

BIZWEEK

Economy | Business | Finance

bizweek.mu | ISSUE 575 | SUNDAY 21 DECEMBER 2025

Moorghen Veeramootoo,
Chief Executive Officer of Lottotech Ltd

“Leading a national lottery is a unique responsibility”

In this interview with Bizweek, Moorghen Veeramootoo, Chief Executive Officer of Lottotech Ltd, discusses the responsibility of operating Mauritius's national lottery, where integrity, transparency and strict regulation underpin economic contribution and entertainment value. With Rs 8.34 billion contributed to the Consolidated Fund since inception, Lottotech is reinforcing the lottery's social purpose while adapting to changing player expectations through innovation and the modernization of its offerings.



MERRY
Christmas

HAPPY NEW YEAR 2026

As the final pages of 2025 turn, we extend our deepest thanks for your continued trust and companionship throughout the year.

May this holiday season sparkle with moments of joy, peace, and togetherness, and may the year ahead open its doors to new hopes and bright beginnings.

We look forward to welcoming you back on January 11th, 2026, with our next issue.

Warm Wishes &
Heartfelt Regards...

BIZWEEK



NEWS

LAËTITIA HABCHI,

DIRECTOR OF THE AGENCE FRANÇAISE DE DÉVELOPPEMENT

“We would like to see certain decisions validated for more effective plastic waste management in Mauritius”

A regional workshop was hosted in Mauritius from 16 to 18 December with a focus on the development of a future regional strategy to combat plastic pollution and associated chemical substances in the Indian Ocean, under the Nairobi Convention. Laëtitia Habchi, Director of the Agence Française de Développement (AFD), attended the opening session and spoke to Bizweek about the objectives of the initiative, the challenges of plastic waste management, and the need for stronger regulatory action. The workshop was organised by the Indian Ocean Commission and the Nairobi Convention, with support from the AFD, the French Global Environment Facility (FFEM) through the ExPLOI project, the BRS Convention, and the GEF ISLANDS Indian Ocean Project implemented by the UNDP.

RUDY VEERAMUNDAR

What was the objective of the Nairobi Convention workshop held last Tuesday at Voilà Bagatelle?

The aim is to bring all countries together around a common regional strategy that will be presented at COP12, under the Rotterdam Convention, scheduled for 2026. This workshop is about working collectively on shared priorities. It is carried forward by UNEP and the Nairobi Convention, which makes it a strategic and essential process.

We are at the core of multilateral action here – implementing collective solutions that can only be achieved through multilateral cooperation. This kind of concertation is indispensable, and that was the key message that emerged from the discussions during the opening session.

Multilateralism is often questioned today, particularly in terms of effectiveness. Is there really an alternative to dialogue?

Waste circulates across borders. For example, in Saint Brandon, much of the waste originates from India, carried by ocean currents. The vessel *Plastique Odyssée*, which recently returned from an ocean expedition and was showcased during President Emmanuel Macron’s visit to Mauritius, collected 5.3 tonnes of waste. These wastes come from everywhere.

Plastic waste has no borders. In the Indian Ocean region, 140,000 tonnes of plastic waste are generated. The key question is: what do we do with it? One of my colleagues highlighted the need for coordination, because it is unrealistic to have a waste treatment plant on every island. We need to understand how waste circulates and how we can organise ourselves collectively to manage and treat it more efficiently.

You also mentioned that Mauritius is being “challenged” on plastics, particularly plastic



bottles.

Yes, it is a very sensitive and often controversial issue. Decisions are sometimes postponed or reconsidered on a yearly basis.

Recently, the Mauritian press reported on the issues in implementing certain governmental decisions, particularly those related to the collection of plastic bottles. Collection points exist, but what happens next?

That is precisely the issue. We see organised collection spaces for plastic waste, but the question remains: what do we do with the collected bottles? How do we improve the entire value chain?

We know that Mauritius has the capacity to succeed but there is a need for stronger regulatory mobilisation. Saying that it is possible does not mean it is easy. Nothing is easy. It

CONT'D ON PAGE 4

NEWS



Mauritius has the capacity to succeed but there is a need for stronger regulatory mobilisation

requires extensive national-level consultation and coordination.

As a funding partner, we want to encourage this process because regulatory and behavioural change is one of our key impact indicators. If a project ends without leading to concrete transformation in practices or behaviour, then its impact is limited.

We have supported the development of a roadmap with the Ministry of Environment through a €500,000 fund. We would now like to see certain decisions and regulations formally adopted at national level, to ensure more effective plastic waste management, particularly with regard to plastic bottles.



It was highlighted during the opening session that much of the waste reaching Mauritius comes through ocean currents, meaning the problem

often originates elsewhere. Is there a more global approach to addressing this?

That is exactly the purpose of this workshop. This is why the opening statements were particularly strong, stressing the importance of coordination and shared decision-making. There is no alternative to collective action.

While Mauritius is a recipient of marine waste, it also generates waste and is part of a chain that is not yet sustainable. This chain needs to be transformed into a virtuous one.

At the same time, Mauritius is accustomed to being at the crossroads of regional decision-making and major environmental challenges. That is where Mauritius plays an important role. We trust Mauritius to provide direction at regional level, but it is essential to follow through and go all the way in implementing the necessary decisions.



Nairobi Convention: Indian Ocean States move toward a regional strategy on plastic pollution

The Indian Ocean is now regarded as the world's second most polluted ocean after the Pacific, with plastic debris, microplastics and chemical additives placing growing pressure on marine ecosystems, biodiversity and public health. Against this backdrop, countries in the region are stepping up collective action through the Nairobi Convention.

A three-day workshop held this week brought together representatives from all ten Member States of the Nairobi Convention, with around 60 experts drawn from public institutions, international organisations, the private sector and non-governmental organisations. Participants worked jointly to identify regional priorities that will inform the future strategy. Key areas identified include the phasing out of problematic and unnecessary plastics, the scaling up of sustainable alternatives and reuse systems, the strengthening of marine pollution prevention, and improvements in data generation and pollution monitoring. Discussions also focused on expanding collection and recycling capacity, promoting effective financing mechanisms such as Extended Producer Responsibility (EPR) and Deposit-Refund Systems (DRS), and integrating social dimensions, including fair transition and gender equality.

"This workshop is a significant achievement in itself. It reflects a shared understanding of the plastic pollution crisis and a collective willingness to protect our marine environment and the health of communities across the Indian Ocean," said Gina Bonne, Director of the Indian Ocean Commission (IOC).

For his part, Jean Lindsay Azie, Team Leader Environment at UNDP Mauritius, noted that the inputs gathered during the workshop lay the foundations for a Regional Strategy that could be presented at the 12th Conference of the Parties (COP12).

For Nairobi Convention partners, the meeting also highlighted the region's growing capacity for coordinated action. "This meeting shows our countries' ability to work together, across borders, to build a structured response to plastic pollution – a challenge we all share. The work initiated in Mauritius marks a turning point toward a shared vision and coordinated action," said Edgard Razafindravahy, Secretary-General of the IOC.

ABOUT THE NAIROBI CONVENTION

The Nairobi Convention is a regional treaty that brings together governments, civil society and the private sector across the Western Indian Ocean around a shared objective: protecting rivers, coastlines and marine ecosystems while promoting a healthy Indian Ocean region. It provides a framework for regional cooperation, mobilises expertise and financing, and supports countries in addressing shared environmental challenges. Member States of the Convention are Comoros, France, Kenya, Madagascar, Mauritius, Mozambique, Seychelles, Somalia, Tanzania and South Africa.

NEWS

OUTLOOK

Economy remains stable despite trade and industrial pressures

- **Sugar milling output declined more sharply by 4.5%, reflecting weaker external demand and persistent cost pressures.**

Recent economic indicators point to a cautiously stable outlook as we move to the end of 2025. While tourism has regained momentum and inflation continues to moderate, industrial activity remains subdued and external trade pressures persist. Strong foreign exchange reserves and active monetary management, however, continue to provide a degree of resilience against a challenging global backdrop, says CARE Ratings (Africa).

The economy of Mauritius is showing mixed signals, balancing modest growth in key sectors with ongoing structural and external challenges. According to the Mauritius Economy Update, released by CARE Ratings (Africa), the country's macroeconomic position remains broadly stable, supported by a rebound in tourism, easing headline inflation and ample external buffers, even as industrial production and export performance face headwinds.

Industrial activity expands at a moderate pace

Industrial production increased by 1.1% year-on-year in the third quarter of 2025, indicating a continuation of modest growth within the sector. Manufacturing output, which accounts for approximately 85% of total industrial activity, recorded an identical increase of 1.1%. This growth was largely driven by non-export-oriented enterprises (non-EOEs), which expanded by 1.7%.

By contrast, export-oriented enterprises (EOEs) contracted by 1.4%, while sugar milling output declined more sharply by 4.5%, reflecting weaker external demand and persistent cost pressures. Other components of the industrial sector recorded moderate gains, with electricity, gas,

Gross Tourism Earnings and Tourist Arrivals



Source: Bank of Mauritius

steam and air conditioning supply growing by 1.1%, water supply and waste management activities increasing by 1.0%, and mining and quarrying expanding by 1.3%.

Overall, the data suggests that industrial growth remains broad-based but restrained. Rising import costs and subdued global demand for manufactured goods continue to weigh on performance, leaving the sector vulnerable to further external shocks.

Exports to the United States declined sharply by 36% year-on-year, reflecting the continued impact of trade restrictions

Tourism continues to drive economic momentum

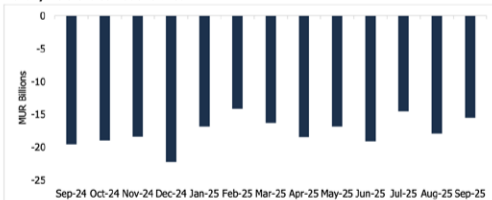
Tourism remains a key driver of economic activity, with arrivals and earnings showing strong improvement ahead of the peak season. Tourist arrivals reached 137,809 in October 2025, up from 104,492 in September and 4% higher than in October 2024. Gross tourism earnings rose sharply to approximately MUR 10 billion during the month, representing a year-on-year increase of 21%.

For the January-October 2025 period, cumulative arrivals stood at around 1.15 million, reflecting

Mauritius Economy Update

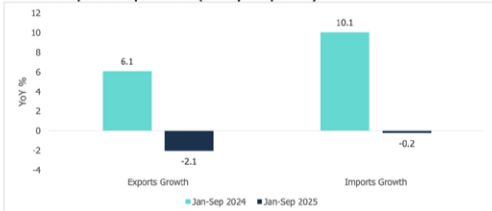


Monthly Merchandise Trade Balance



Source: Statistics Mauritius

Cumulative Import and Export Growth (January to September)



Source: Statistics Mauritius

Reserves Remain Ample and Broadly Stable

Mauritius' gross official international reserves edged down to MUR 431.7 billion (USD 9.3 billion) in November 2025, from MUR 437 billion in October. Despite the slight moderation, reserves remain at historically elevated levels, providing around 12.9 months of import cover. This continued strength highlights Mauritius' solid external buffers and its capacity to comfortably meet external payment obligations despite a challenging global environment.

In November 2025, the MUR averaged 46.4 against the US Dollar, down 1.2% from October. Over the six months from June to November, the currency depreciated by 1.0%. Going forward, the exchange rate may continue to respond to shifts in global and domestic economic conditions.

Mauritius Economy Update



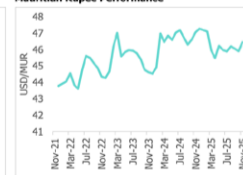
To support exchange rate stability, the BoM has actively intervened in the foreign exchange market. Since the start of 2025, the BoM has sold a total of USD 220 million to commercial banks. The latest operation took place on 10 December 2025, when USD 15 million was sold at MUR 46.25 per USD, aimed at smoothing short-term volatility and maintaining orderly market conditions.

FX Reserves and Import Cover



Source: Bank of Mauritius
Note: For 2025, the monthly import cover is based on imports of goods and services for the calendar year 2024

Mauritian Rupee Performance



Source: Bank of Mauritius

Monthly Data of Key Economic Indicators

Indicators	Unit	July 2025	August 2025	September 2025	October 2025	November 2025
Headline Inflation	YoY%	5.2	4.8	4.4	4.1	4.0
Core Inflation*	YoY%	7.2	7.4	7.3	6.6	6.9
Key Policy Rate	%	4.5	4.5	4.5	4.5	4.5
Merchandise Exports	MUR Bn	8.7	9.0	9.3	-	-
Merchandise Imports	MUR Bn	23.3	26.8	24.8	-	-
Trade Balance	MUR Bn	-14.6	-17.8	-15.5	-	-
Exchange Rate (Pooled Average)	USD/MUR	45.9	46.2	46.1	45.9	46.4
Gross Official International Reserves	MUR Bn	436.7	431.1	438.4	437.3	431.7
Import Cover	Months	13.1	12.9	13.1	13.0	12.9
Tourist Arrivals	'000	129.2	115.5	104.5	137.8	-
Gross Tourism Earnings	MUR Bn	7.8	7.8	8.0	10.1	-

Source: Statistics Mauritius; Bank of Mauritius (BoM)

*Core inflation (denoted by data for category Core 2) excludes "Food, Beverages, Tobacco," mortgage interest, energy prices, and administered prices from the CPI basket. MUR = Mauritian Rupee.



