GUIDING CIEL'S
DIGITAL TRANSFORMATION JOURNEY

At CIEL, we know that digital transformation is a driver of competitiveness and growth. Across every sector and market where we operate, data, digital tools, and AI are reshaping how businesses serve customers, run operations, and create value. For us, embracing this transformation is not optional, it is essential to building the CIEL we want for the future.

This is the first time we are sharing our digital and AI journey in the Annual Integrated Report. This reflects how important this programme is to our future, and how we will continue to share our progress, milestones, and successes as we deliver on this commitment.

Mark **van Beuningen**
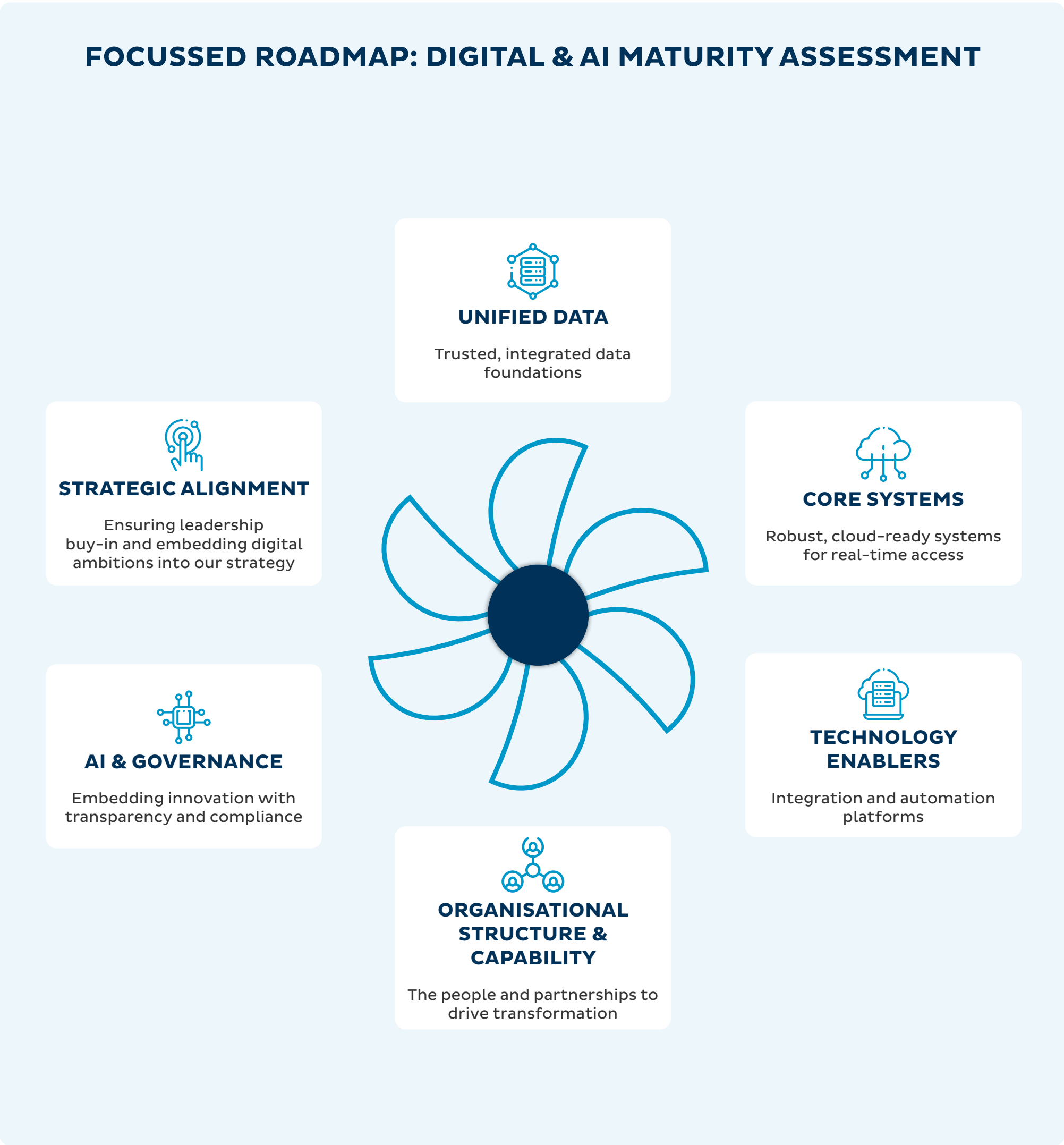Group Strategy & Investment Executive

GUIDING CIEL'S DIGITAL TRANSFORMATION JOURNEY (CONT'D)

I am leading this initiative because it is both a strategic priority and a significant investment for the Group. My role is to ensure that every step, from the systems we deploy to the skills we build, is aligned with our long-term vision and delivers clear value, both operational and financial.

