Technology & **Transformation**

10 YEARS OF IBL

"Ten years ago, our work was about building the foundations. Our businesses were running on different systems, digital capabilities varied widely, and in some cases, core platforms such as ERP simply didn't exist. There was no single Group view of data.

Today, many of those foundations are firmly in place. Shared platforms connect operations across 20 territories, data increasingly informs decision-making, and technology is embedded in how we work, think, and serve customers daily. Our role has evolved too. We are no longer just implementing technology; we are helping an increasingly regional Group leverage it responsibly, securely and at scale, and creating the conditions for technology to deliver value."



Diya Nababsing-Jetshan
Group Head of Technology & Transformation - IBL Group

EVOLVING CAPABILITIES TO SUPPORT A REGIONAL IBL

Technology & Transformation (T&T) drives the Group's growth by integrating acquired businesses, providing oversight of the platforms used across clusters, and establishing the governance needed for businesses to adopt new technologies safely and effectively.

Following the new cluster structure in FY2025, technology capabilities are increasingly being developed within the clusters themselves. As their businesses grow in scale and complexity, clusters are strengthening their own technology leadership and digital capabilities to better support their business needs. This gives them greater ownership of technology delivery and allows decisions to be made closer to the business, while T&T at the Head Office focuses on areas where Group-wide alignment matters most: setting technology standards, cybersecurity, shared platforms, and governance.

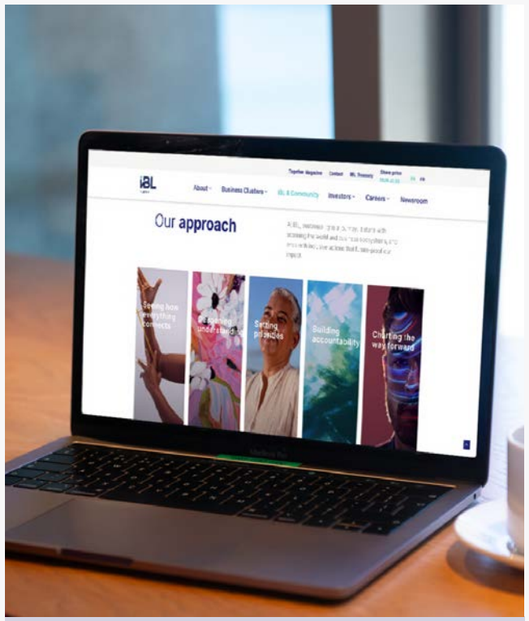
This operating model supported several large-scale transformation programmes during FY2026, including ERP rollouts at Naivas and Seybrew (pages 52 to 53). Beyond delivery, the year was also shaped by the rise of Artificial Intelligence (AI). As AI tools become more accessible, they are creating new opportunities for how teams work, solve problems and develop solutions, while also introducing new considerations around security, governance and responsible adoption.

STRENGTHENING GOVERNANCE AND DIGITAL RESILIENCE

Generative AI has accelerated the democratisation of technology. Employees are experimenting with AI tools in their personal lives and bringing that curiosity into the workplace. Even with limited technical expertise, people can now code, build prototypes, automate processes and develop applications that would previously have required specialist skills.

This is creating opportunities for innovation and productivity, but also changing how technology needs to be governed. Solutions can now be developed outside traditional IT processes, raising new risks around security, data protection, and the responsible use of AI models without appropriate oversight.

Rather than restricting experimentation, T&T's focus has been on putting the governance and guardrails in place for responsible adoption. Two frameworks were introduced during FY2026:



- **An updated Generative AI Policy**, developed with the Group IT Committee and launched in May 2026, builds on twelve months of experimentation and implementation lessons and gives clearer guidance on the responsible use of AI across the Group.



- **A new Secure Software Development Policy** provides a framework for employees to experiment with approved AI tools, while ensuring that any solution moving into production meets the required security and governance standards.

As the number of digital tools, platforms and data flows continues to grow, maintaining visibility across the Group's technology environment is critical. A Group-wide cyber threat intelligence platform is being deployed to give businesses greater visibility over potential threats and exposures specific to their businesses, while enabling a more coordinated cyber defence across IBL.

Building on the first Group-wide IT maturity assessment completed in 2021, EY was appointed to carry out the second assessment round across IBL businesses during the past year. The exercise evaluates progress, identifies capability and governance gaps, and helps businesses prioritise technology investments in line with their operational needs. The assessment showed progress made across Governance & Strategy and Infrastructure & Operations, while pointing to opportunities to strengthen Project Management and Data & AI.

Technology & **Transformation**

Case study

SEYBREW: FROM ERP IMPLEMENTATION TO BUSINESS TRANSFORMATION

Following the acquisition of Seybrew, Phoenix Beverages Limited (PBL) had only a limited window to continue using the existing ERP system. A new platform was urgently needed to allow Seybrew to operate independently and provide a modern foundation for future growth. With just five months to design, configure and deploy the new system, the project demanded careful planning, rapid decision-making and close collaboration across Mauritius and Seychelles.

