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Melissa Doger de Speville,
*Communication and Hospitality
Sales Manager at Oxenham*

**“My role at Oxenham is
to honour heritage while
allowing it to evolve”**

Raised in the Oxenham family where wine was part of daily life rather than a distant luxury, Melissa Doger de Speville chose to learn the trade away from home, alongside winemakers in South Africa before joining Oxenham in 2007. Today, as Communication and Hospitality Sales Manager, she operates between strategy and the field, overseeing brands, hotel partnerships and locally produced wines, beers and spirits. In this interview with Bizweek, she shares her views and experience on the evolution of Mauritian consumers, the emergence of craft products such as Thirsty Fox, the limits imposed by alcohol advertising rules, and the challenge of sustaining a fourth-generation family business built on craftsmanship, moderation and long-term vision.



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The Essential Role of Mauritian Primates

Why They Matter

The use of non-human primates (NHPs) is fundamental to foundational scientific research and understanding on how to prevent and treat emerging infectious diseases, including the successful development of every COVID-19 vaccine as well as cancer, diabetes, and myriads of rare diseases. Before a drug can be evaluated in the clinic on humans, the FDA often requires testing in two animal species, including one non-rodent species, to ensure patient safety. Because of their close genetic, physiological, and behavioral similarity to humans, NHPs are often the only relevant animal models for critical translational research.

Impact on Human Health

Mauritian primates have been critical to breakthroughs in diabetes reversal, organ transplant innovations, and COVID-19 vaccine development - contributions that save millions of lives globally.

YASHVIR WOOZAGEER

Necessary Behaviour: Private notes, public examination of power and discipline

Written as a personal exercise in discipline rather than a guide for mass consumption, Yashvir Woozageer's first book examines power, restraint and social awareness through the lens of self-reinvention. Drawing on his experience between South Africa and Mauritius, the author argues that behaviour, more than circumstance, determines outcome. The book is available on Amazon.

When Yashvir Woozageer began writing what would become his first book, *Necessary Behaviour*, publication was not the goal. The text originated as a personal journal, a structured attempt to discipline thought, ambition and identity at a moment of rupture and relocation. "It was never meant for people," he says. "It was meant for me, a record of where I am at this point in time, and who I want to become."

That framing is central to the book's tone. *Necessary Behaviour* is neither a motivational handbook nor a therapeutic reflection. It is a blunt examination of power, restraint and adaptation, informed by Yashvir Woozageer's experience of growing up between Mauritius and South Africa, and by his rejection of passivity, be it social, emotional or professional. Born in Mauritius, the author moved to South Africa at the age of 10, where he completed his secondary education and college studies. He returned nearly two decades later, at 29, following the collapse of his father's business during the Covid period, a turning point that forced the family to reassess both geography and trajectory. The return, he says, proved decisive. "Coming back was the best decision I ever made."

South Africa, in his account, is a high-friction environment, structurally rigid, and difficult to navigate economically. Mauritius, by contrast, appeared to him as a low-barrier system, one in which opportunity is more visible and more accessible. "The opportunity is there," he argues. "People just don't reach out and take it." That contrast underpins the book's core argument: that outcomes are determined less by structural limits than by behaviour – how individuals speak, listen, position themselves and respond to power.

The book is organised around a series of rules, or "necessary behaviours," that the author views as prerequisites for agency. The first is restraint. "Hold your tongue," he insists. Do not announce intentions. Do not narrate progress. Do not convert ambition into performance. In an age shaped by constant digital exposure, Woozageer sees visibility not as empowerment, but as strategic vulnerability.

From restraint follows leverage. Drawing on Renaissance political thought and modern behavioural analysis, he explicitly cites Machiavelli, Robert Greene and Leonardo da Vinci as influences. Power, in his view, is never bestowed; it is accumulated through information asymmetry, relationships and timing. Emotion, particularly anger, is treated as a liability. "Anger is an expensive emotion," he says. "It wastes energy."



A recurring theme is awareness of hierarchy, body language and context. Yashvir Woozageer places particular emphasis on preparation: researching people before meeting them, understanding their incentives, and knowing when to exit a conversation. "Do not waste their time," he advises. "Say what you need to say, leave a good impression, and move on." This emphasis on observation extends to judgement. He is sceptical of instant conclusions, particularly in the age of social media and continuous commentary. He argues for restraint in forming opinions, insisting on the need to hear multiple sides and to remain detached from narratives that are not one's own.

Despite its uncompromising tone, *Necessary Behaviour* does not claim universal applicability. The author is explicit that the book is not designed for consensus. It assumes ambition, discomfort and a willingness to confront personal limitations. "Not everyone is meant to be successful," he says. "If you're not going to apply it, this book is not for you." Professionally, Yashvir Woozageer currently works as a Multimedia Producer at Top FM, a role that places him at the intersection of media, narrative and public perception – themes that surface repeatedly throughout the book. Writing, for him, is less an act of instruction than one of self-enforcement. "Actions lead to habits. Habits lead to lifestyle," he says.

Relocation, in this sense, functioned as a reset rather than an escape. He is clear that adaptation

Actions lead to habits. Habits lead to lifestyle

does not mean withdrawal from society. "You don't remove yourself from society," he says. "You adapt to it, but at a higher level."

Necessary Behaviour is available on Amazon. It reads less like advice and more like a strategic self-portrait in progress. Whether readers accept its worldview is secondary. Its central claim is austere: behaviour is destiny, and discipline is a daily, deliberate choice.

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MELISSA DOGER DE SPEVILLE,
COMMUNICATION AND HOSPITALITY SALES MANAGER AT OXENHAM

“My role at Oxenham is to honour heritage while allowing it to evolve”



Raised in the Oxenham family where wine was part of daily life rather than a distant luxury, Melissa Doger de Speville chose to learn the trade away from home, working alongside winemakers in South Africa before joining Oxenham in 2007. Today, as Communication and Hospitality Sales Manager, she operates between strategy and the field, overseeing brands, hotel partnerships and locally produced wines, beers and spirits. In this interview with Bizweek, she shares her views and experience on the evolution of Mauritian consumers, the emergence of craft products such as Thirsty Fox, the limits imposed by alcohol advertising rules, and the challenge of sustaining a fourth-generation family business built on craftsmanship, moderation and long-term vision.

RUDY VEERAMUNDAR



I arrive at the office around 6 a.m., which is my quiet moment before the activity begins.



Bizweek: *In vino veritas* is often used to suggest that wine reveals the truth. You are often described as having grown up in the world of wines and spirits. Did this environment naturally shape your career path?

Melissa Doger de Speville: Very much so, although it was not something I consciously planned at first. I often say, half-jokingly, that I fell into it like Obelix fell into the cauldron. I grew up inside this family business, coming here as a child with my father and my uncles, observing how things were done, listening to conversations about production, clients and people. Wine and spirits were not just products; they were part of daily life, part of our culture and our values. That environment inevitably shapes you, whether you realise it or not.

That said, joining the family business was not my immediate ambition. I wanted to study, to experience something different, and to prove myself outside that framework. I went to South Africa with the aim of pursuing a career in the hotel sector. I therefore started a diploma in marketing, and at the end of my studies, I was asked to join the family business.

During my time in South Africa, I spent time training directly with winemakers. I worked in vineyards, in cellars, in sales, and on the ground. Those years were formative. What struck me most was discovering family-owned estates that shared the same values as ours: craftsmanship, respect for terroir, patience, and a deep passion for what they do. It made me realise that Oxenham's story was part of a much broader culture of artisanship.

“**Wine reveals stories, values and authenticity, and my role at Oxenham is to respect that heritage while allowing it to evolve.**”

When I eventually returned to Mauritius and joined Oxenham in 2007, it felt like a natural continuation rather than a predetermined path. I brought back not only technical knowledge, but also a deeper understanding of what wine represents beyond the bottle: the people behind it, the land, the history and the emotions it carries. Over time, that upbringing, combined with my external experience, shaped my approach to the business. Today, my work is still guided by that same truth suggested by 'in vino veritas': wine reveals stories, values and authenticity, and my role is to respect that heritage while allowing it to evolve.

You chose South Africa for your studies. What did that period bring you, both professionally and personally?

South Africa was a defining chapter in both my professional and personal journey. I chose to study there mainly because it was closer to Mauritius. After completing my studies in marketing, I stayed on in South Africa to study wine, since, like I said, my dad wanted me to join Oxenham.

I was then constantly on the ground, training with winemakers, spending weeks or months at a time in vineyards, cellars and commercial teams. I



wanted to understand every aspect of the value chain, from the land to the final consumer.

What left the strongest impression on me was the human dimension of the South African wine industry. Many of the estates I worked with were family-owned, much like Oxenham. They were run by people who saw themselves as artisans rather than industrial producers, deeply attached to their terroir and proud of their craft. That resemblance was striking. It helped me better understand my own family's history and the foundations on which Oxenham was built.

Personally, that period taught me humility, discipline and patience. I saw how much time, precision and respect are required to produce a wine of quality. I also witnessed the evolution of South African winemaking over the years from a more generalised approach to a much more precise understanding of terroir, grape selection and climate. Today, I still return regularly to South Africa, often with my teams or hospitality partners, because it remains an incredible learning ground. Those years shaped my vision of wine not just as a product, but as a culture, a responsibility and a long-term commitment.

When did you officially join Oxenham, and how did your role evolve over time?

I officially joined Oxenham in 2007, after completing my studies and professional training in South Africa. At that stage, the company was already well established, but it was also entering a phase of expansion and transformation. I began my career within the group in brand management, with a strong focus on communication and brand positioning.

One of my first major responsibilities was the development of Le Connoisseur retail concept. At the time, we had a single boutique in Phoenix. My mandate was to structure and expand that retail presence, while also strengthening the way we communicated about our products. Over time, Le Connoisseur grew into a network of seven boutiques, becoming a key platform for education, discovery and direct engagement with consumers.

As my experience within the company deepened, my role evolved naturally. I became increasingly involved in the development of our local portfolio, including wines, rums and, later on, craft beers and spirits. I also took on responsibility for managing and developing relationships with international

brands within our portfolio, such as champagnes, cognacs and wines from various regions.

A few years later, following a reorganisation within the family business, I moved further into the commercial side of the company, particularly within the hospitality sector. Today, my role is transversal: it sits at the intersection of strategy, marketing and sales, with a strong emphasis on fieldwork. I work closely with hotel and restaurant partners, commercial teams, production units and marketing agencies. This evolution reflects both the growth of the company and my own desire to remain closely connected to the reality of the market while contributing to long-term strategic direction.

What does a typical day look like for you today, given your strategic and operational responsibilities?

There is no such thing as a typical day, and that is precisely what I enjoy most about my work. My days usually start very early. I arrive at the office around 6 a.m., which is my quiet moment before the activity begins. It allows me to organise my thoughts, review priorities and spend time in the production areas before the teams arrive. From 7 a.m. onwards, the pace changes completely as the site becomes very busy.

“**Consumers are more informed and curious. They are interested in authenticity rather than reputation alone.**”

My time is divided between several roles. Part of the day is spent in meetings with commercial teams to review the market, discuss strategies and align on priorities. I am also closely involved in marketing and brand development, working on new product concepts, communication strategies, public relations and coordinating with advertising agencies. Another important aspect of my day is being on the ground – visiting clients, accompanying commercial teams, and spending



The market for low- and no-alcohol beverages has grown rapidly, driven by a cultural shift toward moderation without sacrificing social experiences.

time in hotels and restaurants to understand their needs and realities.

I also stay connected to our production units, whether it is wines, spirits or craft beer, because understanding how products are made is essential to how we position and support them. On top of that, I am involved in social media and broader company strategy, which means switching constantly between operational and strategic thinking. The days are full and demanding, but that diversity keeps the work stimulating and meaningful.

What motivates you most in this dual role, which combines long-term strategy with hands-on involvement in the field?

The process of creating something meaningful and seeing it come to life from start to finish. I enjoy imagining a concept, building it step by step, and then taking it to the field to see how it functions in real conditions. Strategy is essential, but it only truly makes sense once it is confronted with reality, adjusted, refined and implemented alongside the teams.

I am particularly driven by projects where there is a strong story and a clear purpose. *Thirsty Fox* is a good example. It was not simply about launching another beer, but about creating a craft product with its own identity, values and quality standards. We tested, adjusted, questioned ourselves and sometimes faced scepticism, even internally. But being involved at every stage – from the initial idea to production, marketing, distribution and consumer feedback – is what gives me the greatest satisfaction.

Beyond individual products, what motivates me is working closely with people. Whether it is commercial teams, production staff, hotel partners or suppliers, I enjoy building bridges between vision and execution. Seeing a strategy adopted by the teams, understood by partners and ultimately embraced by consumers is what makes this dual role both challenging and deeply rewarding.

Thirsty Fox entered a competitive beer market. What made this project different from other players already present?

From the outset, we were very clear that Thirsty Fox was not about entering the market to compete head-on with mainstream beers. That was never the objective. The idea was to create something different, rooted in craftsmanship, quality and choice. We wanted to offer Mauritian consumers an alternative – a locally produced craft beer with personality and character.

What truly set the project apart was the way it was built. It started as a family initiative, with my cousins Fabien and Cédric – both trained in oenology abroad – working on recipes and conducting numerous tests in the laboratory. We took the time to experiment, taste, adjust and refine before even thinking about commercialisation. At the beginning, there was hesitation within the family, mainly because of the level of investment required and the fact that several similar ventures had previously failed in Mauritius. That forced us to be disciplined, thoughtful and very deliberate in our approach.

We also positioned Thirsty Fox in a different segment. Rather than offering a single product, we introduced a range – Amber, Weiss, Pale Ale and Lager – to encourage discovery and provide consumers with choice. Many Mauritians have travelled and experienced different beer styles abroad, and we felt the market was ready for that diversity. The response confirmed it. Despite being launched just before the Covid period, the interest grew quickly, with repeat purchases and strong acceptance, including in more rural areas where beer preferences are traditionally very entrenched.

Ultimately, what made Thirsty Fox different was not only the product itself, but the philosophy behind it: a locally made craft beer, produced with care, offering consistent quality, and designed to be enjoyed as part of a lifestyle rather than as a mass-market commodity.

Oxenham has also diversified into spirits. What was the thinking behind this move, and how does it reflect the group's identity?

Yes, diversification into spirits was a natural extension of our expertise and our desire to innovate while remaining rooted in local craftsmanship. One of the most significant projects in this space is *Pierre Poivre Gin*, a premium gin distilled locally by my cousin Cédric. The idea was to create a spirit that truly reflects Mauritius, using botanicals that are both authentic and deeply connected to the island.

We developed three distinct expressions, featuring ingredients such as combava, butterfly pea and roselle. Each of these was carefully selected to express a particular aromatic profile while remaining true to local identity. Beyond the liquid itself, we paid close attention to the storytelling around the product. We collaborated with a Mauritian artist for the label design, ensuring that the visual identity was as meaningful as the spirit inside the bottle.

Sustainability and responsibility were also integral to the project. We partnered with Mauritius Wildlife, committing part of the project to the protection of endemic species. However, one of the major challenges we face in the spirits segment is communication.



Wine is meant to be enjoyed, not analysed or judged. Wine should open conversation, not create anxiety.

Diversification, however, into spirits has allowed us to further strengthen our local portfolio, expand our technical know-how and continue building products that go beyond consumption, focusing instead on culture, moderation and meaningful experiences.

How have Mauritian consumers evolved over the years in terms of taste, expectations and behaviour?

There has been a clear and gradual evolution in the behaviour and expectations of Mauritian consumers over the years. In the past, purchasing decisions were often driven by well-known labels or a sense of prestige – particularly when it came to wine, where certain regions or appellations were automatically associated with quality. Today, that mindset has shifted.

Consumers are far more informed and curious. They ask questions, want to understand what they are drinking, and are increasingly interested in authenticity rather than reputation alone. Many are eager to discover new regions, grape varieties and styles, provided they are guided and supported in that discovery. There is also a growing desire to learn, to understand terroir, production methods and the story behind a product.

Climate and lifestyle have also influenced preferences. Mauritius is hot and humid, and consumers are increasingly aware that lighter, fresher wines and more accessible styles often





provide a better experience than heavy, high-alcohol reds. This has naturally led to a broader acceptance of whites, rosés and more balanced reds.

