

Vodacom Group Limited

Environmental, Social and Governance Report

For the year ended 31 March 2025

Further together



Our ESG framework and report contents

Environmental, social and governance disclosures

This environmental, social and governance (ESG) report provides an overview of Vodacom’s ESG governance, framework, approach and performance.

This report, the ESG addendum and accompanying methodology, Climate and nature, remuneration, corporate governance and tax transparency reports collectively provide stakeholders with material information and commentary on Vodacom’s ESG practices to ensure they can make informed assessments of our performance.

 Read more about our country-specific performance in our ESG country snapshots.

Social and Ethics Committee approval

The Social and Ethics Committee (SEC) accepts responsibility for the integrity of this report as part of Vodacom’s broader ESG reporting.

The SEC reviewed this ESG report’s content. Drawing on assurance from management on the reporting elements, we believe that this report addresses our material matters and sub-matters and presents a fair and balanced view of Vodacom’s ESG practices. This report demonstrates how these practices seek to mitigate value destruction and create sustainable value and prosperity for our stakeholders, in line with our purpose.

The SEC, authorised by the Board, approved this report on 6 June 2025.

Khumo Shuenyane Committee chairman, lead independent director	
Sakumzi Macozoma Chairman	
Nomkhitha Nqweni Independent director	
Joakim Reiter Non-executive director	
Leanne Wood Non-executive director	
Shameel Joosub Chief Executive Officer (CEO)	

Our ESG framework

Vodacom exists to connect for a better future. To deliver on this purpose, ESG must be integrated into what we do.

At Vodacom, ESG is not a distinct strategy or set of activities, but an integral part of the Group’s purpose, business model and daily operations.

Our purpose – which focuses on empowering people, protecting the planet and maintaining trust – serves as our ESG framework, directing how we embrace ESG-related opportunities and manage ESG risks. We set ESG goals linked to our purpose ambitions, demonstrating tangible value and building stakeholder trust.

Transparency and measurement

Transparency is essential to our ESG approach. In our disclosures, we consider regulations, stakeholder expectations and developing ESG regulations and standards. We track our progress through ESG ratings, reputation measures and stakeholder feedback to ensure accountability and provide comprehensive disclosure to demonstrate meaningful impact.



Our approach to ESG disclosures, governance, accountability and purpose interlock					
FY2025 in review		Leadership reflections on ESG		Our approach to ESG	
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Our impact and performance against our ESG framework and purpose					
 Empowering people		 Protecting the planet		 Maintaining trust	
We aim to close the digital divide and help people benefit from digitalisation.		We want to help protect the planet and enable our customers to do the same.		We aim to maintain and enhance trust through responsible business practices.	
Closing the digital divide	16	Responding to climate change	31	Doing business ethically	40
Empowering our customers	19	Delivering net zero operations (scope 1 and 2 GHG emissions)	32	Developing our employees	45
Supporting communities	25	Managing scope 3 GHG emissions	35	Protecting privacy and data	49
		Driving circularity	36	Protecting people	53
		Supporting biodiversity	38	Promoting responsible and inclusive procurement	60

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FY2025 in review



Empowering people

PG Read more on page 15

Our mobile networks cover **574 million** people, serving **211.3 million** customers (including Safaricom Plc at 100%), up by **8.2 million**

Increased 4G sites from 28 464 to 35 729 since 2022, improving access for **51.6 million** more people



463 664 devices sold through prepaid finance

77.1 million financial inclusion customers
FY2024: 66.2 million

R1.7 billion in monthly payments processed through Kwika point-of-sale devices, used by over 11 300 merchants in South Africa

FY2024: R1.3 billion, 11 000 merchants

39 million vouchers were issued to farmers in Kenya and South Africa

FY2024: 15 million vouchers

12.5 million people served across 626 healthcare facilities through digital solutions in Egypt

1.2 million merchants accept M-Pesa and **725 149** agents serve M-Pesa customers
FY2024: 1.0 million; 617 000

11.1 million Internet of Things (IoT) connections
FY2024: 10.3 million

Provided **3 million** beneficiaries access to education through our e-learning platforms and school connectivity programmes

2 164 women with disabilities trained as M-Pesa agents since FY2023 in the Democratic Republic of Congo (DRC)

6.4 million youth had access to the discounted data bundles in South Africa and Tanzania



Protecting the planet

PG Read more on page 30

Enhanced the Group's climate and nature report to include our greenhouse gas (GHG) emissions reductions strategy and additional information on our climate transition plan (CTP) and associated activities



The Board was trained on evolving sustainability disclosure frameworks and regulations related to climate change

Matched **100%** of purchased grid electricity with renewable sources

1 926 solar-operated access sites
FY2024: 1 773

GHG emissions per terabyte (TB) of data reduced to **0.04tCO₂e/TB** of data down **75%**
FY2024: 0.14tCO₂e/TB

We collect, refurbish and reuse fixed-line equipment (such as broadband routers) to reduce e-waste and unlock cost savings

100% of network waste sent for recycling or re-use
FY2024: 93%

1 445.7 tonnes of hazardous network waste recycled
FY2024: 1 277.7 tonnes

Reviewed nature-related regulation and industry performance for nature-related topics



Maintaining trust

PG Read more on page 39

Recognised as the number one Top Employer in Africa for second consecutive year

6.6% voluntary employee turnover
FY2024: 7.2%

Signatory to the United Nations Women's Empowerment Principles through South Africa and Egypt



783 823 hours invested by employees in #1MoreSkill and other online training programmes
FY2024: 670 402 hours

Vodacom Group and Vodacom South Africa achieved **Level 1 B-BBEE** contributor status for the sixth and seventh consecutive years respectively

Zero privacy fines
FY2024: zero

Zero cyber security critical incidents
FY2024: zero

0.00 lost-time injury (LTI)
FY2024: 0.06

Paid **R8.1 billion** in corporate taxes (cash flow)
FY2024: R8.1 billion

Benchmarking our performance

We track our ESG progress through mechanisms including direct stakeholder feedback, surveys, benchmarking to best practice and monitoring the outcomes of selected local and global ESG ratings.

Maintained ESG **low risk** rating



Maintained **AAA** rating



Constituents of FTSE4Good

Improved score to **4.2**

2023 score **A-**



Improved score to **73**



Maintained **B- Prime** status



Improved score to **69**



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Welcome to our reporting suite

Our reporting suite meets the diverse information needs of Vodacom Group Limited's (Vodacom or the Group) stakeholders. This enables our stakeholders to fairly assess Vodacom's financial and sustainability performance for the **financial year ended 31 March 2025**.

FY2025 integrated report

→

Our integrated report serves as our primary communication with our stakeholders and is complemented by additional disclosures in our reporting suite.

FY2025 ESG disclosures

→

THIS REPORT

- We provide detailed ESG disclosures in our topic-specific reports to meet the information needs of a wide range of stakeholders:
- ESG report
 - ESG addendum
 - ESG addendum methodology
 - Climate and nature report

- Corporate governance report
 - Tax transparency report
 - Remuneration report
 - OpCo ESG snapshots

FY2025 financial disclosures

→

- We provide detailed information relating to our financial position and performance in the following reports and presentations:
- Annual consolidated financial statements
 - Summarised condensed consolidated financial statements
 - Financial results booklet and results presentation

FY2025 shareholder information

→

- We provide shareholders with valuable information to support their participation at our annual general meeting through the following documents:
- Notice of annual general meeting
 - Form of proxy

Where to find more information:

In this report

To view video

Read more on our website at www.vodacom.com

Visit the Vodafone Group Plc (Vodafone) website for more information at www.vodafone.com

Find relevant information in

our ESG addendum

our climate and nature report

our ESG addendum methodology

our remuneration report

our integrated report

our tax transparency report

our corporate governance report

About this report

Reporting period and forward-looking statements

This report covers the period 1 April 2024 to 31 March 2025 (FY2025). Any notable or material events after this date and up to the approval of this report on 6 June 2025 are included and noted accordingly. Statements relating to future operations and the Group's performance are not guarantees of future operating, financial or other results. They involve uncertainty as they are based on assumptions of future developments, some of which are beyond our control. Therefore, the results and outcomes may differ.

Target audience and reporting frameworks

We acknowledge that a broad range of stakeholders have specific information requirements of our ESG performance. In preparing our ESG reporting suite and other ESG-related disclosures, we take guidance from various reporting regulations, standards and frameworks, ensuring our material ESG impacts are disclosed in a broadly accepted manner. These include:

South African Companies Act, 2008, as amended (Companies Act) (specifically the SEC obligations)

Broad-based black economic empowerment (B-BBEE) and the Amended Information and Communications Technology (ICT) Sector Code

Global Reporting Initiative (GRI) Standards and the GHG Protocol

ESGA Read the B-BBEE tab in our ESG addendum

JSE Sustainability and Climate Disclosure Guidance

ESGA Read the GRI Index tab in our ESG addendum

International Sustainability Standards Board's (ISSB) S2 Climate-related Disclosure (IFRS S2) incorporating the Taskforce for Climate-related Financial Disclosures (TCFD)

ESGA Read the JSE Index tab in our ESG addendum

The UN Sustainable Development Goals (SDGs)

ESGA Read the SDGs tab in our ESG addendum

The King IV Report on Corporate Governance™ for South Africa, 2016 (King IV)

GOV Read our corporate governance report

United Nations Global Compact (UNGC)

GOV See our submission on the UNGC Communication on Progress disclosure portal

The nature of ESG matters, frameworks and reporting obligations continues to evolve, and we will continue refining our reporting approach.



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Disclosure process and assurance approach

Our ESG disclosures are prepared under the supervision of senior and executive management, led by the Group Chief Officer: Regulatory and External Affairs, and are subject to a robust internal review process.

We begin our reporting process by reviewing our material matters for integrated and ESG reporting. This process is informed by reviewing the Group’s operating context, the Group’s strategy, requirements of relevant standards and guidance, stakeholder needs, and inputs from relevant external research and the Group’s performance as assessed by ESG rating agencies.

Content gathering for these disclosures included outputs from the Group’s strategy review, drawing from Board and Board committee submissions, including those of the SEC, Audit, Risk and Compliance Committee (ARCC) and Remuneration committee (RemCo), and through engagements with, and submissions from, business units and operating entities.

In line with their respective mandates, the SEC, RemCo, Nominations Committee (NomCo) and ARCC review and recommend specific reports to the Board for approval.

We apply a risk-based combined assurance approach to the Group’s operations. The accuracy of disclosures in published reports is ensured through internal controls, management assurance and compliance and internal audit reviews, supported by independent external service providers.

We have the following certifications in place

Certification	OpCos with certification	Coverage ¹
ISO ² 50001:2018	Energy management systems	South Africa, Egypt, Tanzania, DRC, Mozambique, Lesotho
ISO 27001:2022	Information security, cyber security and privacy protection	South Africa
		Egypt, Tanzania, Mozambique
ISO 45003:2021	Psychological health and safety at work	Egypt
ISO 45001:2018	Occupational health and safety management systems	Egypt
ISO 9001:2015	Quality management systems certification	South Africa
ISO 14001:2015 ³	Environmental management systems (EMS)	South Africa
ISO 22301:2019	Business Continuity management system	South Africa

1. Percentage of the specified operations covered by the certification.
2. International Organization for Standardization.
3. ISO 14001:2015 certified EMS is for the Midrand Campus. While not within the certification, the principles are applied consistently across all OpCos, ensuring a standardised approach to environmental management. Internal ISO auditors conduct audits to ensure compliance with EMS policies and standards and alignment with regulatory requirements. OpCos provide data for EMS management reviews.

Ernst & Young Incorporated conducted limited assurance on select ESG metrics and the information relating to the scope and conclusions are in the independent limited assurance report in our ESG addendum.

ESGA Read more in our **ESG addendum**

Our transformation performance in South Africa was independently verified by EmpowerLogic and we retained our Level 1 status.