NEWS

growth of 3.7% compared to the same period in 2024. Over the same period, cumulative tourism earnings reached MUR 81 billion, up 10% year-on-year.

While arrivals from traditional European markets such as France and Germany declined, this was offset by stronger inflows from non-traditional markets, particularly Eastern and Southern Europe and India. With approximately 80% of the government's annual target of 1.425 million tourist arrivals already achieved by October, and with the high season extending from December to March, the authorities are expected to meet the full-year target.

Inflation moderates, but core pressures remain elevated

Inflationary pressures continued to ease in recent months. Headline inflation declined to 4.0% year-on-year in November 2025, down from 4.1% in October and 5.2% in July. The moderation was driven primarily by falling transport prices, which declined by 1.6%, as well as lower prices for alcoholic beverages and tobacco.

However, core inflation, which excludes food, beverages, tobacco, mortgage interest, energy prices and administered prices, edged up to 6.9% in November from 6.6% in October. This increase reflects persistent wage-driven pressures and rising costs in the services sector.

In November, the Bank of Mauritius revised its inflation forecast for 2025 downward to 3.7%, from an earlier projection of 4.0%. The central bank expects inflation to ease further to 3.6% in 2026, supported by softer global oil prices, easing inflation among key trading partners and recent declines in domestic petroleum prices.

Nonetheless, risks remain tilted in both directions. While lower oil prices and a stronger Mauritian rupee could help contain imported inflation, upside risks persist from geopolitical tensions, potential food price shocks, higher shipping and freight costs, and the impact of US tariff policies.

Trade deficit narrows on falling imports

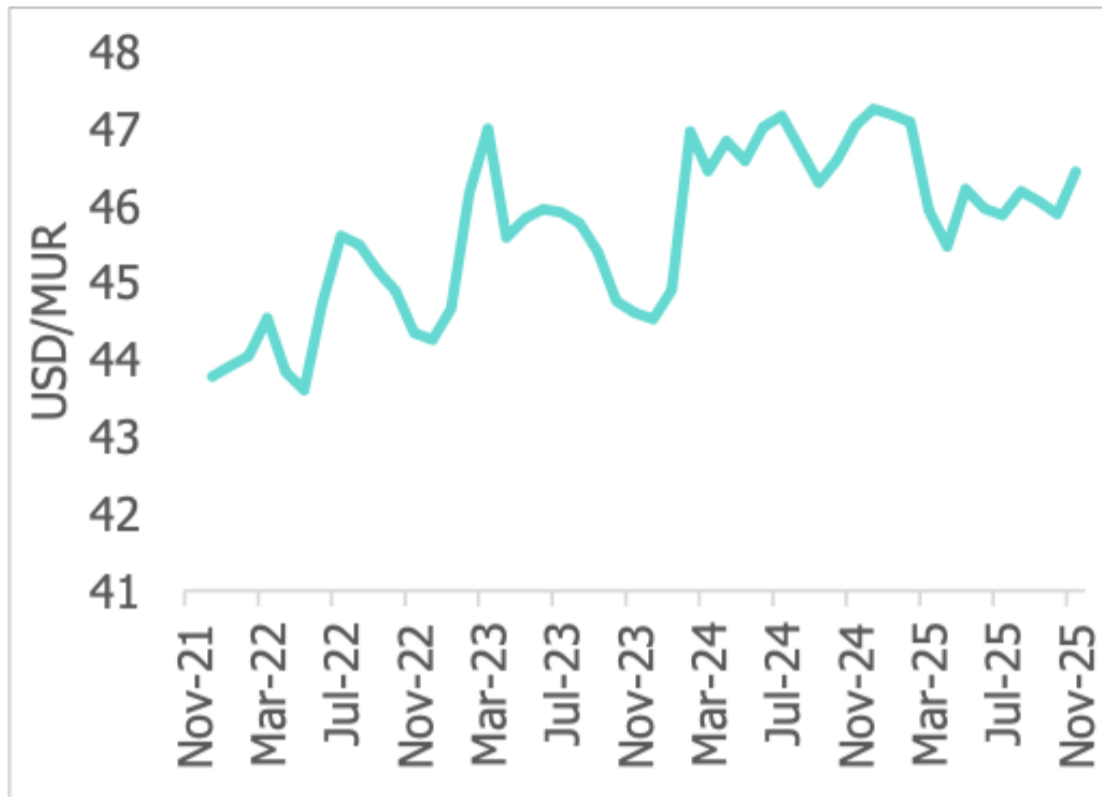
The economy recorded a merchandise trade deficit of MUR 15.5 billion in September 2025, narrower than the MUR 19.6 billion deficit registered in September 2024. This improvement was primarily driven by a sharp contraction in imports, which fell by 14.9% year-on-year, outweighing a more modest decline in exports of 3%.

Imports declined across most major categories. Mineral fuel imports dropped by 41.6%, reflecting both lower global oil prices and reduced domestic energy demand. Imports of chemicals and manufactured goods declined by 12.5% and 11.6% respectively, pointing to weaker investment-related demand and slower industrial activity. Food and live animal imports decreased marginally by 3.6%, consistent with stable domestic supply conditions and continued government support measures.

Export performance remained uneven. Exports of manufactured goods fell by 11.4%, chemical products by 24.2% and crude materials by 29.7%, reflecting weaker global demand and ongoing challenges faced by export-oriented enterprises. In contrast, exports of food and live animals increased by 3.5%, providing partial support.

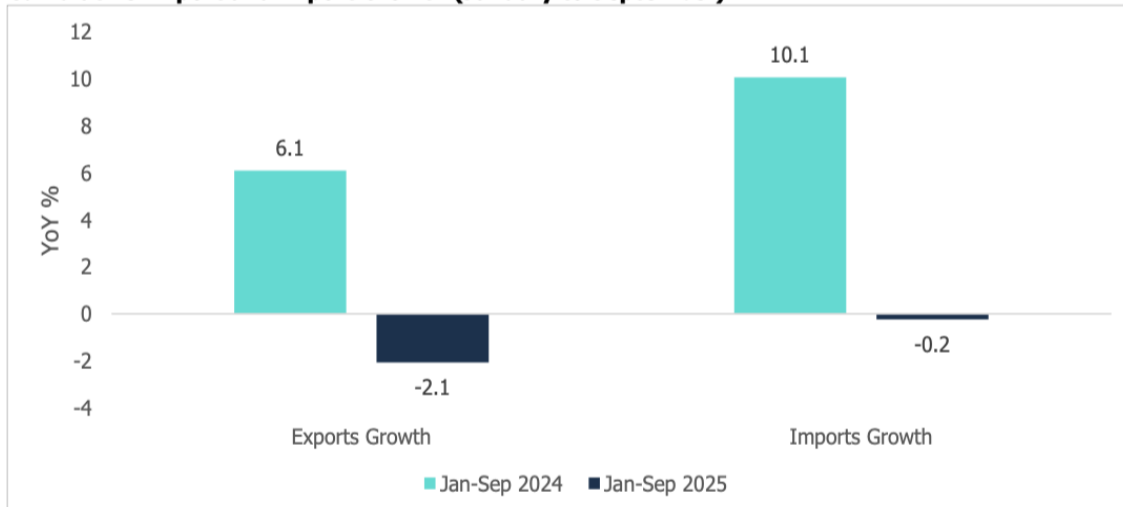
Exports to the United States declined sharply by 36% year-on-year, reflecting the continued impact of trade restrictions. Meanwhile, exports to South

Mauritian Rupee Performance



Source: Bank of Mauritius

Cumulative Import and Export Growth (January to September)



Source: Statistics Mauritius

Africa and Madagascar remained relatively strong, underscoring the importance of regional trade linkages.

Despite the recent narrowing, the Bank of Mauritius expects the trade balance to remain under pressure in the near term due to global uncertainty, geopolitical tensions and disruptions to international trade flows.

Strong external buffers and active monetary management

The gross official international reserves of Mauritius stood at MUR 431.7 billion, equivalent to approximately USD 9.3 billion, in November 2025. Although slightly lower than in October, reserves remain at historically elevated levels, providing around 12.9 months of import cover and reinforcing the country's capacity to meet external obligations.

The Mauritian rupee averaged MUR 46.4 against the US dollar in November, representing a depreciation of 1.2% compared to October and a cumulative depreciation of around 1.0% over the six months to November. To support exchange

rate stability, the Bank of Mauritius has remained active in the foreign exchange market, selling a total of USD 220 million to commercial banks since the beginning of 2025. The most recent intervention took place on 10 December, with a sale of USD 15 million at MUR 46.25 per dollar, aimed at smoothing short-term volatility.

Outlook remains cautiously balanced

Taken together, the latest data suggest that Mauritius is navigating a complex global environment with relative stability. Tourism continues to provide a key source of growth and foreign exchange, while easing inflation and strong reserves offer macroeconomic support. At the same time, weaknesses in industrial output, export performance and core inflation highlight the need for continued vigilance as external risks remain elevated.

As global demand conditions, trade policies and geopolitical developments evolve, the near-term economic trajectory of Mauritius will depend on its ability to sustain tourism growth, manage external vulnerabilities and support productive sectors amid ongoing uncertainty.

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MOORGHEN VEERAMOOTOO,
CHIEF EXECUTIVE OFFICER OF LOTTOTECH LTD

“Leading a national lottery is a unique responsibility”



- “It requires balancing economic contribution, entertainment value, technological evolution and absolute integrity.”

- “Since the beginning of operations, Lottotech has contributed Rs 8.34 billion to the Consolidated Fund of Mauritius.”

Leading a national lottery is a responsibility that goes far beyond gaming. In this interview, Moorghen Veeramootoo, Chief Executive Officer of *Lottotech Ltd*, explains how the operator is reaffirming the original purpose of a national lottery as a tool for long-term national development. As player expectations evolve and the global entertainment landscape becomes more competitive, innovation – including the modernisation of jackpots – is increasingly central to Lottotech’s strategy, alongside transparency, sustainability and impact-driven social contribution.

COVER STORY



Since its launch in 2009, Lottotech has presented itself as a company committed to integrity, transparency, responsibility, innovation, and community development. How have these founding principles shaped the company's strategic direction over the past 16 years?

From the very beginning, *Lottotech* was built on a clear commitment: to operate the national lottery of Mauritius with unquestionable integrity and credibility. These founding principles were not abstract values, they became the backbone of how we structured our operations, selected our partners and defined our long-term strategy. Over the years, these values have guided the development of robust governance systems, transparent draw operations and stringent controls that ensure fairness at every step of the gaming process.

This commitment to integrity has also been reinforced through internationally recognised certifications. *Lottotech* obtained ISO 27001:2013 certification for information security and has since been successfully recertified on an ongoing basis, demonstrating the strength and maturity of our data protection and cybersecurity frameworks. Similarly, in 2019, *Lottotech* achieved the *World Lottery Association (WLA)* Level 4 Responsible Gaming certification – the highest level attainable – and has since been

“
To remain relevant, a lottery must evolve with players' expectations.”

consistently recertified. Achieving certification is demanding but maintaining it over time is even more challenging. Recertification reflects discipline, consistency and the ability to meet the same high standards year after year.

As the gaming landscape evolved, these principles allowed us to innovate confidently. Every new product, every process and system upgrade was assessed through the lens of responsibility and transparency. This is why the national lottery enjoys one of the highest trust levels among public-facing institutions in Mauritius.

Over the past 16 years, this credibility has positioned *Lottotech* as a regional reference point. Several African countries have reached out to observe our operations, exchange expertise and explore collaboration opportunities. These include Botswana, the Democratic Republic of Congo, Uganda, and more recently Tanzania, through its regulator, as well as Senegal, through its national lottery operator. These engagements reflect sustained recognition of Mauritius' operational standards and governance framework.

Today, we are entering a new chapter. Integrity remains our foundation but innovation is becoming central to our evolution. This perfect balance between trust and modernisation is what continues to shape our strategic direction.

Your mission statement emphasizes regulated gaming operations delivered in a socially responsible manner. How does this principle translate into day-to-day operational decisions?

For *Lottotech*, responsibility is not a slogan, it is operationalised daily through hundreds of small and large decisions. At a structural level, this means strict compliance with the *Gambling Regulatory Authority's* framework, real-time oversight mechanisms and continuous auditing by both internal teams and independent third parties. Every element of our draw process follows well-defined protocols designed to



Integrity remains our foundation, but innovation is becoming central to our evolution.



eliminate risk and ensure complete transparency.

At a retail level, it translates into rigorous training and support for our 650+ retailers nationwide, ensuring responsible sales practices, respect for age restrictions and ethical conduct. At a communications level, we deliberately avoid exaggeration or unrealistic promises. Our advertising encourages informed and responsible participation rather than impulsive behaviour.