At the same time, there is a growing awareness around health, moderation and quality. Consumers are less inclined to drink for the sake of drinking and more focused on enjoyment, balance and experience. Overall, the evolution has been towards more thoughtful, curious and experience-driven consumption, which is encouraging for producers and distributors who value quality and storytelling.

What do hotels and restaurants expect from their partners today?

Today, hotels and restaurants expect much more than a supplier who simply delivers products. What they are really looking for is a partner who can support them operationally and strategically. This means being present, available and involved well beyond the point of sale.

One of the key expectations is training. When an establishment decides to list a wine, a spirit or a beer, its teams need to understand the product in order to present it confidently to guests. That requires regular training sessions, tastings and ongoing education. Hotels also expect support in promoting products through experiences – whether that involves pop-up bars, themed evenings, tastings, cocktail events or the presence of sommeliers and bartenders who can engage directly with guests.

There is also a strong operational dimension. Hospitality teams work under pressure, and they need partners who understand their realities, respond quickly and provide consistent follow-up. For us, that means investing heavily in human resources, with dedicated teams focused on events, training and on-the-ground support.

Ultimately, hotels and restaurants are seeking long-term relationships built on trust, reliability and shared objectives. A true partner is one who accompanies them in their journey, helps elevate their offer and contributes to the overall guest experience, rather than simply supplying a product and moving on.

Training appears to be central to your approach. Why is it so important, and how do you implement it in practice?

Training is absolutely central to our approach, both internally and in our relationships with hotel and restaurant partners. Wine, beer and spirits are



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products that carry a great deal of nuance, and without proper understanding, it becomes very difficult for teams to communicate their value to customers.

In Mauritius, there is limited formal education dedicated specifically to wine and spirits, which means that companies like ours have a responsibility to invest in developing skills locally. We start by training our own teams, particularly those working in our Le Connoisseur boutiques, ensuring they understand not only the products but also their origins, production methods and stories. From there, these trained teams become valuable resources that we can mobilise to support the hospitality sector.

Training goes beyond theory. We organise regular tastings, masterclasses and on-the-ground sessions with sommeliers, bartenders and service staff. When possible, we also take training a step further by organising educational trips, particularly to South Africa, where participants can meet winemakers, visit vineyards and cellars, and see firsthand how terroir and climate influence a wine. This exposure transforms the way they understand and present products.

Ultimately, training builds confidence. A well-trained waiter or bartender is far more comfortable recommending a wine or explaining a beer style, and that confidence translates directly into a better guest experience. For us, education is not an added service; it is a long-term investment in quality, consistency and partnership.

Wine can sometimes feel intimidating to the general public. How do you make it more accessible and approachable?

Wine becomes intimidating when it is presented as something overly complex or reserved for experts. Our approach is to remove that pressure

entirely. Wine is meant to be enjoyed, not analysed or judged. You do not need technical vocabulary or formal knowledge to appreciate a wine. What matters most is whether you enjoy it.

We encourage people to taste freely and trust their own preferences. There are no right or wrong choices. Two people can taste the same wine and have completely different reactions, and both are perfectly valid. Wine should open conversation, not create anxiety. It is about pleasure, sharing and allowing the wine to express itself naturally in the glass.

Storytelling also plays an important role. When wine is explained through simple language and connected to moments of life, a meal, a gathering or a memory, it becomes far more approachable. Once people understand that wine is not about performance but about enjoyment, curiosity replaces intimidation. That shift makes wine accessible to everyone, regardless of their level of experience.

Sustainability is becoming increasingly important for both consumers and businesses. How is this reflected at Oxenham?

Sustainability is no longer optional; it is a responsibility, particularly for a company like ours that has been rooted in Mauritius for several generations. At Oxenham, this commitment is reflected both in how we produce and in the causes we choose to support.

On an operational level, we have invested significantly in renewable energy. Today, around 60% of our energy needs are covered by photovoltaic panels, which has allowed us to reduce our environmental footprint in a tangible way. We are continuously looking at how to improve our production processes to make them more efficient and less resource intensive.

Beyond operations, sustainability is also embedded in our brands and projects. Through *Thirsty Fox*, we have actively supported environmental initiatives linked to marine conservation. Following the Wakashio oil spill, we felt it was important to act, not just observe. This led to the creation of initiatives focused on coral plantation, beach clean-ups and environmental awareness. Part of the proceeds from our beers is dedicated to these actions.

We also work closely with Mauritius Wildlife, particularly through our spirits projects, to support the protection of endemic species. For us, sustainability is not a marketing exercise. It is about giving back to the island, preserving what makes Mauritius unique and ensuring that local production goes hand in hand with environmental and social responsibility.

Are low- and no-alcohol products a growing trend, and how do you see this segment evolving in Mauritius?

Yes, and it's one of the most notable shifts we're seeing, especially among younger and more health-conscious consumers. Globally, the market for low- and no-alcohol beverages has grown rapidly, driven by changing lifestyles, greater awareness of health and wellness, and a cultural shift toward moderation without sacrificing social experiences. People today want to be part of social occasions, try new flavours and feel good about their choices – all without necessarily drinking alcohol.

In Mauritius, we are beginning to see that trend emerge as well. Although it's still early days compared with some international markets,



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demand for products with lower alcohol content is clearly increasing. With Thirsty Fox, for example, we deliberately introduced lower-alcohol options alongside our core beers to respond to evolving customer preferences. Consumers appreciate having choices that fit different moods, occasions or personal wellness goals.

We're also watching the developments in low- and no-alcohol wines and spirits with keen interest. Internationally, those segments are expanding quickly, and the quality of these products is improving significantly, making them genuinely enjoyable rather than just substitutes. As consumer curiosity and sophistication grow here, we expect demand for such options to continue rising as well.

For us, this trend isn't about jumping on a fad. It's about understanding where the market is headed and offering a portfolio that reflects not only quality and craftsmanship, but also relevance to people's lives, whether they want a traditional wine, a craft beer, a premium spirit or something lighter.

Oxenham is now in its fourth generation. What elements of the family DNA have remained unchanged over time?

What has remained unchanged across four generations is a very strong sense of unity, humility and shared effort. Oxenham has always been built on the idea of working together, what my father often describes as 'working épaule contre épaule' (shoulder to shoulder). This is not just a phrase; it is something we live every day.

Despite the company's growth and diversification, we have remained a very hands-on family. We are present on the ground, involved in daily operations, and close to our teams. Whether it is opening the factory early in the morning, helping with loading, overseeing production or supporting teams during busy periods, there is no real separation between management and operational staff. Everyone contributes, and that creates a strong sense of belonging and mutual respect.

Another key element of our family DNA is transmission. Knowledge, passion and values are shared openly, from one generation to the next and across the company. Education has always been central, whether it is understanding how products are made, respecting craftsmanship or appreciating the responsibility that comes with producing alcohol. That continuity of values is, in my view, the main reason Oxenham has remained



relevant and resilient over time.

While Mauritius remains central to your operations, Oxenham is also looking beyond the island. What are your regional ambitions?

Yes, while Mauritius remains at the heart of everything we do, we are also carefully exploring opportunities beyond our borders. For us, expansion is not about rapid growth for its own sake, but about extending the reach of products that carry a strong local identity and craftsmanship.

Thirsty Fox is already present in Réunion, where it has been on the market for about a year. The response has been encouraging, although craft beer presents specific challenges in terms of logistics and shelf life. Unlike mass-produced beers, craft products have a shorter lifespan, which means export strategies must be carefully adapted. At this stage, we are exploring alternatives such as packaging formats and distribution models that allow us to maintain quality while expanding geographically.

Beyond beer, we have also been exporting locally produced wines and spirits to parts of Africa for several years. These initiatives are driven by a desire to showcase Mauritian know-how and products that reflect our island's identity. Expansion is approached cautiously, with a strong focus on sustainability, product integrity and long-term partnerships.

Ultimately, looking beyond Mauritius is about sharing what we do best while remaining faithful to our values. Growth must be controlled, coherent and aligned with the quality standards and philosophy that define Oxenham.

Mauritius has strict restrictions on alcohol advertising. How does this ban affect visibility for local producers, and what challenges does it create for brands like Oxenham?

Yes, this is a major challenge for us, particularly as a local producer. In Mauritius, advertising for alcohol is heavily restricted, which makes visibility extremely difficult, especially when launching new products. The paradox is that while we are not allowed to communicate in local media, consumers are constantly exposed to international alcohol brands through television broadcasts, sporting events and global sponsorships that we have no control over.

For a company like Oxenham, this is frustrating because our products are not just about consumption; they are about craftsmanship, heritage and responsibility. When we launch a locally made product, whether it is Thirsty Fox or Pierre Poivre Gin, there is a full story behind it: local production, Mauritian ingredients, collaboration with local artists, partnerships with organisations such as Mauritius Wildlife, and commitments to sustainability. Unfortunately, we are very limited in how we can tell that story to the public.

This lack of visibility is particularly challenging for artisanal and premium products, where communication is not about encouraging excessive consumption, but about explaining origin, quality and purpose. We fully understand and respect the public health rationale behind advertising restrictions, but there is a real imbalance when local producers, who invest responsibly and create value locally, cannot communicate, while international brands benefit from indirect exposure.

As a result, we rely heavily on alternative channels: on-the-ground engagement, tastings, events, training, word-of-mouth and partnerships with hotels and restaurants. These allow us to build awareness in a more organic and responsible way. However, it remains a constraint, and one that, in my view, deserves thoughtful discussion, particularly when it comes to supporting local craftsmanship, transparency and informed consumer choice.

Finally, how would you summarise your mission today, both personally and within the Oxenham group?

My mission is to create meaning around wines, beers and spirits by connecting people, places and stories. It is about respecting craftsmanship and heritage while allowing innovation to happen responsibly. At its core, my role is to bridge passionate producers with moments of genuine sharing, whether in a home, a restaurant or a hotel.

At the same time, it is about responsibility — towards our teams, our partners, our island and our consumers. We produce alcohol, but we promote a lifestyle rooted in quality, moderation and enjoyment. Remaining faithful to our family values while adapting to a changing world is what guides everything I do.



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MASTER BREWER JÖRG FINKELDEY

“Good beer takes time, and is best made with a smile”

Jörg Finkeldey rarely answers a question without a smile. Sometimes it comes before the words, sometimes after, often accompanied by a brief laugh. The joviality is disarming, but it should not be mistaken for lightness of purpose. A master brewer with more than three decades of international experience, from Namibia to Germany, the United States, Japan and the Pacific, Jörg is today the brewing mind behind The Thirsty Fox, developed by Oxenham. Together, they are helping to shape the craft beer culture in Mauritius.

R.V.



Jörg speaks warmly of the Oxenham family: “There is a real sense of purpose and dignity in how they approach things.”

“Oh! My life is beer!” Jörg Finkeldey says, smiling broadly, as if the answer hardly needs elaboration. The story of the master brewer of The Thirsty Fox, however, is a long one. It begins in Namibia in 1989 and stretches across continents: the United States during the early rise of craft brewing, Central and South America, Hungary, Japan and the Pacific.

Born in Africa to German parents and raised in a Germanic environment, Jörg studied chemical engineering in South Africa before heading to Germany to train as a brewer. He then joined Namibia Breweries as a production engineer, a move he still recalls with good humour. “It was an easy decision,” he says, grinning. “The alternative was uranium mining.”

“THIS JOB CHOSE ME”

Asked why he chose brewing, he pauses briefly, then shrugs, smiling. “This job chose me,” he says. “Sometimes there’s a hand guiding you towards your purpose.”

The lightness of the remark contrasts with the ingrained discipline. Over the years, he helped build brewpubs, commissioned large-scale breweries – including a 70,000-hectolitre facility in New Caledonia – and worked across environments where technical precision mattered as much as creativity.

HARD WORK PAYS OFF

His collaboration with Oxenham in Mauritius,

he says, “works remarkably well”. The words come easily, accompanied by a smile, as if the conclusion were self-evident.

He speaks warmly of the Oxenham family: hardworking, patient and attentive to quality. “Hard work pays off,” he says simply. “There’s a real sense of purpose and dignity in the way they approach things.”

“They even say they want to grow old with me,” he adds, laughing. “So, I suppose I’ll be here for another ten or fifteen years at least.”

“CAREER BABIES”

The Thirsty Fox, the craft beer brand developed by Oxenham, is something he refers to as one of



Science helps, of course, but creativity and ingenuity matter just as much



his “career babies,” though he is quick to clarify that he does, in fact, have a family. “But those are not babies anymore,” he says, smiling.

The brand has steadily established itself in the Mauritian market. Ten products rotate throughout the year, spanning lagers, ales, Weiss beers and more expressive styles. The objective, Jörg explains, was never novelty for its own sake. It was to create beers that are balanced, technically sound and adapted to Mauritius’ climate. Beers that can stand comfortably alongside both international labels and local competitors.

“BREWING IS ART”

Despite his engineering background, the master brewer resists the idea that brewing is merely technical. “Brewing is art,” he says. “Science helps, of course, but creativity and ingenuity matter just as much.”

Craft beer, in his view, is defined by patience and personal investment. While industrial beers can move from brew house to bottle in ten days, Thirsty Fox beers take six to eight weeks to mature. The additional time, he insists, is not indulgence but necessity.



Jörg Finkeldey is master brewer with more than three decades of international experience, from Namibia to Germany, the United States, Japan and the Pacific.

“Good beer needs time,” he says, smiling again, as if this were both philosophy and common sense.

So, what makes a good beer? “A good brewer,” he replies instantly, laughing. Then the more considered answer follows. A good beer, he says, is a drinkable, pleasant beverage. One that invites a second order without persuasion. Balance matters more than bravado. Malt sweetness, hop bitterness, aroma and texture must work together rather than compete. “If the situation allows and you want another one,” he says, “then the beer has done its job.”

A MARKET READY TO SMILE BACK

When Thirsty Fox launched in 2019, craft beer was still unfamiliar to many Mauritians. Since then, Jörg has watched curiosity grow. Consumers are more open to experimentation, more aware of styles encountered abroad, and more willing to engage with beer as something beyond refreshment. Craft beer, he insists, is not a trend to be chased but a culture to be built. Carefully, consistently and with respect for the drinker.

Throughout the conversation, the pattern holds: seriousness of craft paired with lightness of tone. It is possible, Jörg seems to suggest, to brew excellent beer without losing one’s sense of humour. And perhaps that, too, is part of the recipe.



The master brewer with Melissa Doger de Speville, Oxenham’s Communication and Hospitality Sales Manager and our guide during last week’s visit.

THE SHADES OF GREY IN TIGER GLOBAL

How Domestic Anti-Abuse Rules Trumped Treaty Residence Recognition, TRC and Grandfathering



By **KAMAL HAWABHAY**
SPECIALIST IN INTERNATIONAL BUSINESS
STRUCTURING THROUGH THE MAURITIUS
IFC AND INTERNATIONAL JURISDICTIONS |
EXPERT IN MAURITIUS TAXATION | FOUNDER
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INTRODUCTION

The case, commonly referred to as the Tiger Global case, involves two Mauritius investment holding Global Business Companies (GBCs) who were respondents before the Indian Supreme Court (SC), in the Tiger Global structure, namely, Tiger Global International II Holdings & Tiger Global International IV Holdings.

Both held valid Tax Residence Certificates (TRCs) issued by the Mauritius authorities.

Before the matter reached the SC, the Authority for Advance Rulings (AAR) had held that the gains realised by the GBCs on their exit from Flipkart Private Limited (Flipkart), a Singaporean company, were taxable in India on the basis that the structure amounted to treaty abuse and that the real control and decision-making were exercised outside Mauritius.

The Delhi High Court (HC) subsequently set aside the AAR ruling in writ proceedings, holding that **there was no treaty abuse, that valid TRCs entitled the entities to treaty protection, and that substance existed in Mauritius.** The Indian Income Tax Department (Revenue) appealed this decision to the SC, leading to the judgment under discussion. The SC decision, issued on 15 January 2026 concerns the taxation of gains arising from the exit of U.S. private equity investors (via the GBCs) from Flipkart, which held one of India's leading e-commerce platforms. This exit was assessed to result in an indirect transfer situation as the GBCs sold their shares in a Singapore holding company whose underlying assets were Indian.

