



**Technology
Sovereign
Consortium**

Corporate Profile

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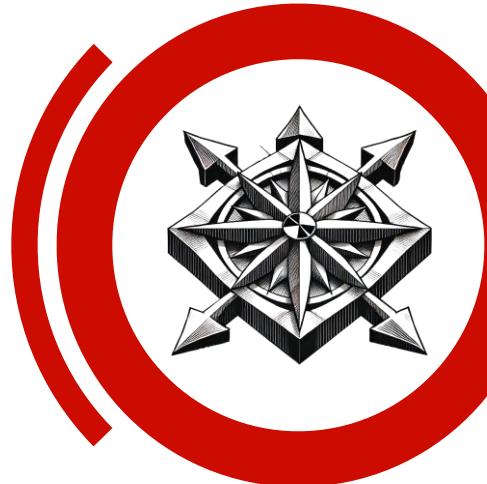
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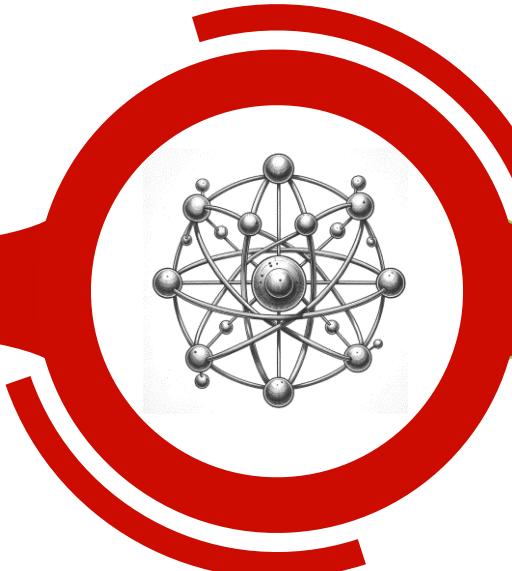
Technology Sovereign Consortium (TSC)

Building and safeguarding critical digital capabilities in Mauritius, for Mauritius.



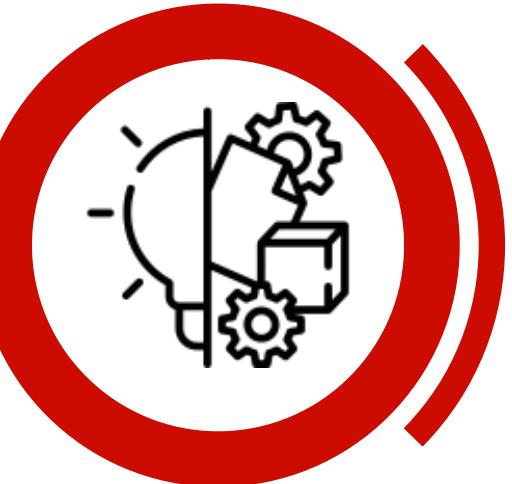
Mandate

- ✓ Provide a neutral, nationally anchored platform to advance technology sovereignty.
- ✓ Align public purpose with private discipline in accordance with established policy and procurement frameworks.
- ✓ Prioritise programmes that strengthen resilience, trust, and competitiveness across the economy.
- ✓ Notwithstanding market fragmentation, coordinate stakeholders to reduce duplication and accelerate delivery.



Proposition

- ✓ Curate investable programmes across data infrastructure, sovereign cloud, cyber trust, and connectivity.
- ✓ Mobilise blended capital and operating expertise pursuant to transparent governance and ethics.
- ✓ Establish clear performance metrics and reporting cadence; thereafter iterate based on evidence.
- ✓ Moreover, enable local capability transfer, supplier development, and high-skill employment.



Outcomes

- ✓ Enhanced national resilience and service continuity across public and private sectors.
- ✓ Increased digital trust, citizen protection, and regulatory assurance.
- ✓ Predictable programme delivery, measurable socio-economic impact, and prudent stewardship of resources.
- ✓ Accordingly, crowd-in private investment while minimising fiscal burden over the programme life.

Purpose, Vision and Mission

Build and safeguard critical digital capabilities in Mauritius, for Mauritius.