Social responsibility even extends to product development. When designing or upgrading games, we evaluate behavioural impact, affordability and entertainment value to ensure that our offerings remain accessible and safe. This is particularly relevant now as we modernise our products, including the jackpot revalorization, while maintaining a clear and consistent focus on player protection.

Over the years, Lottotech has supported a number of social initiatives. Could you highlight some of the most impactful programmes and explain how Lottotech evaluates the long-term value of these contributions?

As citizens, we sometimes forget that the very purpose of establishing a national lottery is to support the long-term development of a country and the well-being of its people. History offers many compelling examples: the Great Wall of China was partly funded through lottery proceeds, and renowned institutions such as Harvard, Princeton and Yale, as well as numerous bridges and roads, have benefited from lottery funding over time.

At *Lottotech*, our approach to social contribution is guided by sustainability and impact rather than visibility. We prioritise programmes that create lasting value, particularly in sports, education, culture and overall community upliftment. Over the years, we have supported a wide range of initiatives, including literacy development, youth empowerment, inclusive arts, poverty alleviation, and NGOs working with vulnerable groups. Among these impactful programmes are *A Lunch a Day* for children at *Atelier Joie de Vivre*, *Mo'zar on the Road*, *Link to Life* programmes, *Tae Kwon Do Rodrigues*, *Future Hope* projects, as well as our flagship *Lottotech Seeds* programme, which has been supporting entrepreneurs for the past six years.

The impact of these initiatives is assessed through long-term outcomes. We consider whether beneficiaries acquire new skills, whether access to opportunities is improved,

COVER STORY

whether communities become more resilient and empowered over time, and whether our support generates a multiplier effect. Notably, several projects we supported more than a decade ago are still active today, benefiting new cohorts each year, a strong indicator of sustainable and meaningful impact.

Ultimately, our social contribution is a direct extension of our mandate: the national lottery exists to support social and national



Transparency is critical for any national lottery.

development. To date, through the Consolidated Fund and various channels, *Lottotech* has contributed Rs 8.34 billion to the country's development, a figure we approach with both humility and deep pride.

Lottotech recently announced the revalorisation of the starting jackpots of *Loto* and *Loto Plus*, effective 20 December. What prompted this decision at this specific point in time?

The entertainment landscape has changed considerably over the past decade. Players today are more informed, have more choices and expect greater value from every rupee spent. After extensive market analysis, we identified that the starting jackpots had remained unchanged for years despite evolving consumer expectations and international benchmarks. This presented a natural moment for modernising our offering.

The revalorisation of the Lottery Jackpots to approximately Rs 8 million for *Loto* and approximately Rs 5 million for *Loto Plus* is part of a broader strategy to refresh the product portfolio, increase relevance and stimulate stronger game dynamics. It also aligns Mauritius with global best practices, where higher starting jackpots create early momentum and sustained engagement. Importantly, this decision was guided by data, responsible gaming principles and a long-term vision rather than short-term gains, and was implemented with the approval and close oversight of the regulator, ensuring full compliance and alignment with the national regulatory framework so that every stakeholder wins.

This enhancement also comes at a time when *Lottotech* continues to strengthen its capabilities through regional exchanges and collaboration. Discussions with regional counterparts have consistently reinforced one key insight: innovation is essential for the long-term sustainability of lottery products. Mauritius must remain competitive not only domestically but also within the broader African gaming ecosystem, where offerings are becoming more diversified and dynamic.

You mentioned that these adjustments aim to modernise the offering and respond to players' expectations. What behavioural trends or feedback from players led to this change?

Over the past several years, we observed a consistent pattern: participation grew significantly when jackpots crossed key thresholds. This indicated that players place strong value on the magnitude of the starting jackpot. Additionally, player surveys and retailer feedback confirmed a growing preference for bigger initial prizes, which they perceive as rewarding.

We also noted a shift among occasional players, who tend to engage when jackpots stand out rather than through routine play. In a more competitive entertainment landscape, this trend is evident both locally and internationally. To remain relevant, a lottery must evolve with players' expectations, and bigger, more dynamic jackpots are a clear and consistent demand.

Ultimately, the revalorisation reflects what players have been telling us for years: they want a more exciting and engaging lottery experience.

How do you expect the higher starting jackpots – Rs 8 million for *Loto* and around Rs 5 million for *Loto Plus* – to influence participation patterns, ticket sales, and jackpot rollover frequency?

Higher starting jackpots typically make games more visible and engaging, which encourages broader participation across different player segments. International experience shows that stronger starting points create more dynamic game cycles and sustain interest over time.

In Mauritius, we expect jackpots to become more prominent in public conversation, helping to stimulate participation in a natural and progressive way. Importantly, increased engagement also strengthens the giving back factor of the national lottery, allowing greater contributions to public funds and social development over time. This virtuous circle benefits not only players, but the wider community.

This approach remains firmly anchored in responsible gaming principles: the lottery must stay accessible, affordable and enjoyable for all. Over time, we anticipate an enhanced entertainment value for players, and a healthier,



We collect lottery proceeds on behalf of the State through a transparent and strictly regulated mechanism.



more sustainable growth path for the national lottery.

Since 2009, how have the starting jackpots for *Loto* and *Loto Plus* evolved? Can you share a historical overview of jackpot amounts and how they have changed over the years?

When *Loto* was launched in 2009, the starting jackpots were calibrated to reflect the economic context and entertainment expectations of that time. Over the past 16 years, while the games themselves have matured and participation patterns have evolved, the starting jackpot levels have remained unchanged.

During this period, Mauritius recorded only two exceptionally large jackpots, one at Rs 120 million and another at Rs 100 million. These rare peaks were the result of extended rollovers. While they generated strong public excitement, they also highlighted the fact that the underlying starting jackpots had not evolved in line with market dynamics, inflation or international benchmarks.

The current revalorisation therefore represents one of the most meaningful structural updates in the history of the national lottery. It is a deliberate adjustment designed to modernise the product, strengthen early-game momentum and align the lottery with contemporary player expectations and global standards.

What long-term trends have you observed in jackpot sizes, rollovers, and the frequency with which major prizes are won?

We have observed steady and predictable trends that mirror global patterns. First, jackpots tend to be won frequently enough to maintain credibility, but not so often as to lose excitement. Second, rollovers create natural spikes of interest. When jackpots rise rapidly, participation tends to broaden beyond regular players, attracting occasional and lapsed participants.

Our analysis shows that major jackpots generate substantial nationwide engagement. Social media conversations increase, foot traffic at retail outlets rises, and the game becomes a moment of shared national pride. These behavioural patterns informed the revalorisation strategy: by starting at higher jackpot levels, we create more of these exciting, unifying moments throughout the year, moments that strengthen engagement while reinforcing the social value of the national lottery. A powerful insight came from Rodrigues this year when the island recorded its highest-ever jackpot win of Rs 70 million. What stood out was not only the winner, but the collective pride it generated. People across Rodrigues celebrated the fact that the jackpot was won locally and retailers expressed pride even when the winning ticket was not sold at their own outlet. It became a shared moment of recognition and belonging.

Unclaimed winnings are issues that arise in lottery systems worldwide. What does the historical data show for Mauritius, and what happens to unclaimed prizes under the regulatory framework?

Unclaimed winnings in Mauritius remain relatively low compared to international benchmarks, which demonstrates high confidence in the system and strong ticket checking habits among players. Nonetheless, as with any lottery, there

COVER STORY

will always be a small percentage of winnings that go unclaimed, often due to lost tickets or missed deadlines.

Under the regulatory framework, all unclaimed prizes are transferred to the *National Lottery Solidarity Fund* (NSF), which helps the State support community-driven initiatives and charitable causes. This ensures that even when prizes are not claimed, the funds are reinvested into society. It also contributes to the broader objective of the national lottery: transforming entertainment into social value.

Lottotech contributes part of its revenue to the government's Consolidated Fund. What has been the cumulative contribution since the company's inception?

Since the beginning of operations, *Lottotech* has contributed Rs 8.34 billion to the Consolidated Fund of Mauritius. This is a significant contribution and underlines the central role the national lottery plays in public finance and national development. Few private-sector operators generate such high and consistent annual contributions to the State.

It is important to clarify that *Lottotech's* role is that of an operator: we collect lottery proceeds on behalf of the State through a transparent and strictly regulated mechanism. The redistribution and allocation of these funds fall under the responsibility of public authorities, not the operator. A fixed percentage of every ticket sold is automatically channelled to national priorities in line with the regulatory framework.

This system highlights the broader economic and social value of the lottery beyond entertainment alone. Every ticket purchased contributes to national development, making the national lottery a unique and powerful public-benefit mechanism in Mauritius.

Moreover, the national lottery operates as a structured and transparent redistribution mechanism that transforms entertainment into direct economic and social value for the country. To illustrate this clearly, the Rs 100 note provides a simple and powerful explanation of how lottery proceeds are allocated.

For every Rs 100 generated by lottery activity in 2025:

- Rs 50.52 is returned to players in the form of prizes
- Rs 23.33 is transferred directly to the Consolidated Fund
- Rs 5.47 is paid as retailer commissions, supporting a nationwide retail network
- Rs 3.69 covers gaming-related costs, including technology and draw operations
- Rs 11.74 represents net operating expenses, ensuring system integrity and continuity
- Rs 0.09 accounts for net financial costs
- Rs 1.24 is paid as income tax
- Rs 3.92 remains for shareholders

This breakdown highlights that the value generated by the lottery is redistributed either directly to players or back to the State and the wider economy. *Lottotech* acts strictly as an operator on behalf of the State, within a framework defined by law and under regulatory oversight.



We sometimes forget that the very purpose of establishing a national lottery is to support the long-term development of a country and the well-being of its people.

What proportion of *Lottotech's* revenue is typically transferred to the *Consolidated Fund*, and has the ratio shifted recently due to product adjustments or changes in player behaviour?

47.16% of net lottery proceeds (after prize payout) goes directly to the *Consolidated Fund* of Mauritius. This mechanism is clearly defined in law and ensures full transparency and predictability of national contributions. While the ratio itself has remained stable, the total amount varies depending on player participation and product performance.

The recent jackpot structure revision is expected

to support sustained contributions by increasing participation and modernising product appeal. However, we are careful not to drive volume at any cost. Our approach remains grounded in balanced, responsible growth. The long-term goal is sustainability for players, for the business and for national fiscal contribution.

How does *Lottotech* ensure transparency, accountability, and auditability of these contributions, especially given the public interest in this sector?

Transparency is critical for any national lottery. *Lottotech's* redistribution model is clearly defined, audited and monitored, ensuring that every rupee generated is traceable and accounted for. In addition, *Lottotech* has been listed on the *Stock Exchange of Mauritius* (SEM) since 2014. This means that anyone who wishes to participate in the company's performance and bottom line can do so by purchasing *Lottotech* shares on the open market. As a listed entity, the company is subject to strict governance, disclosure and reporting obligations, reinforcing accountability to regulators, investors and the public alike. This dual structure, strong public contribution through the *Consolidated Fund* and open access to value creation through the SEM, reflects a balanced model where the national lottery serves both public interest objectives and long-term economic sustainability.

For the past 16 years, all draw operations have always been conducted under strict protocols, supervised by the *Gaming Regulatory Authority*, in the presence of 'La Police des Jeux', and supported by state-of-the-art technology certified by international experts. We undergo regular independent audits, including technical, financial, and operational audits, ensuring that every stage of the process is traceable and compliant. Moreover, we always welcome players and members of the public to attend any of our draws.

In addition, our reporting is fully aligned with national and international standards. Contributions to the *Consolidated Fund* are monitored in real time, leaving no room for ambiguity. This rigorous framework is one of the reasons *Lottotech* is recognised as a credible and trustworthy operator, not only locally but also internationally.

Beyond the traditional *Loto*, *Lottotech* offers a wide range of games. How have these additional products changed the company's market positioning and appeal among different segments?

The expansion of our product portfolio has been essential in strengthening our leadership in the gaming market. Products like *Football Pools*, *Loto Vert* and *Hotpicks* broaden our reach and allow us to appeal to different types of players, from those seeking classic lottery experiences to those looking for faster or more frequent opportunities to win.

This diversification has enhanced our market resilience by reducing over-reliance on a single game and creating new touchpoints with players. It also opens the door to innovation, giving us more flexibility to test new formats, explore emerging trends and tailor our offerings to the evolving entertainment ecosystem.

COVER STORY



By developing a more diverse portfolio, we have positioned Lottotech as not just an operator of a lottery, but as a modern entertainment brand with the capacity to evolve, innovate and play a larger role in the gaming landscape of the region.

Are there plans to diversify further, whether through new game formats, enhanced digital channels, or strategic partnerships?

Yes. Diversification is a key pillar of our strategic roadmap. We are exploring new game formats inspired by global trends, opportunities in digital enhancement and selective regional partnerships. Our collaboration with several African countries demonstrates the direction of the industry: knowledge-sharing, innovation and stronger regional ties.

Digital transformation is another priority. While retail remains the backbone of our operations, digital channels provide opportunities to modernise the player experience, enhance responsible gaming and enable more targeted engagement. Our focus is on building a sustainable and compliant digital ecosystem rather than pursuing rapid expansion.