The case has been widely discussed in Indian media because of its financial stakes – some reports in the Indian press estimate a tax exposure in India at over USD1.6 billion, exceeding the economic gains realised on exit. Their perception, inconsistent with the judgement to some extent, is that the SC found that the Mauritius entities were conduits and lacked substance in Mauritius. However, as I explain below, the SC, in fact, was not legally entitled to carry out a full fact re-appraisal but proceeded to do a legal analysis of case facts including US influence and perceived lack of substance, leading to denial of treaty benefits. Since the SC accepted the AAR's prima facie avoidance conclusion **and could not re-examine the facts**, the rest of its analysis followed the same track.

THE INDIAN PRESS NARRATIVE – AND WHY IT IS SOMEWHAT MISLEADING

On pages 11 to 28 of the judgement, the SC merely stated that *“it would be appropriate to outline the findings of the AAR and the High Court...”*. It further noted that while the AAR observed that the transaction appeared prima facie to involve tax avoidance, it expressly refrained from rendering any final determination. The SC also noted that the HC proceeded to adjudicate the issue on merits, which it considered to be impermissible.

The SC having considered that the HC exceeded its mandate, could not assess any of HC's counter arguments against AAR's contentions and **did**

not do any of these: examine Place of Effective Management (POEM), evaluate commercial substance, assess beneficial ownership, classify the entities as conduits, challenge the validity of the TRCs, or determine whether the entities were residents of Mauritius under Article 4.

However, the SC's sequencing of domestic tax law over treaty relief raises important questions for treaty certainty, BEPS coherence and IFC competitiveness.

In the days following the ruling, several Indian media outlets reported that the SC had found that the *“head and brain”* of the structure was in the United States, concluded that the Mauritius entities lacked independent decision-making power, labelled them conduits, and held that treaty abuse was established. The fact is that the learned judge simply re-affirmed the Revenue's submissions about *“head and brain”* and the other points by the concerned parties, without a factual assessment. The media attributed these directly to the SC, which is only partially accurate.

THE HC'S RULING IN ESSENCE

Treaty abuse and aggressive tax planning were the submissions of the Revenue which were upheld by the AAR. The HC went to great lengths to counter these submissions by analysing the facts of the case in detail.

For example, the Revenue contended, and the AAR accepted, that material transactions required sign-off from a U.S.-based senior officer in the Tiger Global structure, who exercised de facto control through a non-resident director. On this basis, the AAR concluded that the effective *“head and brain”* of the entities was located outside Mauritius and that treaty benefits could be denied on anti-abuse grounds.

The HC, on the other hand, countered the contention by noting that although the U.S.-based senior officer had the authority to approve material transactions, such authority was conferred by a collective decision of the Mauritius Board and required countersignature by the Mauritian-based Directors. This is an acceptable modus operandi which demonstrates that the local Board was fully involved in material decision making. Many such instances were explained by the HC to demonstrate that POEM and substance were indeed in Mauritius.

The SC disregarded, albeit in full compliance with procedural requirements under Indian law, the HC's extensive analysis, including its conclusions on residence, substance and treaty entitlement, and overturned the ruling on procedural grounds. In effect, the SC examined if the structure defeats treaty purpose (abuse via shell entities) and after endorsing AAR's contention, applied domestic law.

THE METHODOLOGY OF THE SC

To understand the SC's approach, one must trace the procedural path:

1. Revenue contended there was treaty abuse, concluding that control was exercised from outside Mauritius.



2. AAR concurred with Revenue.
3. HC overturned the AAR, finding no treaty abuse and affirming substance in Mauritius.
4. SC discarded the HC's ruling. The SC held that the HC, acting through writ jurisdiction, could not re-weigh evidence or substitute its own factual findings.

On page 132 of the judgement, the SC concluded that *"The Revenue has proved that the transactions in the instant case are impermissible tax-avoidance arrangements, and the evidence prima facie establishes that they do not qualify as lawful."* By discarding, on a legal procedural basis, the ruling of the HC which found there was no treaty abuse and there was substance in Mauritius, the SC, in essence restored the findings of the Revenue. In its 'Discussion and Findings' (pages 104-132), the SC affirmed the Revenue's prima facie case on avoidance via GAAR, without re-testing facts but by applying legal principles to certain elements (e.g., US control, Mauritius operations).

As per my limited research (which may be challenged), it appears that had the HC framed its intervention on grounds it was entitled to review – such as misapplication of treaty law, non-consideration of relevant legal principles, or breach of natural justice – rather than re-assessing facts, the SC would likely have been compelled to engage with the HC's reasoning and address the treaty questions instead of disposing of the case on procedural jurisdiction.

Given the SC's stance throughout its reasoning, which led to the above stated conclusion, it then examined the case from an Indian domestic law angle. The judgment also quoted CBDT Circular No. 1/2017, which states that GAAR can deny treaty benefits even though Section 90(2) of the Indian Income Tax allows taxpayers to apply the treaty where more beneficial. The learned judge added that GAAR is designed to counter aggressive tax planning and treaty-driven arrangements.

THE DOMESTIC LAW VS TREATY SEQUENCING ADOPTED BY THE SC

The SC privileged the existence of treaty abuse

through aggressive tax planning structures and accepted the domestic indirect transfer taxation under Section 9 of the Indian Income Tax Act to establish India's taxing rights upfront. Treaty relief was treated as secondary and not the primary instrument.

Under BEPS Action 6 and OECD/UN Model Commentary, the standard ordering is:

1. determine taxing rights under treaty
2. apply treaty anti-abuse tools (Principal Purpose Test (PPT)/Limitation of Benefits (LOB))
3. if treaty benefit denied > apply domestic law

In Tiger Global, the sequence was inverted. The SC applied GAAR as a domestic threshold override (citing CBDT Circular 1/2017), implicitly scrutinizing abuse through LOB-like tests (e.g. substance, beneficial ownership, control) and treaty purpose before denying benefits. Treaty interpretation occurred (e.g., Articles 4 on residency and 13 on capital gains/grandfathering) but was subordinated to GAAR's anti-avoidance framework.

Grandfathering under the 2016 Protocol was disallowed once the SC classified the structure as an impermissible 'arrangement', ruling that domestic anti-abuse law (GAAR) overrides treaty protections.

Another key issue is whether the domestic indirect transfer provisions under Section 9 of the Indian Income Tax Act should have operated before treaty allocation and treaty anti-abuse tests were applied. The SC ruled that domestic indirect transfer provisions operate as the default taxing right once the 'arrangement' is disqualified from treaty protection.

TRC AND TREATY RESIDENCE RECOGNITION

Historically, a Mauritius TRC carried strong weight in India due to CBDT Circular 789 (2000) and Azadi Bachao Andolan (2003). While the TRCs were validly issued, the SC ruled they are no longer conclusive proof of residency or beneficial ownership. The SC downgraded the TRC to a 'ticket to enter' the treaty, clarifying it is not a shield



Tiger Global did not demonstrate that Mauritius failed as a treaty platform. It demonstrates that the treaty was never thoroughly tested

against GAAR investigations into commercial substance.

GRANDFATHERING UNDER THE 2016 PROTOCOL

The 2016 India–Mauritius Protocol granted grandfathering protection for gains on shares acquired before 1 April 2017. Tiger Global involved such shares.

However, because of the SC's procedural posture, distinction between investments and arrangements and opinion that the Revenue has proven that the Tiger Global transaction constituted an "arrangement impermissible under law," the learned judge opined that "the assessee is not entitled to claim exemption under Article 13(4) of the DTAA." A point to note is that while the treaty only refers to 'alienation of shares,' which under Article 13 (4) should benefit from grandfathering, the distinction between investment and arrangement arising from domestic law was given priority to justify the denial of grandfathering.

IMPLICATIONS FOR MAURITIUS IFC

For Mauritius, Tiger Global triggers three important reflections:

(i) Treaty Certainty Matters More Than Ever

Private equity, sovereign funds, and DFIs value exit certainty as much as or perhaps even more than entry incentives. Mauritius continues to offer treaty-based allocation of taxing rights, grandfathering protections, judicial independence, no domestic GAAR override over treaties and recognisable substance pathways.

(ii) Substance Alignment with BEPS

Mauritius already enforces BEPS-aligned substance via board governance, minimum expenditure, AML/CFT standards, Core Income Generating Activities and management and control.

(iii) Certainty vs Sovereignty Trade-Off

The legitimate policy worry that India has about treaty abuse, which the 2 members Divisional bench of the SC emphasized, is valid. However, the Tiger Global case appears to suggest that Indian domestic tax sovereignty should prevail over treaty certainty in case of conflict or perceived uncertainty. Mauritius positions itself on the opposite end: treaty certainty prevails unless treaty abuse is proven.

The ruling however reinforces substance requirements, aligning with Mauritius's BEPS-aligned reforms.

THE INDIAN AAR, BAAR & THE MAURITIUS RT

In India, the Board for Advance Rulings (BAAR) replaced AAR in 2021, shifting India's advance ruling mechanism from an independent quasi-judicial body to a revenue-administered one.

In effect, the current environment under which GIFT City operates include the following: Indian domestic law laws, certain laws are customized to GIFT City only, GAAR/PPT application is controlled by domestic authorities in case of perceived tax abuse, indirect transfer rules, domestic penalty regimes and in case of conflict, it is pertinent to note that BAAR has no appellate fact review, similarly to the AAR.

GIFT investors must contend with BAAR decisions which can only be challenged by writ, and as Tiger Global shows, writ review cannot re-evaluate facts. Mauritius, in contrast, offers treaty adjudication, and treaty prevails over domestic law and bilateral dispute resolution (including MAP).

Mauritius has also introduced a new Revenue Tribunal (RT), effective 5 January 2026, replacing the Assessment Review Committee (ARC) under the Revenue Tribunal Act 2025. The RT provides a more independent and efficient tax dispute resolution mechanism, with expanded powers and broader appeal rights up to the Supreme Court and ultimately the Privy Council, both of which exercise a wider appellate scope.

IS THIS THE END OF THE ROAD? REVIEW, CURATIVE AND MAP OPTIONS

I am no expert in Indian legal process but my findings, assisted by AI based research, suggests the following:

Because this is a SC decision, there is no appeal in the ordinary sense. By contrast, in Mauritius, the ultimate resort is to appeal to the Privy Council of the United Kingdom.

However, Tiger Global may consider: (a) Review Petition - Available where there is error of law, failure to apply treaty interpretation rules, oversight of material issues, or manifest injustice, or (b) Curative Petition - An exceptional remedy if review fails. (c) Mutual Agreement Procedure (MAP) - A diplomatic treaty mechanism under Article 25 that can mitigate double taxation.

I invite any expert on Indian law to clarify or confirm (a) & (b).

FINAL REFLECTIONS

In essence, Revenue contends treaty abuse. AAR agrees. HC disagrees. SC overturns HC on writ jurisdiction. Treaty abuse resurfaces. In writ proceedings, neither HC nor SC can re-appreciate facts, so AAR's findings stand. The SC therefore conducts only legal analysis against the backdrop of treaty abuse and agrees with Revenue. GAAR and domestic law apply. Tiger Global loses. Tiger Global marks an inflection point in India's cross-border tax policy. The decision reflects a move away from the treaty-first paradigm of Azadi Bachao Andolan toward a domestic-first anti-abuse sovereignty model, where perceived abuse justifies the assertion of domestic tax powers.

The SC's emphasis on tax sovereignty (Pardiwala J.'s annex, pages 1-19) validates India's anti-abuse concerns, though it also raises questions on treaty certainty for genuine investors. For investors and IFCs, the lesson is clear: exit certainty is now a differentiator.

Tiger Global **did not** demonstrate that Mauritius failed as a treaty platform. It demonstrates that the treaty was never thoroughly tested. Where treaty residence, treaty allocation and treaty anti-abuse questions are adjudicated on their merits, Mauritius has more often than not prevailed, precisely because treaties operate within their own framework.

Mauritius therefore remains relevant because treaty certainty still matters, and where no abuse can be asserted, treaty rights hold.

Note: This article offers general commentary and does not constitute tax or legal advice.

DR AMAR AGARWAL

“The next step is to bring patients needing specialised eye care from Africa to Mauritius”

• Dr Agarwal’s Eye Hospital launches new Corneal Transplant & Pinhole Pupilloplasty Facility at Ebene, Mauritius.

• “There are between 20 and 60 million people worldwide waiting for donor corneas. This number is only going to increase”

In an interview with Bizweek, Dr Amar Agarwal explains how the introduction of corneal transplantation and pinhole pupilloplasty at Ebene addresses a global shortage of donor tissue, reduces medical travel and builds local medical capability, while positioning Mauritius for a wider regional role.

For Amar Agarwal, Chairman of Dr Agarwal’s Group of Eye Hospitals, the launch of the specialised corneal transplant and pinhole pupilloplasty facility in Mauritius is not simply a local expansion, but a response to broader pressures shaping eye care worldwide. “If the front window of the eye, which is the cornea, is damaged, the traditional solution is transplantation,” he told Bizweek. “But today, there are between 20 and 60 million people worldwide waiting for donor corneas. This number is only going to increase.” That imbalance, he said, has forced ophthalmology to rethink long-established clinical approaches.

BEYOND TRANSPLANTATION

While the Ebene facility is now equipped to perform advanced corneal transplant procedures, including PDEK and CAIRS, Dr Agarwal stressed that the introduction of pinhole pupilloplasty represents a shift in how certain vision impairments can be treated.

“With this technique, I am not transplanting anything,” he explained. “I make the pupil circular, about 1.5 millimetres. The rays of light pass through without the corneal scar affecting vision.”

The implications for patients are significant. Unlike corneal transplantation, which carries the risk of rejection and requires long-term medication, the pinhole procedure avoids donor tissue altogether.

“There is no rejection,” Dr Agarwal said. “The patient is on drops for about four weeks. If the procedure is done in the morning, by the next day, the patient can see at distance and near, often without glasses.”

He was careful, however, not to present the technique as a universal solution. “Some patients still need a transplant,” he said. “What matters is that we now have both facilities in Mauritius, and we can treat the patient depending on what is medically required.”

REDUCING OUTWARD MEDICAL TRAVEL



For Mauritian patients, the immediate benefit is access to treatments that were previously unavailable locally. Complex corneal cases often required travel abroad, adding cost, uncertainty and delay. The new facility, authorities say, reduces that dependency.

Dr Agarwal acknowledged the role played by public authorities in that outcome. “I want to thank the President, the Government, the Honourable Health Minister and the Prime Minister for the support they have given us,” he said. “If they need anything further from our side, we are ready.”

A REGIONAL ROLE FOR MAURITIUS

Dr Agarwal’s Eye Hospital first established operations in Mauritius in 2010, making it the group’s first African presence. Fifteen years later, the network operates 20 hospitals across Africa and more than 260 centres globally. The

long-term vision for Mauritius now extends beyond domestic needs.

“I want people from Mauritius to be treated in Mauritius,” Dr Agarwal said. “The next step is to bring patients from Africa to Mauritius for treatment. If someone in Seychelles needs specialised eye care, for example, they can come here.”

The ambition, he added, is to reduce unnecessary long-distance travel for patients in the Indian Ocean region and parts of mainland Africa, while consolidating specialised expertise on the island.

BUILDING SKILLS, NOT DEPENDENCY

Central to that ambition is training. Dr Agarwal emphasised that advanced care must be delivered by local teams rather than imported expertise.

“**We do not believe in bringing doctors from outside to run the system**”



“If you look at the staff here, they are Mauritian,” he said. “We do not believe in bringing doctors from outside to run the system.”

Indeed, a Mauritian doctor is currently undergoing advanced oculoplasty training in Chennai, with further training opportunities planned as required. “If the staff need training, we train them,” he said. “This is our model across Africa.”

He cited Zambia as an example, where all

surgeons in the group’s facilities are locally trained. “Technology can be installed,” he added. “But skills take time to build.”

RAISING THE BAR

From a healthcare and business perspective, the new unit introduces procedures that raise the standard of ophthalmic care available in Mauritius. According to Ashar Agarwal, Chief Business Officer of the Group, the facility also contributes to professional development and

clinical advancement.

“This facility will elevate the standard of eye care available in Mauritius and the surrounding region,” he said, pointing to shorter recovery times, enhanced diagnostic precision and expanded training opportunities.

As Dr Agarwal put it, “the objective is simple. Do the work here, do it well, and let patients come because they trust the results.”