Guiding principles

- **Public purpose first** — mission-lock and integrity.
- **Evidence-led delivery** — measurable KPIs and cadence.
- **Partnership by design** — fair, transparent engagement.
- **Capability transfer** — build skills and local suppliers.

Purpose

- ✓ Provide a neutral, nationally anchored vehicle to advance technology sovereignty in accordance with public policy.
- ✓ Safeguard critical capabilities and reduce systemic risk across Government and industry.
- ✓ Align public purpose with private discipline to deliver durable outcomes and value for money.



Vision

- ✓ A resilient, trusted and competitive digital Mauritius, recognised regionally for secure infrastructure and service continuity.
- ✓ A flourishing ecosystem wherein local talent and enterprises participate meaningfully in national programmes; moreover, capabilities are retained domestically.
- ✓ Notwithstanding market fragmentation, stakeholders collaborate through clear roles, transparent metrics and shared incentives.



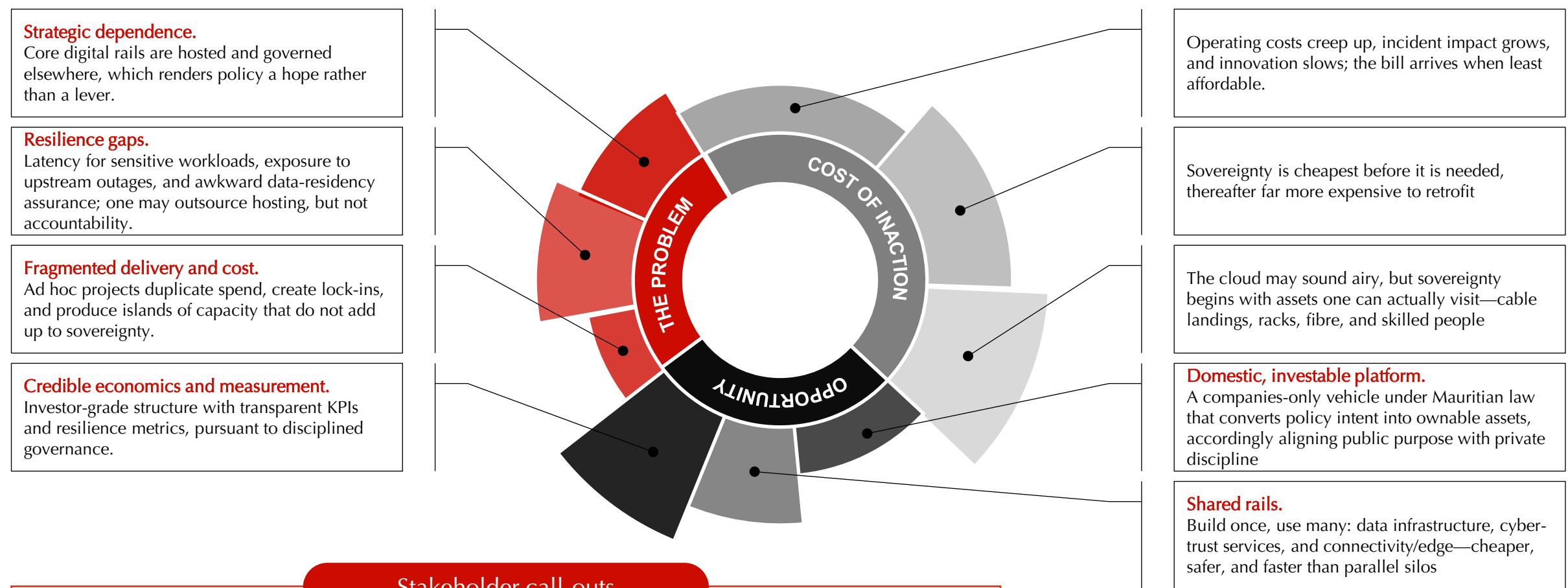
Mission

- ✓ Curate and deliver priority programmes across data infrastructure, sovereign cloud, cyber trust and connectivity.
- ✓ Mobilise capital and expertise pursuant to robust governance, ethics and reporting; thereafter iterate on evidence.
- ✓ Establish performance frameworks and disclose progress accordingly, reinforcing trust and accountability.