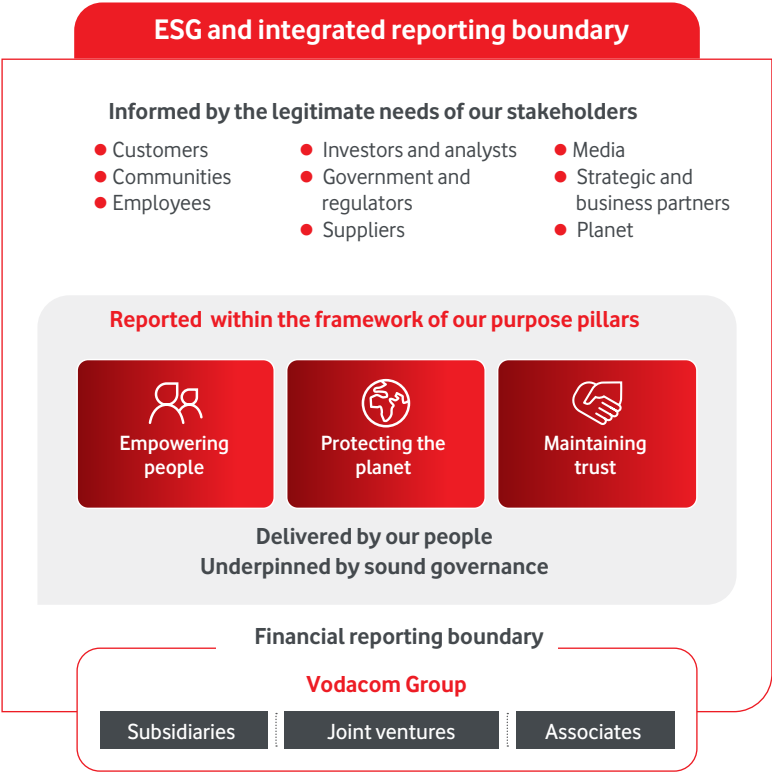
 See the Group’s B-BBEE certificate on our website

Scope and boundary

This ESG report, the ESG addendum, and the Climate and nature, remuneration, corporate governance and tax transparency reports provide our stakeholders with a comprehensive view of the Group’s ESG performance. Similar to our financial reporting boundary, disclosures are defined by control and significant influence over the entities.

The information included in this report relates to our activities at a Group level, and includes disclosure specific to one or more of our OpCos in South Africa, Egypt, Tanzania, DRC, Mozambique and Lesotho. We reflect selected Safaricom⁴ information, which is noted accordingly.

4. Vodacom has an effective holding of 34.9% in Safaricom Kenya and 6.2% in Safaricom Ethiopia.



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ESG governance

The Board and committee responsibilities across ESG are defined below.

Overall accountability for delivering sustainable business performance

- S

 SEC
- A

 ARCC
- R

 RemCo
- I

 InvestCo
- N

 NomCo

Board governance

Group Board

- Exercises ethical leadership and sound judgement to grow our business sustainably
- Evaluates how our strategy supports the delivery of the Group's purpose and the associated ESG risks and opportunities that impact our business

Social and Ethics Committee

S

- Is primarily responsible for overseeing the Group's ESG approach and its execution
- Oversees the ESG framework's implementation against key ESG approach policies, including Vodacom's ethical conduct, environmental performance, stakeholder engagement, social and economic development, financial crime and health and safety, among others

Audit, Risk and Compliance Committee

A

- Oversees the management of identified ESG-related risks within the enterprise risk management framework
- Considers ESG-related matters for investments and expansions into new countries of operation

Remuneration Committee

R

- Oversees fair and responsible pay practices
- Ensures that ESG-related performance measures for top management are aligned with the envisioned ESG outcomes resulting from executing the Group's strategy

Investment Committee

I

- Oversees the Group's investment activities, including mergers, acquisitions, business development, transactions, joint ventures, and other strategic investments

Nomination Committee

N

- Oversees the application of the governance principles as defined by King IV
- Oversees succession planning, transformation and diversity targets

Executive governance

Group Executive Committee (ExCo)/Group CEO

Overall accountability for delivering sustainable business performance. We highlight the three main committees and their mandates and list other management committees that oversee other elements of ESG performance

ExCo

Chaired by the CEO

- Ultimately accountable for executing ESG action, with accountabilities assigned to the relevant executives

Group Executive ESG and Reputation Committee

Chaired by the CEO

- Extension of ExCo and includes all OpCo CEOs and senior leaders
- Drives the execution of the Group's ESG framework and sets and monitors the Group's ESG targets
- Oversees stakeholder and reputation management
- Provides updates to SEC

Group Risk Committee

Chaired by the Chief Risk Officer

- Oversees the risk management process throughout the organisation, accounting for climate where relevant
- Oversees and monitors the various projects and structures designed to manage identified risks, such as business resilience risks
- Provides updates to the ARCC

Other management committees

- Finance Committee
- Technology Committee
- Financial and Digital Services Committee
- Legal, Risk and Compliance Committee
- Mergers and Acquisitions, and Business Development Committee
- Customer Experience Committee
- Technology resilience governance board
- Strategy and Commercial Committee
- Human Resources Committee

Accountable functional executives

CEO

The CEO holds ultimate accountability for ensuring all implemented policies and governance frameworks, enacted by the ExCo, are aligned with Vodacom's strategic objectives and regulatory requirements

- Access to telecommunications
- Digital inclusion
- Financial inclusion^
- Stakeholder engagement^
- Enterprise risk management^
- Economic sanctions^
- Environment^

Chief Officer: Regulatory and External Affairs

- Human rights^
- Corporate social investment^
- Biodiversity

Chief Financial Officer

- Code of conduct^
- Code of ethical purchasing^
- Conflicts of interest^
- Share dealing^
- Internal audit^

Chief Human Resources Officer

- Domestic violence^
- Employment equity^
- Health and safety^
- Maternity and parental leave^
- Remote ways of work and remote hiring^
- Waste and water management
- Employee skills and development
- Fair and responsible pay

Chief Officer: Legal, Risk, and Compliance

- Anti-bribery and corruption^
- Trade controls^
- Anti-money laundering^
- Privacy management^
- Speak Up protection^
- Artificial intelligence^
- Business resilience^
- Prevention and elimination of harassment^
- Disciplinary^
- Intellectual property^
- Fraud^
- Competition law^

Chief Technology Officer

- Energy management^
- Cyber security^

Chief Officer: Commercial and Strategy

- Ethical advertising^

CEO: Vodacom Financial Services

- Financial services South Africa

Chief Officer: Mergers and Acquisitions and Business Development

- Transformation and B-BBEE^



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ESG-related matters and topics are matters that may not have a material financial impact (affecting enterprise value for the integrated report) but are deemed relevant for ESG disclosure. We address these matters in this report and our ESG addendum. Selected ESG-related matters, most notably governance, remuneration, climate change and tax transparency, are cross-referenced to topic-specific disclosures in our reporting suite or to information on our corporate website.

We map these ESG topics against each material matter defined in the Vodacom integrated report. Some of the Group’s material matters deal directly with an aspect of ESG (such as financial and digital inclusion) or encompass a specific aspect of ESG as a sub-component (for example, responding to climate change within network and technology resilience). The shift of the material matter ‘**increased focus on ESG**’ from eighth in FY2024 to fifth ranking reflects the increasing expectation for companies to be purpose-led, embody stakeholder capitalism, and to factor ESG matters more broadly into strategy, business planning and operations. As a result, companies must measurably report on their progress with the same rigour as financial reporting.

The increased focus on ESG as a material matter recognises the shift to increased guidance and regulation of ESG and its integration into enterprise value. The requirements are increasingly targeted, with an expectation for companies to standardise their disclosure of ESG performance. We continue to assess local developments, such as guidance issued by financial regulatory authorities, global disclosure developments led by the ISSB and regional developments from the European Union, which are anticipated to impact Vodacom through its majority shareholder, Vodafone.

IR Read more about the process and detail of our material matters in our **integrated report** on page 8

- MM1

Financial and digital inclusion
- MM2

Economic and political landscape
- MM3

Accelerating growth while delivering returns
- MM4

Network and technology resilience
- MM5

Increased focus on ESG
- MM6

Our people
- MM7

Complex regulatory environment
- MM8

Competitive environment

We review our materiality assessment annually using a double materiality approach. This considers the matters impacting our ability to create value (inward looking) and matters impacting society and the environment as a result of our operations (outward looking).

		Associated IR material matters	Our response
Environment	We seek to provide digital solutions to help our customers manage their environmental impacts	MM1 MM3 MM4 MM5	PG Protecting the planet page 30 ESGA ESG addendum CNR Climate and nature report
	Where our operations negatively impact the environment, we aim to mitigate these negative impacts		
Social	Network and technology resilience are critical to delivering customer service	MM1 MM2 MM3 MM4 MM5 MM6	PG Empowering people page 15 Maintaining trust page 39 REM Remuneration report ESGA ESG addendum
	Our success depends on our employees’ welfare, skills and attitude		
Governance	Complying with and keeping abreast of local laws and regulations ensures we can continue operating ethically and responsibly	MM2 MM5 MM6 MM7	PG Maintaining trust page 39 ESGA ESG addendum GOV Governance report TAX Tax transparency report

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Reflections from the Social and Ethics Committee

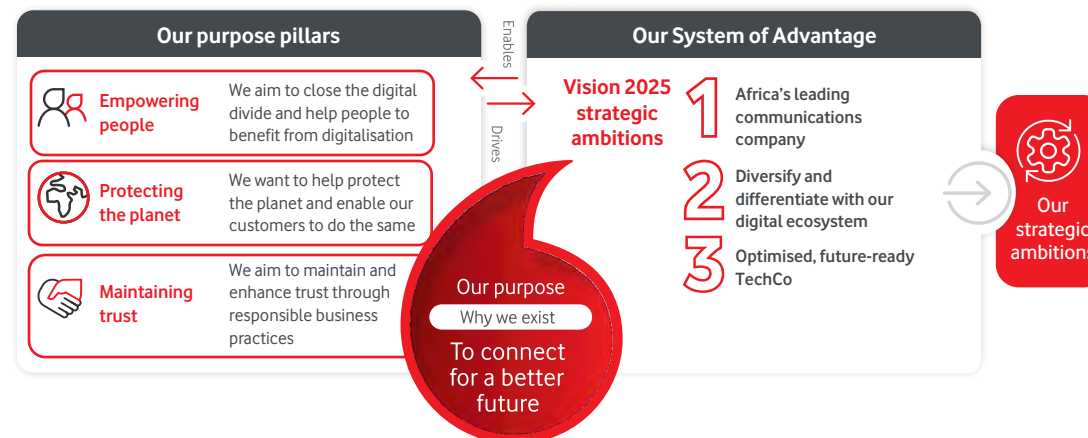
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CEO's statement

"FY2025 unfolded against a backdrop of profound political and socio-economic complexity. Africa continues to face pressing challenges, including high unemployment, gender inequality, income disparity, limited access to essential services, and the growing impact of climate change through extreme weather events. In this environment, Vodacom remains steadfast in our commitment to sustainability and inclusive growth. Guided by our purpose, we accelerated our societal impact by promoting diversity, equity and inclusion, advancing climate resilience, and embedding responsible business practices across our operations."

Bringing purpose to the fore of our strategy

Our operating context informs our purpose and our purpose drives our strategy. Our success depends on adapting to and positively influencing our operating context. It is inspiring that Vodacom is a purpose-led and growth-oriented company and continues to navigate adversities with resilience and adaptability. Each challenge is met with "How can we help?" – embodying our purpose to connect for a better future. This shapes our organisation's mindset, which is a key enabler of our success and ability to support a more equitable future in Africa. Our approach reimagines problems to create opportunities enabled by digital connectivity.