“**I want people from Mauritius to be treated in Mauritius**”



ANURAG SRIVASTAVA,
HIGH COMMISSIONER OF INDIA TO MAURITIUS

“AI should not be confined to a limited group of users or economies”

Artificial intelligence is increasingly shaping economic and policy decisions worldwide. The High Commission of India in Mauritius, in association with the Indian Business Council (IBC) and the University of Mauritius, hosted a side event ahead of the AI Impact Summit 2026 in New Delhi. Discussions focused on issues of ethics and societal inclusivity.

KLYVEN T. VEERAMUNDAR

Artificial intelligence is rapidly moving from experimentation to decision-making power, and questions of who benefits, who governs, and who is left behind are becoming central to global policy debates. During a side event in Mauritius ahead of the AI Impact Summit 2026 in New Delhi later this year, the High Commissioner of India to Mauritius, Anurag Srivastava, issued a clear reminder that the technology’s promise must extend beyond a narrow circle of users or economies. He stressed that trust, ethical safeguards and inclusive governance will be decisive in determining whether AI becomes a force for shared progress or deepened inequality.

FOCUS ON ETHICAL AND INCLUSIVE AI

The event, which took place on 21 January 2026, at the Paul Octave Wiehe Auditorium in Reduit, was hosted by the High Commission of India in Mauritius, in association with the Indian Business Council (IBC) and the University of Mauritius. Discussions were structured around the theme “AI for All: Ethical, Inclusive & Human-Centric – AI for Societal Impact.” Participants examined how artificial intelligence can be developed and deployed responsibly, with an emphasis on accessibility, fairness and alignment with public interest.

The High Commissioner of India to Mauritius highlighted the importance of ensuring that AI adoption benefits society at large. “AI should not be confined to a limited group of users or economies. Its value lies in its capacity to address real societal needs,” he said. He added that ethical considerations must remain central as AI applications expand across both the public and private sectors.

“AI policy cannot be developed in isolation. It requires collaboration between governments, academia, industry and civil society”



SECTORAL APPLICATIONS AND SOCIETAL IMPACT

Anurag Srivastava explored the potential role of AI in healthcare, education, agriculture and climate resilience, focusing on how data-driven tools can improve service delivery, productivity and sustainability.

He also addressed the importance of trust, transparency and accountability in AI systems, particularly as governments and institutions increase their reliance on automated and algorithmic tools. “Trust is critical to the long-term adoption of AI,” he noted, referring to the role of governance frameworks and regulatory oversight.

READINESS AND GOVERNANCE CONSIDERATIONS

Another key focus of the event was AI readiness, including digital infrastructure, skills development, regulatory frameworks and institutional capacity. Participants discussed how policy approaches can support innovation while safeguarding data privacy and preventing misuse.

Mr. Srivastava highlighted that effective AI governance requires coordination across multiple stakeholders. “AI policy cannot be developed in isolation. It requires collaboration between governments, academia, industry and civil society,” he explained.



INDIA-MAURITIUS COOPERATION

India’s experience in developing and deploying digital public infrastructure was referenced as a potential point of learning for Mauritius as it continues to advance its digital and AI strategies. The High Commissioner also highlighted the broader cooperation between India and Mauritius, with discussions touching on opportunities for collaboration in research, education, innovation ecosystems and policy dialogue related to artificial intelligence.

He also noted the potential for Mauritius to engage more actively in regional and international AI discussions, particularly in the context of responsible and inclusive technology adoption.

VIVEK MATHUR,
MANAGING PARTNER, THE CLOUD FACTORY

“AI for All is a commitment to building fair, transparent and accountable AI”

With the Global South increasingly shaping the future of artificial intelligence, Mauritius is stepping into a more influential role. At an AI Summit 2026 side event hosted by the High Commission of India, Vivek Mathur, Managing Partner of The Cloud Factory, highlighted how ethical governance, inclusive innovation and international collaboration can ensure AI delivers real-world impact for economies and societies alike.

Speaking at an event hosted by the High Commission of India, the Indian Business Council and the University of Mauritius, Vivek Mathur framed the gathering as a strategic moment for the island. “Today, Mauritius proudly hosts a side event in the lead-up to the India AI Impact Summit 2026, an event that places Mauritius at the heart of the movement,” the Managing Partner of The Cloud Factory said.

The event held in Mauritius forms part of a broader build-up to the India AI Impact Summit 2026 in New Delhi, which Vivek Mathur described as a landmark in global AI governance. “It’s the first global AI summit hosted in the Global South,” he noted, stressing its significance in rebalancing global leadership in emerging technologies.

Building on earlier summits held in Bletchley Park, Seoul, Paris and Kigali, the India AI Impact Summit is anchored in the principles of “people, planet and progress,” focusing on inclusive growth, ethical innovation and sustainability.

“This summit is shaped by global consultations and over 18 pre-summit events, including this one here in Mauritius,” Vivek Mathur explained, highlighting how regional perspectives are being woven into global AI priorities rather than added as an afterthought.

He went on to add that “artificial intelligence stands at the heart of our national ambitions, driving innovation, enhancing public service delivery and creating inclusive opportunities across sectors such as education, healthcare, agriculture and financial services.”

The summit, he stated, serves as a platform for the country to share its unique challenges and aspirations with the international AI community. “It allows us to contribute meaningfully to the shaping of international AI priorities while ensuring our national context is represented,” he said. At the same time, it reinforces the strategic partnership between Mauritius and India, described as “a long-standing



ally and a global leader in digital innovation,” opening avenues for collaboration in policy, research, capacity building and technology exchange.

A central theme of Vivek Mathur’s address was the idea that inclusivity must be embedded into AI systems by design. “AI for all is more than a slogan. It is a commitment to building AI that is fair, transparent and accountable,” he stressed.

Beyond efficiency gains, AI must improve lives through better healthcare and education, cultural inclusion and climate resilience, while being governed responsibly. This philosophy is reflected in the summit’s three guiding sutras.

“People focus on empowering individuals and communities through skills, inclusion and opportunities. Planet highlights the need for sustainable, energy-efficient AI that supports environmental resilience. Progress champions innovation that drives equitable economic and social development,” he explained. These values, he noted, closely align with

Mauritius’ own vision for inclusive growth, digital empowerment and sustainable development.

Structurally, the India AI Impact Summit is organised around seven thematic working groups, or chakras, addressing key areas such as skills development, inclusion, sustainability, governance and social impact. “These themes are highly relevant to Mauritius, aligning with our national priorities in digital skilling, ethical innovation and inclusivity,” Vivek Mathur observed, pointing to opportunities for strategic alignment between national and global AI agendas. The summit also places strong emphasis on participation across demographics. Initiatives such as Yuva AI invite students to design AI solutions for real-world challenges, while programmes aimed at women technologists seek to expand leadership and innovation. A dedicated research symposium also provides scholars from the Global South with a platform to showcase their work internationally. “These



Artificial intelligence is the most powerful tool of our time, but its true value lies in how we choose to use it



are powerful opportunities for youth, women and academics to shine on the global stage,” Vivek Mathur said. Startups, meanwhile, are positioned as critical drivers of AI innovation. Platforms enabling high-potential startups to pitch to global investors, challenges focused on AI for social good, and the AI Impact Expo in New Delhi are designed to connect innovation with scale. “Startups are the engine of innovation,” the Managing Partner of The Cloud Factory argued, urging Mauritian entrepreneurs to ensure strong representation across these initiatives.

Calling for broad-based engagement, Vivek Mathur stressed that the moment demands participation from all stakeholders. “There has never been a more important time to get involved,” he said, addressing students, policymakers, entrepreneurs and researchers alike. The summit, he noted, offers a global platform to share insights, showcase innovation and collaborate across borders. Vivek Mathur ended on a note of cautious optimism. “Artificial intelligence is the most powerful tool of our time, but its true value lies in how we choose to use it,” he said. The Mauritius side event, he emphasised, is not an endpoint but a beginning, “a spark for deeper dialogue, stronger partnerships and bold action.”

DR. KAVIRAJ SUKON,
MINISTER OF TERTIARY EDUCATION, SCIENCE AND RESEARCH

“It’s not that some jobs will be lost; they are lost”

- “I don’t believe that the way we do universities today will continue to exist in two decades”
- “When computers and the internet came, everyone said it would help us think out of the box, but the AI revolution has created a new box and is putting everybody inside”

From early computing breakthroughs to today’s AI-driven tools, technological change has rarely unfolded this quickly. The Minister of Tertiary Education, Science and Research, Dr. Kaviraj Sukon, reflected on why artificial intelligence represents a turning point already reshaping work, learning and institutions at the AI Summit Mauritius side event hosted by the High Commission of India in Mauritius.

Artificial intelligence is no longer an emerging technology quietly finding its place alongside existing systems. It is already altering how people work, learn and access knowledge, with consequences that are visible across sectors. Dr. Kaviraj Sukon, Minister of Tertiary Education, Science and Research, believes the transformation brought about by AI is of a different order from previous technological shifts.

“When computers and the internet came, everyone said it would help us think out of the box,” he said. “But the AI revolution has created a new box and is putting everybody inside.”

The Minister was talking at an event held last Wednesday, at the Paul Octave Wiehe Auditorium, as part of the preparations for the global AI Impact Summit 2026, scheduled to take place later during the year in New Delhi. The event was hosted by the High Commission of India in Mauritius, in association with the Indian Business Council (IBC) and the University of Mauritius.

Drawing on more than three decades of academic experience, Dr. Kaviraj Sukon traced the rapid acceleration of computing power, from early shared machines to today’s ubiquitous processing capabilities. He stressed that AI’s significance lies not in speed alone, but in its capacity to redefine how decisions are made and systems are organised. “It is already having a huge impact,” he noted, underlining that the shift is no longer theoretical.

JOBS ARE BEING RESHAPED AND SOME ARE ALREADY GONE

One of the most immediate effects of AI, according to Dr. Sukon, is its impact on employment. Referring to international summits, he highlighted how entire functions have already disappeared. “Ten years ago, you would have had booths with translators and interpreters,” he recalled. “Today, they’ve disappeared.”

AI-powered applications now offer real-time translation across dozens of languages, fundamentally altering how people interact across borders. While acknowledging the efficiency gains, the Minister was blunt about the implications. “Some of the jobs are already lost,” he said. “It’s not that they will be lost; they are lost.”

For policymakers, this reality, he argued, leaves little room for complacency. The priority must now be to prepare people to work with AI tools,



Out of every ten students joining Grade 1, only three knock at the door of the university

rather than be displaced by them.

EDUCATION UNDER PRESSURE TO ADAPT

Education systems, particularly higher education and training, sit at the centre of this transition. Dr. Sukon pointed to deep-rooted structural challenges, including high dropout rates and rigid pedagogical models. “Out of every ten students joining Grade 1, only three knock at the door of the university,” he observed. “Seven are lost along the way.”

Traditional classroom settings, he argued, assume uniform learning patterns that no longer reflect reality. “We assume everybody learns in the same way,” he said. “It is not humanly possible to see, out of 30 students, who understood and who didn’t.”

Artificial intelligence, however, opens the door to personalised learning at scale. “With AI, we can provide a personalised tutor,” the Minister said, outlining what he described as a long-term ambition for the education system. “My dream is that every student has an avatar.”

Such AI-driven support, he explained, could help students identify weaknesses, build strengths and access tailored learning materials, improving outcomes while reducing attrition.

FROM SKILLS TO SCIENCE: AI’S EXPANDING REACH

Beyond education, Dr. Sukon underlined AI’s growing role in medicine and scientific research. Advances in areas such as tissue engineering and molecule testing illustrate how AI is compressing timelines. “Molecule testing was taking decades,” he noted. “Today, we may have reduced the time it takes to develop a new molecule.”

While such innovations still require years of validation, the speed of discovery itself has been transformed, reinforcing the need for countries like Mauritius to develop local expertise capable of mastering these tools.

A POLICY SHIFT: AI TRAINING BECOMES MANDATORY AT UNIVERSITY LEVEL

The Minister welcomed the government’s recent decision to introduce compulsory AI training for all university students. “Every student following courses at the university should follow a course on AI,” he said, praising tertiary institutions for implementing the initiative as from the current semester.

Describing the programme as a foundational step, he added that it is intended to ensure that students across disciplines develop a basic understanding of AI’s logic, potential and limits. Rethinking the University Model

The Minister even questioned whether traditional universities, as currently structured, will remain viable in the long term. “I don’t believe that the way we do universities today will continue to exist in two decades,” he said.

Rather than fixed curricula, he envisages a more flexible model in which institutions define learning goals while students exercise greater choice in how knowledge is acquired. “Universities will have to prescribe the goals of what has to be learned,” he said. “The rest will be the choice of the student.”

Pointing to the growing shift towards online learning, he suggested that this transformation is already underway. “When I walk by, I find fewer and fewer academics on campus. They’re already online,” he observed.

DR AVINASH RAMTOHUL,

MINISTER OF INFORMATION TECHNOLOGY, COMMUNICATION AND INNOVATION

“If an AI decision affects my life, I want to understand how that algorithm reached it”

- **“What is the responsibility of those who write such software? What is the responsibility of those who use it? And what legal redress exists? Today, we do not yet have those answers.”**

Artificial intelligence is no longer an abstract or emerging concept; it is rapidly becoming part of everyday life, public administration and national strategy. At a side event ahead of the AI Summit 2026 in New Delhi, Minister of Information Communication and Innovation Dr Avinash Ramtohul described AI as a transformative force that goes beyond technology.

K.V.

With artificial intelligence now being embedded in public services, we are confronted with the following question: who is accountable when algorithms act on behalf of the State? For Dr Avinash Ramtohul, the Minister of Information Technology, Communication and Innovation, Mauritius must not only ensure that AI is used ethically. It must also address how these systems are designed, governed and challenged. His position is unambiguous: regulation is needed to protect trust, constitutional rights and due process. This is especially critical as automated decisions increasingly shape the lives of citizens. The Minister was talking at an event held last Wednesday at the Paul Octave Wiehe Auditorium, in Reduit, as part of the preparations for the global AI Impact Summit 2026 scheduled to take place later during the year in New Delhi. The event was hosted by the High Commission of India in Mauritius, in association with the Indian Business Council (IBC) and the University of Mauritius. Dr Ramtohul cautioned that adoption must be accompanied by responsibility, particularly at the design stage. “We often talk about transparency, fairness and equity in the use of AI,” he said. “But we forget the second aspect, the development of AI. Responsible development is just as important.” According to the Minister, accountability must extend to those who design and deploy AI systems, not only those who use them. Poorly designed algorithms, he warned, can embed bias, distort outcomes and create harm long before they are put into operation.

THE CASE FOR REGULATION

Dr Ramtohul made his stance on governance explicit. “My position, at least for now, is that we need to regulate AI,” he stated, situating Mauritius within a broader global debate that includes the European Union’s AI Act, the United States’ lighter-touch approach and India’s ongoing reflections. Regulation, he argued, is not intended to stifle innovation, but to ensure trust, openness and constitutional compliance as AI systems begin to influence decisions with real social and economic consequences.

DUE PROCESS AND THE RIGHT TO CHALLENGE

A central concern raised by the Minister is the impact of automated decision-making on fundamental rights. “If I am subject to an automated decision by AI, and that decision impacts my life, I want to understand how that algorithm came to that decision,” he said, stressing



that due process must apply not only to outcomes, but to the decision-making process itself. He raised concerns about data bias, representativeness and explainability, warning that opaque systems could undermine constitutional guarantees if citizens are unable to challenge how decisions affecting them are made.

WHY HUMANS MUST STAY IN THE LOOP

To illustrate the risks of unchecked automation, Dr Ramtohul used a simple numerical analogy to show how outcomes can be distorted by outliers. Translating this to real-world contexts, he cautioned against relying solely on automated systems in sensitive areas.

“Now imagine these are not numbers,” he said. “Imagine these are patients waiting for treatment, or people applying for a job.”

Such examples, he argued, demonstrate why human oversight remains essential, particularly in healthcare, justice and employment. “These systems can have a deep impact on the way our democratic processes are executed,” he warned.

REAL RISKS, REAL CONSEQUENCES

The Minister underscored the urgency of governance by sharing a recent incident involving AI misuse. “One of my colleagues called me today to say that someone had imitated her voice using AI and was speaking to people,” he revealed, noting that such cases are already occurring in Mauritius, particularly among politically exposed individuals. “This raises very serious questions,” he said. “What is the responsibility of those who write such software? What is the responsibility of those who use it? And what legal redress exists? Today, we do not yet have those answers.”