The Case for Technology Sovereignty

From strategic dependence to resilient, investable control.



✓ **Government**

visible nation-building without direct budget outlay, with on-shore, auditable assets

✓ **Enterprises/Operators**

fewer outages, lower compliance friction, more traffic kept local

✓ **Investors/CSR**

bankable cash-flows and transparent dashboards; national benefits with commercial discipline

Stakeholder call-outs

Who We Are

An apolitical, domestically anchored consortium serving national outcomes.

1 Identity



- Independent, mission-led consortium domiciled in Mauritius, neutral and non-partisan.
- National purpose at the core; delivery pursued in accordance with policy objectives and regulatory expectations.
- Transparent governance ethos, with integrity, accountability and appropriate oversight.
- Vendor-agnostic and partnership-oriented; moreover, designed to convene rather than dominate.

2 Role



- Translate policy intent into investable, outcome-based digital programmes.
- Crowd-in private capital and expertise, accordingly minimising direct fiscal burden.
- Build shared digital rails that enhance resilience, trust and competitiveness.
- Promote capability transfer, skills development and a stronger local supply base.

3 Operating Posture



- Evidence-led delivery with clear KPIs, reporting cadence and open-book engagement.
- 'Security by design' and 'privacy by default', pursuant to recognised standards.
- Fair, transparent collaboration with public counterparts and industry; in accordance with PPP lanes.
- Notwithstanding market fragmentation, coordinate stakeholders to reduce duplication; thereafter iterate on evidence.

Stakeholder alignment

✓ Government

visible nation-building with prudent stewardship.

✓ Regulators

compliance-by-design and auditability.

✓ Enterprises/Operators

lower friction, higher continuity and clarity of assurance.

✓ Investors

disciplined governance, measurable impact and predictable cash flows.

What We Do — Priority Programmes

Delivering investable national capabilities, not isolated projects.

Data Infrastructure & Sovereign Cloud

Focus

- Domestic, mission-critical data infrastructure operated in accordance with national policy and assurance expectations.
- A sovereign cloud service catalogue for priority workloads (compute, storage, backup, key management, identity, audit).

What this delivers

- Data residency assurance, continuity and controlled upgrade pathways; moreover, predictable cost curves.
- A neutral platform through which Government and regulated industries can migrate, thereafter scaling securely.

Early priorities

- Foundational services for central Government; resilience uplift for essential services; capability transfer to local teams

Cyber & Digital Trust

Focus

- Security by design' and 'privacy by default' services: identity, signing and time-stamping, incident response readiness, and supplier assurance.

What this delivers

- Increased digital trust, reduced compliance friction, and transparent lines of accountability pursuant to recognised standards.

Early priorities

- Common trust services for public platforms; playbooks and exercises; awareness and skills uplift across institutions.

Connectivity & Edge

Focus

- Keep more traffic local; strengthen route diversity; enable edge capabilities where latency matters.

What this delivers

- Improved service performance and resilience; accordingly, lower exposure to upstream incidents and faster recovery.

Early priorities

- Domestic interconnection uplift; caching and edge access for priority public services; planning for route diversity.

Value Proposition

Public purpose with private discipline; measurable outcomes and investable logic.



Government

Visible nation-building without undue fiscal burden; prudent stewardship and service continuity. Clear accountability and public reporting; capability retained on-shore.

Regulators

Compliance by design' artefacts, auditable controls and assurance dashboards. Reduced supervisory friction and faster remediation thereafter.)

Enterprises & Operators

Shared digital rails that lower duplication & compliance effort; improved uptime & performance. Fair, transparent collaboration lanes that safeguard competition & innovation.

Investors & Partners

Predictable, programme-based cash flows; ring-fenced governance and KPI-tied milestones. Clear risk allocation and disciplined reporting in accordance with market practice.

Indicative KPI suite

Resilience

critical service availability; recovery time adherence.

Trust

verified identity uptake; assurance events resolved within target windows.