Once connected, we believe that using technology for meaningful causes can improve the world around us, fostering an inclusive, sustainable and trusted digital society where individuals and businesses can thrive. We advance this belief with clear and intentional actions, enabled by our System of Advantage strategy, across our three purpose pillars – empowering people, protecting the planet and maintaining trust.

We continuously work to better understand our customers, government and societal needs and align our priorities. Monitoring and contributing to regulatory developments and working closely with governments, industry associations and other stakeholders is essential to achieving collective goals. By providing innovative solutions enabled by technology, we significantly increase the scale of our impact. Our Tech for Good solutions play a vital role in driving inclusion and addressing challenges across key sectors, including energy, healthcare, education and agriculture.

Several of our programmes have grown in impact, exceeding my expectations. I am particularly passionate about our gender-based programmes, which represent all our purpose pillars. These include our female leadership programme, inclusive procurement, support against gender-based violence (GBV), m-mama, Code Like a Girl and Je Suis Cap.

We are represented in eight countries, South Africa, Egypt, Tanzania, DRC, Mozambique and Lesotho as well as in Kenya and Ethiopia through our investment in Safaricom. Our first goal remains connectivity and financial inclusion to all our customers and our modus operandi has been to ensure leadership in our OpCos through well capitalised investments in each country. During the year, we invested R20.3 billion of capital into Vodacom operations and a further R12.9 billion through Safaricom.



Shameel Joosub

PG My reflections should be read in conjunction with the statement from our SEC Chairman, Khumo Shuenyane, which follows on page 10

Our ESG performance is interlinked with our purpose and provides an accountable way to measure our progress. In FY2025, Sustainalytics reaffirmed Vodacom as an organisation with a low ESG risk, and we retained our AAA ESG rating from MSCI and our International Shareholder Services Prime rating. Vodacom continued to show improvement in our S&P Global, FTSE 4 Good and Refinitiv ratings. Our CDP score is under review. Our performance also underpins our R2 billion ESG loan which is directly linked to our purpose goals.



**Purpose pillar 1:
Empowering people**

Empowering people by closing the digital divide, empowering our customers and communities

Providing connectivity to empower people is at the core of our strategy. This, alongside our focus on smartphone adoption and developing digital platforms and solutions, unlocks opportunities beyond mobile. As a connectivity leader, we strive to be the partner of choice for consumer and enterprise customers while providing solutions to support communities.

We make significant annual investments to expand networks, increase capacity and improve resilience; however, a large connectivity gap remains, due to cost and accessibility factors. As part of the International Telecommunication Union's Partner2Connect Digital Coalition, we pledged to invest in rural infrastructure to increase our 4G coverage by an additional 70 million people across our footprint. We actively pursue underserved areas and leverage funding partnerships to accelerate connectivity aligned to our purpose. For example, in DRC we announced a partnership with Orange to build, own and operate 2 000 solar-powered rural mobile base stations.



211.3 million
customers, including Safaricom

75.8%
4G 1Mbps population coverage

87.7 million
financial services customers, of which 77.1 million use financial inclusion products and services such as payments, savings, investments, insurance and lending

1.2 million
active merchants using our financial services

Once connectivity is available, access to smartphones and data affordability remain key barriers to digital inclusion. Thus, we continue to explore new ways to increase smartphone penetration. In FY2025, we scaled up our sourcing of lower-cost devices, subsidies on devices and prepaid handset financing. In South Africa, we continued to provide refurbished devices through our Good as New offering. These initiatives increased our smartphone penetration to 64.0% (including Safaricom, 61.8% Vodacom Group) which meant that 14.8 million more people had access to the internet through our networks in this year.

Our Just4You, Just4YouTown, NXT LVL and Vodacom Youth Base initiatives promote data affordability and our ConnectU portal provides access to zero-rated basic internet and essential services to 13.7 million people.

I am particularly gratified about digital inclusion reaching people with disabilities. Our approach includes tailored propositions and support services, assistive technologies, accessible customer services and digital literacy programmes.

The strength of our purpose is our ability to scale financial and digital services to empower 87.7 million individual consumer and business customers with products and services spanning e-commerce, payments, savings, investments, lending and insurance. We facilitate mobile money transactions to the value of US\$1.2 billion a day, which further exemplifies our impact and fintech leadership in Africa.

While access through unstructured supplementary service data (USSD), and SMS remains instrumental to millions of our customers, our super-apps – VodaPay, Vodafone Cash and M-Pesa – bring a powerful dimension to our financial services ecosystem. These super-apps offer a single platform that integrates our products and services with our partners' best offers. These platforms deepen digital and financial inclusion while unlocking e-commerce opportunities for consumers and merchants.

Our enterprise solutions support large enterprises, SMEs, governments and universities through connectivity, financial services and digital solutions. Our financial products and offerings aimed at empowering SMEs and merchants include insurance, invoice financing, lending, global payment partnerships and digital marketplaces. We support the digital transformation of enterprises by providing cloud, hosting and managed security.

Our Tech for Good platforms enhance efficiency and productivity and expand access to quality facilities across sectors, including agriculture, healthcare, education.

Agricultural productivity is crucial to Africa's economic future. We offer digital agriculture solutions that streamline input distribution, provide access to insurance and funding, unlock market opportunities and facilitate payments and subsidies. We serve more than 9.6 million registered beneficiaries in the agricultural sector through eVuna, MYFARMWEB™, e-Vouchering solutions, M-Kulima and Moloni.

In healthcare, in partnership with two Egyptian ministries, we are digitalising the healthcare system through three programmes - Universal Health Insurance (UHI), Primary Care Units and the Egyptian University Hospitals. These digital healthcare solutions reach 626 healthcare facilities and serve 12.5 million people, with a target of 26 million by 2030. Notable initiatives in South Africa include partnerships between Vodacom subsidiary, Mezzanine, and the South African Department of Health to support health facilities through HealthX, eLABS and our Stock Visibility Solution. Our community programme, m-mama delivered impact beyond our expectations. m-mama is an emergency transport system for maternal and neonatal emergencies which has saved 6 187 lives in Tanzania and Lesotho.

Our digital education solutions and partnerships are tailored to specific country needs with the aim to promote school pass rates. We believe technology-based career paths are vital for African youth. In FY2025 we launched a new ambition called the Techstart programme. In collaboration with Amazon Web Services, Microsoft and Skillssoft, Techstart aims to upskill one million African youth by 2027, through a combination of classroom-based training and self-paced online learning. Techstart includes a digital skills hub that leverages our e-learning platforms and other programmes implemented by various OpCos.

PG Read more about our Tech for Good solutions page 11



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Protecting the planet

Businesses and society rely on natural ecosystems, and I firmly believe in our responsibility to be stewards of the planet. We continued to deepen our strategic responses within our planet strategy. We made strides towards achieving net zero direct

GHG emissions (scope 1 and 2) by 2035. All our OpCos have detailed plans to drive energy efficiency and enable the transition to renewable energy sources. OpCos maintained their ISO 50001 energy management certifications, passing their first surveillance audits. We achieved our goal of matching 100% of grid electricity purchased with electricity from renewable sources, which has reduced our scope 2 GHG emissions to almost zero. Beyond our own operations, we engage with suppliers and promote our carbon enablement solutions to our customers to reduce GHG emissions across our value chain.

To drive circularity, we rigorously reviewed our network and device strategies. This work included defining how to further extend the life of equipment and expand our repairs and refurbishment offerings. We reviewed our disposal practices to ensure our internal practices are continually strengthened. In South Africa, we successfully implemented our response to the Extended Producer Responsibility programme working with local partners to deliver environmental and social benefits.

We conducted a nature and water assessment to understand our nature-related dependencies, impacts, risks and opportunities. As we develop our biodiversity strategy, we aim to demonstrate our commitment to preserving natural ecosystems. We operate in countries facing high levels of water loss, droughts, financial strain and water infrastructure inefficiencies. Our end-to-end IoT solution, developed by Mezzanine and IoT.nxt, equips municipalities to monitor consumption and water quality, detect leaks and improve billing accuracy.

Climate change impacts continue, and we experienced severe weather impacts, including flooding in South Africa and Tanzania, cyclones in Mozambique and severe out of season snowy conditions in Lesotho and South Africa. We take a three-pronged approach to weather disruptions:

- Acting quickly to restore network and power disruptions
- Supporting our affected customers and employees, including providing free minutes and data and regular weather updates in several OpCos
- Providing humanitarian assistance through donations

In partnership with Vodafone, we conducted a financial quantification of our climate risk and opportunities. This will be developed further as we integrate the insights into our risk management and finance processes.



67% reduction in scope 1 and 2 market-based GHG emissions (77% from the FY2020 baseline)

Supported customers in avoiding 2.7 million tCO₂e through a range of IoT solutions

CNR Read more about how we are protecting the planet in our climate and nature report



Maintaining trust

Our maintaining trust purpose pillar informs how we execute our business activities. This comprehensive and

coordinated approach delivers responsible practices across multiple focal areas. We nurture our reputation by doing business ethically, developing our employees, protecting privacy and data, protecting people and promoting responsible and inclusive procurement. Due to our successful execution track record, we are often approached as a valued partner who demonstrates effective delivery. Vodacom is recognised by reputation and customer surveys, ESG rating agencies and partners, which show our stakeholders they can trust us to operate responsibly.

We built on our mature ethics programme, embedding our digital ethics strategy to proactively manage and mitigate AI and digital ethics risks. This is critical as we increasingly rely on digital tools and AI to benefit customers, employees and society. Cyber resilience is essential to prevent service interruptions and data breaches. While connectivity and technology provide opportunities to promote human rights, we are mindful of the risks. Our strengthened human rights governance framework enhanced our response to respecting human rights. We work with our suppliers on human rights matters such as health and safety, and blend centralised procurement with localisation and supplier development initiatives. Together, these contribute to our operating countries' economic growth.

Our Spirit of Vodacom initiatives are designed to engage employees, boost morale and foster a progressive workplace culture that supports collaboration and innovation. The Top Employer Institute certified us as Africa's Top Employer for the second consecutive year. Our Group ExCo represents our pan-African geographies. We achieved 40% female representation in management Group-wide, steadily tracking towards our target of achieving gender parity in management by 2030.



100% of employees completed Doing What's Right training (data privacy, cyber security, code of conduct, anti-bribery and corruption, and health and safety)

88% Team Spirit Index

79% of tier 1 suppliers are local

Appreciation and outlook

I am grateful to the Board and, in particular, to the Social and Ethics Committee who play a vital role through their continued support and guidance as we seek to deepen our purpose impact. I am thankful for the commitment shown by the Group's leadership and all Vodacom employees in their unwavering dedication to the business and our shared purpose. It is a privilege to work alongside governments and like-minded business partners across our footprint, whose engagement and collaborative approach help solve critical issues. Our customers, shareholders, business partners and industry associations have shown steadfast support, and their collaboration drives our purpose impact.

In the year ahead, our priority is to embed Vision 2030 into the business as the next phase of our strategic evolution. Our commitment to our purpose and its execution remains central to this strategic vision. We will continue to enhance connectivity while extending the reach of our Tech for Good platforms. These opportunities will increase our societal and environmental impact while supporting shareholder returns.

Shameel Joosub
CEO
6 June 2025

IR Read more about Vision 2030, our strategic ambitions and pillars in our integrated report



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Khumo Shuenyane

“Vodacom’s purpose affirms its commitment to supporting an inclusive, sustainable and trusted digital society where people and businesses can thrive – even in challenging times. The board recognises and supports management’s unwavering actions to drive equality and strengthen climate resilience.”

Reflections from the Social and Ethics Committee

The SEC (the committee) engages with management through deep dives on key topics and regular updates on various matters to ensure meaningful oversight of the Group’s ESG efforts, as these are enabled through the steadfast execution of the Group’s strategy and in pursuit of Vodacom’s purpose to connect for a better future.