FROM STRATEGY TO SYSTEMS

Mauritius has already begun laying the institutional foundations for its AI ambitions. The Minister confirmed that a National AI Strategy, developed jointly with the private sector, operators and academia, including the University of Mauritius, is currently under review by the United Nations. “We plan to launch it during the second week of February,” he said.

An AI Unit has also been established within the Ministry of Information Technology to lead policy formulation and implementation, while AI playbooks are being developed with industry to outline concrete use cases and best practices.

DIVA: A NEW INTERFACE BETWEEN CITIZENS AND THE STATE

One of the tangible initiatives announced is DIVA, the Digital Interactive Virtual Assistant, which will serve as a central interface for government services. “Very soon, you will have an avatar in your pocket,” the Minister said. “This avatar is called DIVA, and it is born with the concept of being the AI assistant of every Mauritian.”

Designed to operate across government-to-citizen, government-to-business and government-to-government interactions, DIVA will advise, respond and guide users through administrative processes. However, Dr Ramtohul raised a critical issue: “If DIVA gives you the wrong response, what redress do you have?” He went on to acknowledge that accountability mechanisms are still being defined, reinforcing the need for governance to evolve alongside deployment.

DIGITAL PUBLIC SERVICES ALREADY UNDERWAY

Beyond strategy, the Minister highlighted concrete digital reforms already being rolled out, including an upcoming application integrating driving licences under the Penalty Point System, national identity data and e-health services.

“At a hospital, simply by scanning a barcode, your data will be retrieved and you will be placed in the queue for treatment,” he explained, pointing to the practical benefits of AI-enabled public services.

EDUCATING THE POPULATION

Recognising the importance of public understanding, the government has also published a comic-style book aimed at demystifying AI. “It is meant to educate the population at large on what AI is, the good side of AI and the flip side of AI,” the Minister said, adding that inclusiveness remains a key objective.

Influence in Mauritius: France strengthens while UK weakens

- Britain may have conquered Mauritius, but France won its affection, unless the UK, now so fond of U-turns, decides to make one more.
- No British Prime Minister has ever set foot on Mauritian soil, despite the United Kingdom having governed the island for more than a century and a half.
- That absence is not symbolic; it is strategic silence.



By DR HANS SEESAGHUR
INTERNATIONAL AFFAIRS SPECIALIST

Mauritius is one of the rare places in the world where two European empires left equally deep footprints, yet one emerged culturally triumphant while the other disappeared diplomatically. The island was a French colony from 1715 to 1810, a period short in absolute duration but decisive in shaping the nation's cultural DNA. Names, land divisions, laws, cuisine, identity, even the melody of the Creole language, all of it still echoes French influence. Then came the British conquest in 1810, in the middle of the Napoleonic Wars. Britain did not rewrite Mauritius, it simply maintained the French legal and cultural system, governed it for 158 years, and used Port Louis as a key naval point in what London, in reference to the Indian Ocean, called "the British Pond."

Yet, as history turns, so do geopolitical tides. The empire that ruled Mauritius the longest is today the least present one, politically, economically, culturally and emotionally. And the power that lost the battle in 1810 has become the one Mauritius instinctively gravitates toward in diplomacy, culture, and everyday life. The paradox is not only striking. It is telling!

DIPLOMATIC COURTESY CALLS: TWO FRENCH PRESIDENTS, ZERO BRITISH PRIME MINISTERS

No fact better illustrates the imbalance than state visits: two French Presidents, namely François Mitterrand and Emmanuel Macron, have visited Mauritius. No British Prime Minister has ever set foot on Mauritian soil, despite the United Kingdom having governed the island for more than a century and a half. That absence is not symbolic; it is strategic silence.

Macron's recent visit showcased France's renewed ambition in the Indian Ocean for deeper security cooperation, expanded maritime governance, increased development projects, and a clear message that France sees Mauritius as a serious regional partner. The Élysée understands that influence is built by presence that is physical, political, and cultural.

London, meanwhile, seems locked in an outdated post-colonial posture, appearing only when the Chagos issue forces it to. The bilateral relationship is defined more by disputes than by vision. While Paris arrives with initiatives, London arrives with explanations.

CULTURE: A FRENCH SOUL BENEATH A BRITISH ADMINISTRATIVE SHELL

Mauritius may have been a British colony, but it is unmistakably a French-speaking society. The paradox is almost amusing. English is the official language, but French is the daily language, the media language, the language of emotion, humour, politics, and public consciousness. Reading a newspaper in English feels formal; reading one in French feels natural.

British cultural influence is now largely confined to administrative practice, parliamentary procedure, civil service traditions, and legal drafting. France, meanwhile, is omnipresent in everything artistic, linguistic, gastronomic, architectural, and social. Mauritians watch French news, listen to French music, watch films dubbed in French and consume French entertainment. Try finding the same cultural attachment to Britain and you will only hear faint echoes. Even the Premier League, the last supposed bastion of British cultural reach, is watched in French. The island carries the British legacy in structure but carries the French legacy in soul.

ECONOMIC PARTNERSHIP: FRANCE ACTS LIKE A PARTNER, THE UK ACTS LIKE A FOOTNOTE

Economically, the comparison is not flattering to the UK. For decades, British economic engagement with Mauritius has been sluggish, cautious, and largely historical rather than strategic. Investment exists, but neither scale nor ambition matches that of France.

France has recently positioned itself as a development partner through the Agence Française de Développement (AFD), and is likely to assist energy transition, climate resilience, infrastructure projects, and research collaborations. French companies are more and more visible in renewable energy, aviation services, engineering, and higher education linkages. The reopening of long-dormant channels of cooperation shows a country investing in the future rather than relying on colonial nostalgia.

The British economy is much larger globally, but its imprint on Mauritius is surprisingly faint. London's broader post-Brexit identity crisis has shrunk its bandwidth for medium-sized partnerships.

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TOURISM: FOR THE FRENCH, “C’EST UNE HISTOIRE D’AMOUR.” FOR THE BRITS, IT’S A WEATHER FORECAST

Tourism exposes the divergence between France and the United Kingdom with almost clinical clarity. French visitors are not merely tourists; they are repeat devotees. They return year after year, often choosing Mauritius over the Caribbean, over Polynesia, over any number of postcard islands. Their connection is aesthetic, emotional, and cultural. Many know the island’s rhythms, its food, its humour, its landscapes, almost as intimately as the locals. For the French, Mauritius is not a destination but an attachment.

British tourists, by contrast, do not exhibit the same long-term loyalty. Their relationship with Mauritius is seasonal rather than sentimental. The island competes with the Maldives, with the Seychelles, with any sunny escape convenient for winter. Mauritius is a break from the weather, not a return to a familiar feeling. Where the French experience recognition, the British experience novelty. Where the French see a home-away-from-home, the British see a dependable sunbed.

The contrast is undeniable. The French come for Mauritius itself; the British come for what Mauritius offers. One group returns out of affection, the other out of climate. And in a country where tourism is not merely an industry but a cultural encounter, the French do not simply visit the island; they occupy a sentimental niche within it.

GEOPOLITICS: FRANCE EXPANDS ITS INDIAN OCEAN FOOTPRINT AS THE UK SHRINKS

In the 19th century, the Indian Ocean was the British Empire’s maritime chessboard. Today,

that same oceanic space increasingly resembles a French-anchored sphere of influence. France maintains permanent territories in Réunion and Mayotte, deepens cooperation with Madagascar, and is advancing joint-management discussions with Mauritius on Tromelin. It deploys a capable naval presence, invests in scientific missions, and openly states its ambition to be the leading European power in the Indo-Pacific.

Mauritius fits naturally into that strategy. Paris and Port Louis converge on maritime security, climate research, renewable energy, and ocean governance – areas where cooperation is expanding rather than stagnating. France approaches the Indian Ocean through partnership, institution-building, and shared development. The United Kingdom approaches it through litigation, residual colonial disputes, and slow-moving decolonisation commitments.

The Chagos question has become the gravitational centre of Mauritius-UK relations, absorbing political energy and draining oxygen from all other collaborative possibilities. Even when progress is made, the shadow of Chagos remains. With France, however, Mauritius speaks the language of opportunity, not grievance.

THE BAGUETTE BEATS THE FISH AND CHIPS.

History records that France lost Mauritius in 1810 and that Britain secured a strategic conquest. But history does not end with conquest. More than two centuries later, when diplomacy, culture, tourism, language, economics, and public sentiment are examined, a striking reversal becomes evident.

Britain may have conquered Mauritius, but France won its affection, unless the UK, now so fond of U-turns, decides to make one more.

About the author

Dr Hans Seesaghur is an International Affairs Specialist and Sinologist. He formerly served as China Chief Representative of the Mauritius EDB Representative Office in Shanghai. He previously also held the position of Economic and Commercial Counsellor at the Embassy of Mauritius in Beijing.

BRICS 2026 - Implications for a Multipolar World

- **“India believes that BRICS is not anti-West but a non-Western alternative representing cross continental aspirations of major economies and countries from the Global South with China and Russia as the P-5 members.”**
- **“For President Trump, driven by his MAGA constituency, the weaponisation of financial instruments should be a one way street and their prerogative and de-dollarisation the big redline.”**



By AMBASSADOR ANIL TRIGUNAYAT (IFS RETD)

Recently the French Minister for Europe and Foreign Affairs Jean Noel Barrot, while meeting the Indian External Affairs Minister Dr S Jaishankar, made an interesting observation that France was heading the G7 (in which India has been a permanent invitee for over a decade) and India was the chair of BRICS in 2026 and both strategic partners had great possibility of cooperation for enhancing multilateralism. Both countries believe and subscribe to it. President Macron further underscored “India is going to be President of BRICS . I want to work with India to build bridges. BRICS countries must not become anti-G7 and G7 must not become anti-BRICS”. This is a recognition of the growing heft of the BRICS and emerging multipolarity and need for collaborative rather than conflictual approaches. There is indeed a real convergence possibility in an idealistic scenario as the G7 dominates in global finance, technology and high value added services and controls major global institutions and currencies while BRICS could be the new pivot for economic growth with commodities, consumption and huge markets with manufacturing and manpower and are key partners in global value supply chains. India and EU strategic partnership will be further strengthened with the signing of the Trade Agreement and visit of EU leadership as Chief Guest on this Republic Day 2026-a distinct honour and affirmation of special partnership.

This statement is significant since the unilateralism has become the major currency in international discourse with most recent example being the regime change in Venezuela and President Trump walking out of 66 international agreements or organisations. Transatlantic alliance is also going through an unprecedented stress. Hence , desire for cross regional connections between and among the mini and plurilaterals is not surprising. In any case, India, being the founding member of the BRICS and QUAD, supposedly on two opposing ends of the spectrum, believes that BRICS is not anti-West but a non-Western alternative representing cross continental aspirations of major economies and countries from the Global South with China and Russia as the P-5 members. India can easily become a credible bridge and bridge builder between the divergent groupings across the East West and North south divide given its inclusive and universalistic approaches enshrined in the foreign policy ambit of ‘Vasudhaiv Kutumbakam’ (the World is one family).

Since the US Investment Banker Jim O’ Neil expounded about the promising and emerging economies as BRIC Group with Brazil , Russia, India and China, it has grown to ten members with several middle powers including South Africa, Ethiopia, Egypt, Iran, Indonesia and UAE.

Saudi Arabia remains interested and continues to participate in the meetings while Argentina, under its new pro-US political dispensation , decided to opt out of it. At the Kazan Summit, it was also decided to have associate members as partner countries since over two dozen nations have expressed deep desire to join the BRICS which has acquired a new heft in a disrupted world order.

BRICS represents nearly half of the world population with India as the most populous country with exceptional human resource; also nearly 40% of the global GDP comparing rather well with G7 - China and India leading the economic pack with India being the fastest growing major economy in the world recently surpassed Japan to become the 4th largest. It comprises of a group with biggest producers and consumers of energy as well as enviable heft in critical minerals and technologies. The group believes in mutual respect and mutual interests. Even with politically and economically divergent systems and approaches it enjoys a high diplomatic weight and sheer scale .

India , as the Chair in 2026, will be hosting the BRICS Summit and large number of sectoral meetings ranging from commerce, connectivity, currency and counter-terrorism and culture to technology and fintech, education, R&D, traditional medicine and youth and sports exchanges. A key quest for BRICS and India is the urgency and imperative for global institutional reforms especially that of UN and UNSC which is threatening to become irrelevant, having been consigned to post World War II mindset of victor and the vanquished of the P-5 veto powers. Moreover, for President Trump, driven by his MAGA constituency, the weaponisation of financial instruments should be a one way street and their prerogative and de-dollarisation the big redline. Already the five original BRICS countries are in the cross hairs of USA including Russia, China, India, Brazil and South Africa compressing them in his high and unreasonable game of tariffs.

BRICS is trying to provide a viable alternative bereft of dominance and dictation especially in the context of South-South cooperation despite members ranging from largest democracy to totalitarian states. But its internal diversity reinforces multipolarity and options. It challenges the western dominance by providing a more beneficial cooperative and consensual landscape along with certain institutions like the New Development Bank . There is an effort to create new BRICS currency on which countries like India are still not convinced even though this trend has been initiated due to unilateral and abrasive sanctions and the weaponisation of financial instruments forcing the rest of the world to secure



themselves through transactions in national currencies. This trend could become a major force multiplier for multipolarity in times to come.

Instead of a single global security architecture, multipolarity promotes regionalised security systems: The original five of BRICS have varying roles in the regional security dynamic - Russia shapes Eurasian security dynamics; China dominates East Asian strategic calculations; India asserts influence in the Indian Ocean, South Asia and Global south in general; Brazil and South Africa act as regional stabilisers. This decentralisation reduces global uniformity but increases regional power competition, sometimes heightening local instability. This also has an internal challenge as competing powers within an organisation including BRICS may slow down integration process and block hegemonistic projects .

Interestingly, India is also slated to host the QUAD Summit in 2026 with US, Japan, and Australia despite some uncertainty. This provides a unique opportunity to India to iron out certain misperceptions while bridging the gaps seeped in zero sum games through a better understanding and cooperation between the perceived rival groups and camps. Global challenges require global solidarity.

BRICS is not aiming to replace the existing world order but is hoping to reshape the multipolar collaborative matrix. This is a process in motion but a potent force which will continue to strengthen as long as the powerful countries will resort to hypocrisy and undermine the very institutions, they themselves had created through unilateral and unifocal approaches. India is a

voice of reason and believes in bridging the divides through dialogue and diplomacy and reforms of the existing institutions and not necessarily their replacement.

2026 will witness the continuation of this policy even during India's BRICS presidency while working for multipolarity and multilateralism which are under serious threat. PM Narendra Modi has so aptly redefined the BRICS to mean as Building Resilience and Innovation for Cooperation and Sustainability. He further added that 'condemning terrorism should be our principle not just a convenience .'

BRICS is not aiming to replace the existing world order but is hoping to reshape the multipolar collaborative matrix. Transatlantic alliance is also going through an unprecedented stress.

About the author

Anil Trigunayat is a former Indian Ambassador to Jordan, Libya, and Malta and currently a distinguished fellow with prestigious Think Tanks like Vivekananda International Foundation and United Services Institute of India.

The Evolution of Brokerage: Thriving in an AI-Driven and Trader-Intensive Market



By **DHARMESH SINGH MOHADEWO**,
HEAD OF TRADING & STRUCTURING,
SBM CAPITAL MARKETS LTD

The brokerage business is undergoing one of the most significant transformations in its history. What was once rooted in personal relationships, trust, and controlled access to markets is today being reshaped by artificial intelligence, democratised data, and a new generation of highly active traders.

For brokerage firms, this shift is not optional - it is existential. The winners will be those who can combine technological innovation with sound risk oversight and human judgment.

TRADITIONAL BROKERAGE: A RELATIONSHIP-FIRST MODEL

In the traditional set-up, the broker played the role of trusted intermediary.

- Clients relied on brokers for market access and execution, as direct connectivity to exchanges was limited.
- Personal relationships and advisory expertise were at the centre of value creation.
- Market knowledge was concentrated; brokers had an advantage through exclusive research and privileged information flows.
- Risk management processes were batch-based, focussed mainly on end-of-day positions rather than intraday exposures.