Efficiency

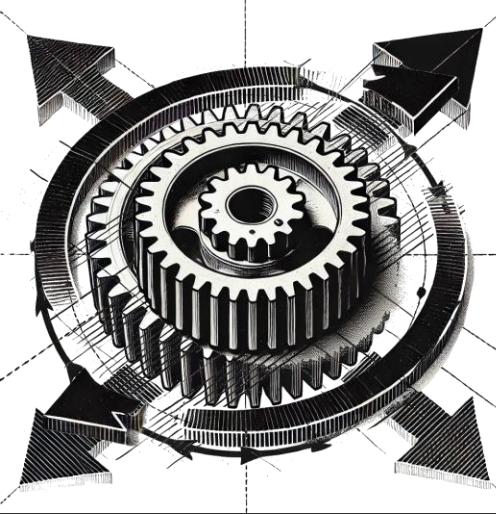
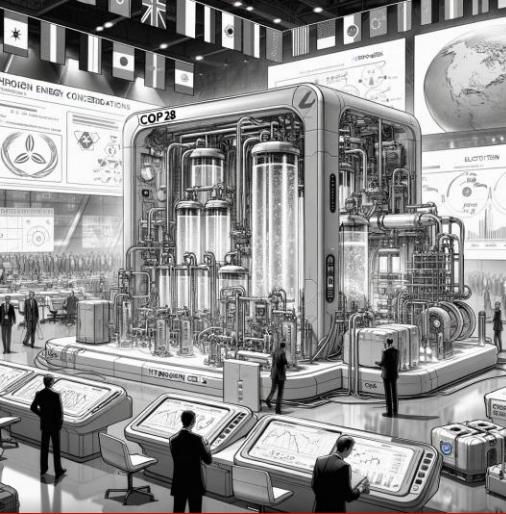
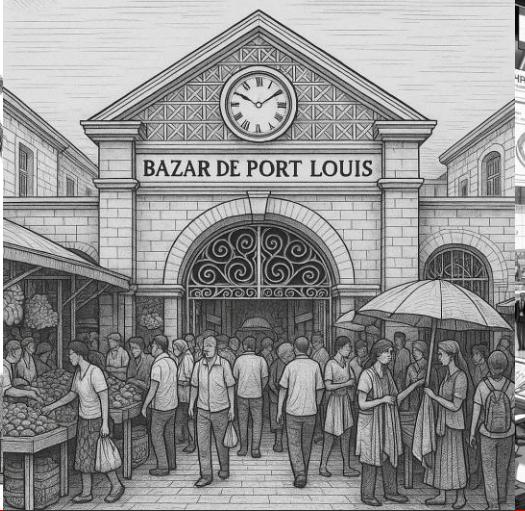
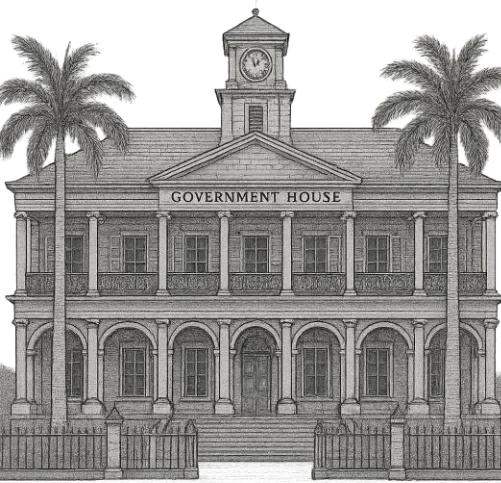
traffic kept local; reduction in duplicate spend across projects.

Capability

local skills formation and supplier participation rates.

Stakeholder Benefits

Aligned national outcomes; shared value for Government, citizens, enterprises, operators and investors.



Government

- Visible nation-building with prudent stewardship and measurable outcomes.
- Enhanced continuity of essential public services and reduced systemic risk.
- Domestic capability retained in accordance with policy priorities; thereafter scalable.



Citizens

- More reliable digital public services and stronger data dignity and privacy.
- Faster, more trustworthy interactions with the State and regulated sectors.
- Skills pathways and higher-value employment as capability deepens.