GOV Read more about the Board’s engagement with the purpose framework in our **corporate governance report**

2025 focus areas

Executing the FY2025 plan considering:

- Companies Act requirements and King IV recommendations
- Key performance areas: customer service; regulatory compliance; and stakeholder engagement
- Topical matters including geopolitical dynamics, economic developments and social unrest in various countries

Considering the Group’s refreshed purpose execution programme and associated performance measures, including the execution of the Group’s net zero and climate transition plan

Engaging on ESG considerations in relation to human rights, financial and digital inclusion, fair treatment of customers, business integrity and employee-related matters

Continuing to build knowledge of emerging ESG and sustainability regulatory frameworks and directors’ associated responsibilities through training and deep dives.

Internal audit’s annual independent review confirmed the committee’s compliance with its charter.

Understanding the Group’s operating context is critical for the committee. Many of our OpCos face economic challenges within their contexts, and the committee remains alert to these, alongside the broader challenges encountered across our operations in FY2025.

In FY2025, the committee monitored election results in Mozambique, South Africa and the United States; the conflicts and social unrest in Mozambique, DRC and Kenya; and, the impact of US Executive Orders on our operations. While we cannot influence these events, timely identification and understanding of associated risks and opportunities is within our control and embedded in internal processes.

The committee received regular updates on these developments and considered the actual and potential impact on our employees, customers, supply chains and society at large.

A core aspect of the committee’s mandate is to ensure alignment with ethical standards and regulatory requirements. This includes monitoring the Group’s activities related to labour and employment matters, social and economic development, and environmental sustainability. By maintaining a proactive approach to external events, the committee can help the Group navigate challenges and seize opportunities, fostering a sustainable and inclusive business environment.

Understanding management’s engagements with governments, regulators, and stakeholders enables the committee to consider the appropriateness of the Group’s responses as it navigates the evolving business landscape effectively.

Geopolitical risks are likely to continue to impact all countries in which we operate, influencing trade relations and business operations. The committee recognises management’s ongoing diligence in executing the Group’s purpose despite these complexities.



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Empowering people

The CEO’s reflections on the preceding pages cover many aspects of empowering people on which the committee has received regular updates. Below, we outline highlights of the committee’s deep dives with management.

The committee considered the Group’s **accessibility** programme in Africa, which is led by an employee with lived experience of disability. We commend management on the broad range of interventions developed to empower consumers with disabilities to participate in the digital economy. These interventions include solutions for deaf and hearing-impaired individuals, such as text-based emergency services, sign language interpreters available in-store and online, store accessibility and priority queuing and booking systems, as well as accessible smart devices for visually impaired persons and dedicated contact centres for consumers with disabilities. The Group’s work in this space was recognised with an InspiringFifty award at the 2024 AfricaTech Festival.

Engagement is critical, and in May 2024 the Group hosted its first Accessibility Conference, bringing together key stakeholders from disability organisations, government, ICT sectors and academia, providing a platform to engage with the disability community to identify barriers and explore opportunities to narrow the digital divide. The committee recognises that promoting accessibility is an ongoing journey and will continue to monitor efforts to ensure that no one is left behind.

The committee reviewed regular updates regarding **customer satisfaction**, including a deep dive into the Group’s amplified customer satisfaction approach, which aims to enhance customer satisfaction and drive service transformation. The committee noted ongoing progress in simplifying processes and adopting design thinking to address customer pain points. These included gathering deeper insights into customer experiences, which enabled teams to take more effective actions to improve satisfaction. TOBi, the Group’s chatbot which is available in four OpCos and in seven languages, has boosted customer engagement and efficiently handled a large portion of customer inquiries. The rollout of the one-app strategy integrates mobile and fintech experiences across several OpCos to provide customers with seamless digital interactions.

These actions have improved service levels and delivered leading Net Promoter Scores across the majority of our OpCos.

The committee received comprehensive updates on the activities of the **Vodacom Foundations** in our various OpCos, which address critical societal issues, including education, skills development, economic empowerment, gender-based violence, maternal health, emergency response and other local challenges. The deep dive focused on management’s progress in scaling education, health and economic development programmes, noting several partnerships that continue to deliver impact at scale, such as m-mama and the Instant Network Schools, which continued to provide critical education intervention in four of our operating countries.

Further discussions dealt with management’s ambitions to expand **digital skills training** through programmes including the Group’s Techstart initiative. The initiative is aimed at upskilling one million young people, building on the success of our Code Like a Girl programme.

The committee monitored the Group and its South African subsidiaries’ **B-BBEE performance** and is pleased that the Vodacom Group has maintained its Level 1 status for the sixth consecutive year and Vodacom South Africa and subsidiaries for the seventh consecutive year.



Protecting the planet

Following extensive engagement on the initiatives underpinning the Group’s climate transition plan, the committee formally approved the **Group’s net zero plan** and began monitoring management’s execution. While we recognise the challenges that management faces in exploring and scaling alternative fuels, such as hydrogen fuel cells, the committee is confident that this and other projects, such as the virtual wheeling phase 1, which goes live in September 2025, are pushing the boundaries of innovation for the industry and shaping the future of Africa’s energy landscape.

The committee reviewed the FY2025 emissions profile and congratulates management for reaching the FY2025 target to match 100% of purchased grid electricity with renewable sources.

The committee received updates on management’s progress on **environment-focused Tech for Good** initiatives such as Vodacom South Africa’s Digital Water Tower which supports local governments to enhance water management and provide sustainable supply for the communities they serve. The solution integrates geospatial consumption data, network topology maps and demand management reports with smart meters to monitor consumption, improve billing while reducing water losses and optimising supply. The solution went live in three municipalities in early 2025. In FY2026, the committee will review the outcomes of management’s assessment of the Group’s alignment with IFRS S2 Climate-related Disclosures, including more detailed work undertaken on **climate risk** quantification. We will continue our engagement on Vodacom’s evolving **biodiversity** strategy.



Maintaining trust

Ethical leadership is crucial in navigating the complexities of modern business. The Group has zero tolerance for fraud, bribery and corruption. This imperative is non-negotiable. The ARCC oversees internal and external fraud incidents while the SEC oversees the ethical culture of the Group, its contractors and partners, including updates to the Doing What’s Right programme, and training and awareness activities. The committee received detailed updates on the Group’s ethics and digital ethics programmes and is satisfied with progress. While AI brings unprecedented opportunities, the committee acknowledges the related challenges, including bias, privacy concerns and misuse.

We are confident in management’s maturing response to ensuring AI systems are developed and deployed responsibly, with a strong emphasis on transparency, accountability and fairness.

The committee maintained its focus on management’s **employee and culture** initiatives, spanning leadership development, inclusion, culture and employee engagement. The Group’s Employee Spirit Beat survey shows improved employee sentiment, and we applaud management on being ranked the number one Top Employer in Africa for the second consecutive year.



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We noted the launch of the Group's refreshed employee value proposition, which is aligned with Vodacom's purpose, strategy, spirit and brand. We also considered management's plans in relation to succession, particularly to achieve an increase in female leadership. We congratulate management on exceeding the 40% target (including Safaricom Kenya) for women in management and senior leadership.

The committee considered updates related to employee **skills development**, which includes a refreshed onboarding skills training programme for frontline call centre and retail employees, the Grow with SPARK initiative to develop sales skills, and the #1MoreSkill programme to expand Vodacom Business capabilities.

The **health, safety and well-being** of our employees, suppliers and society are integral to the Group's operations. The committee observed progress in embedding a culture of "no one gets hurt" across all OpCos. This principle ensures that employees and suppliers are empowered to stop unsafe activities and avoid potential injuries and impacts on communities. The Group is working to enhance the analysis of reported incidents, with the aim of providing early warning systems and corrective actions to prevent future life-threatening incidents.

The committee noted no reportable fatalities at Vodacom subsidiaries during the reporting period; however, we express our deepest sympathy for the loss of three members of the public in Kenya as a result of two road incidents.

Several incidents of civil unrest took place during the period in certain countries in which we operate. There were also various extreme weather events, notably flooding, in several countries in which we operate. The committee reflected on the associated impact on related to employee well-being, human rights and business continuity and was satisfied with the control measures and response plans in place.

External **stakeholder engagement** plays a pivotal role in maintaining a conducive operating environment. We continue to engage with management on their proactive identification and response to existing and potential reputational and regulatory matters. We are pleased with the continued engagements with key stakeholders to support an effective market structure, reduce risks and ensure sustainable operations in a fast evolving, complex and sometimes volatile operating environment.

The committee engaged on detailed reports covering:

- Government, regulatory, industry and civil society engagements
- Outcomes and key drivers of reputation assessments
- Spectrum acquisitions that are critical to the Group's ability to expand 4G and 5G coverage
- Regulatory developments in areas including mobile money, economic regulation, price regulation, quality of service, satellite licensing, spectrum and taxation
- Compliance with licensing and regulatory obligations and controls that mitigate compliance risk
- Social obligations associated with spectrum, such as connectivity to public service institutions
- Various legal matters in collaboration with the ARCC

The committee oversees **compliance and risk management**, focusing on regulatory engagements and adherence to regulations, and monitors improvements in compliance and reporting. Managing legal and regulatory compliance, financial crime, reputation and customer-related conduct risk remain top of mind. We deliberated on the outcomes of increased Financial Action Task Force monitoring in several countries and noted management's support for local regulators and Financial Intelligence Centre Units through substantive contributions to anti-money laundering (AML) legislative changes and the sharing of related practices. Notably, M-Pesa Mozambique showcased its AML programme at an Eastern and Southern Africa Anti-Money Laundering Group event in Kenya.

The committee noted updates on management's anti-bribery and corruption programme, which included control monitoring, reporting, and training and awareness. The Uniting with Youth Against Corruption event Vodacom hosted on International Anti-Corruption Day 2024 spotlighted the importance of

ethics, accountability and trust in combating corruption and promoting sustainable development.

The committee received updates on the Group's **human rights** programme, which has progressively strengthened through a revised policy framework, deepened internal training and awareness, and increased external engagement on Vodacom's commitment to upholding human rights principles.

The committee recognises that the Group operates in diverse markets and manages an extensive value chain, and it actively engaged with management on the potential and actual human rights challenges linked to data privacy, supply chains, geopolitical events, conflict, trade wars and internet shutdowns. While complying with legal requirements, management actively engages with stakeholders to advocate for connectivity as a fundamental right and works towards minimising the impact on affected communities. By collaborating with regulators, industry peers and civil society, Vodacom contributes to shaping sound practices in the digital and telecommunications sectors.

Appreciation and future focus

On behalf of the committee, I extend our appreciation to Vodacom's executive team and all employees for their unwavering focus on executing the Group's purpose and contributing to the Group's leading ESG performance. We will continue to drive and support this performance for the benefit of our stakeholders.