This model worked in a slower, less transparent marketplace, but its reliance on human discretion and limited technology meant it was ill-prepared for today's digital speed.

THE MODERN BROKERAGE ECOSYSTEM

The industry today operates in a landscape characterised by three defining forces:

(a) Technology and AI-Led Execution

Artificial intelligence has moved from theory to practice in brokerage.

- Algorithms now analyse liquidity, spreads, and volatility in real time to deliver optimal execution.
- Machine learning models are applied in predictive risk management, spotting leverage and liquidity risks before they escalate.
- Natural language and sentiment analysis tools scan global events instantly, feeding into trading strategies within seconds.

The broker's edge no longer lies in privileged access, but in processing power and intelligent decision-making frameworks.

(b) Empowered and Sophisticated Day Traders

Retail participation has expanded dramatically, but it is not the retail of old.

- Traders now operate on institutional-grade platforms with access to advanced charting, derivatives, and even automated trading bots.
- Leverage and fractional trading allow individuals to replicate strategies once reserved for hedge funds.
- Social trading networks and coordinated sentiment-driven strategies have shown their ability to disrupt institutional flows.

The line between retail and institutional activity has blurred – retail traders are now market participants of consequence.

(c) Data as the Differentiator

Information asymmetry has diminished. With access to Bloomberg terminals, APIs, and low-cost market feeds, the key question is not *who has the data*, but *who interprets and acts on it fastest*.

NEW STANDARDS IN RISK AND COMPLIANCE

As execution becomes faster and more

About the Author

Dharmesh Singh Mohadewo is a senior financial markets practitioner with nearly two decades of hands-on experience across trading, market surveillance, investment strategy design, and research. As Head of Trading & Structuring at SBM Capital Markets Ltd, he leads the brokerage function, overseeing execution on local and international markets with a disciplined, client-focused approach. His leadership blends strategic insight with operational precision, driving improvements in risk oversight, process efficiency, and the modernisation of trading support systems. Recognised for his analytical depth and measured decision-making, he is committed to strengthening market practices and enhancing the overall trading value chain.

He holds an MSc (Hons) in Financial Economics and a BSc (Hons) in Economics & Finance from the University of Mauritius. An Associate Member of the Chartered Institute for Securities and Investment (CISI, UK), he has also completed advanced leadership and communications training with globally recognised institutions. He serves as Executive Director on the Board of SBM Capital Markets Ltd since May 2024.

automated, risk and compliance must evolve at the same speed.

- **Intraday Monitoring:** Brokers must track positions, leverage, and collateral in real time, not post-trade.
- **Intelligent Surveillance:** Automated systems now detect unusual trading patterns, AML risks, and compliance breaches instantly.
- **Operational Resilience:** With brokers increasingly connected to clients and counterparties via APIs, cybersecurity and continuity frameworks have become essential safeguards.

The broker of today is as much a risk manager and systems operator as an execution agent.

THE FUTURE ROLE OF THE BROKER

Technology is not replacing brokers but reshaping their role. The future belongs to firms that can:

- Merge AI and human judgment, especially in volatile or less liquid markets.
- Offer different service models from streamlined, low-cost execution for active traders to tailored advisory for institutions and wealth clients.
- Embed AI and automation into compliance, settlement, and reporting, ensuring resilience under regulatory scrutiny.

In this future, brokers act less as market gatekeepers and more as navigators of complex, data-intensive ecosystems.

REDEFINING PRIME BROKERAGE

At SBM Capital Markets Ltd, we have embraced this transformation by building an augmented and dynamic prime brokerage platform.

- **Integrated Solutions:** Our prime brokerage combines multi-asset execution, global custody, and financing facilities, enabling clients to access both developed and frontier markets seamlessly.
- **Technology-Led Infrastructure:** Through automation, straight-through-processing, and digital reconciliation, we ensure execution is both efficient and resilient.
- **Advanced Risk and Compliance Oversight:** We operate with real-time leverage and collateral monitoring, predictive compliance checks, and

automated reporting, ensuring that exposures are actively managed.

- **Adaptive Client Approach:** Our model recognizes the diverse needs of day traders, institutions, and high-net-worth clients, offering speed and scale where required, and bespoke structuring where value-added solutions are needed.

This framework allows SBM Capital Markets Ltd to act not only as an execution partner, but as a strategic ally for clients navigating increasingly complex global markets.

CONCLUSION

Brokerage has evolved beyond exclusivity and relationships to embrace an era defined by intelligence, transparency, and speed. Artificial intelligence, empowered traders, and real-time risk oversight are reshaping the very core of the industry.

For firms, the challenge is clear: success lies in blending human expertise with technological capability while staying agile enough to navigate constant disruption.

In today's financial ecosystem, standing still is not an option. The future belongs to those who not only anticipate change but lead it.



The broker's edge no longer lies in privileged access, but in processing power and intelligent decision-making frameworks



About SBM Capital Markets Ltd

A licensed member of the Stock Exchange of Mauritius (SEM) and Afrinex Exchange, SBM Capital Markets Ltd combines market expertise with strong infrastructure, global custodial links, and disciplined risk management. Its team of specialists focuses on execution excellence, dedicated client service, and upholding the highest standards of compliance and governance.

The company provides clients with trusted access to both domestic and international financial markets. It delivers integrated solutions across equities, bonds, fund investments, and derivatives, serving a diverse clientele that includes institutional, corporate, retail, and high-net-worth investors.

With a strong commitment to innovation and a forward-looking mindset, SBM Capital Markets Ltd plays a central role in advancing the evolution of the Mauritian capital markets ecosystem and strengthening the investment capabilities of its clients.

The Global South has a solution for net zero: It's time the world listened



By **JOSHUA WYCLIFFE**
DIRECTOR, GLOBAL BIOFUELS ALLIANCE

New Delhi, India — In the race to decarbonize the global economy, the world often finds itself paralyzed by a search for perfection. We wait for battery technologies that do not yet exist at scale, or for green hydrogen infrastructure that is decades away from ubiquity. But last month, at COP30, amidst the backdrop of the Amazon, a different narrative emerged—one grounded not in future miracles, but in immediate, scalable reality. The message from Belem is clear: We cannot afford to wait. And we don't have to.

Brazil, leveraging its presidency of the climate talks, introduced the *"Belem 4X Pledge,"* a bold commitment to quadruple the global use of sustainable fuels by 2035. While nations debate the politics of pledges, the GBA is already building the technical scaffold to make ambitions, targets, pledges and commitments a reality. We see biofuels not as a *"bridge technology,"* but as a destination—a critical, permanent pillar of a just energy transition.

For too long, the debate on bioenergy has been stifled by the *"food versus fuel"* myth. Critics argue that growing crops for energy threatens global food security. However, data shared at our high-level roundtables dismantles this zero-sum thinking. In Brazil, fifty years of ethanol production have coincided with record food output. Modern biofuel production is circular; the by-products of corn ethanol, such as distillers' grains, serve as high-protein animal feed, actually supporting food systems rather than competing with them.

The urgency of this shift is most visible in the sectors we call *"hard-to-abate."* Consider shipping and aviation. While electric vehicles are transforming road transport, batteries cannot fly a jumbo jet across the Atlantic or power a container ship across the Pacific. Here, biofuels are the only commercially viable, drop-in solution available today.

The maritime sector is already pivoting. Data presented at COP30 reveals that 50 percent of new ship orders are now capable of using

alternative fuels. Unlike hydrogen or ammonia, which require massive new infrastructure and safety overhauls, sustainable biofuels can decarbonize the existing global fleet immediately.

Yet, barriers remain. As noted in the GBA's new whitepaper released at the summit, *"Green Fuels for Blue Skies,"* Sustainable Aviation Fuel (SAF) currently costs three to four times more than conventional jet fuel. Airlines cannot bridge this gap alone. We need harmonized global policies—blending mandates, book-and-claim systems, and tax incentives—to drive costs down and production up. We also need to harmonize sustainability standards so that a litre of SAF produced in the Global South is recognized and valued the same way in Europe or Asia.

Perhaps most importantly, the bioenergy revolution is a matter of equity. The energy transition cannot just be about Teslas in California; it must be about clean cooking in Kenya. Today, 2.4 billion people still breathe toxic smoke from cooking with wood and charcoal. Bioethanol offers a clean, localized solution that improves health and empowers women. Initiatives like the KOKO Networks in Kenya demonstrate that when we treat biofuels as a tool for development, we can solve the climate crisis and the energy poverty crisis simultaneously.

The Global Biofuels Alliance, strengthened by our new Global Biofuel Champion Fellowship to nurture young scientists, stands at the forefront of this shift. We are moving from diplomatic pledges to implementation.

The Global South has proven that biofuels are a sophisticated, high-tech, and socially inclusive pathway to Net Zero. The technology is ready. The feedstock is available. The only missing ingredient is the political will to standardize our markets and finance the scale-up.

We have the tools to clean our skies and oceans today. Let us not let the perfect be the enemy of the good.



The energy transition cannot just be about Teslas in California; it must be about clean cooking in Kenya.



DR HUANG SHIFANG,
AMBASSADOR OF THE PEOPLE'S REPUBLIC OF CHINA

“More Mauritian products will enter the Chinese market, and more Chinese investments will come to Mauritius”

During the reception held to celebrate the Chinese New Year and Spring Festival last Wednesday, Dr. Huang Shifang, Ambassador of the People's Republic of China, reflected on both the cultural significance of the festival and the state of China-Mauritius relations. Her remarks addressed economic performance, national development planning, and a broad agenda of cooperation encompassing innovation, training, infrastructure projects, trade facilitation and multilateral engagement.



The Chinese New Year reception hosted by the Embassy of the People's Republic of China in Mauritius on 21 January was an opportunity for Ambassador Dr. Huang Shifang to highlight his country's role as a stabilising economic force characterised by sustained growth, rising innovation capacity and long-term national planning. She also spoke of Mauritius' Vision 2050 consultations as a parallel moment of strategic reflection.

The ambassador highlighted concrete areas where bilateral cooperation is already taking shape, ranging from capacity-building and artificial intelligence training to energy

infrastructure, financial connectivity and trade facilitation, while positioning the China-Mauritius Free Trade Agreement as a key mechanism for deeper market integration. The address also placed bilateral ties within a broader multilateral and Global South context, emphasising cooperation on shared challenges such as climate change, expanded people-to-people exchanges between China and Africa, and forward momentum symbolised by the Year of the Horse.

For the Spring Festival, which she described as “the most important festival in China,” Dr. Huang Shifang announced a month of cultural

activities in Mauritius. “The Chinese Embassy and the Chinese Cultural Center will organize vibrant activities, including a Chinese New Year gala, a parade, and various performances in the forthcoming month,” she said.

ECONOMIC PERFORMANCE AND INNOVATION

In her remarks, the ambassador contrasted China's trajectory to current global uncertainty, stating that “China serves as a source of stability and predictability,” and adding that “in 2025, China's GDP grew at 5%, surpassing the 20



“
By unleashing the full potential of the China-Mauritius free trade agreement, we will foster a more integrated market between our two countries”

trillion US dollar threshold for the first time.”

On innovation, she said China “has entered the world’s top 10 in innovation rankings for the first time,” and pointed to advances driven by AI and ICT R&D among other areas.

NATIONAL ROADMAPS AND COOPERATION PRIORITIES

Turning to Mauritius, the ambassador referenced the government’s programme and the consultations on Vision 2050, describing it as “a roadmap for social economic transformation and inclusive growth.”

Looking ahead, she said: “I am confident that we will uncover more opportunities for practical cooperation in fast-developing fields, including AI, renewable energy, and green development.”

TRAINING, PROJECTS AND FINANCIAL INFRASTRUCTURE

On capacity-building, Dr. Huang Shifang stated that “hundreds of Mauritian officials participated in training programs provided by China,” adding that “the first ever AI training session was successfully held in Mauritius.”

She also said feasibility studies had been completed for projects, including a “battery energy storage system project, and the renovation of the MBC building project.”

She also noted that the RMB Clearing Center in Mauritius was officially inaugurated last June.

TRADE, INVESTMENT AND REGIONAL POSITIONING

Emphasising bilateral trade frameworks, Dr Huang Shifang said that “by unleashing the full potential of the China-Mauritius free trade agreement, we will foster a more integrated market between our two countries,” adding that “more Mauritian products will enter the Chinese market, and more Chinese investments as well as expertise will come to Mauritius and target Mauritius as a gateway to the African continent, leading to a win-win cooperation.”

MULTILATERALISM, CLIMATE AND PEOPLE-TO-PEOPLE EXCHANGES

In a broader diplomatic framing, Dr Huang

Shifang stated that “China always stands firm on the side of multilateralism, advocating unity and cooperation,” and said that she welcomed Mauritius’ call for joint efforts on global challenges such as climate change.

The ambassador explained that 2026 is the China-Africa Year of People-to-People Exchanges, with a launch ceremony recently held at the African Union Headquarters in Addis Ababa.

Ambassador Dr Huang Shifang closed her speech by explaining that the Year of the Horse brings good auspices as in Chinese culture, the horse is a symbol of speed and success. As a Chinese saying goes, “whenever the horse arrives, success will accompany it.”

“
China always stands firm on the side of multilateralism, advocating unity and cooperation”



PI AFRICA 2026

Le forum de référence en matière d'investissement institutionnel en Afrique est de retour

Le compte à rebours avant PI Africa 2026 est officiellement lancé. De retour à Maurice en février prochain, la conférence africaine sur les fonds de pension et des investissements alternatifs réunira les fonds de pension, les fonds souverains, les gestionnaires d'actifs, les régulateurs et les investisseurs institutionnels internationaux les plus influents du continent. Pour sa neuvième édition, PI Africa demeure la plateforme la plus ancienne et la plus fiable d'Afrique pour façonner l'avenir du capital à long terme sur le continent.



Chaque édition apporte son lot de nouveautés : énergie, idées et partenariats. L'édition 2026 s'annonce comme l'une des plus importantes à ce jour. Avec des actifs de fonds de pension et de fonds souverains dépassant désormais les 2 000 milliards de dollars, les investisseurs institutionnels africains abordent un moment décisif : la diversification, la durabilité, l'innovation et la collaboration transfrontalière ne sont plus des options, mais des impératifs.

THÈMES ABORDÉS À PI AFRICA 2026

1. L'influence croissante des investisseurs institutionnels en Afrique

Sur le continent, les fonds de pension et les fonds souverains jouent un rôle plus important que jamais dans la croissance économique. Les

réformes réglementaires au Kenya, au Botswana, en Namibie, au Nigéria, au Maroc et au Ghana continuent d'ouvrir la voie aux actifs alternatifs, aux investissements régionaux et aux stratégies à impact.

PI Africa analysera comment cette évolution crée de nouvelles opportunités, des infrastructures et marchés privés à la transformation numérique et au financement climatique.

2. Infrastructures durables et investissements pour le climat

Les investisseurs africains privilégient désormais les investissements créateurs de valeur à long terme, tout en soutenant les priorités nationales de développement. Les discussions porteront notamment sur les :

- Énergies propres et le financement de la transition
- Infrastructures de transport, d'eau et numériques
- Logements abordables
- Modèles de financement mixte pour rendre les projets de grande envergure accessibles aux investisseurs

Le sommet présentera des études de cas concrètes et explorera comment les investisseurs peuvent concilier performance et impact.

3. L'accélération des marchés privés

La plupart des fonds de pension étant encore fortement orientés vers les actifs traditionnels, les stratégies alternatives offrent un potentiel de

croissance considérable. PI Africa 2026 explorera les opportunités offertes par:

- Le capital-investissement et les fonds sectoriels
- Le capital-risque et l'innovation en phase d'amorçage
- Le crédit privé et le financement du commerce international
- Les actifs réels et les modèles de co-investissement

Ces discussions visent à fournir aux investisseurs institutionnels des informations pratiques sur les risques, les rendements, la gouvernance et la création de valeur à long terme.

4. Gouvernance, réglementation et gestion des risques

À mesure que les portefeuilles évoluent, la gouvernance doit évoluer en conséquence. Le programme comprend des sessions sur:

- Le renforcement des compétences des administrateurs
- L'amélioration du contrôle fiduciaire
- L'intégration et le reporting ESG
- La compréhension de la nouvelle réglementation sur les principaux marchés

L'objectif : garantir que les investisseurs institutionnels soient pleinement outillés pour gérer la complexité et saisir les opportunités émergentes.