Enterprises

- Shared digital rails that lower duplication and compliance friction.
- Improved uptime, reduced latency, and clearer assurance to customers and regulators.
- Supplier development and fair access to domestically anchored programmes.



Operators

- 'Build once, use many' infrastructure, accordingly improving capital efficiency.
- Transparent collaboration lanes and predictable roadmaps, in accordance with public objectives.
- Notwithstanding market fragmentation, clearer roles and incentives to co-invest.



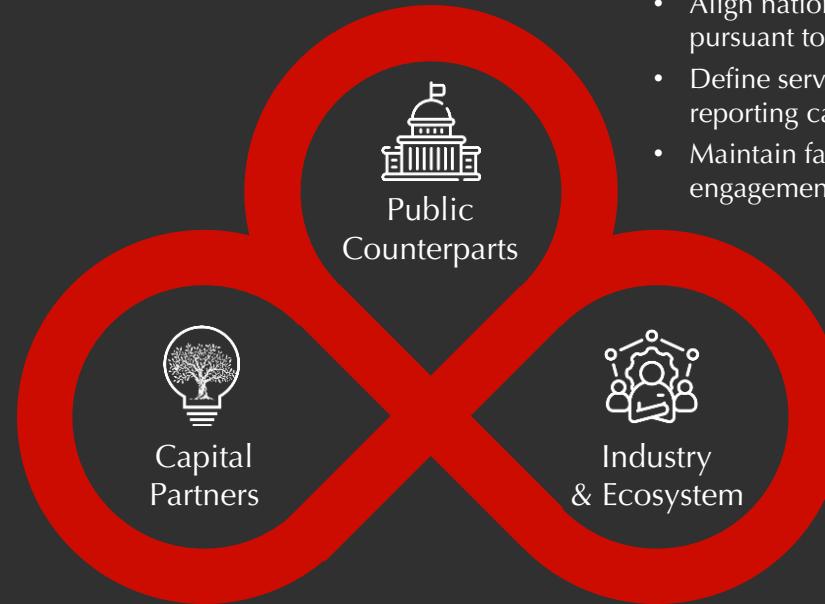
Investors

- Programme-based, KPI-tied delivery with disciplined reporting cadence.
- Ring-fenced governance and auditable impact; ESG-aligned national outcomes.
- Credible, investable logic pursuant to well-defined engagement gates.

Partnership Approach

Collaboration with public counterparts and industry in accordance with clear lanes, KPIs and transparency.

- Crowd-in qualified institutional and strategic investors against programme milestones.
- Open-book performance reporting and disciplined stewardship to protect the mission.
- Accordingly, align incentives with long-term resilience and public value.



- Align national priorities and programme mandates pursuant to policy and assurance objectives.
- Define service outcomes, performance metrics and reporting cadence; thereafter iterate on evidence.
- Maintain fairness, openness and accountability in all engagements.

- Vendor-agnostic collaboration with operators, integrators and solution providers in accordance with transparent lanes.
- Shared-rail design to minimise duplication and lock-in; clear roles and change governance.
- Capability transfer and supplier development embedded as explicit deliverables

Engagement gates

Expression of Interest

eligibility screens and initial briefing.

Due Diligence

capability, integrity and alignment checks pursuant to defined criteria.

Qualification & Framework

scope, roles and KPIs agreed in accordance with governance..

Mobilisation & Reporting

delivery launch, thereafter periodic disclosure against targets.

Economics, Impact and KPIs

Predictable cash flows; measurable resilience; disciplined reporting.

Unit economics



- **Waterfall at programme level:** revenues → O&M/energy → reserves and any SLA credits → debt service (where applicable) → management/performance fees → distributions and reinvestment as demand proves out.
- **Ring-fenced distributions:** distributions flow ProjectCo → Cell → HoldCo → shareholders, with minimum liquidity and reserve thresholds.

- **Cadence:** quarterly KPI dashboards and management accounts; annual audits; for PPPs, Independent Certifier validation of KPIs and service credits.
- **KPI themes:**
Resilience — uptime, latency by route/zone, MTTR, incident time-to-contain; SLA credits trigger automatically.
Efficiency — PUE trends, rack utilisation; declining cost per Gbps.
Adoption & Inclusion — workloads migrated; SOC coverage; accredited professionals trained.