We are systematically connecting people, data, governance and systems to create a 'Human + AI' operating model, transforming CIEL's ambition to lead the region in applied AI into measurable progress and sustainable value. Digital and AI are now core to CIEL's growth agenda and our ambition is clear: embed real-time intelligence into every product, service, and decision, positioning CIEL as the regional reference in applied AI while delivering sustainable returns to shareholders.

Over the past year, we have set the foundations with a Group-wide 'Digital and AI Maturity Assessment'. This exercise benchmarked each of our clusters against global best practices, providing a clear view of our strengths and gaps. From this, we have developed a focussed roadmap built around six pillars.

FOCUSSED ROADMAP: DIGITAL & AI MATURITY ASSESSMENT

UNIFIED DATA
Trusted, integrated data foundations

STRATEGIC ALIGNMENT
Ensuring leadership buy-in and embedding digital ambitions into our strategy

CORE SYSTEMS
Robust, cloud-ready systems for real-time access

AI & GOVERNANCE
Embedding innovation with transparency and compliance

TECHNOLOGY ENABLERS
Integration and automation platforms

ORGANISATIONAL STRUCTURE & CAPABILITY
The people and partnerships to drive transformation

With this roadmap, we are moving from planning to delivery. This transformation is being driven at Group level by myself, as Head of Strategy & Investment, together with a new, dedicated AI Transformation Lead.

Our role is to ensure alignment across clusters, oversee the investments required, and scale successful initiatives across the Group.

At the same time:

- Each cluster is developing clear digital and AI roadmap and measurable milestones, with the aim of achieving top-tier strategic alignment within the next year;

- We have launched Digital and AI Transformation Forums and an IT Leadership Committee, bringing together internal leaders and external experts to share best practices and accelerate adoption; and

- We are leading and rolling out training programmes, including Board-level AI sessions, to build understanding and capability across the Group so that everyone can actively contribute to this transformation.

This journey is about more than systems and software. It is about building the culture, skills, and mindset that will allow CIEL to lead in a digital-first world. The maturity assessment framework on the next page, illustrates the foundation we are building on and how we are tracking progress.

By sharing our progress here, and in future reports, we are committing to transparency, accountability, and, most importantly, to making the investments today that will ensure CIEL remains innovative, competitive, and ready for the future.

GUIDING CIEL'S DIGITAL TRANSFORMATION JOURNEY (CONT'D)

MATURITY ASSESSMENT FRAMEWORK: ASSESSMENT CRITERIA ACROSS THE 6 PILLARS

Data	Core Systems	Technology Enablers	Organisation	AI & Governance	Strategic Alignment
Unified Data — Tools and infrastructure that consolidate data into a single, integrated platform	**Robust & Reliable** — Core systems are clearly defined, thoroughly tested, and built to prevent failures and meet quality standards	**Architecture** — Core systems must support mature, two-way API integration with the cloud, ensuring secure and structured data handling with proper standards	**Organisational Structure** — Defined roles and processes support enterprise-wide AI and analytics implementation	**AI Innovation** — Integrates research, systems design, and human-machine interaction to embed AI into business operations	**Strategic Plan** — Defined AI & analytics goals, policies, standards aligned with overall business strategy
Data Security & Privacy — Systems designed to embed and enforce strong privacy and security controls	**Core System Monitoring For Accessibility & Data Integrity** — System monitoring tools that track performance, integration, data quality, security, and user trust	**Platform** — A standardised architecture with the right tools and infrastructure to support seamless data integration, AI, and analytics workflows	**Workforce Development** — Initiatives for training, hiring, and awareness build a skilled, data-driven workforce	**AI Platform** — Standardised tools and infrastructure to support scalable AI and analytics development	**Governance & Prioritisation** — Structures and processes ensure compliance, guide decisions & focus on high-ROI use cases
Data Governance & User Trust of Unified Data — Processes that ensure data is reliable, secure, and trusted – supporting its availability, quality, and compliance	**Test & Evaluation** — System changes are validated to preserve integration accuracy and data integrity	**Data Accessibility** — Systems ensure compliant, high-performance data access that maintains availability, quality, security, and privacy	**Partnerships** — AI and analytics partnerships between private enterprises and academic institutions	**AI Transparency** — AI decisions & outcomes are explainable, accountable, and clear to users	**Culture** — Fosters adaptability and openness to change driven by automation, AI and analytics
				AI Governable & Contestable — Strong governance ensures AI systems meet regulatory & enterprise compliance standards	**Analytics Usage & Adoption** — Use cases are identified and embedded in workflows to deliver strategic impact