Intervenants confirmés

PI Africa 2026 attire déjà un panel exceptionnel de leaders. Parmi les intervenants:

- Armando Manuel, président du conseil d'administration de la FSDEA (Angola)
- Shafeeq Abrahams, directeur général et principal responsable du fonds de pension et de prévoyance d'Eskom (Afrique du Sud)
- Hafiz Kawu, commissaire technique, PENCOR (Nigéria)
- Denis Charles Kouassi, directeur général, CNPS-CI (Côte d'Ivoire)
- Nazlie Seegers, directrice de l'expérience, Salt Employee Benefits (Afrique du Sud)
- Thato Norman, directeur général, Debswana Pension Fund (Botswana)
- Siongo Kisoso, directeur régional pour l'Afrique de l'Est, Swedfund (Kenya)
- Joyce Njuguna, directrice des investissements et directrice par intérim de la stratégie et de la planification, Kenya Power Pension Fund (Kenya)
- Mitesh Pema, directeur du fonds Mahlako (Afrique du Sud)
- Meta Mhlarhi, cofondateur, directeur exécutif et directeur du fonds Mahlako (Afrique du Sud)
- Brian Karidza, responsable, Actuariat et administration des avantages sociaux, GEPF (Afrique du Sud)
- Thomas Mketelwa, responsable principal, Caisse de retraite municipale du Kwazulu-Natal (Afrique du Sud)
- Oguche Agudah, membre du conseil d'administration, Association panafricaine des gestionnaires de fonds (PAFMA)
- Selim Basak, associé, responsable de Origination, Gemcorp Capital
- Marcus Weyll, PDG, Gemcorp Imbono
- Felipe Berliner, cofondateur et responsable de la structuration, Gemcorp Capital
- Jolly Mokorosi, vice-président, Asset Owners Forum (Afrique du Sud)

Ocorian renforce son engagement à long terme à Maurice avec un nouveau siège et des nominations à des postes de direction locaux

Le 14 janvier 2026, l'inauguration officielle de l'Ocorian Tower a marqué une étape déterminante dans le parcours d'Ocorian à Maurice, renforçant l'importance croissante du pays au sein du modèle opérationnel mondial et de la structure de gouvernance du Groupe. La cérémonie d'inauguration s'est tenue en présence de Chantal Free, directrice générale mondiale d'Ocorian, du Dr Jyoti Jeetun, ministre des Services financiers et de la Planification économique, ainsi que de Dhaneshwar Damry, Junior Minister des Finances, soulignant l'importance stratégique de cet événement tant pour l'organisation que pour l'écosystème économique national.

L'inauguration de l'Ocorian Tower coïncide avec deux évolutions majeures en matière de leadership qui soulignent davantage la confiance qu'Ocorian accorde à Maurice. Un ressortissant mauricien, Novan Maharajah, a été nommé Country Head d'Ocorian Mauritius, tandis qu'Ocorian a également pris la décision



stratégique d'établir Mano Mathews, son Global Head of Capability Centres, à Maurice — une initiative qui renforce le rôle de la juridiction au sein de la structure mondiale du Groupe.

Situé au Côte d'Or Technopole,

le nouveau siège réunit plus de 600 professionnels dans un environnement construit sur mesure et certifié LEED Gold, conçu pour favoriser la collaboration, l'innovation et une croissance durable. Au-delà de sa présence physique,

l'Ocorian Tower constitue un signal stratégique fort : Maurice n'est pas seulement un centre d'excellence opérationnelle, mais devient également un lieu de plus en plus important pour le leadership et les capacités mondiales au sein du Groupe.

Stablecoins and Regulation: Balancing Utility and Risk



By **BENITO ELISA**,
FOUNDER AND CEO OF SCRYBIT

Stablecoins have become a cornerstone of the digital asset ecosystem, offering price stability and operational efficiency in a market known for volatility. Their growing use in payments, trading, and settlement has drawn increasing regulatory attention worldwide. In the United States, recent legislation established clear requirements for stablecoin issuers, including reserve backing and disclosure obligations. These measures aim to protect users and reduce systemic risk by ensuring that stablecoins are supported by high-quality liquid assets. Similar approaches have been adopted in other jurisdictions, including Hong Kong, which now requires licensing and ongoing supervision of stablecoin issuers.

Stablecoins play a significant role in cross-border payments, enabling faster and lower-cost transfers compared with traditional banking rails. For businesses operating internationally, this utility has made stablecoins an attractive tool for treasury management and settlement. However, regulators remain cautious. Concerns persist around reserve transparency, concentration risk, and the potential impact on financial stability if stablecoins are widely adopted without adequate safeguards. Central banks and financial authorities continue to monitor developments closely.

For companies integrating stablecoins into their operations, understanding the regulatory framework is essential. Compliance with reserve, reporting, and licensing requirements will determine whether stablecoins can be deployed



effectively and sustainably within existing financial systems.

MARKET AND ADOPTION TRENDS

- A new Layer-1 blockchain designed for stablecoin ecosystems (Maroo) was introduced, signaling growing infrastructure development in this niche.
- Data indicates that USDT's market cap growth has slowed recently, raising questions about demand dynamics for the largest stablecoin.
- Ripple's RLUSD (Ripple USD) was listed on Binance and is expanding across blockchains, reflecting competitive diversification within stablecoin offerings.

INSTITUTIONAL AND CORPORATE INTEGRATION

- Circle is working with the United Nations Digital Hub of Treasury Solutions, applying stablecoins in global aid and treasury use cases.
- The New York Stock Exchange announced a tokenised securities trading platform funded by stablecoins, a sign that traditional financial infrastructure is increasingly integrating blockchain-based money.
- Visa's crypto leadership stated that stablecoins could play a growing role in payments settlement, underscoring interest from major payment networks.

REGULATION AND POLICY (CONTEXTUAL BUT RELEVANT)

- After the United States passed the GENIUS Act to regulate stablecoins with reserve and compliance requirements, regulators and lawmakers continue to refine frameworks intended to protect consumers while supporting institutional use.
- In Asia, jurisdictions like Hong Kong are set to issue stablecoin licenses in early 2026 under newly established regulatory regimes, expanding global legal clarity for issuers.

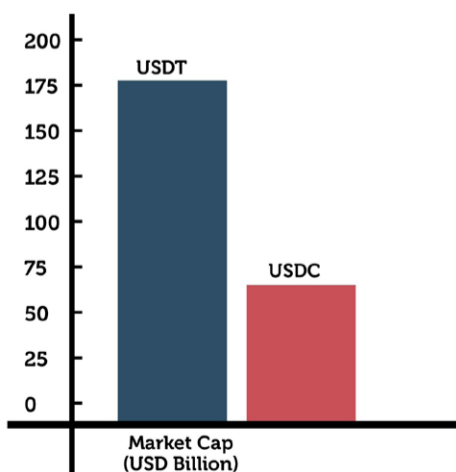
BROADER INDUSTRY SIGNALS

Recent industry reports show that stablecoin transaction volumes surged dramatically in 2025, into the tens of trillions of dollars globally, and enterprise use is expanding beyond trading into payments, payroll, and settlement systems. The stablecoin sector is evolving on multiple fronts — technological innovation, regulatory frameworks, institutional adoption, and differentiated product offerings — positioning it as a growing backbone for digital finance and cross-border settlement in 2026.

“
NYSE
announced
a tokenised
securities
trading
platform
funded by
stablecoins.



Market size and activity index



	24-hour Trading Volume	Vol/Mkt Cap (24h)
USDT	\$81.23 billion	43.44 %
USDC	\$13.95 billion	19.02 %

PERSPECTIVES PROFESSIONNELLES

L'ère des carrières linéaires est révolue, selon un nouveau rapport de l'ACCA

D'ici 2035, les modalités de travail des professionnels de la finance (comment, quand et où), ainsi que la nature même de leur travail, auront profondément évolué. Selon une nouvelle enquête de l'ACCA (Association of Chartered Certified Accountants), 62 % des répondants africains estiment que les parcours professionnels flexibles remplaceront les parcours linéaires au cours de la prochaine décennie. 28 % s'attendent par ailleurs à une coexistence équilibrée des deux approches.

En ce début d'année 2026 où, à Maurice, les résultats du School Certificate viennent d'être publiés et où ceux du Higher School Certificate sont attendus en février, l'éclairage qu'apporte cette étude peut être utile à celles et ceux qui feront bientôt un choix de carrière. Se préparer à une structure de carrière flexible est au cœur des recommandations de ce nouveau rapport de l'ACCA, intitulé « Des parcours professionnels repensés ».

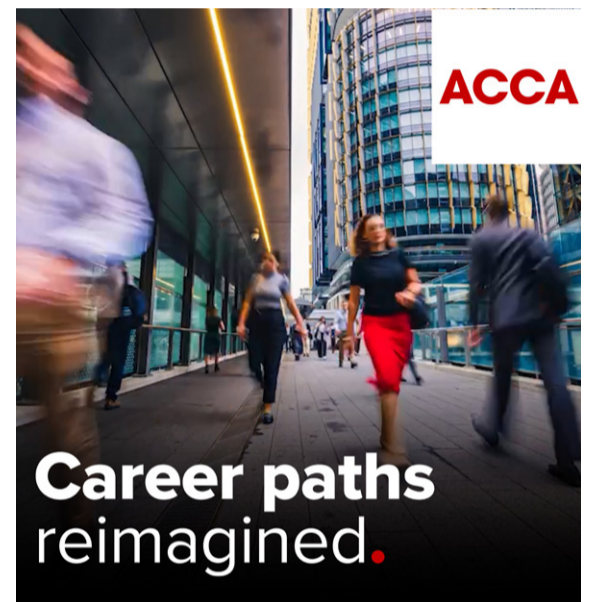
Plus de 450 membres africains de l'ACCA, futurs membres et employeurs ont participé à cette étude mondiale (2 600 participants au total), qui a permis d'identifier les compétences essentielles que les professionnels de la finance devraient développer pour réussir leur carrière. L'accent est mis sur les compétences interpersonnelles, technologiques et techniques, le développement de spécialisations, ainsi que la curiosité et l'adaptabilité. Les interruptions de carrière et les « micro-retraites » devraient se multiplier à mesure que les professionnels allongent leur temps de travail. « Ce rapport dresse un tableau positif d'un environnement dynamique, adaptable et riche en opportunités pour le développement de carrière en Afrique, façonné par les tendances démographiques, les réalités économiques et l'évolution rapide des technologies et des attentes professionnelles », a déclaré Jamil Ampomah, directeur Afrique de l'ACCA.

Helen Brand, directrice générale mondiale de

l'ACCA, a quant à elle expliqué que « la comptabilité se redéfinit, ce qui remodèle et élargit le rôle de la profession. Si les parcours professionnels traditionnels cèdent la place à des parcours plus flexibles et individualisés, axés sur les compétences plutôt que sur les titres, les opportunités de croissance et d'épanouissement n'ont jamais été aussi importantes pour ceux qui sont prêts à embrasser le changement ».

« Pour réussir, les professionnels de la finance doivent être prêts à se défaire des attentes obsolètes et à embrasser un avenir qui verra l'essor de carrières hyper-personnalisées, caractérisées par une plus grande flexibilité mais une moindre prévisibilité. Prendre davantage en main sa carrière et son apprentissage est essentiel ; développer continuellement les compétences adéquates est indispensable pour évoluer dans un environnement de travail flexible », a-t-elle ajouté.

Clive Webb, Head of Business Management de l'ACCA et auteur du rapport, a pour sa part affirmé que « ce rapport montre que ceux qui comprennent et s'adaptent aux changements bénéficieront de carrières stimulantes et enrichissantes dans la finance et la comptabilité. La curiosité et l'adaptabilité seront des atouts essentiels à la réussite professionnelle, car les carrières seront flexibles et dynamiques. Les perspectives de carrière sont prometteuses pour ceux qui sont prêts à saisir les opportunités. Les employeurs doivent s'adapter et anticiper les changements dès maintenant afin



d'optimiser le potentiel des talents, de répondre à la demande de compétences et de garantir un vivier de talents durable pour une profession en pleine mutation ».

Les personnes interrogées en Afrique ont classé la technologie comme le facteur de changement le plus important parmi huit qui redessinent les parcours professionnels et les lieux de travail de demain. Les incertitudes géopolitiques et économiques arrivent en deuxième position.

Nextep affirme sa vision d'un habitat durable, innovant et accessible

L'exercice 2025 a constitué un véritable pivot stratégique pour Nextep, dont le positionnement s'est affirmé autour d'une vision holistique de l'habitat. En conjuguant innovation technologique, accompagnement personnalisé et impératifs de durabilité, le groupe s'adapte aux mutations structurelles de l'économie et de l'énergie. Portées par cette synergie, les entités Nextep Home Solution, Nextep Contracting et Nextep Eco Solution dessinent une trajectoire cohérente, capable de satisfaire les exigences immédiates du marché tout en s'inscrivant dans une prospective de long terme. Cette évolution repose sur une compréhension et une intégration des réalités locales et des tendances de consommation. Nextep se positionne comme un partenaire de confiance, capable d'accompagner les familles et les entreprises à chaque étape de leurs projets, de la réflexion initiale à la concrétisation. L'approche combine

expertise technique, outils technologiques de pointe et suivi personnalisé, avec pour objectif de sécuriser les investissements et de simplifier des parcours clients souvent complexes.

À travers Nextep Home Solution, l'entreprise poursuit le développement d'une expérience client axée sur le conseil, la projection et la personnalisation des projets. Fondée sur l'écoute et la proximité, cette démarche a permis de renforcer la relation de confiance avec les clients, tout en posant les bases d'une croissance durable. En intégrant des services complémentaires et des solutions adaptées à chaque projet, Nextep répond à des attentes de plus en plus élevées, tant sur le plan du confort que de la fonctionnalité.

Parallèlement, Nextep a renforcé son engagement en faveur du développement durable à travers Nextep Eco-Solution. Cette orientation stratégique s'est notamment concrétisée par le

déploiement d'une offre photovoltaïque clé en main, introduite en juillet 2025. De l'audit énergétique personnalisé à l'installation, puis à l'accompagnement

post-installation, cette offre se distingue par une approche sur mesure, tenant compte des réalités locales et visant une autonomie énergétique réelle.



Heritage Awali et Veranda Paul & Virginie primés aux HolidayCheck Awards 2026

Heritage Awali et Veranda Paul & Virginie se distinguent une fois de plus sur le plan international. En effet, ces deux établissements emblématiques du groupe ER Hospitality ont été récompensés dans plusieurs catégories lors des prestigieux HolidayCheck Awards, une reconnaissance basée sur les avis et recommandations des voyageurs du monde entier. Heritage Awali s'est vu décerner les prix Best All-Inclusive Hotel à Maurice, Best Beach Hotel, Best Luxury Hotel, Best Active Vacation, Best Beach Vacation Hotel, Best Hotel Resort, Best Couple Hotel et Best New Award Hotel, tandis que Veranda Paul & Virginie a été primé dans les catégories Best AI Hotel in Mauritius, Best Beach Hotel, Adult Only Hotel, Best Beach Vacation Hotel, Best Couple Hotel et Best New Award Hotel. Par ailleurs, Veranda Pointe aux Biches, Veranda Grand Baie et Veranda Tamarin ont également été distingués pour la qualité de leurs services et l'expérience

proposée à leurs clients.

Depuis son ouverture, Heritage Awali incarne une hospitalité chaleureuse où le confort décontracté rencontre une élégance raffinée dans un cadre profondément inspiré par la richesse culturelle de l'île Maurice. Quant à Veranda Paul & Virginie, l'établissement hôtelier propose une expérience intimiste réservée aux adultes, idéale pour les couples en quête de tranquillité.

Pour Thierry Montocchio, CEO de ER Hospitality, « ces distinctions reflètent la persévérance de nos équipes ainsi que notre passion pour offrir des séjours mémorables à nos clients. Les HolidayCheck Awards récompensent les établissements les plus populaires auprès des voyageurs selon des critères stricts. Ainsi, chaque prix obtenu est une motivation supplémentaire pour continuer à innover et à enrichir l'expérience de nos visiteurs à travers nos différentes propriétés à Maurice ».