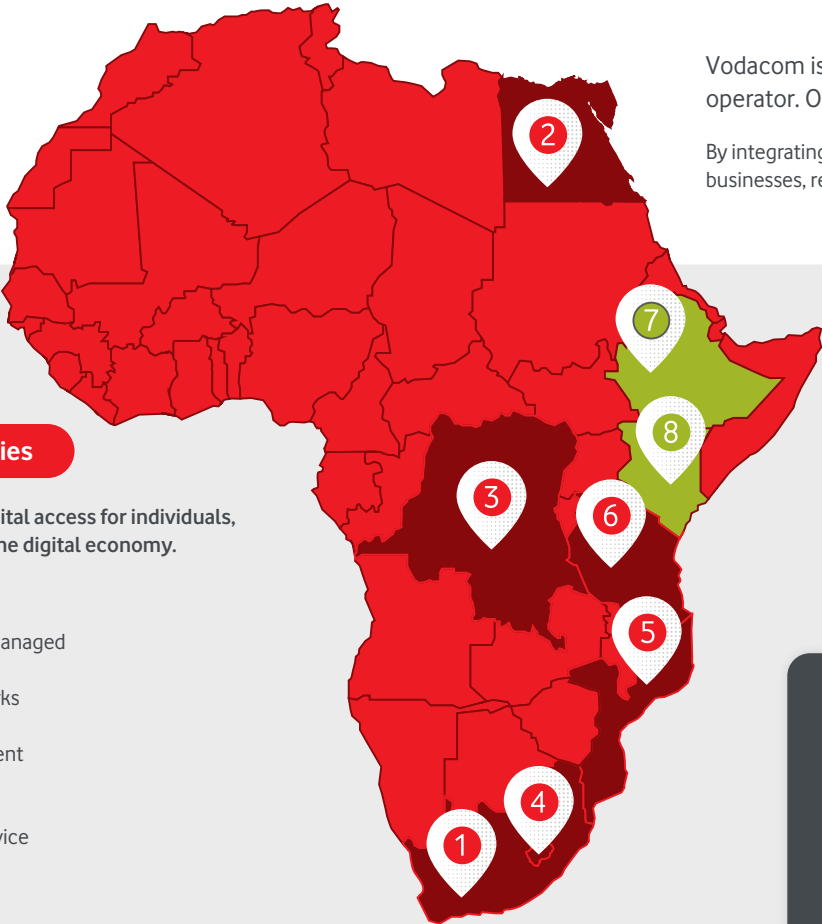
My sincere gratitude to my fellow committee members for their valuable contributions over the past year.

Khumo Shuenyane
6 June 2025



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Delivering our purpose



Vodacom is a leading and purpose-driven African connectivity, digital and fintech operator. Our mobile networks cover more than **574** million people¹.

By integrating infrastructure, financial access, and impact-driven tech, Vodacom empowers businesses, reduces inequalities, and enhances sustainability, reinforcing its SDG commitments.


211.3
million
customers¹

	Customers
1 South Africa	46.0 million
2 Egypt	48.3 million
3 DRC	23.4 million
4 Lesotho	1.6 million
5 Mozambique	12.5 million
6 Tanzania	22.6 million
7 Ethiopia (Safaricom)	8.8 million
8 Kenya (Safaricom)	48.2 million

1. Including Safaricom.

Enabling connectivity and digital capabilities

Vodacom's mobile and fixed networks provide essential digital access for individuals, businesses, and governments, supporting participation in the digital economy.

Products and services

- Personalised pricing
- Zero-rated service platforms
- Handset financing
- Fixed wireless access
- Unified communications
- Access point name
- Carrier and wholesale
- Fibre to the home
- Fibre to the business
- Cloud, hosting, and managed security services
- Mobile private networks
- Smart asset tracking
- Workforce management
- Software-as-a-service
- Platform-as-a-service
- Marketplace-as-a-service

Enabling inclusion through financial services

Providing essential tools and platforms that empower individuals, businesses and communities to participate in, and benefit from, the digital economy.

- Peer-to-peer payments
- Cash in and cash out
- e-Commerce
- Scan to pay
- Insurance (including device, funeral, group life)
- Services and bill payments
- Savings and lending
- Global payments
- International money transfer
- Airtime Advance and Voucher Advance
- Wealth management
- Merchant point-of-sale devices
- M-Pesa tills
- Business-to-business payment and cashless distribution
- Bank to wallet transfers
- Payment collections
- Disbursements (unrestricted or through vouchers)
- Invoice financing
- Business lending
- Digital marketplaces
- Business term advances
- Business cash advances
- Group risk scheme
- Stock financing

Driving societal transformation through Tech for Good

Leveraging our core competencies of connectivity, and digital and financial inclusion, we seek to design solutions, and identify partnerships, to address critical societal and environmental challenges.

Education

- Physical infrastructure
- Online learning platforms
- Classroom based learning
- Integrated digital skills hub

Healthcare

- Data-driven healthcare
- Maternal health and emergency services
- Hospital and health system digitalisation

Agriculture

- Smart farming
- Marketplaces
- Credit
- ICT skills training

SME

- Digital skills and business growth platforms
- Digital Accelerators
- V-Hub online
- Cyber resilience and business protection

IoT

- Smart metering
- Utility management
- Fleet management
- Integrated water management

Circular economy

- Trade-in
- Refurbishment
- Second-hand devices
- Eco-rating
- Point-of-sale device collection for e-waste management
- Half-size SIM
- Eco-SIM
- eSIM



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Partnering for a better future

At Vodacom, we recognise that advocacy and partnerships are fundamental to driving meaningful impact at scale. By engaging and collaborating with governments, businesses, non-governmental organisations (NGOs) and global organisations, we create synergies that accelerate innovation, expand digital and financial inclusion, and address pressing societal challenges.

Our strategic alliances allow us to leverage the power of technology to connect, empower and protect. Through these partnerships, we are increasing connectivity, supporting digital and financial inclusion and promoting solutions that can contribute towards environmental sustainability.

Government

Vodacom partners with governments across the footprint on universal access and programmes (varies by countries) relating to maternal healthcare and GBV, education, agriculture, grant distribution, and youth centres among others



Vodacom partnered with the International Finance Corporation (IFC) and British International Investment (BII) to drive digital and financial inclusion. IFC and BII provided loans and took an equity position in the Safaricom Ethiopia venture



As part of the International Telecommunication Union's (ITU) Partner2Connect Digital Coalition, Vodacom is committed to addressing the global digital divide and enhancing internet connectivity in underserved regions by investing in infrastructure to increase our 4G coverage by an additional 70 million people across our footprint



The Global System for Mobile Association (GSMA) was established to support cooperation, standards, and interoperability in using GSM technology. Today, it unifies the connectivity ecosystem, promotes sustainability and drives innovation. Vodacom is a member of the GSMA and contributes to its discussions on how digital technologies can drive climate action and sustainability



Established in partnership with the CDP, RE100 is a global corporate renewable energy initiative. It brings together over 400 large businesses committed to using 100% renewable electricity. In 2018, Vodafone joined RE100 and committed to purchasing 100% of the electricity consumed globally from renewable sources by 2025. As a major subsidiary, Vodacom also adopted this commitment



Instant Network Schools (INS) was set up in 2013 by the Vodafone Foundation and the UN High Commissioner for Refugees, the UN Refugee Agency, to provide digitally enabled learning environments and resources to young refugees, host communities and their teachers. There are 130 INS centres in four countries in which we operate



Vodacom partners with the UN Children's Fund (UNICEF) to close the digital divide through platforms that allow information sharing and engagement for youth and providing zero-rated access to educational and advice sites



Vodacom is a signatory of the UNGC, the world's largest corporate sustainability initiative. The voluntary initiative is based on CEO commitments to take action to reinforce universal sustainability principles on human rights, labour, environment and anti-corruption. Vodacom is a member of the African Business Leaders Coalition and we are members of multiple local UNGC networks



To better understand how businesses can respect human rights, Vodacom participates in the UN B-Tech Project, which provides authoritative guidance and resources for implementing the UN's Guiding Principles on Business and Human rights (UNGPs) in the technology space



Vodacom partnered with the United States Agency for International Development on several initiatives aimed at improving health and protecting biodiversity



As a leading conservation organisation, World Wide Fund for Nature (WWF) works in nearly 100 countries and collaborates with people and companies to deliver innovative solutions that protect communities, wildlife and the natural environment. Vodacom collaborates with the WWF in marine safeguarding and forest restoration projects and Vodafone's WWF "1 million phones for the planet" device circularity campaign



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Empowering people



Contributing to the SDGs

We contribute to the SDGs by driving financial inclusion, rural connectivity, and advancing gender equality. We also support sustainable agriculture and inclusive care and promote healthcare and education access.

 Read more about our contribution to the SDGs

Vodacom seeks to ensure no one is left behind. We believe in the power of connectivity and digital services to strengthen economic resilience.

Mobile technology provides billions of people with their primary means of communication, access to the internet and many life-enhancing services such as education, healthcare, economic participation and financial services.

Across Africa, digital inclusion is hindered by limited access to reliable digital infrastructure in rural and underserved areas and the high costs of connectivity and devices. The digital divide remains a significant barrier, with unequal access to education, employment and communication. Many communities lack the tools, platforms, and programmes needed to fully participate in the digital economy, while insufficient access to high-quality connectivity limits access to essential services like healthcare, education and modern communication, impacting overall quality of life.

Our focus areas at a glance

1

Closing the digital divide

We invest in network infrastructure to deliver high-quality coverage and services for individuals and communities. We expand our network to rural locations and support access through affordable connectivity, devices and platforms.

15 418

rural sites

82.8 million

smartphones on our network, up 11%

FY2024: 74.4 million

7 119

girls trained in the Code Like a Girl programme, bringing the total to 22 861 since 2017

FY2024: 6 500

2

Empowering our customers

We provide products and services to address financial inclusion and enhance productivity and efficiency within SMEs, large enterprises and the public sector, considering the broader impact these solutions can have on individuals, communities and the planet.

US\$450.8 billion

mobile money transactions (of which US\$407.8 billion is M-Pesa)

FY2024: US\$381.2 billion

(of which US\$345.1 billion is M-Pesa)

9.6 million

registered users of agricultural platforms in South Africa, Tanzania, DRC and Kenya

FY2024: 9.6 million

6.9 million

eLabs tests conducted in South Africa and Zambia

FY2024: 6.4 million

3

Supporting communities

We provide products and services to address specific societal challenges such as access to education, the empowerment of people with disabilities, and gender-based violence.

Provided

3 million

beneficiaries access to education through our e-learning platforms and school connectivity programmes

40 297

people with disabilities supported through tailored propositions, support centres and training in South Africa, Egypt, DRC, and Lesotho

R386.0 million

invested in communities through Vodacom Foundations and other contributions

Key developments

- We are navigating economic disruptions and political uncertainties, however, we continue to engage meaningfully with stakeholders with the aim to ensure a stable operating environment that attracts investment and empowers people
- We are working with stakeholders and partners to prepare a strategic response to the entry of Starlink to various regions and other connectivity developments
- The curtailment of US funded programmes across Africa will have a potentially significant impact. Long-term consequences are yet to be determined, and the situation is being closely monitored

Lowlights

- Battery theft and vandalism at base stations remain a challenge
- Regulatory compliance costs have increased
- Some product and service approvals were delayed
- One of our education platforms was paused due to limited traction

Looking ahead

- Accelerate 4G coverage, extend network coverage to further rural areas to provide reliable connectivity to underserved communities, and selectively roll out 5G
- Invest in IoT solutions that enhance quality of life and economic opportunities
- Build additional INS centres and Schools of Excellence



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Closing the digital divide

Mobile connectivity is a key driver of transformation and socioeconomic growth in Africa, creating jobs within the mobile industry and across other sectors. 5G connectivity is already driving gross domestic product (GDP) growth, with its GDP contribution to the region expected to reach US\$60 billion in 2030¹. However, despite growing demand, a significant usage gap persists due to network coverage, device affordability and digital skills gaps. Investment in the sector is crucial to reduce Africa’s digital divide. We connect people, enterprises and communities, creating digital societies by continuously developing our fixed and mobile network, relevant platforms and services, and supporting innovative, impactful projects and programmes.

We achieve this through

- 1.1 Pursuing ubiquitous coverage
- 1.2 Increasing smartphone ownership
- 1.3 Addressing digital gaps

1. GSMA, 2023. The Mobile Economy Middle East and North Africa 2023.
2. International Telecommunications Union (ITU), 2024. Measuring digital development: Facts and Figures 2024.

1.1 Pursuing ubiquitous coverage

In Africa, 57% of urban dwellers used the internet in 2024, compared to 23% in rural areas – significantly below global averages². Expanding rural networks can often be more challenging and offer a lower return on investment due to lower population densities. New approaches, partnerships, targeted investment and a blend of technologies will help us overcome some of these barriers and deliver universal coverage.

