment, and trust-based relationships.



Building Momentum Through Partnerships

Finally, Mauritius Telecom has strengthened collaboration across the ecosystem.

This includes:

- Active partnerships with government institutions in education, digital skills, and national initiatives
- Increased regional and international engagement with technology partners and industry platforms
- Participation in regional and global forums to position Mauritius as an emerging digital hub

These partnerships reinforce Mauritius Telecom's role as a platform for collaboration rather than a standalone operator.

A Foundation for the Years Ahead

Collectively, these early initiatives demonstrate a clear shift in direction from incremental improvement to purposeful transformation.

They also confirm a central principle of this strategy: **execution begins immediately**, and credibility is built through action.

The sections that follow outline how Mauritius Telecom will scale this momentum through disciplined delivery, long-term investment, and a strong execution backbone.

How We Will Deliver

Discipline, Investment and Partnerships

Ambition alone is insufficient without the ability to deliver consistently over time. Mauritius Telecom's strategy is therefore underpinned by a clear commitment to disciplined execution, sustained investment, and collaborative partnerships.

The objective is not short-term transformation, but long-term structural impact delivered with accountability, resilience, and financial responsibility.

A Long-Term Investment Commitment

Mauritius Telecom has committed to a multi-year investment programme designed to modernise infrastructure, strengthen resilience, and enable future growth.

This investment focuses on:

- Reinforcing national connectivity and network quality
- Expanding data centre, compute, and AI infrastructure
- Strengthening international connectivity and redundancy
- Enabling new digital platforms and services

These investments are aligned with national development priorities and are structured to ensure long-term value creation, operational sustainability, and financial prudence.

Disciplined Execution and Governance

A central lesson from past transformation efforts, in

Mauritius and globally, is that strategy succeeds only when supported by strong execution discipline.

Mauritius Telecom has therefore reinforced its governance and delivery mechanisms through:

- Clear prioritisation of strategic initiatives
- Strong executive accountability for outcomes
- Regular performance and progress reviews
- A focus on measurable impact rather than activity

Execution is treated as a core capability, not an afterthought. This ensures that strategic intent translates into tangible results over time.

Financial Sustainability and Self-Funded Growth

A key principle of the strategy is restoring and maintaining financial agility.

By improving operational efficiency and modernising core systems, Mauritius Telecom aims to:

- Strengthen cash generation capacity
- Maintain the ability to self-finance strategic investment
- Reduce structural cost pressures over time
- Preserve balance sheet resilience

This approach safeguards Mauritius Telecom's ability to invest through economic cycles while continuing to deliver essential national services.

Partnerships as a Strategic Lever

Mauritius Telecom recognises that achieving regional relevance and scale cannot be accomplished in isolation.

Partnerships therefore play a central role across the strategy, complementing Mauritius Telecom's responsibilities as a national operator and enabling shared value creation including:

- Co-investment in international connectivity and infrastructure
- Collaboration with technology providers and platform partners
- Alignment with government institutions and public agencies
- Engagement with regional operators, innovators, and enterprises

These partnerships are designed to share risk, accelerate learning, and ensure that Mauritius remains connected to global innovation ecosystems.

Alignment with National and Regional Agendas

Mauritius Telecom's strategy is deliberately aligned with broader national and regional objectives.

This includes:

- Supporting national digital transformation and AI readiness
- Strengthening data protection, cybersecurity, and digital sovereignty

- Contributing to skills development and talent readiness
- Advancing sustainability and energy resilience

Through this alignment, Mauritius Telecom reinforces its role as a trusted national institution serving the long-term interests of the country.

From Commitment to Confidence

Discipline, investment, and partnership together form the delivery engine of Mauritius Telecom's transformation.

They provide stakeholders with confidence that:

- The strategy is realistic and grounded
- The organisation is capable of sustained execution
- National interests and public trust remain central

The final section of this document turns to the most enduring enabler of all: the people and values that will carry this transformation forward.

The Human Foundation

At the heart of Mauritius Telecom's transformation lies a simple but essential truth: lasting change is delivered by people.

Infrastructure, technology, and capital are critical enablers. But it is culture, behaviour, and shared values that determine whether a strategy is executed with consistency, integrity, and resilience over time.

Mauritius Telecom's transformation is therefore grounded in a renewed set of core values that guide how the organisation works, how it serves customers, and how it contributes to the country.

Values Defined by Our People

These values were not imposed as abstract principles. They were articulated through engagement across the organisation, reflecting a shared understanding of what must anchor Mauritius Telecom as it enters a new phase of ambition and responsibility.

They represent a collective commitment to each other, to customers, to partners, and to the nation.

Our Core Values

We Care

We act with empathy, responsibility, and respect. We place people at the centre of our decisions - customers, colleagues, and communities. And we take seriously our role as a national service provider.

We Win as One Team

We collaborate across boundaries, functions, and perspectives. We succeed together, recognising that trust and shared purpose are essential to achieving

meaningful impact.

We Learn, Adapt and Grow

We embrace change, curiosity, and continuous improvement. We learn from experience, adapt to evolving realities, and invest in developing skills and capabilities for the future.

We Aim High and Stay Humble

We set ambitious goals while remaining grounded, open, and accountable. We pursue excellence without complacency and remain receptive to feedback and learning.

We Act with Goodwill and Integrity

We do what is right, even when it is difficult. We act transparently, ethically, and in the long-term interest of Mauritius and its people.

Values as a Guarantee of Delivery

These values are more than statements of intent. They form the behavioural foundation that underpins:

- Disciplined execution
- Trusted partnerships
- Responsible innovation
- Long-term national value creation

They are the lens through which decisions are made and trade-offs are managed.



We Care



We Win as One Team



We Learn, Adapt and Grow



We Aim High and Stay Humble



We Act with Goodwill and Integrity

A Shared Journey

Mauritius Telecom's strategy represents a multi-year journey that requires commitment, collaboration, and confidence.

By bridging Africa and Asia, Mauritius Telecom seeks to strengthen Mauritius' place in the global digital economy while remaining firmly rooted in service to the nation.

This ambition is an invitation: to government, partners, customers, innovators, and employees to shape together a trusted, resilient, and inclusive digital future.