« Veganuary » dans les hôtels Attitude : Ateliers et expériences autour de la cuisine végétale

Ateliers de préparation de plats végans, friandises véganes offertes, jeux de découverte... autant d'activités proposées dans les hôtels Attitude à l'occasion de Veganuary.

Cette année encore, le groupe Attitude renouvelle et renforce son engagement en faveur d'une alimentation plus responsable en commençant l'année avec Veganuary, le mouvement international qui invite le public à adopter une alimentation végétane tout au long du mois de janvier. En 2025, plus de 25,8 millions de personnes ont participé à ce rendez-vous mondial, motivées par des enjeux de santé, d'environnement et de bien-être animal.

Pendant tout le mois de janvier, les hôtels Attitude déploient une série d'actions de sensibilisation et d'expériences culinaires autour de l'alimentation 'plant-based'. Les clients reçoivent en chambre des Vegan Coconut Balls, accompagnées d'une note explicative présentant la démarche Veganuary et les engagements du groupe.

En collaboration avec son partenaire Ecoshe, Attitude organise aussi des ateliers participatifs :

- Pour les enfants: préparation de vegan superpower balls.
- Pour les adultes: dégustation de plats végans et jeu interactif « devinez les ingrédients ».

Des Management Cocktails sont également organisés dans les hôtels, avec un service d'amuse-bouche végans et une prise de parole des General Managers pour mettre en lumière les actions et engagements du groupe. En interne, la cantine du Head Office propose un menu 100 % végétan tous les vendredis pendant Veganuary, afin d'impliquer pleinement les équipes dans cette démarche.

Sunlife annonce deux promotions internes pour renforcer son leadership : Clency Romeo et Jean-Marc Ma Poon



Sunlife a annoncé deux promotions internes, illustrant son engagement à valoriser et à développer les talents au sein de Sunlife. Ainsi depuis le 1er janvier, Clency Roméo est le nouveau Chief Sustainability Officer de Sunlife, tandis que Jean-Marc Ma Poon prend les rênes des 'sister resorts' Sugar Beach et La Pirogue. Cette nomination revêt une signification particulière pour La Pirogue, véritable icône de l'hôtellerie mauricienne qui célèbre cette année son 50e anniversaire. Sous la direction de Jean-Marc Ma-Poon, La Pirogue et Sugar Beach poursuivront leur évolution côte à côte tout en restant fidèles à leur identité. Professionnel reconnu de l'hôtellerie, Jean-Marc Ma-Poon bénéficie d'une vaste expérience opérationnelle au sein du groupe Sunlife. De nationalité mauricienne et diplômé de l'Ecole Hôtelière de Glion, Jean-Marc Ma-Poon possède une solide expérience dans le secteur touristique à l'étranger, notamment aux USA, en Europe, en Asie et au Moyen Orient. Figure respectée et largement reconnue du paysage hôtelier mauricien et régional, Clency Roméo cumule quant à lui plus de 30 ans d'expérience marquée par l'excellence opérationnelle, le leadership humain et l'engagement durable.

RENCONTRE

Réponse d'urgence à la pollution marine dans l'océan Indien occidental (OIO)

Du 19 au 25 janvier 2026, Zanzibar (Tanzanie) accueille une réunion régionale consacrée à la réponse d'urgence à la pollution marine dans l'océan Indien occidental (OIO). Cette rencontre réunit des experts techniques, des responsables opérationnels et des décideurs publics issus de dix pays de la région, afin de renforcer la coordination régionale et les capacités de préparation et de réponse face aux incidents de pollution marine.

La réunion est organisée par le Secrétariat de la Convention de Nairobi, en partenariat avec l'Ocean Country Partnership Programme (OCP) du Royaume-Uni et la Commission de l'océan Indien (COI). Les travaux visent à préserver les moyens de subsistance des pêcheurs et des communautés côtières, en faisant progresser un cadre régional pragmatique et opérationnel pour la prévention et la gestion des situations d'urgence liées à la pollution marine. Les risques de pollution des mers et des océans s'intensifient sous l'effet combiné de la fréquence accrue des événements climatiques extrêmes, de l'accroissement du commerce maritime mondial, de l'évolution des carburants maritimes et de l'augmentation significative de la capacité des navires porte-conteneurs. Lors de la cérémonie d'ouverture, les intervenants ont souligné l'urgence d'une action régionale concertée. Le capitaine Hamad Bakar Hamad, Secrétaire principal au Ministère



de l'Économie bleue et de la Pêche, a insisté sur la nécessité d'une solidarité transfrontalière, affirmant que « la coopération régionale est indispensable pour protéger l'environnement marin et les îles côtières, notamment à travers le partage d'expériences pratiques et des enseignements tirés du terrain ». Dans le même esprit, Raj Mohabeer, chargé de mission au sein de la Commission de l'océan Indien, a mis en avant la valeur ajoutée des

partenariats, soulignant que « le travail conjoint avec l'ensemble des organisations, et en particulier le partage des bonnes pratiques à l'échelle régionale, est essentiel à la mise en place d'une réponse efficace et durable à la pollution marine ». Timothy Andrew, responsable principal de programme au Secrétariat de la Convention de Nairobi, a réaffirmé le rôle central de la Convention dans l'accompagnement des États,

précisant que « le renforcement et l'opérationnalisation du protocole d'urgence de la Convention de Nairobi constituent un levier clé pour garantir des réponses rapides, coordonnées et efficaces aux incidents de pollution marine dans l'océan Indien occidental ».

Tout au long de la réunion, les participants renforceront leur coopération en matière de prévention, de préparation, de communication et de réponse opérationnelle. Les échanges porteront notamment sur la finalisation et les modalités de mise en œuvre d'un cadre stratégique destiné à guider les réponses coordonnées aux incidents majeurs, tels que les marées noires. Le Plan régional de contingence pour la préparation et la réponse aux incidents de pollution marine sera ensuite soumis à la 12e Conférence des Parties à la Convention de Nairobi en 2026, instance décisionnelle majeure pour la protection de l'environnement marin partagé de la région.

The Signature : Un projet urbain d'envergure prend vie sur Le Boulevard de Mont Choisy

Le groupe Mont Choisy a marqué une étape symbolique dans l'avancement de The Signature, un développement immobilier à usage mixte situé au cœur du Boulevard de Mont Choisy. Après le début des travaux en novembre 2025, la cérémonie de bénédiction s'est en effet tenue dans la matinée du 20 janvier, en présence de Vincent Hardy, CEO du groupe Mont Choisy, du Père Goupille et du Pandit Ramdin.

Conçu pour s'intégrer naturellement à son environnement urbain, The Signature occupe une position stratégique sur le Boulevard de Mont Choisy, à proximité immédiate de Mont Choisy Le Mall et de la clinique C-Care, plaçant services essentiels, espaces de travail, commerces et loisirs à portée immédiate. Cette implantation contribue à la création d'un cadre de vie urbain connecté, favorisant les usages quotidiens et la proximité.

« The Signature reflète notre engagement en faveur d'un développement urbain réfléchi et responsable. Plus qu'un projet immobilier, il s'inscrit dans une vision globale d'aménagement du territoire, alignée avec les priorités nationales en matière de durabilité, tout en contribuant à une croissance économique pérenne grâce à une approche urbaine intégrée », souligne Vincent Hardy, CEO du groupe Mont Choisy.



Peach Payments soutient Ticketbox.mu

Peach Payments, l'un des principaux prestataires de services de paiement panafricains, et Ticketbox.mu, l'écosystème de commerce électronique à croissance rapide à Maurice, célèbrent deux ans de partenariat stratégique qui a permis de mettre en place des paiements numériques fluides, automatisés et hautement fiables pour les consommateurs et les commerçants de toute l'île.

Selon Ajay Deora, PDG et fondateur de Ticketbox.mu, ce partenariat a été le moteur principal qui a permis à cette entreprise native de technologie de développer rapidement son écosystème d'événements, d'hôtels, de vols, de restauration, de santé, de bien-être et d'autres activités de loisirs sans être limitée par le rapprochement des paiements, les temps d'arrêt ou les processus manuels.

Sandeep Chagger, directeur général de Peach Payments, a quant à lui déclaré que « notre mission à Peach Payments est d'aider les entreprises africaines à se développer localement et à s'étendre à l'international. Ticketbox.mu incarne l'esprit d'entreprise que nous apprécions soutenir : autonome, ambitieux et en pleine expansion. En regroupant tous les principaux moyens de paiement locaux et internationaux sous un même toit, nous permettons à Ticketbox.mu de se concentrer sur l'offre d'expériences exceptionnelles tandis que nous nous chargeons de l'infrastructure de paiement ».

RELEVER L'EXPÉRIENCE DU COMMERCE

ÉLECTRONIQUE À MAURICE

Fondée en 2018 pour proposer des réservations d'événements, Ticketbox.mu est devenue l'une des plateformes en ligne les plus innovantes du pays. Avec sa plateforme entièrement native et personnalisée, Peach Payments a compris les exigences uniques de Ticketbox.mu.

« Peach Payments est le seul prestataire de services qui aurait pu faire ce qui était nécessaire pour transformer notre activité et rendre le processus de paiement, qui est essentiel, transparent pour nos clients », a déclaré Ajay Deora. « Leur intégration approfondie avec MCB Juice et l'automatisation de notre flux de paiement de bout en bout ont été révolutionnaires pour Ticketbox.mu. »

Grâce à la présence de Peach Payments dans plus de 10 pays africains, ce partenariat ouvre également la voie à Ticketbox.mu pour s'étendre au-delà de l'île Maurice. A titre d'exemple, l'entreprise a récemment ajouté 50 hôtels à La Réunion à sa liste d'établissements hôteliers.



Vision 2050 : Le ministère de la Planification économique donne le coup d'envoi des réunions multipartites

À la suite du lancement officiel des consultations nationales de la Vision 2050 par le Premier ministre, le Dr Navin Ramgoolam, en décembre 2025, le ministère des Services financiers et de la Planification économique a tenu, le jeudi 15 janvier, à Èbène, une session multipartite de consultations consacrée à la présentation du cadre méthodologique et des modalités des consultations thématiques. Présidée par la ministre des Services financiers et de la Planification économique, Dr Jyoti Jeetun, cette rencontre a réuni des représentants de plusieurs ministères, ainsi que des acteurs clés du secteur privé, dont Business Mauritius et ses neuf associations partenaires, Mauritius Finance, la SME Chamber, le monde académique, etc. Les échanges ont porté sur l'architecture globale des consultations, les modalités de collaboration entre les



parties prenantes, ainsi que sur la structuration des groupes thématiques appelés à contribuer à l'élaboration de la Vision 2050. S'exprimant à cette occasion, la

ministre a déclaré que « Vision 2050 est un exercice de projection collective qui doit traduire les aspirations profondes de la société mauricienne. Il s'agit de bâtir, ensemble, une feuille

de route pour le pays – inclusive, crédible et tournée vers l'avenir – afin de relever les défis de demain et d'améliorer durablement la qualité de vie de chaque Mauricien ».

IBL ON THE MOVE 2026

Inscrivez-vous pour soutenir l'APEIM

Les inscriptions pour la 14^e édition de IBL on the Move - Special Disability Edition, organisée par le Groupe IBL, sont désormais ouvertes jusqu'au mercredi 18 mars 2026. L'événement sportif et caritatif se déroulera le samedi 18 avril à Azuri Ocean & Golf Village, à Rivière du Rempart, et proposera plusieurs épreuves accessibles aux personnes âgées de 6 à 75 ans : course à pied sur 6 km et 12 km, le triathlon en solo et en relais, ainsi qu'une épreuve de VTT sur 40 km.

Fidèle à sa signature « *Moving for a cause* », IBL on the Move est devenu un rendez-vous incontournable du calendrier sportif et solidaire à Maurice, rassemblant chaque année des sportifs, collaborateurs, familles et partenaires autour d'une cause qui génère un impact positif sur la société mauricienne.

En novembre 2025, un appel à projets avait été lancé à travers la Fondation Joseph Lagesse, le bras social du Groupe IBL, afin de sélectionner l'ONG bénéficiaire de cette édition spéciale, placée sous le signe du handicap et de l'inclusion. À l'issue de ce processus, l'Association de Parents d'Enfants Inadaptés de l'île Maurice (APEIM) a été choisie comme bénéficiaire.

Fondée il y a 55 ans, l'APEIM œuvre en faveur de l'inclusion sociale et professionnelle des personnes vivant avec un handicap mental. Les fonds collectés permettront à l'APEIM de renforcer l'employabilité et l'autonomie de ses bénéficiaires grâce au Callithea Café, une entreprise sociale inclusive. Ce soutien permettra d'accueillir davantage de stagiaires et de créer un environnement de formation complet, favorisant le développement de leurs compétences professionnelles et leur insertion durable dans le monde du travail.

« Depuis sa création en 2013, IBL on the Move



s'affirme comme un rendez-vous collectif qui allie sport, engagement et solidarité. Cette année, le comité a choisi de soutenir l'APEIM, dont l'action en faveur de l'autonomie et de l'insertion professionnelle des personnes vivant avec un handicap reflète pleinement les valeurs portées par le Groupe IBL – le vivre-ensemble et l'inclusion. En se mobilisant autour de cette édition, chacun peut contribuer concrètement à bâtir un avenir meilleur, en accord avec notre raison d'être : 'Shaping better lives and better tomorrows. Together', souligne Viken Vadeevaloo, Fondation

Manager de la Fondation Joseph Lagesse. De son côté, Timothy Nootoo, responsable des projets chez l'APEIM, souligne que « chaque jeune adulte avec un handicap intellectuel est un citoyen comme un autre, qui a sa place dans notre société. Grâce à notre initiative d'entreprise sociale Callithea, l'APEIM souhaite redéfinir l'avenir pour ces jeunes que nous suivons en leur offrant compétences et autonomie. Nous sommes convaincus qu'elle se traduira par un impact significatif au sein de la société ».

LUX* Le Morne lance une nouvelle série de 'beach parties' avec Stories Under the Blue Sky

LUX* Le Morne donnera le coup d'envoi de Stories Under the Blue Sky le 31 janvier 2026. Il s'agira du premier rendez-vous d'une série de 'beach parties' imaginées pour les Mauriciens et les résidents de l'hôtel. Organisé en plein air, face au lagon, l'événement promet une ambiance électro solaire mêlant 'DJ sets', performances live, cocktails signatures et 'food stations'.

Cet événement s'adresse à celles et ceux qui recherchent bien plus qu'un simple après-midi au bord de l'eau. Le concept invite à mettre le quotidien sur pause pour ne garder que l'essentiel : l'ambiance, se reconnecter avec les amis, et surtout s'amuser dans un cadre premium et décontracté.

À l'affiche de cette première édition : DJ Vanessa accompagnée de la violoniste Vero Migroof, ainsi que DJ Malou avec le percussionniste Julien Monasie.



Noemi Alphonse en Australie avec le soutien du Groupe ABC

Le Groupe ABC accompagne une nouvelle fois la para-athlète mauricienne Noemi Alphonse, double championne du monde du 100 m, dans une phase déterminante de sa préparation internationale en Australie. Partenaire fidèle de son parcours depuis 2017, le Groupe renouvelle son engagement auprès de cette athlète d'exception, qui continue de porter haut les couleurs de Maurice sur la scène internationale. Ce déplacement s'inscrit dans une relation de confiance bâtie au fil des années et dans la volonté du Groupe ABC de créer un environnement propice à la performance et à l'excellence, tout en affirmant son attachement profond aux valeurs nationales et son ambition de faire rayonner l'île Maurice à l'étranger à travers le sport de haut niveau.

« Nous accompagnons Noemi depuis 2017 et c'est une immense fierté de la voir progresser et s'affirmer année après année. Notre engagement est guidé par une relation basée sur la loyauté et par la volonté de lui offrir les meilleures conditions pour se dépasser », souligne Lorna Chengalaram, Group Communications Manager du Groupe ABC. Après un camp d'entraînement intensif à l'Australian Institute of Sport du 5 au 19 janvier, Noemi Alphonse a participé au Summer Down Under Series du 21 au 23 janvier. Elle s'est illustrée dès l'ouverture de la compétition en remportant le 100 m,



confirmant ainsi la solidité de sa préparation. Elle prend également part aux épreuves du 400 m, 800 m et 1 500 m, avant de s'aligner sur la course OZ Day de 10 km à Sydney le 26 janvier.

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