Innovation will continue to guide our strategy, always anchored in responsibility, regulatory compliance and long-term sustainability.

You joined Lottotech in 2009, and today lead the organisation. How has your leadership philosophy evolved in a sector where public trust, compliance, technology and entertainment intersect?

Leading a national lottery is a unique responsibility. It requires balancing economic contribution, entertainment value, technological evolution and absolute integrity. Over the years, my philosophy has shifted from a focus on operational

performance to a broader vision centred on trust, innovation and purpose.

I have learned that leadership in this sector must be highly adaptive. The industry is shaped by regulatory changes, technological advancements and shifting social expectations. Navigating these dynamics requires clarity, transparency and a strong ethical compass. At the same time, it calls for creativity and long-term vision, qualities that have become increasingly important as we explore regional partnerships and new growth avenues.

The recent collaboration with Tanzania and Senegal is a strong reflection of this evolution. It positions Mauritius not just as a participant in the African lottery industry, but as a credible source of expertise and innovation. Leading Lottotech today means preparing the organisation for the future while ensuring that our foundational values remain uncompromised.

Looking ahead, what are your top strategic priorities for the next three to five years?

Our strategic priorities focus on three pillars: modernisation, regional leadership and resilience.

- 1. Modernisation:** This includes updating our product portfolio, starting with the jackpot revalorisation, enhancing our technology infrastructure and gradually expanding digital engagement.
- 2. Regional leadership:** Our ongoing collaborations with Tanzania and Senegal form part of a broader effort to position Mauritius as a centre of excellence within the African lottery ecosystem. These engagements focus on knowledge-sharing, technical cooperation and the development of long-term regional partnerships.
- 3. Resilience and operational integrity:** With

growing digital risks and evolving regulatory expectations, we must strengthen our systems, processes, and compliance frameworks. Operational resilience will be key to sustaining public trust and ensuring long-term stability.

These priorities are interconnected and designed to strengthen Lottotech's role as a responsible, innovative and forward-looking operator.

What emerging challenges – technological, regulatory or behavioural – do you anticipate for the lottery industry in Mauritius, and how is Lottotech preparing for them?

The lottery industry is entering a phase of profound transformation. Technology is evolving rapidly, not only in game formats and platforms but also in cybersecurity and data protection. Digitalisation brings enormous opportunity but also introduces new risks that require advanced safeguards, specialised skills and continuous investment.

Consumer behaviour is also shifting. Expectations for instant gratification, personalised experiences and digital convenience are definitely rising. To remain relevant, the lottery must adapt while maintaining the safeguards and controls that ensure responsible gaming.

Regulatory evolution is another area to watch. As markets modernise, frameworks must adapt to new realities while protecting the public interest. At Lottotech, we engage closely with regulators to ensure alignment at all levels.

Our preparation includes investing in technology, strengthening compliance, learning from international best practices, and leveraging partnerships to stay ahead of emerging trends. The future will bring both challenges and opportunities, and we are preparing to embrace both with a commitment to responsible growth.

INTERVIEW



BENITO ELISA,
FOUNDER & CEO OF WAKANDA 4.0

“We are positioning Scrybit Wallet to be part of the future booming on-chain economy”

- **“Scrybit Wallet is a regulated non-custodial crypto wallet where users can hold, send and receive cryptos.”**
- **“We need to bring more clarity in our laws with regards to virtual assets, tokenization and more specifically to stablecoins to attract fintech giants to Mauritius.”**

In this interview with Bizweek, Benito Elisa, founder and chief executive of Wakanda 4.0, discusses the rationale behind Scrybit Wallet, which he presents as Africa’s first regulated non-custodial crypto wallet, the importance of clear rules for virtual assets and stablecoins, and how Mauritius could strengthen its position as a gateway for the continent’s on-chain economy.

INTERVIEW

What problem in Africa's digital finance ecosystem motivated you to create Scrybit, and how does this solution fit into your broader vision for the on-chain economy?

There are two ways to hold your virtual assets, namely custodial or non-custodial. We have chosen the non-custodial way to provide our users with 100 % ownership and control over their assets. *Scrybit Wallet* is a regulated non-custodial crypto wallet where users can hold, send and receive cryptos. In addition to this, users will be able to buy virtual assets with their debit, credit or prepaid 3D secure cards and sell virtual assets and receive fiat on their respective bank accounts in 150 countries around the world through our regulated partners. *Scrybit Wallet* services are solving two main problems: The first is providing a regulated non-custodial crypto wallet giving more trust and confidence to crypto users and avoiding fraud and illegal platforms. The second is easing conversion from fiat to crypto and crypto to fiat in a regulated and legal way. We are positioning *Scrybit Wallet* to be part of the future booming on-chain economy.

Scrybit is described as "Africa's first regulated non-custodial wallet." How significant is this milestone for you personally, and for the continent's crypto landscape?

After spending 9 years in the blockchain and crypto industry, building the first regulated non-custodial wallet in Africa is a significant milestone for me. I would like to thank my partners and team members for believing and investing in such a project. More and more countries are implementing laws to regulate crypto activities and players. It is high time to bring more regulations and rules in this industry for several reasons, namely to regulate all crypto activities; to avoid abuse by scammers, fraudsters, terrorists and other illegal players; to allow more people to invest and benefit from crypto and blockchain, and to get prepared to welcome the growing on-chain economy.

There are many other African projects thriving at the international level and *Scrybit Wallet*, a Mauritian entity, is proud to be the first regulated non-custodial wallet in Africa for global users.

Many global users still mistrust digital asset platforms. How does Scrybit's regulatory foundation help address concerns around safety, transparency, AML/KYC, and data protection?

It is true that there is still a perception that crypto is a scam. This is due to the fact that many scammers and fraudsters have abused the system to steal money from curious investors, and there is also a lack of knowledge in blockchain and crypto from newbies. But *Scrybit Wallet*, being a regulated platform, brings more trust and confidence to users. To open an account with *Scrybit Wallet*, users need to complete their KYC verification first before they are able to create a wallet. The non-custodial nature of *Scrybit Wallet* gives full control and ownership of assets to its users. The private key remains with the users. So, users have the responsibility of safely keeping their private keys, password and secret phrase. *Scrybit Wallet* complies with all AML/CFT, travel rule and data protection laws and regulations. The wallet provides a regulated platform to genuine and legitimate users to fully enjoy the benefits of using crypto and blockchain



Many international banks are considering moving to blockchain for faster and efficient cross border transactions.

without compromising on control and ownership. Whenever there is a request to convert crypto to fiat money, there is a check being done on the source of funds using advanced blockchain analytics tools. Tainted funds won't be processed, and proper reporting, as required by the law, will be done. Our compliance team is very knowledgeable about blockchain and crypto, and has been properly trained to use and manage the different tools to identify suspicious transactions.

Do you believe African startups can set global standards in compliant digital finance?

The answer is a big yes ! Let's not underestimate African startups. There are many knowledgeable and skilled people in Africa who can work and set global standards in compliant digital finance. We have experts in blockchain, crypto, finance, compliance and security on the African continent. Bringing the right team together can create startups that can compete at the international level.

Scrybit strongly promotes the idea that "You hold the keys." Why is true ownership so important in

your model?

'Not your keys, not your cryptos!' During the past ten years, we have seen many users losing their hard-earned investment from custodial platforms. At *Scrybit Wallet*, we believe that users should remain in control and own their assets at all times. This will drastically reduce the 3rd party risk for users. Decentralisation is a foundational concept of blockchain and cryptocurrency, referring to the distribution of control, decision-making and data across a network rather than vesting authority in a single central entity.

What challenges did your team face in designing a product that gives users full control while still ensuring security and ease of use?

There were many challenges we came across during the last two years in building the wallet. It is true that giving users full control on a regulated platform was not an easy model to create. But we managed to find the right balance between non-custodial and regulations. We also had to design a user-friendly experience for our users, but being a regulated entity requires lots of conditions that need to be respected from the regulator's side. We are at the start of our journey. We are listening to our users and will improve the UI/UX over time.

How do you plan to educate new crypto users, especially in emerging markets, about self-custody responsibilities?

This is part of our responsibility to educate the newbies. *Scrybit Wallet* has taken some initiatives to share knowledge about blockchain and crypto through The Brain by *Scrybit* - an educational You Tube Channel; the *Scrybit* Podcast; sharing articles, news and educational contents through in-app features and on all our social media accounts.

Scrybit already supports major blockchains like Bitcoin, Ethereum, Ripple, Tron, and Polygon. What guided the selection of these networks?

The selection was motivated by the most used blockchain rails and the number of tokens supported by these blockchains. We are actually working on a second list of blockchain rails that we will add to the wallet.

How do you envision expanding multi-chain support in the coming years, especially as Africa's Web3 ecosystem diversifies?

Scrybit will add more and more blockchain rails in the next two years. We will also follow closely how the market is responding to the new blockchain networks being launched and will definitely follow the trend and add new ones.

Can you share more about the underlying technology architecture that allows Scrybit to remain both scalable and user-friendly?

Scrybit Wallet was built from scratch and has been built in a way where we can easily scale and remain user-friendly. At its core, *Scrybit Wallet* operates as a non-custodial wallet, meaning that private keys are generated, stored, and controlled exclusively by the user. *Scrybit* never holds, accesses, or controls user private keys or funds, and asset ownership is cryptographically enforced through blockchain

INTERVIEW

protocols rather than centralized custody. I can't disclose more information about our underlying technology architecture for obvious reasons, but I can assure you that there is an experienced and knowledgeable technical team behind *Scrybit Wallet*.

Many African users struggle with onboarding due to fiat-crypto conversion barriers. What is the strategic importance of *Scrybit's* fiat on/off-ramp partnerships, and how were these partnerships secured?

This issue was highlighted earlier and *Scrybit* wants to ease the conversion of fiat to Crypto and vice versa. Firstly, it is important to note that *Scrybit* works with regulated partners only. We have scrutinised all potential partners before concluding any partnership agreement. The protection of users' assets and data is of utmost importance to *Scrybit*. So, by using *Scrybit Wallet*, users are accessing trusted and regulated partners' platforms. More products will be added to *Scrybit Wallet* to make it easier for our users to use their assets for payments, P2P and other services & transactions.

What future expansions do you foresee for fiat connectivity across the continent and beyond?

We are currently working on a number of products where users will be able to benefit fully from their digital assets and connect to the traditional finance world.

The roadmap mentions upcoming features such as native staking, analytics, DeFi integrations, expanded fiat support, cards, and more blockchain rails, all subject to regulatory approval. Could you walk us through the prioritization behind this roadmap?

The *Scrybit* team is currently working to add the above features as soon as possible. But of course, it is going to take some time to finalise the technicalities, check the legal side, design the process flows and also get the necessary regulatory approvals. *Scrybit Wallet* will share updates as and when we are progressing on each feature.

Which feature do you believe will have the biggest impact on mass adoption?

All of the proposed features, plus the educational initiatives, will help towards mass adoption. The users want a trusted and regulated platform with security, user-friendliness and to be able to navigate from crypto to fiat and vice versa easily.

How does your team balance innovation speed with regulatory constraints?

Scrybit has decided to go the regulated route, and we need to play by the rules. Our team holds regular meetings to discuss how to bring innovation (new products/features) in a compliant way. We often find ways to satisfy the requirements of the regulator, and on one occasion, we had to compromise on automation of manual operations. But we are finding the right balance to propose our services by remaining compliant.

You state that "the whole world is moving on chains." What role do you see Mauritius and Africa playing in the global on-chain economy over the next decade?



When you see the latest developments in the blockchain and crypto industry in the US, Europe, Africa and Asia, it is obvious that we are moving on-chain. Regulated tokenization of gold, real estate, shares, bonds and other assets is already happening in several jurisdictions. Mauritius has already positioned itself as a fintech hub and a gateway for Africa. We need to bring more clarity in our laws with regards to virtual assets, tokenization and more specifically to stablecoins to attract fintech giants to Mauritius. Many international banks are considering moving to blockchain for faster and efficient cross border transactions. Ripple has recently received conditional approval for a national trust bank charter from the U.S. Office of the Comptroller of the Currency (OCC). Things are moving in major economies, and Africa should not lag behind this time. Hopefully, Africa will be amongst the leading continents in this industry.

Where can users access the app?

Users can download the wallet on *Appstore* or *Playstore*, and sign up.



There are many knowledgeable and skilled people in Africa who can work and set global standards in compliant digital finance.



NEWS

RASHID AHMINE SC,

DIRECTOR OF PUBLIC PROSECUTIONS

“I wish that more drug barons are arrested and put behind bars”

In his end-of-year message published in the latest newsletter of the Office of the Director of Public Prosecutions (ODPP), Rashid Ahmine SC, Director of Public Prosecutions, reflects on a year of institutional consolidation while setting out an ambitious reform agenda for the criminal justice system.