We have made significant progress in expanding and upgrading our network infrastructure, delivering fast, reliable, and secure connectivity. By developing and deploying innovative technologies, we improved network performance and expanded our 4G and 5G networks. Our efforts include launching state-of-the-art cell towers to connect underserved communities and acquiring telecom assets to bolster infrastructure and data coverage.

Through the ITU’s **Partner2Connect** programme, we pledged to extend 4G population coverage by 70 million additional people. Since 2022, we have increased our number of 4G sites from 28 464 to 35 729, providing access to an additional 51.6 million people.



Network coverage

	4G population coverage	5G sites	Rural sites
South Africa	99.3%	3 063	6 335
Egypt	98.5%	n/a	4 245
Tanzania	72.5%	370	2 095
DRC	39.8%	0	1 011
Mozambique	87.0%	17	1 470
Lesotho	98.0%	n/a	262

We signed long-term strategic infrastructure agreements to develop Vodafone Egypt’s networks and support the rollout of **5G services** and were the first to introduce WiFi calling in Egypt.

Satellite connectivity complements our existing terrestrial solutions, such as fibre and fixed wireless access. By partnering with satellite operators, we can extend coverage to areas where terrestrial infrastructure is not feasible, helping close rural connectivity gaps. In FY2025, we conducted backhaul service trials in Mozambique.

2Africa is the world’s most extensive subsea cable system, enhancing internet capacity and accelerating connectivity. This supports the growing digital economy and creates regional jobs, contributing to local and national socioeconomic development. The project involves several African countries along the coastline, including Egypt, Nigeria, South Africa and Kenya. 2Africa underpins the further growth of 4G, 5G and fixed broadband access. The project helps future-proof network capabilities and provides additional resilience to critical infrastructure, the importance of which is increasingly evident, given the multiple cable breaks experienced in the first half of FY2025.

The establishment of **TowerCo**, **FibreCo**, and **RuralCo** seeks to increase our infrastructure footprint and streamline our operations. In FY2025, Vodacom and Orange announced a joint venture to enhance rural connectivity in DRC, aiming to bring services to approximately 19 million people through the deployment of 2 000 solar-powered base stations. Following regulatory approval, the ambition is to complete the implementation within six years, with the first base station expected to be operational in 2025. The network will support voice, data and electronic payment services that other mobile operators can access the infrastructure through commercial agreements.

Case study

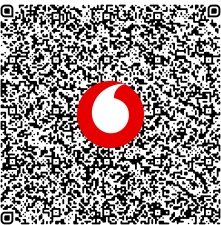


Vuma Reach delivers connectivity and employment opportunities

The Vuma Reach product is a prepaid fibre service designed to make high-speed internet accessible to communities, bridging the digital divide. The focus is on providing low-cost prepaid fibre in high-density, low-income markets.

Vodacom has partnered with Vuma Reach to tackle youth unemployment in South African townships. This initiative provides fast, reliable prepaid fibre connectivity and offers employment and skill-building opportunities. Young people from South African townships will be trained and hired as community agents, participating in a 12-month curriculum focused on entrepreneurship.

Participants in this “business-in-a-box” approach are empowered to pursue sustainable income opportunities while driving digital inclusion in their communities.



See more about Vuma Reach



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Empowering people

- 1. Closing the digital divide
 - 1.1 Pursuing ubiquitous coverage
 - 1.2 Increasing smartphone ownership
 - 1.3 Addressing digital gaps
- 2. Empowering our customers
- 3. Supporting communities

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1.2 Increasing smartphone ownership

Affordability remains a stumbling block to internet access and use in Africa, even though most people without mobile internet live in areas covered by broadband. Sub-Saharan Africa continues to have the largest coverage usage gaps¹. To bridge this gap, we offer affordable entry-level smartphones and considered financial solutions, making device ownership more accessible and fostering greater digital inclusion.

We run programmes aimed at reducing the **cost of smartphones**. We reduced the price of our 4G devices by applying subsidies, discounts and offers tailored to low-income communities. We offer financing to customers to shift from 2G to 4G handsets.

	Smartphones on our network (million)	Devices sold through prepaid device finance	Smartphone penetration %
South Africa	25.3	86 873	67.0%
Egypt	37.4	157 766	79.5%
Tanzania	8.7	62 661	43.9%
DRC	5.2	7 463	28.1%
Mozambique	5.2	146 408	55.3%
Lesotho	0.9	2 493	77.3%

1. GSMA, 2024. The Mobile Economy Sub-Saharan Africa 2024.

Enabling access to affordable 4G smart and smart feature phones

4G smartphones and smart feature phones are unique in their ability to keep customers connected and digitally included.

We deliver these affordable phones through various partnerships and tailored financial offerings.

Low-cost sourcing

→ We offer various entry-level 4G devices such as the cloud-based phone we introduced in South Africa

PG Read more about low-cost sourcing in the case study on page 17

Local assembly

→ By assembling smartphones in African countries, we reduce import duties, which often make up a significant proportion of the device cost

→ We continued our partnership with Samsung Electronics to produce entry-level 4G smartphones in Egypt. The sequel A05 was introduced, with affordable financing options to increase accessibility

Device financing

→ We launched various device financing programmes and partnerships across our OpCos to make affordable 4G smartphones and data packages accessible to low-income users

→ We enable customers with no credit facilities to pay for 4G devices through monthly, weekly, and daily instalments

→ We introduced four-year smartphone contracts, offering customers an extended payment period for high-end devices



Closing the digital divide with cloud-based phones

Case study

In South Africa we introduced a cloud-based phone to reduce the cost of smartphone access and accelerate the migration from legacy 2G networks to 4G. Retailing at R249, the phone leverages cloud computing to offer features typically found in entry-level smartphones, such as cloud access to YouTube, TikTok, and Facebook. The device, with 48MB RAM, 128MB ROM, a 2.8-inch screen and a 1 000mAh battery, aims to help users transition smoothly from 2G phones to the digital world. This initiative supports Vodacom's commitment to bridging the digital divide and ensuring affordable access to modern technology.



Closing the digital divide with Pouko Pouko

Case study

Pouko Pouko is a device financing product that makes smartphones and data packages affordable for people in rural and semi-urban areas of Mozambique. Recognising the role device affordability also plays in closing the digital gender divide and empowering female financial inclusion, Pouko Pouko seeks to reach women aged 18 to 45, and particularly entrepreneurs involved in SMMEs or informal businesses.

Pouko Pouko is a pay-as-you go product that includes an integrated network experience, with bundles that include voice, data and SMS benefits. Payments are flexible: if a customer cannot pay, the device is locked without accumulating debt, and access is restored upon repayment.

The devices offered provide easy, affordable access to mobile money services, marketplace platforms and the M-Pesa super-app. Reporting mechanisms for individuals facing abuse and/or GBV are also included. By zero rating access to specific platforms, and conducting a parallel outreach programme, Vodacom is leveraging Pouko Pouko to deliver digital skills, financial literacy, and online safety training.

Since launch in FY2024, Pouko Pouko has achieved significant success and impact:

↑ 146 401 devices sold

40% of customers engage with lending services

39% use insurance products

50% of savings account holders are women



Our ambition is to reach 50% female (31% end FY2025) and 35% rural (26% end FY2025) of our customer base

Provide 150 000 people with smartphones



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1.2 Increasing smartphone ownership

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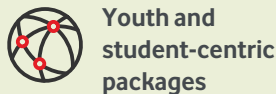
1.3 Addressing digital gaps

Mobile technology enables access to essential services. Access to mobile connectivity is persistently unequal. Women, people with disabilities and those within low-income, rural and underserved communities are less likely to own mobile phones and access financial and other services. Adults in rural areas of low and middle-income countries are 28% less likely to use mobile internet compared to those in urban areas. Vodacom works to address the digital gap through reducing the cost of data, providing free access to online platforms and bringing mobile to more women.

Reducing the cost of data

We have initiatives to reduce the cost of data, make our pricing affordable and increase bundle validity to support users, including youth and low-income households.

Airtime and data advances for customers who run out of airtime to keep them connected



NXT LVL offers mobile data bundles for students in South Africa, and Vodacom Youth Base empowers youths in Tanzania with free SMS, discounted devices and bundles and free mobile money connections

Just4You usage (%)	FY2025	FY2024
South Africa ²	45%	61%
Egypt	43%	–
Tanzania	56%	55%
DRC	28%	27%
Mozambique	32%	50%
Lesotho	54%	49%

Personalised and targeted offers

Just4You provides personalised voice, SMS and data-based offers based on a customer's usage patterns

Providing free access to online platforms

We provide free access to beneficial online platforms and resources to drive digital access and inclusion.

Free access to essential services

ConnectU provides access to free essential services and resources in South Africa, DRC and Mozambique

Free access to education

- Zero-rated access to advice and youth-focused educational sites such as e-learning, Ta3limy, VodaEduc, and Boa Internet
- The VodaBucks rewards programme partnered with Upskillist to offer over 1 million user activations of free online courses in coding, photography, AI, and nutrition

Free internet services

We invested significantly to provide free 5G Wi-Fi in various public places in Maputo



Bringing digital to and empowering more women

We use mobile technologies to enhance women's quality of life through programmes that enable financial inclusion, improve health and well-being, provide education, and skills development.

Access to smartphones

Our Pouko Pouko device financing project seeks to enable women-led businesses in Mozambique to incorporate digital solutions in running their operations

Financial inclusion

We provided mini merchant services for female market vendors in Mozambique; we supported women with government social grants wallets via the Vodafone Cash platform in Egypt; and we partnered with the Association of Women Farmers Lesotho and Caritas Lesotho to teach sound financial practices to unbanked communities

Access to health information

Our Mum & Baby app provides access to quality information on health and antenatal care, through which we aim to close the information gap which can improve infant and mother health and reduce mortality

Education and training support

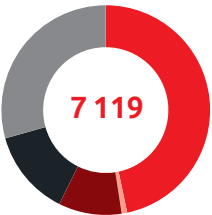
- Code Like a Girl equips girls and women with coding skills, enabling them to pursue careers in science, technology, engineering and mathematics fields. In Mozambique, five university scholarships were awarded to Code Like a Girl alumni and one alumnus joined the leadership team of MozDevz, our partner in implementing Code Like a Girl within our Faz Crescer education programme. Through Vodacom DRC, the programme was expanded to Burkina Faso
- We conducted a workshop on digital skills for women with visual impairments in Lesotho



Registered Mum & Baby users in South Africa and Mozambique
2.6 million
FY2024: 2.5 million

Code Like a Girl³

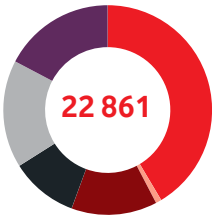
Girls trained in FY2025 (target 7 500)



South Africa	3 335
Egypt	60
Tanzania	699
DRC	950
Mozambique	2 095

3. Lesotho is in the process of changing implementation partners.

Total number of girls trained since 2017



South Africa	9 483
Egypt	203
Tanzania	3 039
DRC	2 396
Mozambique	3 795
Lesotho	3 965



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1. GSMA, 2024. The State of Mobile Internet Connectivity Report.

2. Methodology change.



2 Empowering our customers

Access to financial services, digital tools and efficient systems remains a critical challenge for many individuals, businesses and governments, particularly in underserved regions. These gaps hinder economic participation, SME growth and organisational efficiency – limiting societies’ progress¹. Recognising this, Vodacom delivers innovative digital solutions and provides connectivity and platforms to drive impact at scale. Through proactive partnerships and a commitment to overcoming barriers, Vodacom empowers its customers to thrive in an increasingly connected and digitised world.