- **Data Infrastructure & Sovereign Cloud:** availability and reserved-capacity contracts, multi-year and CPI-linked, with clear performance SLAs.
- **Cyber & Digital Trust:** subscriptions and incident-response retainers, with qualified trust-service fees (e-signature, seals, timestamps).
- **Connectivity & Edge:** ports/cross-connects, dark-fibre IRUs/leases, wholesale backhaul—standard, auditable contracts familiar to domestic financiers.

Cash waterfall & alignment



- Alignment of incentives: fees accrue domestically; a defined 'mission share' recycles into training, standards and open tooling..

Reporting cadence & KPI suite



Governance, Ethics and Safeguards

Mission-lock, independent oversight and ring-fenced delivery—by design.



Mission & purpose safeguards

- Mission-lock: a purpose-anchoring sponsor with a golden-share veto over mandate, control and winding-up.
- Ring-fencing: liabilities contained within programme entities so issues do not contaminate others.
- Domestic control ethos: companies-only, on-shore, with clean segregation and reporting.



Oversight & controls

- Professional manager under oversight: origination, diligence and portfolio risk managed domestically under regulatory supervision.
- Independent challenge: Investment Committee with independent members; two independent NEDs on key boards; Risk & Audit Committee; LPAC-equivalent focus on conflicts and key-person matters.
- External verification: external audits and, for PPPs, Independent Certifier validation of KPIs/service credits.



Ethics & integrity

- Procurement integrity: competitive, transparent procurement and fair risk allocation.
- ABAC, AML/CFT, sanctions compliance: explicit undertakings and remedies for breaches.
- Data protection & security: adherence to the Data Protection Act 2017 and recognised security standards.