Recalling his message in last December's edition of the newsletter, Mr Ahmine notes that restoring the constitutional authority of the ODPP had been identified as a top priority. One year on, he describes 2025 as “a milestone period” marked by several fundamental changes. Among these, he highlights the reinstatement of the ODPP's financial autonomy after “ten years under the administrative control of the Attorney General's Office,” the restoration of the DPP's authority as “the sole authority to prosecute corruption and financial crimes,” and the clarification that “pre-trial detention of a suspect needs the fiat of the DPP.”

According to the DPP, these developments were the result of sustained institutional resolve. “All this would not have been made possible if the ODPP did not stand firmly by its constitutional mandate over the years,” he states. However, he is clear that the reform process is far from complete. “Our campaign has not come to an end though. There is still much more to be done to strengthen and consolidate the powers of the DPP,” he adds, stressing the importance of safeguarding prosecutorial independence, which he describes as “bestowed upon us by the Constitution.” He notes that Mauritius' experience is increasingly being observed beyond its borders. “We have become a model on the African continent in this field,” he says, pointing out that other jurisdictions, including Uganda, are drawing lessons from Mauritius to better protect prosecutorial independence from interference. This international recognition was further reinforced this year when Nataraj Muneesamy, Assistant DPP, received the International Prosecutor of the Year Award for handling cases “without fear of interference or improper or undue influence.”

While acknowledging these achievements, Mr Ahmine emphasises the need for institutional modernisation. The ODPP, he notes, still operates “around more or less the same structure that has existed since the creation of the post of the DPP in 1968.” With the aim of making the prosecution authority “even more efficient to provide a better service to the citizens of Mauritius,” he commissioned a report entitled “Proposed Constitutional Amendments, Legislative Basis and Inter-Agency Cooperation with a National Crime Agency”.

Now published, the report provides what Mr Ahmine describes as “a roadmap” based on international best practices. The ODPP will engage with the Government, through the Attorney General, to discuss its recommendations. These include proposed amendments to section 72 of the Constitution, the enactment of a specific law governing the prosecuting authority, and reforms relating to the recruitment and rotation of law officers at the ODPP. The report also comes at what the DPP calls “an opportune moment,” as the Government has announced the creation of a



It is now not enough to prosecute and send offenders to jail. The proceeds of crime must also be recovered

National Prosecution Service (NPS), with the DPP as its Head.

The establishment of the NPS, he argues, is timely given the evolving nature of crime. While the traditional image of a prosecutor remains rooted in courtroom advocacy, the role has changed significantly. “Traditionally reactive in nature, prosecutors stepped in only after a crime had been fully investigated,” he notes. Today, however, criminal activity has shifted towards “transnational organised crimes including cybercrimes, financial crimes, and human trafficking.”

In this context, prosecution is no longer limited to securing convictions. “It is now not enough to prosecute and send offenders to jail. The proceeds of crime must also be recovered,” Mr Ahmine writes. This evolution requires prosecutors to be “polyvalent and capable of developing several specialist skills,” with their involvement starting “right from the

time a complex investigation begins until its end.” Continuous training, he stresses, is essential, leading him to advocate for “the urgent setting up of a Training Academy for our prosecutors.”

Inter-agency cooperation is another area where progress has been noted. The DPP expresses satisfaction with collaboration during the year, thanking the Heads of the Financial Crimes Commission, the Police Force and the Mauritius Revenue Authority. He also points to promising prospects for cooperation with bodies such as the Financial Intelligence Unit, the Financial Services Commission, the National Agency for Drug Control and the Equal Opportunities Commission. On matters involving children, he describes the Ombudsperson for Children as a “close ally.” The ODPP's engagement with civil society and academia is also expanding. Mr Ahmine underlines continued collaboration with NGOs including Transparency International (Mauritius), the International Organisation for Migration, Pedostop, Dis-Moi, Passerelle and Eco Sud. He also welcomes closer ties with the University of Mauritius, noting that academic research can make a meaningful contribution to criminal justice reform. One example cited is a research-backed proposal to criminalise street harassment. The work of the Law Reform Commission is likewise commended for producing “excellent research papers with appropriate recommendations.”

Public confidence, the DPP insists, remains central to the administration of justice. “Expectations are high,” he notes, with prosecutorial decisions increasingly scrutinised by citizens demanding greater transparency. Since assuming office three years ago, Mr Ahmine says he has personally reviewed all representations made by members of the public or by counsel. In 2025 alone, the ODPP received “around 526 such requests,” with efforts made to respond within a reasonable time and, in some cases, to meet victims or their families to explain decisions.

The ODPP has also intensified its public outreach through communiqués, replies to Parliamentary Questions, roundtable discussions and educational forums. A notable milestone was the organisation of the Office's first Open Day on 30 May, which Mr Ahmine describes as “a big success,” with plans to hold similar events next year.

Looking ahead, the DPP describes 2026 as “a decisive year in the fight against crimes,” with major reforms on the horizon, including the Police and Criminal Justice Bill, the National Crime Agency and the National Prosecution Service. Among his expectations are “more corruption and financial crime prosecutions” reaching court, expedited hearings, faster judicial processes and the introduction of “high-tech court rooms.”

His priorities are unambiguous. “I wish that more drug barons are arrested and put behind bars,” he states, adding that “our women and children will be better protected against aggressors when the latter are successfully brought to justice.” He also calls for greater attention to environmental crimes and for updates to what he describes as “our antique criminal code and rules of criminal evidence and procedure.”

NEWS

NATARAJ MUNESAMY,

ASSISTANT DIRECTOR OF PUBLIC PROSECUTIONS

“We need more courtrooms, swifter procedures, a victim-centred approach and more resources”

In its latest newsletter, the Office of the Director of Public Prosecutions (ODPP) renews its long-standing call for the reform of Mauritius' criminal justice system. In an editorial signed by Nataraj Muneesamy, Assistant Director of Public Prosecutions, the message is unequivocal: the system requires structural, procedural and resource-based improvements if it is to respond effectively to rising caseloads and persistent delays.

Recalling that advocacy for reform has been a consistent feature of the ODPP's publications since 2011, Mr Muneesamy notes that the objective has always been to identify solutions *“for the good of one and all – victims, witnesses, accused parties and even lawyers.”* While expressing pride in the country's justice system, he also acknowledges its limitations, stating that Mauritians are aware *“just like in other developing jurisdictions, that it is in need of important uplifts.”*

A central concern raised in the editorial is the increasing pressure on the courts. *“Cases are on the rise and ruinous delays persist every year,”* the Assistant DPP writes, warning that the current situation is unsustainable. To address this, he calls for decisive action: *“We need more courtrooms, swifter procedures, a victim-centred approach and more resources.”*

The editorial contrasts Mauritius' pace of reform with developments elsewhere. In several jurisdictions, technology and procedural innovation have already transformed the administration of justice. These include *“E-filing, automated transcription, artificial intelligence,”* as well as the introduction of plea bargaining and strict case management timelines. Mr Muneesamy points out that while *“these solutions have already been successfully implemented”* abroad, in Mauritius *“these are still being contemplated.”*

Nevertheless, the editorial strikes a note of cautious optimism. Major legislative reforms announced by the authorities could provide the framework needed to modernise the system. The Assistant DPP expresses the hope that initiatives such as *“the Police and Criminal Justice Bill, the National Crime Agency or the National Prosecution Service will be the long-awaited legislative vehicles”* capable of delivering *“positive innovations to Mauritius.”*

The editorial also sets out the thematic focus of the current newsletter, which is centred on change and solutions to systemic challenges. With the abolition of provisional charges scheduled for 2026, the lead article examines the consequences of this major procedural shift. Another significant transformation addressed is the creation of the National Crime Agency, with reflections from Patrick Stevens, a former UK prosecutor, who shares his views on the proposed body.

Environmental protection is another area of concern. While Mauritius' natural environment is described as *“marvellous,”* the editorial warns that it is also *“extremely fragile.”* According to Mr Muneesamy, existing legislation *“does not*



Existing legislation does not sufficiently criminalise all forms of harm to the environment



sufficiently criminalise all forms of harm to the environment,” prompting an exploration of the concept of ecocide and the potential benefits of recognising such an offence in Mauritius. Attention is also given to the human cost of an increasingly demanding justice system. With the growing quantity and complexity of cases, the Assistant DPP notes that *“the work of prosecutors has become excruciatingly stressful,”* leading the ODPP to dedicate an article to the mental health challenges faced by criminal lawyers. Societal issues are also addressed, including violence against women and girls, with contributions from students of the University of Mauritius offering

analysis on this ongoing problem.

Technology re-emerges as a recurring theme, particularly the potential of artificial intelligence to *“mend our processes and help accelerate the determination of cases.”* The newsletter further includes contributions from pupil barristers, who *“highlight the need to modernise the pupillage cursus.”*

The editorial underscores that effective prosecution depends on close institutional cooperation. The ODPP works alongside bodies such as the Attorney-General's Office, the Police Force, the Financial Crimes Commission and the Mauritius Revenue Authority. In this edition, the heads of these institutions share their perspectives on reforms they would like to see in the coming year. International collaboration is also highlighted, with contributions from the ambassadors of the United Kingdom and the United States, as well as from the National Director of Public Prosecutions of South Africa and the Director of Public Prosecutions of Zambia. The Assistant DPP further acknowledges the growing importance of partnerships with non-governmental organisations, noting that NGOs are *“closer to the victims of crime and help us better understand the effects of serious criminality.”* Organisations including Pedostop, Dis Moi, Ecosud, NouZanimo, Passerelle, Transparency Mauritius and the Wayamo Foundation shared their expectations for reform in the year ahead.

The editorial also reflects the ODPP's emphasis on transparency and public engagement. Throughout 2025, prosecutors participated in conferences, lectures, talk shows and other public events, recognising the importance of informing the public about the law and prosecutorial processes. Looking ahead, Mr Muneesamy expresses the hope that *“2026 will bring a modern and improved criminal justice system, a 2.0 version with streamlined procedures as well as adequate resources to implement a victim-centred approach and get rid of unnecessary delays.”*

NEWS

ECONOMY

National consultations begin on Vision 2050 growth agenda



The government of Mauritius has opened a nationwide dialogue to define how the island economy should evolve over the next quarter-century, as it seeks to combine higher incomes, social inclusion and environmental resilience in a changing global landscape.

The Government has opened a four-month national consultation process aimed at defining Vision 2050, a long-term strategy designed to steer the country from upper-middle-income status to a high-income economy through an inclusive and sustainable development model.

The consultations were launched on Tuesday afternoon by Prime Minister Navinchandra Ramgoolam at the Paul Octave Wiehe Auditorium in Réduit. The exercise forms part of the Government Programme 2025-2029 and represents what the Prime Minister described as an active and deliberate planning effort rather than a passive forecast of future trends.

The framework rests on three overarching pillars: prosperity, sustainability and inclusion. The launch event, organised by the Ministry of Financial Services and Economic Planning, brought together the minister responsible, Dr Jyoti Jeetun, other cabinet members, MPs, members of the diplomatic corps, business leaders and representatives from several institutions. A panel discussion was held ahead of the official ceremony.

In his address, Dr Ramgoolam said Vision 2050 seeks to balance immediate national priorities with the pursuit of long-term, sustainable and inclusive growth. Families, he said, would be placed at the

heart of development policy, with the objective of ensuring that all citizens benefit from the same opportunities.

He argued that Mauritius must aim to join the ranks of advanced economies by 2050 by embracing structural and technological change. Artificial intelligence, robotics and digital services, he said, would be central to future competitiveness, making investment in skills and lifelong learning unavoidable. The upskilling effort, he added, must span the entire population, from seasoned professionals to students entering the workforce.

The Prime Minister also underlined the need to transition the economy towards a high-wage model, with an emphasis on resilient job creation in sectors such as financial technology and medical sciences. Economic expansion, he said, should proceed in tandem with social well-being, ensuring that growth translates into tangible improvements in living standards.