We achieve this through

- 2.1 Delivering platforms for financial inclusion
- 2.2 Supporting SMEs to thrive in a digital world
- 2.3 Digitalising larger organisations and critical sectors

2.1 Delivering platforms for financial inclusion

Mobile money is a key driver of financial inclusion, transforming access into essential financial services for millions in underserved regions². Africa accounts for 49% (856 million) of the 1.75 billion registered global mobile money accounts, and processed US\$919 billion worth of transactions in 2023³. Despite this progress, challenges remain. Vodacom bridges these gaps with scalable solutions, supporting key services like cross-border remittances and merchant payments. By leveraging mobile money, Vodacom continues to empower communities to thrive in the digital economy.

Our financial services empower millions across Africa to participate in the formal economy by providing accessible, reliable, and innovative digital financial platforms. M-Pesa, VodaPay, and Vodafone Cash reflect our commitment to financial inclusion, offering a comprehensive range of financial services tailored to meet the needs of key business and consumer sectors. This contributes to unlocking growth and economic empowerment opportunities. This page highlights our current suite of products and services that add value to our customers’ daily lives.

M-Pesa

62.0 million

customers

FY2024: 55.4 million

Vodafone Cash

11.4 million

customers

FY2024: 8.2 million

R1.7 billion

in monthly payments processed through Kwika devices

FY2024: 1.3 billion

21.5 million

Airtime

Advance customers in South Africa, Tanzania, DRC, Mozambique, and Lesotho

FY2024: 30 million customers

We reached **77.1 million** financial inclusion customers⁴, helping customers, their families and communities to build greater economic prosperity

1. World Bank, 2023. Highlighting how financial inclusion reduces poverty and inequality while enabling economic growth.
2. OECD, 2023. Financing SMEs for sustainability.
3. GSMA, 2024. The State of the Industry Report on Mobile Money 2024.
4. World Bank financial inclusion.

● South Africa ● Egypt ● Tanzania ● DRC ● Mozambique ● Lesotho

Deposit and withdrawal

●●●●●●●

Users can easily deposit and withdraw money at designated agents or ATMs

Transfer

●●●●●●●

Users can seamlessly transfer funds between bank accounts and mobile wallets, including card to wallet services

Payment

●●●●●●●

Our payment solutions enable quick and secure money transfers, efficient payment collections for businesses, streamlined financial transactions between enterprises, and payment of donations to NGOs

Bill payments

●●●●●●●

Our services facilitate utility bill payments, solar energy subscriptions, merchant payments and prepaid utilities purchases as well as education, rent and entertainment

Service delivery

●●●●●●●

Our solutions streamline service delivery and financial transactions, facilitate efficient disbursement of funds and e-vouchers, manage pensions and enable payment of fines

Airtime Advance

●●●●●●●

Airtime Advance ensures uninterrupted connectivity by providing instant access to airtime or data. This innovative solution enables customers to stay connected when they need it most, with repayments conveniently made upon their next recharge

Interoperability

●●●●●●●

Customers can send and receive money to or from other mobile money operators

Cross-border payments

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Our international money transfers enable cross-border transactions, making it easy to send money to family and friends abroad

Savings

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Our savings solutions promote saving efforts and build financial resilience through innovative options like group savings, interest-bearing accounts and micro-saving platforms

Insurance

●●●●●●●

Our insurance products (including life, funeral, accident, health, car and device) provide essential financial protection and foster economic resilience for various needs

Lending

●●●●●●●

Our lending solutions expand credit access, offer personal and business loans and micro-insurance, and provide overdrafts, device financing and agri-loans

Value-added services

●●●●●●●

Our value-added services enhance the user experience by providing roadside, home and home security assistance and a home drive service

Child registration

●●●●●●●

This service allows parents or guardians to register children aged 10 to 17 on the M-Pesa platform with parental control

Wealth management

●●●●●●●

Our wealth management and investment services assist users in growing and managing their financial assets

Super-apps

●●●●●●●

Our super-apps support transactions for online purchases, provide access to mini-apps and lifestyle services, facilitate digital marketplaces, incentivise user engagement through loyalty programmes, help businesses with digital advertising and merchant store fronts, and enable airtime and bundle purchases directly from mobile wallets



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Democratising access to capital markets

Case study

In Tanzania, we launched M-Wekeza, a pioneering mobile-based collective investment scheme, in partnership with Sanlam Investment East Africa Limited. Users can invest amounts from as little as TZS1 000 (approximately R7), with an annual interest rate of up to 13%. M-Wekeza has revolutionised the capital market industry by providing quick access to investment opportunities for all customers, regardless of income level.

M-Wekeza promotes an inclusive investment culture, ensuring that everyone, from low to high-income earners, has equal opportunities to invest and save. The scheme focuses on accessibility and has no additional know-your-customer requirements. M-Wekeza is available on the USSD M-Pesa Menu and the M-Pesa super-app, ensuring accessibility to feature phone and smartphone users.

Since launch in November 2024, M-Wekeza has recorded rapid growth in investing subscribers and assets under management

35 302
users opted in to the service, and about **92%** are active investors

This remarkable growth reflects the scheme's success in making investment opportunities more inclusive and fostering a culture of saving and investment among the Tanzanian population



In Tanzania, we have also partnered with the Dar es Salaam Stock Exchange (DSE) to integrate **the DSE mini-app** into the M-Pesa super-app. The DSE mini-app provides real-time visibility of investment portfolios, enabling users to track and manage their financial assets. This revolutionises access to capital markets in Tanzania by allowing users to open central depository system accounts to buy, sell and manage stocks directly from their mobile phones. This mobile-first approach simplifies capital market investment and empowers Tanzanians with greater financial control and flexibility.

These initiatives align with Vodacom's goals of promoting financial inclusion, supporting community development and enhancing financial sustainability. By making investment opportunities more accessible, Vodacom Tanzania contributes to a more inclusive and empowered financial ecosystem.



Advancing financial inclusion through collaboration and innovation

Case study

In Mozambique, the second edition of the M-Pesa **Fintalks Conference** gathered around 200 participants, including financial experts, regulators, government officials and industry leaders. Under the theme "Financial Inclusion 2.0: Driving Usage of Financial Services through Collaboration and Innovation", discussions covered gender inclusion, equitable growth and advancements in Mozambique's national payment systems, emphasising their impact on financial inclusion and economic prosperity. This annual M-Pesa initiative promotes dialogue among economic stakeholders to address challenges and advance digital financial solutions in Mozambique.



The **M-Pesa FINCKATHON** empowered Mozambican university students to tackle financial inclusion challenges with innovative digital solutions. The competition brought together teams from Eduardo Mondlane University, Instituto Superior de Transportes e Comunicações, and Instituto Superior de Ciências e Tecnologia de Moçambique to develop innovative solutions that promote financial inclusion in Mozambique and address barriers to financial services.

This initiative strengthens Mozambique's digital financial ecosystem and fosters problem-solving, creativity and teamwork skills among students. Engaging academia in financial inclusion efforts is crucial, as it encourages talented youth to contribute practical and innovative solutions, aligning with global and national financial inclusion efforts.

Each team presented its ideas to a panel of experts, who assessed them for creativity, innovation, and potential impact on Mozambique's financial landscape. The winning solution, now integrated into M-Pesa, enhances transaction security by holding payments for remote purchases until delivery, fostering trust in digital commerce.

2.2 Supporting SMEs to thrive in a digital world

Despite their critical role in driving economic growth and employment, African SMEs often struggle with challenges such as limited access to financing, inadequate infrastructure and insufficient digital skills. These barriers hinder SMEs' ability to scale, compete and fully participate in an increasingly digital market. Recognising the importance of overcoming these challenges, Vodacom is committed to supporting entrepreneurs, startups, small enterprises and our SME suppliers by offering tailored connectivity solutions, digital platforms, financial services and training. By equipping them with the necessary tools, we enhance their digital capabilities and ensure they are well positioned to thrive in the modern economy.

Digital enablement through connectivity

Reliable and affordable connectivity is essential for SMEs to operate, access markets and scale in a digital economy. Vodacom provides tailored connectivity solutions that support SMEs.

PG Read more about our products and services in the delivering our purpose section on page 13

Digital commerce ecosystem

SMEs need financial and digital tools as well as business ecosystems to trade, scale and compete. Vodacom enables this through our financial inclusion platforms (see page 19) and digital commerce solutions, which help SMEs transact seamlessly, access funding, and grow in a cashless, digital-first economy.



Cyber resilience and business protection

As SMEs digitalise their operations, cyber threats pose increasing risks, making security and resilience critical for long-term sustainability. Vodacom provides solutions to protect SMEs from cyber risks, data breaches and operational disruptions.

Cyber-as-a -service	Cyber security analytics	Cyber security value-added services
We provide a suite of managed security services, security assessment services, and various cyber security solutions to safeguard businesses from evolving threats. This includes proactive risk management and security assessment, tools for detecting and responding to security incidents and protection against internal vulnerabilities and external threats	These analytics provide customers with insights and actionable intelligence to protect their digital infrastructure and data, equipping them with tools for endpoint, managed, and extended detection and response. Vodacom South Africa offers a security control framework and CyberScore to assess control effectiveness and measure risk reduction	These services provide additional features and capabilities to address customers' specific needs. Vodacom's 24/7 Security Operations Centre delivers managed security services to SMEs, helping them monitor cyber threats and respond to attacks quickly. Tools include managed firewall, email security, and solutions from providers such as Palo Alto Networks and Trend Micro

PG

Read more about how Vodacom manages our organisation's cyber security on page 51

Digital skills and business growth platforms

To successfully transition into the digital economy, SMEs need digital skills, advisory support and access to business growth platforms. Vodacom provides tools and training to help SMEs adopt digital solutions, scale efficiently, and remain competitive.

V-Hub Users in Egypt and South Africa accessed our online resource portal offering expert advice, best practice guidance and digital tools to navigate the digital economy was accessed	Digital Accelerator, Software Factory Hub and Orange Corners We support digital transformation by providing mentorship, training and access to business tools, fostering innovation among entrepreneurs in Tanzania, Mozambique, and Lesotho	M-Pesa Xchange We provide a cashless market in Lesotho where attendees can use mobile money to pay for goods and services from numerous vendors, with the safety and convenience of cashless payments
Shark Tank Egypt Promotes entrepreneurship by highlighting investment processes and providing mentorship and capital to promising entrepreneurs	Think Equal, Lead Smart Our pilot to teach business, leadership and financial skills to female street vendors in Tanzania	

Third season of Digital Accelerator programme

Case study

The Digital Accelerator's demo day event celebrated the remarkable achievements of the seven finalists who completed the three-month acceleration programme. The event showcased the growth, scope and diversity of Tanzanian startups, highlighting the promising future of the country's tech ecosystem. The programme began with 20 startups, from which seven finalists emerged.

Throughout the programme, startups embarked on an incredible journey through workshops, mentorship sessions and a learning tour in Shenzhen, China. Participants experienced cutting-edge technology and 5G networks, sparking new ideas and possibilities for Tanzania.

The programme culminated in a rigorous and exciting pitching session, where the seven finalists faced the judges and audience, with three startups emerging as winners.

2.3 Digitalising larger organisations and critical sectors

Digital technologies drive efficiencies, reduce costs, enhance services and enable data-driven decision-making. Digitalisation is a catalyst of business growth – it boosts business performance and enhances public sector service delivery. We work with organisations to provide carefully selected digital products and services to improve efficiency and productivity.



11.1 million
IoT connections
FY2024: 10.3 million

Digitalising larger organisations

Vodacom accelerates digitalisation in large enterprises and public institutions by delivering innovative, sustainable and secure technology solutions that drive efficiency, reduce environmental impact and improve digital inclusion.

Our initiatives include Vodafone Business Egypt's Next Summit, which focused on the future of business and showcased innovations, while our partnership with DRC Mining Week, provides a showcase of M-Pesa's role in addressing sustainability and corporate social responsibility challenges in the mining sector.