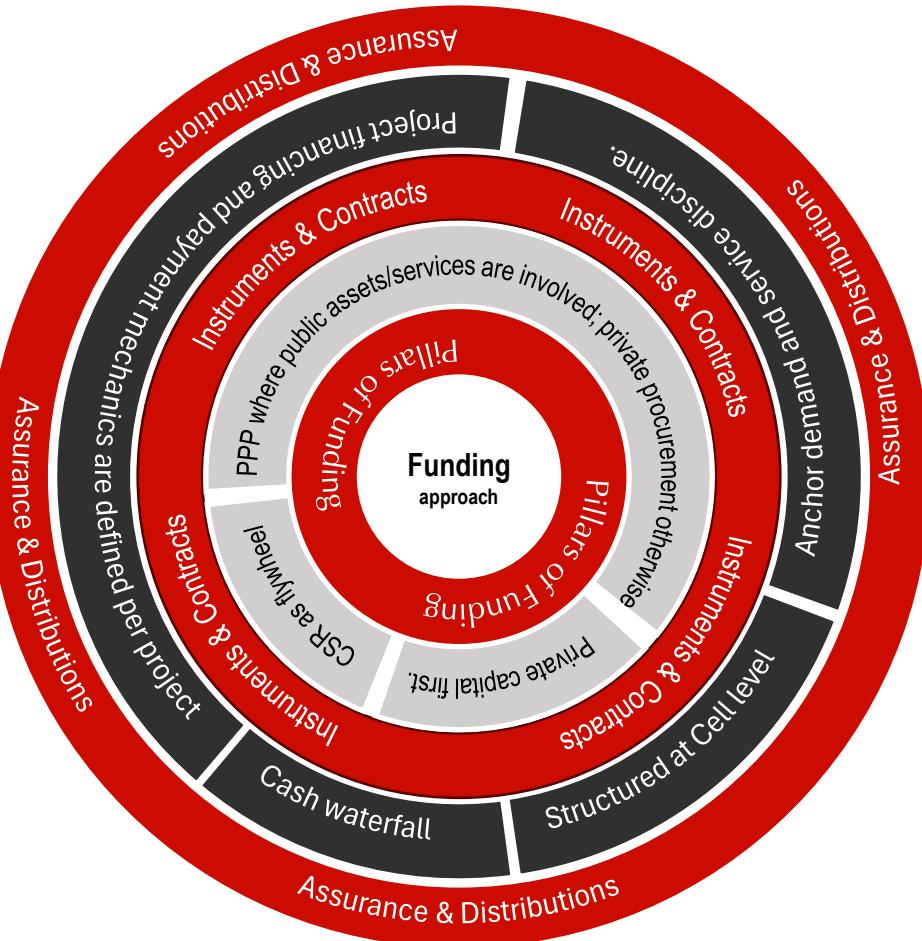


Transparency & escalation

- Information rights: quarterly KPI dashboards; audited annual financials; exceptions reporting at programme level.
- Joint steering and escalation: structured joint steering with defined escalation to senior leadership when required.
- Dispute resolution: MIAC/UNCITRAL arbitration seated in Port Louis, governed by Mauritian law.

Funding Approach

Private capital first; CSR as national flywheel; no direct charge to the Exchequer.



Pillars of Funding

- **Private capital first.**
Incorporated sub-fund companies raise equity (and, where appropriate, debt) against contracted demand; Government anchors usage and standards.
- **CSR as flywheel.**
Pursuant to statutory provisions, two per cent CSR contributions may be channelled to measurable inclusion and resilience programmes with clear reporting.
- **PPP where public assets/services are involved; private procurement otherwise.**
Accordingly, availability payments or tariffs are applied case-by-case

Assurance & Distributions

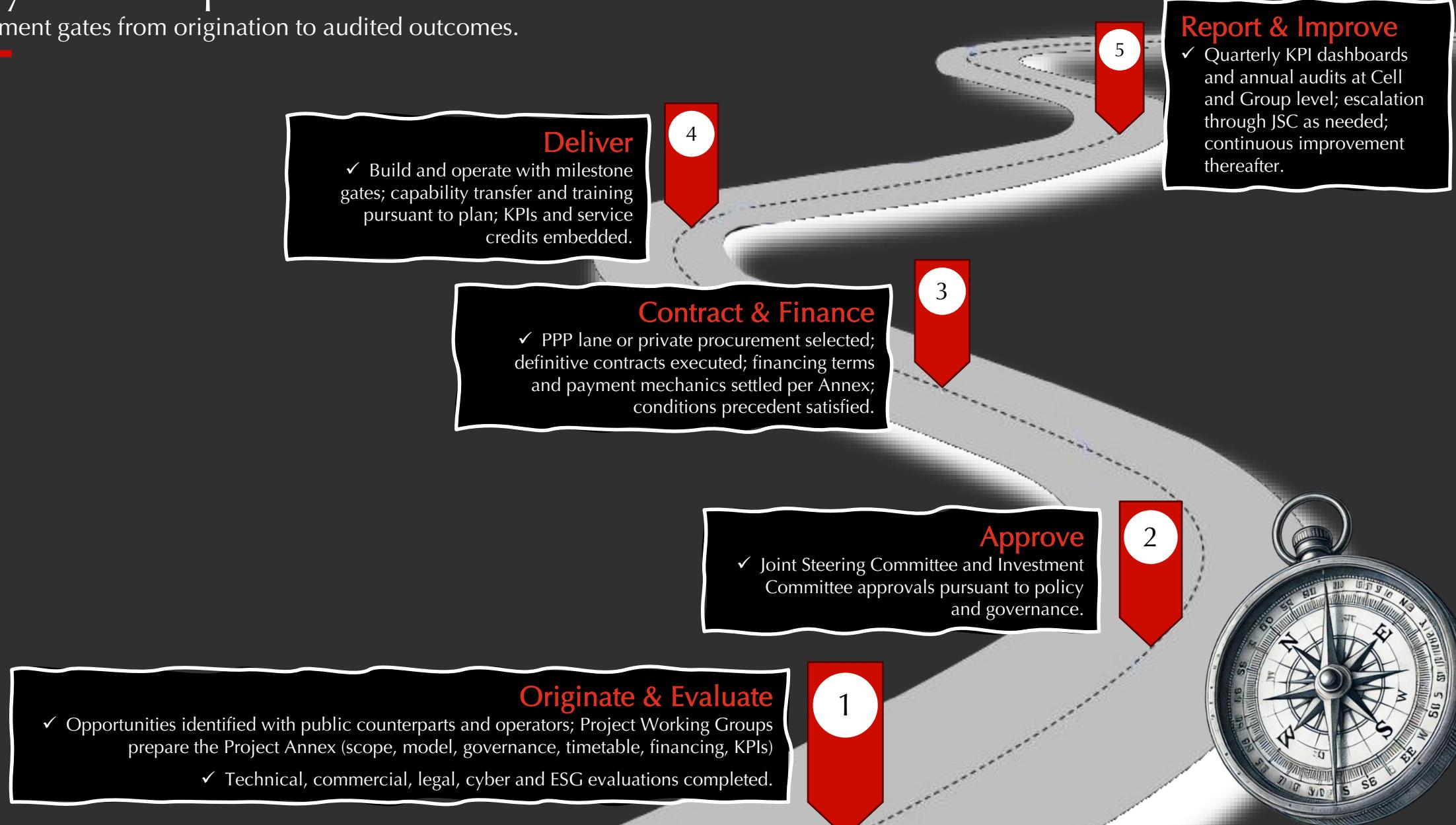
- **Distribution tests and treasury discipline.**
Minimum cash buffers, DSCR thresholds, and no cross-collateralisation across Cells; banking controls and dual signatories.
- **Reporting cadence.**
Quarterly KPI dashboards and management accounts; audited annual financials; transparency thereafter at Cell and Group level.
- **Compliance by design.**
KYC/UBO packs, AML/CFT and ABAC undertakings, and sanctions screening, in accordance with Mauritian law.