Beyond technology and labour market reform, Vision 2050 sets out a broad agenda for economic diversification. According to Dr Ramgoolam, the strategy must open new engines of growth, including artificial intelligence and digital services, the blue economy, renewable energy, the creative industries, advanced manufacturing, green and

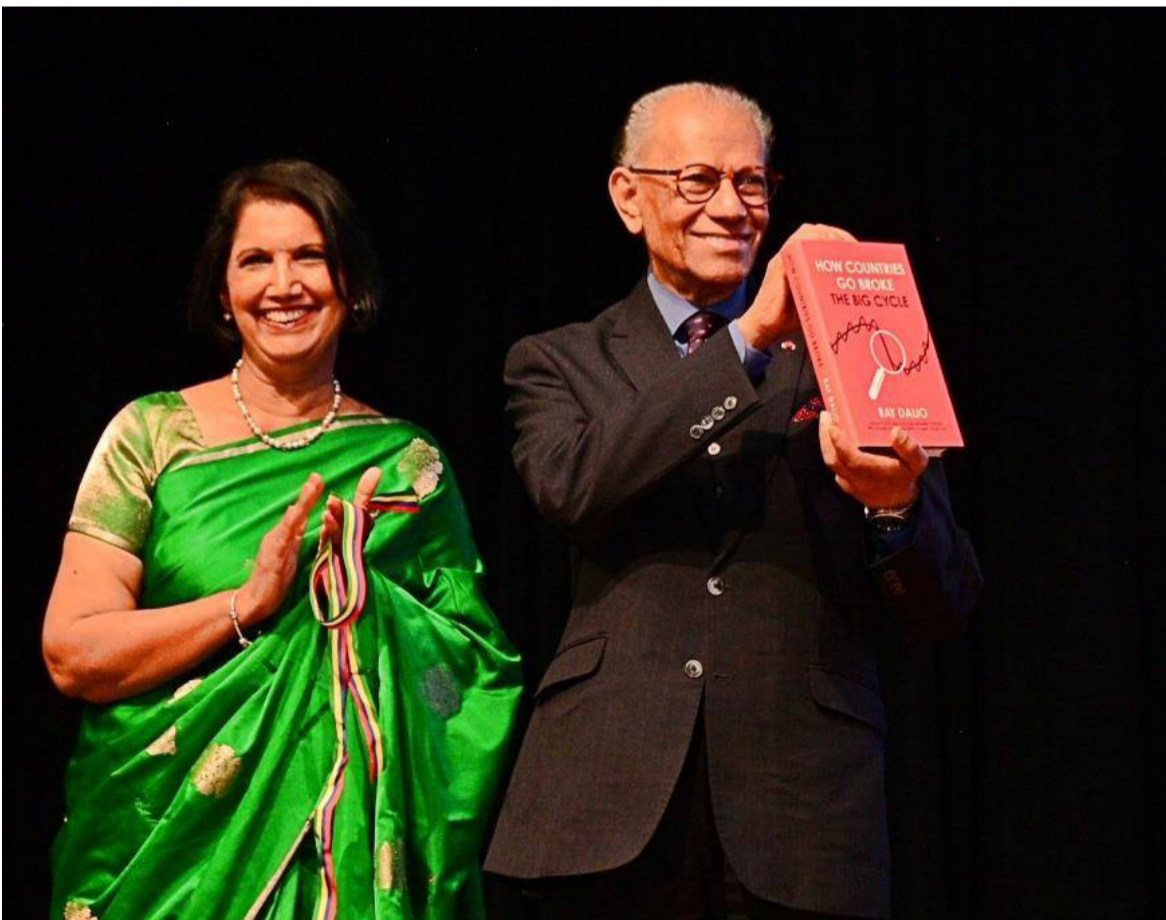
sustainable finance, and high-value tourism. It also calls for a redesign of education and lifelong learning systems, stronger climate resilience, an accelerated shift to renewable energy, sustainable and circular agriculture, and enhanced protection of lagoons and marine ecosystems.

Social policy and governance reforms form an integral part of the vision. Commitments include robust and accessible healthcare, the reaffirmation of shared values such as respect, justice, meritocracy and tolerance, the promotion of active citizenship, the deepening of democracy and the modernisation of public administration.

For her part, Minister Jeetun said that the Vision 2050 exercise is intended to help Mauritius make a decisive leap forward, pointing to long-term planning experiences in economies such as Dubai. She outlined a consultation process that will unfold across all districts, with national dialogues, sectoral roundtables involving businesses, professional associations and academia, dedicated youth forums, and structured engagement with civil society and non-governmental organisations.

The government, she added, would engage the private sector as a core partner in investment, innovation and job creation, with the aim of

NEWS



The government will engage the private sector as a core partner in investment, innovation and job creation



aligning long-term public policy with private sector strategies. A clearly articulated vision extending to 2050, she said, would help ensure policy coordination and provide greater visibility to households, investors and development partners, enabling them to plan with confidence.

Dr Jeetun also stressed the importance of

leveraging Mauritius's strategic positioning to tap opportunities in China, India and across the African continent, while deepening engagement with traditional partners such as France, the United Kingdom and the United States.

Vision 2050 is intended to serve as a national roadmap, providing a coherent and forward-

looking policy framework to guide socio-economic transformation, strengthen long-term resilience and support inclusive growth. It will define the country's long-term development goals and priorities, while a 10-year development plan will translate strategic ambitions into concrete milestones, supported by key performance indicators to allow for effective monitoring and evaluation.

DIPLOMACY

Russia-Africa: New Horizons for Old Friends



By **SERGEY LAVROV**,
MINISTER OF FOREIGN AFFAIRS
OF THE RUSSIAN FEDERATION

Cairo is hosting an important political event: heads and officials of the foreign ministries of Russia and the African countries are gathering in the hospitable capital of Egypt to assess the state of Russian-African relations and set out the ways of their development.

For the first time, the ministerial conference of the Russia-Africa Partnership Forum, which is the official name of our meeting, is taking place on the African continent. We are glad that a year ago, during the first such conference in the Russian city of Sochi, our partners responded to the proposal to host the ministerial conference in 2025.

Let me recall that the Partnership Forum was established back in 2019. We have already successfully held two Russia-African summits – in Sochi in 2019 and in St. Petersburg, another city in Russia – in 2023. Sectoral meetings on specific areas of cooperation are held regularly.

The work of the Forum is crucial for promoting the full range of Russian-African relations; it organically complements and enriches Russia's relations with the African countries which are developing dynamically on a bilateral basis as well.

There are many reasons for Russia-Africa mutual attraction. African friends remember, and we appreciate it, that our country – it was the Soviet Union back then – supported their desire to break free from the shackles of colonial dependence. We are proud that our predecessors provided this assistance selflessly and with dedication. It was the Soviet Union that played the key role in the adoption of the UN Declaration on the Granting of Independence to Colonial Countries and Peoples exactly 65 years ago. After that, Moscow has consistently contributed to the formation of young African States, their national economies, and the establishment of education and healthcare systems.

As Russian President Vladimir Putin said, the collapse of the Soviet Union in 1991 was the major geopolitical catastrophe of the 20th century. Our friends on the African continent felt its dismal effects. There was a noticeable slowdown in the relations at the turn of the millennium. However, the "end of history" did not happen, and today is the new heyday of the Russian-African friendship.

Russia appreciates that Africa is reawakening. In the middle of last century, the struggle culminated in decolonization, and now the African people are fighting to make all areas of their life sovereign. We fully support this fight. It is symbolic that at the UN and other international platforms, Russia has been actively calling for enhanced efforts to eradicate modern practices of neo-colonialism. Many African countries are sending their representatives to participate in the "For the Freedom of Nations!" international movement established on the initiative of the United Russia political party.

It is important for us that Africa seeks to speak with a common voice in the international arena. Russian diplomacy will contribute to the development of

the African continent as an influential centre of a multipolar world. This priority is enshrined in the Concept of the Foreign Policy of the Russian Federation. We believe in the inalienable right of African countries to independently determine the ways and models of their development and to choose international partners.

As Russian President Vladimir Putin at one time said, *"We have virtually no disagreements with any African countries and the level of trust and mutual affinity is high, mainly because our relations with Africa have never been tarnished. We have never been involved in the exploitation of African peoples."*

Russia and Africa are natural allies in the democratization of international relations on the principles of the UN Charter in their integrity, entirety and interconnection.

We have consistently advocated the rectification of historical injustice and the essential consideration of Africa's interests in the work on the reform of the UN Security Council. We welcome African countries' broader involvement in the work of the BRICS association, which is playing an increasingly important role in advancing the collective aspirations of the Global South and the Global Majority.

As a permanent member of the UN Security Council, Russia pays special attention to the maintenance of peace and security in Africa as a necessary condition for its social and economic progress. In the spirit of the *"African solutions to African problems"* concept, we are contributing to the settlement of regional conflicts and the enhanced potential of the States of the continent to combat terrorism, as well as other threats and challenges.

The guidelines of Russian-African cooperation are outlined in the Russia-Africa Partnership Forum Action Plan 2023-2026. The guidelines cover, among other things, security, the energy sector, trade, education, science and culture. It is gratifying that the plan naturally matches the strategy that the African Union formulated in 2015 in the *"Agenda 2063: The Africa We Want."*

Africa's importance to Russia is marked by the expansion of our diplomatic presence on the continent. Embassies in Niger, Sierra Leone and South Sudan have been opened this year. Next are new diplomatic missions in Gambia, Liberia, Togo and the Comoros. We welcome the plans of Botswana and Togo to open their diplomatic missions in Moscow.

We attach great importance to trade, economic, as well as investment cooperation. We appreciate that the trade turnover with Africa is growing steadily: compared to 2019, it increased by more than one and a half times, exceeding USD 27 billion last year. We are convinced that this is not the limit. Currently, increased trade with the States of sub-Saharan Africa, expansion of supply of African products to the Russian market, and introduction of reliable mutual settlement mechanisms based on national currencies are on the agenda.

DIPLOMACY



It is important for us that Africa seeks to speak with a common voice in the international arena.

Intergovernmental commissions on trade, economic, scientific and technical cooperation with African countries play an important role in strengthening ties between business circles. 19 such commissions are already operational. We are working to increase their number. Additional opportunities are provided by the formation of the African Continental Free Trade Area, a future common market with a total GDP exceeding USD 3 trillion.

Russia has never considered Africa as a raw materials base since we have plenty of our own natural resources. Our focus is on implementation of investment projects that help African countries develop their own resources, enhance industrial capacity, and improve the quality of life of the people. We have much to offer our partners in the energy sector, mineral resources management, logistics and transport, infrastructure, as well as in high-tech areas, including digital technologies and artificial intelligence.

Such initiatives are designed for decades to come, and it is hard to overestimate their social and economic importance. We have a good example from the past. Over 300 industrial and infrastructure facilities which have been working successfully to this day were built on the African continent with the support of the Soviet Union.

Last year, 200,000 tons of Russian wheat were sent

to the African States that are most in need. Along with humanitarian supplies of grain and fertilizers, we help African countries develop their own agricultural sector. We are ready to share technologies and experience in farming and breeding, fertilizer production, irrigation, and fishing.

We are open for interaction not only on a bilateral basis, but also with African multilateral mechanisms, primarily the African Union. We are interested in engaging in our common work like-minded countries from Eurasian structures, particularly the Eurasian Economic Union.

We continue to enhance Russian-African cooperation in such areas as emergency prevention and response, healthcare, and disease control. Russian mobile laboratories and diagnostic tools for infectious diseases are in great demand in Africa.

For many decades, our country has been contributing to the training of professionals for Africa, primarily in the field of agriculture, engineering, medicine, and teaching. Over 32,000 people from Africa are attending Russian universities today. Since 2020, the quota of Russian scholarships for the continent has almost tripled, exceeding 5,300.

Consistent facilitation of mutual travel could be a good help for expanding educational, cultural, humanitarian, and tourist exchanges.

In conclusion, I would like to note once again that Russia is an old and trusted friend of Africa. The values of collectivism, solidarity, and mutual assistance are at the core of the Russian cultural code, which is generally in line with the African philosophy of Ubuntu – “I exist because we exist.” On this sound basis, we will develop our friendship and cooperation, while respecting each other’s civilizational features.

Constructive and forward-looking partnership is essential for the well-being of our peoples. I am sure that the ministerial meeting in Cairo will lay the groundwork for the third Russia-Africa Summit in 2026 and give it a new impetus.

O P - E D

Hospitalité mauricienne : le charme d'hier, l'urgence d'aujourd'hui



PAR DAREN MOODELY,
UN PASSIONNÉ DE TOURISME

Longtemps considérée comme la signature émotionnelle de notre île, l'hospitalité mauricienne semble vaciller. Elle fut jadis le sourire au bord de la route, l'invitation spontanée à partager un repas, cette chaleur unique qui faisait dire aux visiteurs : "À Maurice, je me suis senti chez moi." Mais les temps changent. Et une question se pose aujourd'hui avec acuité : L'hospitalité mauricienne est-elle en train de disparaître ?

Quand l'humain cède la place à la mécanique

Notre hospitalité est née du métissage. Ici, Européens, Africains, Indiens et Chinois ont tissé une culture du "bien accueillir", non pas par stratégie, mais par tradition. À Maurice, on recevait avec le cœur, pas avec une grille tarifaire.

Mais aujourd'hui, cette spontanéité recule. Elle devient plus rare, plus formatée. Dans les hôtels, les taxis, les commerces... certains touristes ressentent une distance. Ils sont servis, mais plus toujours accueillis.

La massification du tourisme n'y est pas étrangère. Avec plus de 1,3 million d'arrivées par an, le lien humain est trop souvent dilué dans la gestion des flux. L'employé est pressé. Le client est pressé. Le sourire devient un automatisme.

Une jeunesse qui aspire à autre chose

Autrefois, travailler dans l'hôtellerie était un honneur. Aujourd'hui, cela ne fait plus rêver. Les jeunes sont plus éduqués, plus informés, plus exigeants. Ils veulent entreprendre, créer, être respectés. Ils ne veulent plus "servir", mais contribuer. Et cela ne signifie pas qu'ils tournent le dos à l'accueil, mais qu'ils ne veulent plus le vivre comme une subordination. Ce changement de mentalité est profond. Et il nous oblige à repenser notre façon de former, de motiver, de valoriser les métiers de service.