The team took a different approach to the ERP implementation: rather than extensively customising the system to replicate existing processes, they selected a platform designed specifically for the beverage industry. They then aligned Seybrew's ways of working with the system's built-in best practices, avoiding unnecessary complexity and creating a platform that can continue benefiting from future software upgrades.

Delivering the project within five months demanded tight coordination between PBL, Seybrew and IBL's T&T team. PBL led the transition, while T&T provided project management support, coordinating the technology partner, governance, testing and reporting. A Steering Committee brought together business leaders, process owners, key users and project teams across Mauritius and Seychelles around a common objective and a fixed deadline. Change management was equally important, with a strong focus on training users and supporting adoption of new ways of working. The team deliberately brought on an experienced change consultant, who monitored user engagement throughout and proactively closed readiness gaps before the go-live.

The ERP successfully went live in April 2026, providing Seybrew with a modern digital foundation and a shared platform with PBL.

OUTCOMES

- **65 users trained and onboarded** on the new ERP
- **One shared platform connecting Mauritius and Seychelles** teams across finance, supply chain and operations
- **Greater end-to-end visibility**, supporting faster analysis and decision-making
- **Future-ready cloud platform**, making it easy to add new upgrades and capabilities, including AI-enabled features

"The temptation with any ERP project is to customise the system so it mirrors the way the business already works. But heavy customisation creates complexity over time: every upgrade, integration or process change becomes harder and more expensive to manage. We chose instead to start from a solution built for our industry and adapt only where it was genuinely needed. Technology was the enabler, but the real transformation came from rethinking how Seybrew operates and building a platform that can keep scaling and improving."

Ghirish Gajeelee
Senior Manager Technology & Transformation - PBL

"What made this project successful was the level of ownership across the business. The project sponsor, business process owners, process champions and key users from both Mauritius and Seychelles were heavily involved throughout the journey. Meeting the deadline depended less on the technology itself than on clear governance, defined responsibilities, and the commitment of all the teams involved. User acceptance testing (UAT) was well planned and successfully executed, ensuring that teams were confident with the new processes and ready to operate from day one. In my 20 years of experience, this was the smoothest ERP go-live I've been part of."

Riley Jowohir
Project Manager - Group Technology & Transformation

Case study

LEADING CHANGE ACROSS A GROWING RETAIL NETWORK

Naivas' rapid expansion transformed the scale and complexity of its operations. In three years, the retailer grew from 87 branches to more than 114 locations across Kenya, with a technology environment serving over 12,000 employees and more than 25 terabytes of data. Its legacy on-premises ERP system, supporting finance, supply chain and retail operations, had reached its limits and no longer provided the scalability, reporting capabilities and visibility required for the next phase of growth.

Replacing the system was only one part of the transformation. The programme also required employees across more than 100 locations to adopt new processes and ways of working, while keeping one of Kenya's largest supermarket chains operating without disruption.

The programme combined a new cloud-based ERP with strong governance and change management. A Steering Committee, bringing together Naivas, IBL's Technology & Transformation team and implementation partners, provided oversight throughout the project, ensuring alignment across multiple workstreams and supporting critical decisions.

A dedicated change management workstream helped prepare employees for the transition. The team assessed how roles and processes would be impacted, engaged employees through targeted sessions, and involved users throughout testing phases. A network of 20 cross-functional super-users was established to support colleagues and build ownership across the organisation.

The ERP went live in April 2026 through a hybrid rollout,with back-office functions deployed first using a "big-bang" approach, before progressively extending to point-of-sale operations using a phased roll-out approach. Early benefits include the introduction of inventory valuation and financial reporting capabilities, while warehouse operations have expanded from serving 11 branches to 40, increasing distribution capacity as rollout continues.

OUTCOMES

- **3,000+** users transitioned onto the new platform
- Inventory valuation and financial reporting **capabilities introduced**
- Distribution centre coverage expanded from **11 to 40 branches** and increasing
- **Digital foundation established for future capabilities**, including loyalty management, advanced analytics and AI
- Stable and OEM-supported technology platform

"We were changing the engine while the business continued running at full speed. We had hundreds of thousands of transactions happening every day, multiple workstreams running in parallel, and teams working across different countries and time zones towards the same deadline. The differentiator in this project was having disciplined governance. The Steering Committee met daily, bringing together the right stakeholders across Naivas, IBL and implementation partners, and maintained momentum throughout the transformation."

Francis Ngari
Chief Technology Officer - Naivas

"The biggest challenge in this transformation project was not teaching people how to use a new system, but helping them understand why the change was needed. I completed a change management certification during the project because I needed to better understand how to support colleagues during this transition. We focused not only on giving people the knowledge and skills to use the system, but also the confidence to embrace new ways of working. Transformation is sustainable only when people feel prepared and part of the journey."

Dickson Airo
Operations Manager - Naivas