Instruments & Contracts

- **Structured at Cell level.**
Investors subscribe participating 'B' shares in an incorporated sub-fund (Cell); liabilities are ring-fenced.
- **Project financing and payment mechanics are defined per project.**
Charging bases and indexation are specified in each Project Annex; funding is only committed upon definitive documents.
- **Anchor demand and service discipline.**
Take-or-pay or reserved-capacity constructs, availability SLAs and service-credit regimes, in accordance with sector practice.
- **Cash waterfall** (programme level).
Revenues → O&M/energy → reserves → debt service (if any) → management/performance fees → distributions and reinvestment.

Delivery Roadmap

Clear engagement gates from origination to audited outcomes.



Contact & Media Enquiries

Public information only; technical particulars available upon request in accordance with due process.

General enquiries



- Please provide organisation name, point of contact, and nature of enquiry.
- TSC Secretariat coordinates responses and will revert with the appropriate next steps.

Media



- Media requests are handled centrally to ensure accuracy and consistency.
- Please include outlet, deadline, proposed angle and requested spokesperson.
- Background material may be provided as public factsheets; interviews are scheduled subject to availability.

Prospective partners



- Operators and investors may submit EOIs referencing scope, capability and proposed role.
- Access to additional information, data rooms or briefings will follow pursuant to eligibility and confidentiality protocols.

Communications principles

✓ Fairness and transparency.

No selective disclosure; information provided on an equal basis.

✓ Procurement integrity.

Communications remain in accordance with applicable procurement and competition rules.

✓ Data protection.

Personal data handled in line with applicable law; sensitive information shared only through controlled channels.

Contact Us

General Inquiries: inquiries@tscmu.org

If you are uncertain where precisely to direct your initial inquiry, this serves as the appropriate starting point.

Founder Submissions: founders@tscmu.org

Should you be engaged in the construction of something truly worthy of our backing, we are most eager to hear the details.

Investor Relations: investors@tscmu.org

For those interested in exploring the possibility of investing with Cairn Ventures, we would be pleased to arrange a conversation.

Media: media@tscmu.org

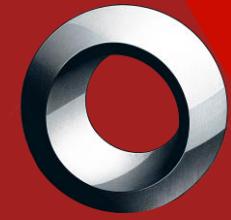
If your pursuit involves covering our portfolio, our team, or the broader landscape of impact investing, we are generally quite amenable to a chat.

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**Technology
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