Des bras qui manquent, des talents qui partent

Pendant ce temps, le pays vieillit. Le taux de natalité baisse. Et la population active diminue. Dans le secteur touristique, le manque de main-d'œuvre est criant. Des hôtels tournent avec des équipes réduites. Les employés enchaînent parfois 12 à 14 heures de travail par jour. Dans ces conditions, comment garder l'authenticité de l'accueil ?

Et puis il y a l'exode silencieux. De plus en plus de jeunes talents mauriciens partent vers les Émirats arabes unis, vers les paquebots de croisière, vers des destinations où leur savoir-faire est mieux rémunéré et mieux valorisé. Pas par rejet du pays, mais par quête d'un avenir digne.

La concurrence, elle, avance

Pendant que Maurice s'interroge, d'autres agissent. Les Seychelles, les Maldives et Dubaï ont fait le



choix du professionnalisme, de la rigueur, de la performance. Ils importent des talents, les forment, les encadrent, les paient correctement. Et ça fonctionne.

Alors la vraie question est là : Faut-il que Maurice adopte un modèle plus « professionnalisé », quitte à perdre en authenticité ? Ou doit-elle préserver son lien humain, en le rendant compatible avec les exigences de demain ?

Derrière les chiffres, quelle réalité ?

Les chiffres, eux, sont rassurants : 84,7 % des touristes jugent leur expérience "excellente". 94 % apprécient l'environnement hôtelier. 96 % se disent en sécurité.

Mais ces chiffres mesurent l'infrastructure. Ils ne disent rien du regard sincère, du sourire spontané, de l'émotion humaine. Et c'est pourtant là que se joue la fidélité du visiteur, sa mémoire, son envie de revenir.

Ce qu'il faudrait faire maintenant

Si l'on veut éviter que l'hospitalité mauricienne ne devienne un simple souvenir de brochure, il faut agir. Concrètement. Réformer la formation en intégrant l'intelligence émotionnelle, l'art du lien, le sens du service. Revaloriser les métiers de l'accueil, socialement et financièrement. Impliquer les habitants dans le tourisme, au-delà des hôtels. Changer notre récit national : dire que servir, c'est représenter le pays, ce n'est pas s'effacer.

Vers quel modèle ?

Certains pays réussissent sans l'implication de leur population : croisières, îles-hôtels, villes vitrines. Mais Maurice est-elle Dubaï ? Voulons-nous vraiment devenir une plateforme de services sans visage ? Ou préférons-nous rester une île où l'accueil est un reflet de notre culture, pas une ligne de budget ? C'est un choix de société.

Conclusion

L'hospitalité mauricienne n'est pas morte. Mais elle a besoin d'être réinventée. Avec courage. Avec vision. Avec cœur. Et si, demain, un touriste repart en disant : "À Maurice, je n'ai pas été un client... j'ai été un invité." Alors, oui, nous aurons gagné.



L'hospitalité mauricienne n'est pas morte. Mais elle a besoin d'être réinventée.



DEBRIEF

SUMMERTIMES

25 ans d'une réussite exemplaire au service du tourisme mauricien

Le 12 décembre, SummerTimes a célébré ses 25 ans lors d'une soirée conviviale à la Galerie du Génie, à Edith, Port-Louis, réunissant près de 150 invités, parmi lesquels des partenaires de longue date et des acteurs institutionnels du secteur. Placée sous le signe de la gratitude et de la reconnaissance, cette soirée a permis de saluer le parcours d'une entreprise devenue, au fil des années, une référence du tourisme mauricien.



SummerTimes, Destination Management Company (DMC) de référence à Maurice, célèbre cette année ses 25 ans d'existence, marquant un quart de siècle d'engagement au service d'un tourisme de qualité, responsable et profondément humain.

Cet anniversaire symbolique a été célébré lors d'une soirée conviviale le 12 décembre, à la Galerie du Génie, à Edith, Port-Louis, réunissant plus de cent cinquante invités, en présence de Sydney Pierre, Junior Minister du Tourisme, de partenaires institutionnels, de collaborateurs, de clients et de partenaires de longue date.

Fondée en 2000, l'entreprise s'est imposée au fil des années comme un acteur incontournable du secteur touristique mauricien, reconnu tant par ses partenaires internationaux que par les institutions locales. A la

tête de SummerTimes, l'on trouve Philippe Hitié, fondateur et Executive Chairman. En 2021, il est rejoint par Laura Hitié, sa fille, qui choisit d'intégrer l'entreprise après une belle carrière à l'international.

Aujourd'hui, SummerTimes représente une équipe de 230 collaborateurs.

« Depuis 2000, notre ambition est restée inchangée : incarner la légèreté du voyage autour du concept 'livin is easy' qui définit notre identité mauricienne. Ces 25 ans sont la preuve qu'une vision entrepreneuriale fondée sur la confiance et l'humain permet de bâtir une référence solide. SummerTimes est aujourd'hui bien plus qu'une entreprise : c'est une famille professionnelle unie par la volonté de transmettre le meilleur de Maurice », a souligné Philippe Hitié.

Laura Hitié, General Manager, a

quant à elle déclaré que « ce cap des 25 ans marque un nouvel élan. Nos priorités pour demain sont claires : structurer notre démarche autour de la durabilité, de la digitalisation, et proposer un tourisme encore plus responsable, ancré dans l'authenticité de notre île. Nous voulons renforcer nos partenariats avec tous ceux qui souhaitent créer une valeur durable. Forts de cette vision d'un tourisme responsable, nous sommes prêts à écrire le prochain chapitre de notre histoire et à relever, ensemble, les défis de demain ».

SummerTimes déploie une offre intégrée couvrant l'ensemble de la chaîne de valeur du tourisme à Maurice. Historiquement positionnée comme Destination Management Company depuis sa création en 2000, l'entreprise assure la conception et la coordination d'expériences sur mesure pour une clientèle internationale, en lien étroit

avec les acteurs du secteur. Cette expertise s'est progressivement enrichie à travers SummerTimes Voyages, agence de voyages sous licence IATA, la location de voitures via la représentation exclusive SIXT Rent A Car, ainsi que des activités de représentation aérienne pour TUI Airlines et Corsair.

SummerTimes est également actif dans le segment de paquebots de croisières, à travers son intégration au réseau InterCruises, leader mondial opérant dans plus de 50 pays, renforçant ainsi sa capacité à accompagner différents profils de voyageurs et de partenaires avec le même niveau d'exigence, de fiabilité et de qualité de service. Cette diversification est le fruit d'une vision stratégique claire : maîtriser l'ensemble de la chaîne de valeur touristique pour garantir une expérience client de qualité.

DEBRIEF

CYCLISME

La MCB dévoile un documentaire sur Kim Le Court

Un film consacré à Kim Le Court, figure emblématique du cyclisme mauricien et symbole de détermination et d'excellence, a été dévoilé à la presse le mardi 16 décembre. Réalisé avec une sensibilité rare par le cinéaste rwandais Philbert Mbabazi, ce documentaire exceptionnel nous plonge au cœur de l'intimité et de la préparation mentale de la championne durant la semaine décisive des Championnats du monde sur route 2025, organisés dans la capitale rwandaise.

Le film a été diffusé lors d'une conférence de presse conjointe de la Fédération Mauricienne de Cyclisme et de la MCB, tenue aux Champs de Mars. Une conférence de presse qui a retracé la belle performance et le succès de la Team MCB durant cette année.

Un style immersif et authentique

Le film offre un regard inédit sur les défis, les sacrifices et la force intérieure qui animent Kim Le Court à l'aube de l'un des plus grands rendez-vous de sa carrière. Dès les premières images, le ton est donné : nous ne serons pas seulement spectateurs de la course qui consacrera bientôt la championne du monde 2025 ; nous sommes plongés dans le vertige d'un moment d'histoire.

Au-delà de la foule

Le documentaire nous ouvre la porte de l'intime. Il y a Bernard, le père, l'ombre bienveillante. Le mentor de la première heure. Et

la mère, Trish, qu'on ne voit pas dans le documentaire, mais qui est omniprésente partout où Kim dévore l'asphalte. Lorsque Kim évoque ses parents, sa voix se brise légèrement, révélant la dette d'amour qui la lie à eux : « Ils ont presque mis leur vie entre parenthèses pour nous soutenir, mon frère et moi. Je leur dois tout. »

Tristan Hardy en symbole de la nouvelle génération

Un deuxième documentaire, dont Tristan Hardy est l'acteur principal, a aussi été réalisé par le réalisateur rwandais Philbert Mbabazi. Tristan Hardy incarne la génération montante de la Team MCB. Une génération qui n'a pas froid aux yeux et qui est résolument déterminée à damer le pion aux pointures africaines. Ce film d'une durée de six minutes sera diffusé sur MBC1 le mercredi 17 décembre.

Vanessa Doger de Speville, Group Head of Sustainability, Reputation & Engagement, soutient que « cela fait huit ans que la MCB accompagne la Fédération Mauricienne de Cyclisme, et le chemin parcouru



est remarquable. La Team MCB, c'est avant tout un écosystème de bénévoles et de professionnels engagés, qui accompagnent les cyclistes au quotidien et contribuent à faire briller Maurice, à Maurice

comme à l'international. Par son parcours et son exigence, Kim Le Court incarne cette dynamique collective et inspire bien au-delà du cyclisme. La MCB est fière de soutenir cette aventure humaine et sportive ».

My Pop-Up Store obtient le label Made in Moris dans la catégorie Industrie des Services

Made in Moris annonce la labellisation de My Pop-Up Store, service d'accompagnement des marques et de 'visual merchandising', dans la catégorie Industrie des Services. Cette reconnaissance officielle vient saluer plus de treize années d'engagement en faveur de la valorisation des artisans et créateurs locaux, ainsi que la contribution structurante de My Pop-Up Store au développement et à la professionnalisation de l'économie créative mauricienne. Fondé en 2012 comme un projet de boutique éphémère collective, My Pop-Up Store a progressivement évolué pour devenir un véritable écosystème réunissant aujourd'hui boutiques éphémères, boutiques permanentes et points de vente intégrés dans les hôtels du groupe Attitude. À travers une sélection rigoureuse des marques, un accompagnement dans la professionnalisation et une attention constante portée à la qualité, à l'authenticité et à la traçabilité des produits, My Pop-Up Store s'est imposé comme une référence du 'retail' dédié aux marques locales. « Obtenir le label Made in Moris est une reconnaissance forte de notre engagement depuis plus de treize ans aux côtés des artisans et créateurs mauriciens. Cela vient conforter notre rôle de plateforme qui structure, accompagne et valorise durablement la création locale », a déclaré Elizabeth de Marcy Chelin-Chabert, fondatrice et directrice de My Pop-Up Store.

The Lux Collective et Polytechnics Mauritius célèbrent les diplômés du Certificate in Tourism and Hospitality Operations Programme



The Lux Collective, en collaboration avec Polytechnics Mauritius Ltd, est fier de célébrer le succès de 31 membres de ses équipes ayant brillamment complété le Certificate in Tourism and Hospitality Operations Programme. Les gradués ont reçu leurs diplômes lors d'une cérémonie marquant un nouveau pas vers le développement du leadership et de l'apprentissage continu au sein du groupe. Lancé début 2025, ce programme de six mois

fait partie des initiatives de développement du leadership les plus significatives à travers le groupe cette année. Ayant pour objectif de renforcer les fondations d'excellence de service et de gestion opérationnelle, il a permis aux participants de suivre une formation poussée tout en poursuivant leur emploi à plein temps au sein des six établissements du groupe (LUX* Belle Mare, LUX* Le Morne, LUX* Grand Gaube, LUX* Grand Baie, Tamassa, SALT of Palmar, ainsi que l'Ile des Deux Cocos).

DEBRIEF

The Lux Collective accélère son expansion mondiale grâce à de nouvelles adresses et un portefeuille mondial en pleine croissance

Opérateur hôtelier de luxe primé à l'échelle internationale, The Lux Collective dévoile la nouvelle étape clé de son ambitieuse expansion mondiale, après une participation remarquée à l'ILTM. Avec sept nouvelles signatures conclues en 2025 et un portefeuille de projets dynamique couvrant l'Asie, l'océan Indien, le Moyen-Orient et l'Afrique, le Groupe renforce sa position de leader innovant au sein de l'industrie hôtelière.

Portées par un sens du design audacieux et une approche profondément ancrée dans les cultures locales, les marques du groupe poursuivent leur développement : LUX*, enseigne phare du luxe ; SALT, dédiée à l'hôtellerie durable ; et SOCIO, la dernière-née, résolument urbaine et disruptive. La stratégie de The Lux Collective reste ainsi fidèle à sa vision : devenir le groupe hôtelier de référence à l'échelle mondiale. À la tête de cette dynamique se trouve Olivier Chavy, CEO de The Lux Collective. « Notre vision est claire : redéfinir l'hôtellerie de luxe responsable de demain. Alors que nous accélérons notre expansion à l'échelle mondiale et entrons dans de nouveaux marchés, nous restons pleinement engagés dans la création d'établissements écoresponsables, portés par un design audacieux et propice à des connexions authentiques. À travers nos marques innovantes, ces nouvelles signatures traduisent notre volonté de repousser les limites, de valoriser les identités locales et d'imaginer des expériences qui fassent écho auprès des voyageurs d'aujourd'hui », explique-t-il.



La cassonade Demerara d'Agriterra suscite l'intérêt international



Le Salon du Chocolat et de la Pâtisserie Dubai, l'un des rendez-vous majeurs du Moyen-Orient pour le chocolat premium, le dessert et la pâtisserie, a offert une plateforme stratégique pour présenter l'excellence des sucres mauriciens. Deux produits phares d'Agriterra étaient à l'honneur, notamment le Fine Demerara et le Standard Demerara, qui sont désormais intégrés à la nouvelle gamme 'retail' de sept sucres MSS, spécialement pensée pour le marché du Moyen-Orient. Le stand mauricien était placé sous la responsabilité de la MSS aux côtés du Chef Philippe Bertrand, ambassadeur gourmet qui élabore des recettes valorisant les sucres spéciaux MSS.

« La participation de MSS au Salon du Chocolat Dubai 2025 marque une étape stratégique majeure dans la mise en lumière des sucres mauriciens sur la scène internationale. Les sucres spéciaux d'Agriterra, reconnus parmi les meilleurs au monde, incarnent l'excellence et le savoir-faire unique de Maurice. Voir notre Demerara rayonner au Salon du Chocolat Dubai est une immense fierté pour l'ensemble de nos équipes et confirme, avec force, la capacité de nos produits à rivaliser avec les plus grands acteurs mondiaux », souligne Didier Ramsamy, Factory Manager chez Agriterra.

DEBRIEF

Dr. Jyoti Jeetun : « Inacceptable que les chauffeurs responsables subventionnent les primes d'assurance des imprudents »



Lors de son intervention au Parlement sur le Road Traffic (Amendment) Bill le vendredi 12 décembre, la ministre des Services financiers et de la Planification économique, la Dr. Jyoti Jeetun, a tenu à mettre en lumière une situation profondément injuste qui touche aujourd'hui des centaines de milliers d'automobilistes mauriciens : les conducteurs prudents paient les mêmes primes d'assurance que les conducteurs à haut risque. Elle a aussi souligné que si les accidents diminuaient de seulement 20 %, les économies dépasseraient Rs 1 milliard pour les assureurs – soit une baisse potentielle moyenne de Rs 2 100 par véhicule si les bénéfices sont transmis aux assurés.

Chaque année, les accidents de la route se comptent par dizaines de milliers à Maurice. Derrière ces chiffres, ce sont des familles brisées, des carrières interrompues, des hôpitaux saturés et une économie affaiblie. Selon la Dr. Jyoti Jeetun, les conducteurs prudents ne devraient pas être pénalisés pour les comportements dangereux d'une minorité. La Ministre a tenu à rappeler qu'au-delà de l'aspect financier des accidents de la route, ceux-ci représentent, avant et surtout, des vies et des familles brisées à jamais.

Le Chamarel Restaurant propose un savoureux menu aux couleurs du terroir pour les festivités

Entre inspirations mauriciennes, touches contemporaines et accords subtils autour des ingrédients emblématiques de Chamarel, le restaurant invite à une expérience festive entre élégance et authenticité. Pour le repas de Noël du 25 décembre, l'expérience débute avec une moule gratinée au beurre à l'ail et à l'aneth, suivie d'un magret de canard fumé accompagné d'une compotée de cerises épicées, vinaigrette à la grenade et noix de macadamia toastées. En plat principal, les convives pourront choisir entre une longe d'agneau en croûte d'herbes avec une purée de courge rôtie à la sauge, jus au vin rouge et à l'ail noir ou un filet de babonne laqué à l'érable avec risotto au safran et asperges infusées aux agrumes, tandis que l'option végétarienne met en lumière champignon farci, betterave fumée

et risotto safrané à la truffe blanche. Cette symphonie de saveurs s'achève, en beauté, avec un entremets cacao et rhum de Chamarel, hommage gourmand au terroir de la région. Le menu du réveillon de l'an célèbre des produits tels que la crevette de Madagascar, le thon rouge de nos lagons et le cacao des Terres des Sept Couleurs. Il s'ouvre sur une crevette pochée au gel d'agrumes, yuzu et croustillant de riz, suivie d'un carpaccio de thon rouge relevé par cœur de palmier, pomelo, quinoa croustillant et perles de ponzu. En plat principal, les convives pourront choisir entre un filet de bœuf, purée de cassava épicée, légumes glacés et jus de vin rouge infusé au cacao des Terres des Sept Couleurs, ou une « vieille grise » en filet, purée de petits pois, fenouil confit, beurre blanc au fruit de la passion et gingembre.



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Fund 4 Impact Fair 2025: anAngel lance un appel à la solidarité en faveur des ONG

Malgré la générosité et la solidarité qui caractérisent la société mauricienne, de nombreuses organisations non gouvernementales (ONG) continuent de faire face à un manque de ressources financières, limitant leur capacité à mener à bien leurs actions sociales et environnementales. C'est dans ce contexte que la plateforme sociale anAngel, portée par l'ONG Tanzidev, institution caritative engagée dans le développement de solutions innovantes pour le secteur social, organise le Fund 4 Impact Fair 2025, qui se tient le samedi 20 décembre, de 9h à 15h, à Edith – Galerie du Génie, à Port-Louis.

Les ONG participantes auront ainsi l'opportunité de présenter leur travail, leurs projets et leurs besoins,

tandis que les visiteurs pourront choisir les causes qu'ils souhaitent soutenir. L'événement s'adresse également aux ONG désireuses de rejoindre la foire, ainsi qu'aux volontaires souhaitant apporter un appui ponctuel à l'organisation de la journée. Selon Tony Lee Luen Len, cofondateur de la plateforme anAngel, « de nombreuses ONG passent beaucoup de leur temps à rechercher des financements au détriment de leurs missions. Le Fund 4 Impact Fair a été conçu comme un espace simple et accessible, permettant au public de connaître les ONG, de comprendre leurs causes et de les soutenir financièrement afin de leur donner les moyens de poursuivre leur travail ».

DEBRIEF

4^e ÉDITION DES CEO CIRCLE OF CARE AWARDS

The Lux Collective consolide son leadership en matière de durabilité

Reconnue comme une référence en matière de durabilité dans l'industrie, The Lux Collective a célébré l'innovation, l'engagement et l'excellence à l'occasion de la 4^e édition des TLC CEO Circle of Care Awards. Cet événement d'envergure a mis en lumière les initiatives les plus visionnaires du groupe, ainsi que l'implication exemplaire de ses hôtels et de leurs équipes, en parfaite cohérence avec sa philosophie : « *We Make Each Moment Matter, We Care About What Matters* ». Marie-Laure Ah-You, Chief Strategy Officer de

La liste des hôtels primés

BEST OF THE BEST

Winner: LUX* Marijani
Runner Up: SALT of Palmar

BEST GUEST CARE

Winner: LUX* South Ari Atoll
Mention: LUX* Marijani

BEST TEAM MEMBER CARE

Winner: Tamassa Bel Ombre
Special Mention: LUX* Marijani

BEST ENVIRONMENT CARE

Winner: SALT of Palmar
Special Mention: LUX* Grand Gaube
Merit Prize: LUX* South Ari Atoll, LUX* Saint Gilles, Tamassa Bel Ombre, LUX* Belle Mare
Special Recognition: LUX* Chongzuo

BEST COMMUNITY CARE

Winner: LUX* Marijani
Special Mention: SALT of Palmar



The Lux Collective, a souligné l'importance de cette dynamique collective : « *Les TLC CEO Circle of Care Awards ne sont pas qu'un moment de reconnaissance ; ils incarnent notre engagement commun en faveur d'actions porteuses de sens et de projets transformateurs. Ils illustrent nos valeurs, notre sens de responsabilité ainsi que notre capacité à générer un impact durable bien au-delà des murs de nos établissements.* »

Lors de la cérémonie, Olivier Chavy, CEO de The

Lux Collective, a salué l'engagement remarquable des équipes : « *Ce que nous célébrons aujourd'hui n'est pas seulement une série de projets – c'est une philosophie. Il ne suffit pas de parler d'impact : il faut l'incarner. Chaque initiative est le témoignage d'un profond sens du service et d'une véritable fierté. Le résultat ? Un groupe hôtelier qui inspire, transforme et se soucie réellement de tous. Continuons à construire un avenir meilleur et équitable pour tous – partout où se trouvent nos resorts.* »

Dodo Trail 2026 : Coup d'envoi officiel des inscriptions pour la 14^e édition

Le Dodo Trail, événement incontournable du trail à Maurice, revient en 2026 pour sa 14^e édition, les 4 et 11 juillet. Organisé par le Groupe IBL, il réunira coureurs amateurs et professionnels, locaux, régionaux et internationaux pour un défi sportif au cœur des paysages exceptionnels du sud-ouest de l'île, du Morne jusqu'à Tamarin. Les inscriptions sont désormais ouvertes sur ROAG.org, où les participants peuvent également découvrir une gamme de produits exclusifs de l'événement, et ce jusqu'au lundi 1^{er} juin 2026.

La compétition débutera le samedi 4 juillet avec Le Morne Dash, un contre-la-montre inspiré du Kilomètre Vertical. Sur un tracé de 3,3 kilomètres pour 500 mètres de dénivelé positif, les coureurs se mesureront aux pentes abruptes du Morne Brabant, site classé au patrimoine mondial de l'UNESCO. Devenu l'un des moments forts de l'événement, ce format explosif met en valeur l'intensité de l'effort et la beauté du site, offrant une entrée en matière spectaculaire.

Les autres épreuves se tiendront le samedi 11 juillet sur les parcours qui ont fait la réputation du Dodo Trail.



DEBRIEF

Kolos Cement Ltd se mobilise autour de la santé et de la sécurité à Bagatelle Mall

Kolos Cement Ltd a organisé, le samedi 13 décembre, à Bagatelle Mall, un événement de sensibilisation dédié à la santé et à la sécurité, en partenariat avec le ministère de la Santé, la Blood Donors Association et la Road Traffic Branch. Cette initiative, ouverte au grand public, s'inscrit dans l'engagement de Kolos Cement Ltd en tant qu'entreprise responsable, soucieuse du bien-être et de la sécurité de la communauté, particulièrement en cette période festive de fin d'année.

Tout au long de la matinée, les visiteurs ont pu bénéficier de check-up médicaux gratuits réalisés par des professionnels et des médecins du ministère de la Santé. Ces examens incluaient entre autres la prise de poids, le dépistage du diabète, de l'hypertension, ainsi que d'autres contrôles de base, permettant à chacun de faire le point sur son état de santé dans un cadre accessible et convivial. L'intérêt pour ces services témoigne de l'adhésion du public à ce type d'initiative préventive.



New Grove Emotion a remporté le Trophée de la Révélation et une Grande Médaille d'Or



Grays Inc Ltd a une nouvelle fois placé l'île Maurice sur la carte mondiale des spiritueux, puisque New Grove Emotion a remporté le Trophée de la Révélation et une Grande Médaille d'Or lors des Spirits Selection du Concours Mondial de Bruxelles (CMB) en 2025, ajoutant ainsi une nouvelle distinction à la série de reconnaissances internationales pour la gamme New Grove, récemment mise en avant dans un article de Forbes en octobre. New Grove Emotion a été l'un des quatre rhums à base de mélasse à recevoir cette année la prestigieuse

distinction Grande Médaille d'Or, se distinguant ainsi parmi un champ international particulièrement compétitif. La 26e édition de la compétition a en effet réuni des participants de plus de 70 pays à travers le monde. Produit par Grays Inc. Ltd, fondée à Maurice en 1931, New Grove Emotion (47% ABV) est un assemblage exceptionnel de rhums vieilliss, incluant de rares millésimes remontant à la fin des années 1960. Le rhum a impressionné les juges par sa profondeur aromatique et son équilibre remarquable.

La famille au centre des activités de Noël au Montebello Mall

Le Montebello Mall a accueilli ses premiers visiteurs le mardi 16 décembre, marquant l'ouverture d'un nouvel espace commercial intégré au Montebello Smart City. Pensé comme un pôle de proximité, il connecte la région et ses habitants à des infrastructures modernes en réunissant, en un même lieu, supermarché et services essentiels, afin de faciliter le quotidien des riverains. Accessible et fluide, le mall propose une approche du shopping centrée sur la proximité, la découverte et la simplicité d'usage. Une programmation spéciale a été conçue en marge des fêtes de Noël et du Nouvel An.



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Director and Editor-in-Chief : Rama Krishna (Rudy) Veeramundar
Editor : Herrsha Bhoyroo | PR and Marketing Lead: Steeven Pumbien | Administration : Jacinta Bappaya
Contact us: Newsroom: bizweekmu@gmail.com | Marketing - steeven.bizweek@gmail.com
Address: 5th Floor. ICONEBENE -Zendö, Rue de L'institut, Ebène 72201, Mauritius
Mobile / WhatsApp: 52 53 45 75