Watch more about Vodacom Business at Africa Tech 2024

Digital public services and e-government solutions

We provide scalable digital platforms, such as **government e-payment, citizen engagement solutions, and e-administration solutions** which enhance government efficiency by streamlining service delivery and financial transactions

PG Read more about financial inclusion platforms on page 19

Enterprise connectivity and home digitalisation

Vodacom enables enterprises and residential communities with cutting-edge connectivity, smart home integration and public Wi-Fi solutions

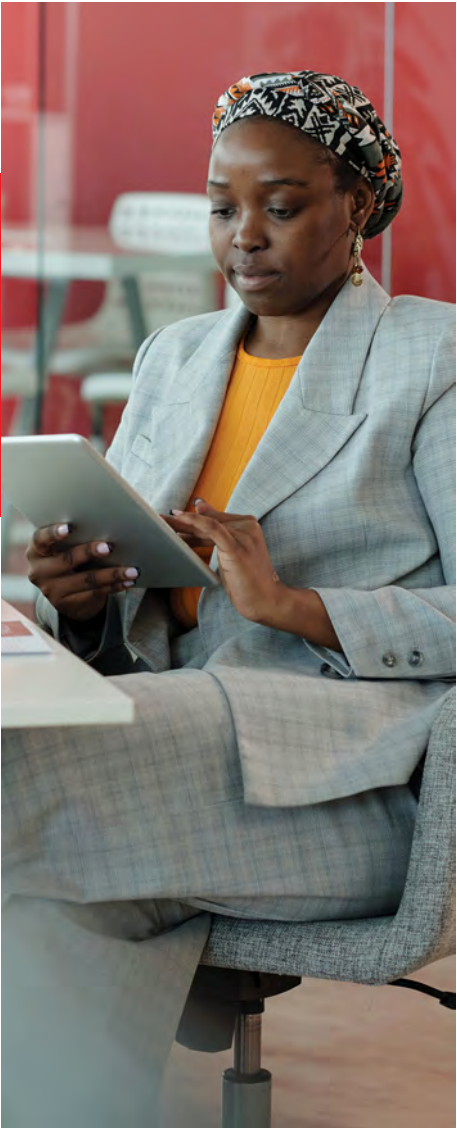
Mobile and workplace connectivity

We enhance workforce mobility and safety through digital workplace solutions that provide real-time tracking, communication and operational insights, empowering organisations to streamline their workforce management. This includes platforms such as **Connected Worker** in South Africa, a track and trace wearable, and **Umoja App in DRC**, a digital workplace tool, which provides real-time health and safety information.

2 300 Glencore Mutanda employees connected through Umoja
FY2024: 2 300

Smart infrastructure and asset management

Our smart solutions optimise asset tracking and energy efficiency through IoT-driven solutions. **Smart metering, utility asset and fleet management services** enhance monitoring, reduce risks and improve efficiency and sustainability



IoT solutions for sustainable utility management

Sustainable utility management is a critical challenge in South Africa, with municipalities facing high levels of financial strain and infrastructure inefficiencies. In relation to water management, this is exacerbated by water loss and droughts,

Vodacom delivers smart utility management solutions that enable municipalities to monitor consumption and improve billing accuracy. Our smart metering and management platforms play a pivotal role in fostering financial sustainability, reducing environmental impact and driving the efficient use of resources, ultimately contributing to more resource efficient communities.

3 South African municipalities
500 community members trained and employed during the installation

137 600 smart meters installed through various projects since 2020

In FY2025, we launched the Digital Water Tower, which integrates geospatial consumption data, network topology maps and demand management reports to reduce water losses and optimise supply. Developed in collaboration with Vodacom's technology subsidiaries Mezzanine and IoT.nxt and third-party original equipment manufacturers, the solution integrates IoT-enabled smart meters, advanced analytics and alternative funding models to ensure broader adoption.



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Digitalising ECD registration

The 2021 early childhood development (ECD) census revealed that over half of South Africa's ECD programmes are unregistered, highlighting the need for simpler registration to ensure children are protected. In response, the Department of Basic Education launched a mass registration drive. Vodacom subsidiary, Mezzanine, developed eCares, a digital solution that focuses on digitising the mass registration drive to make it easier for ECD centres to register and comply with regulations.



Enhancing supply chain integrity and efficiency with IoT solutions

Case study

Eskom, South Africa's energy utility, is experiencing challenges within the coal supply chain, from pit to burn phases. These challenges are costing the company billions of rand annually. To address this, with our subsidiary Mezzanine, Eskom has implemented a fully auditable, real-time tracing system that tracks coal from pit to burner. This system ensures optimal procurement to deliver primary energy sources at the right quality, quantity, location and time at minimum cost. The solution automates and monitors the movement of coal from mines to power stations, leveraging technologies such as weighbridges, closed circuit television, GPS, licence plate recognition and gate management. By deploying these IoT solutions across all coal-fired power stations, Eskom is enhancing the efficiency and integrity of its coal supply chain, reducing losses and ensuring a reliable energy production process.



Peacemaker

Case study

Firearm theft and loss pose significant risks, leading to unauthorised use and contributes to illegal activities. Traditional methods of tracking and monitoring firearms are often insufficient, resulting in a lack of reliable information about location and status of firearms. To address this, government authorities and law enforcement agencies require a robust solution to prevent unauthorised use and recover lost or stolen firearms.

In response, Vodacom Business South Africa, in collaboration with Vodacom subsidiary, IoT.nxt, developed an innovative firearm tracking solution called Peacemaker. This comprehensive firearm tracking system provides continuous, real-time visibility through a centralised, secure cloud platform, offering reliable information about firearms' location, status and use. By flagging unusual activity, Peacemaker helps prevent firearms from being diverted into illegal channels.

Peacemaker has improved the ability of government authorities to monitor and manage firearms. The system's real-time tracking and monitoring capabilities have reduced firearm theft and loss, preventing unauthorised use and aiding in the recovery of lost or stolen firearms. Peacemaker's data-driven insights have improved resource allocation and incident response. By providing a reliable and innovative solution to firearm tracking, we support our customers in making a substantial impact on reducing firearm-related risks and enhancing public safety.

Digitalising healthcare

Many African healthcare systems still rely on paper-based processes, leading to inefficiencies in diagnosis, treatment and resource allocation. With a growing population and a shortage of healthcare workers, digital transformation is crucial to improving service delivery. Vodacom is driving this shift by deploying IoT-powered stock monitoring, mobile diagnostic platforms, and cloud-based hospital management systems to enhance efficiency and patient outcomes.

Hospital and health system digitalisation

Large-scale digital transformation modernises hospitals and public healthcare systems, streamlining patient care, administration and workforce management.

Universal Health Insurance and healthcare facilities digitalisation

We spearheaded the largest digital transformation projects in the Egyptian healthcare sector by leading the charge in two pivotal national endeavours: the UHI initiative and digitalising Egyptian University Hospitals. In FY2025 we won a bid to digitalise 500 primary-care units and thus we have increased our FY2030 target to reach **26 million** people through our digital healthcare solutions (from 15 million).



12.5 million people served across **626** healthcare facilities

FY2024: 309 hospitals, 6.3 million people served

Healthcare workforce training

50 000 Egyptian healthcare employees trained to use digital solutions

FY2024: 30 000

Public health initiatives and disease prevention

Community-driven programmes leverage digital tools and partnerships to combat infectious diseases and promote public health

IoT and data-driven healthcare solutions

Real-time digital tools improve diagnostic testing, vaccine tracking and medicine stock management, enabling faster, data-driven healthcare interventions.

Stock visibility solution

in South Africa is a software solution that seeks to address inefficiencies in medicine supply chains by providing digital data and real-time reporting of drug stock levels to reduce drug stock-outs

12.1 million stock updates

FY2024: 13.7 million

3 260

public health facilities

FY2024: 3 267 facilities

HealthX

Our electronic vaccination data system developed in partnership with the Council of Scientific and Industrial Research in South Africa

LEAP/Communicator | Mobile learning delivered

127 489

training messages to healthcare workers in Kenya and Tanzania

FY2024: 126 660



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Emergency and maternal health services

Lack of information is one of the leading causes of infant and mother mortality in many African countries. Our technology-based emergency transport and maternal care services improve accessibility and response times, saving lives in underserved communities

m-mama

151 840 emergency calls handled

6 187 lives saved

FY2024: 59 633 calls; 1 856 lives saved



m-mama

Case study

In partnership with the Vodafone and Vodacom Foundations, we support the m-mama affordable emergency transport system in Tanzania and Lesotho. This programme aims to reduce maternal and newborn mortality rates in Africa, with usage steadily increasing.

M-mama’s innovative approach uses various forms of transportation. This approach has addressed geographical and logistical challenges, making emergency care more accessible. The programme’s success serves as a model for improving healthcare access in remote areas, with the government committed to sustaining and expanding its reach and mandate.

The Lesotho government took over the m-mama emergency referral service, ensuring continued support for newborns and expectant and new mothers. This transition marks a significant milestone in Lesotho’s healthcare journey.

The Vodafone Foundation and Vodacom Lesotho played crucial roles in the programme’s success, investing US\$4.5 million and ensured a smooth transition to government management.



Awareness

We conducted awareness campaigns for diseases such as breast cancer, offering free screenings and raising funds for patients, and sponsoring medical camps to focus on preventing non-communicable diseases.

Emergency response

We provided crucial support and humanitarian aid packages in response to the Marburg virus outbreak and the building collapse in Tanzania, and the cholera outbreak in South Africa.

Digitalising agriculture

Agricultural productivity is crucial for Africa’s economic growth, and enhancing productivity and competitiveness are key to unlocking this potential. Through our subsidiary, Mezzanine, and with M-Pesa, we provide digital solutions that streamline inputs distribution, expand market access and facilitate payments.



Enabling digital transactions and credit for farmers

Vodacom’s fintech solutions enable farmers to access mobile-based payments, vouchers, credit, and insurance, improving financial resilience and market participation.

eVuna

eVuna is Mezzanine’s suite of smallholding agriculture solutions, including dairy management, produce reconciliation, and digital marketplaces in South Africa, Kenya and Tanzania

M-Kulima

3.2 million registered farmers can access information and advisory services, transact through M-Pesa and engage with buyers and other stakeholders in the value chain

Moloni

Moloni is our Agritech platform in DRC with 10 000 farmers, offering weather updates, sustainable farming advice, and a digital marketplace accessible via USSD



Read more about our financial inclusion initiatives on page 18

Smart farming and IoT solutions

Cloud-based platforms and IoT solutions enhance agricultural productivity by enabling real-time monitoring, automation, and data-driven decision-making. They provide farmers with essential market insights, weather forecasts, and sustainable farming practices, supporting informed decision-making.

MYFARMWEB™

This cloud-based platform serves commercial farms in South Africa, Kenya and Tanzania

Tomatiki

We are partnering with Tomatiki in Egypt to provide smart agriculture IoT solutions that minimise water and fertiliser usage, enhance crop productivity, and allow real-time monitoring and management of crops through sensors that track weather and soil conditions

Capacity building and digital skills

Training initiatives equip farmers with the digital skills needed to adopt smart agriculture tools and financial solutions

ICT skills training

Female farmers are trained in partnership with United Nations Women, South African Women in Farming, and Vodacom Foundation



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 - 2.1 Delivering platforms for financial inclusion
 - 2.2 Supporting SMEs to thrive in a digital world

2.3 Digitalising larger organisations and critical sectors

- 3. Supporting communities

Protecting the planet
Maintaining trust

3 Supporting communities

In Africa, the lack of access to quality education, employment opportunities and critical support services for people with disabilities and victims of abuse continue to limit social and economic advancement¹.

These challenges reinforce cycles of poverty and exclusion, making it more difficult for communities to thrive². Vodacom addresses these barriers through digital inclusion initiatives, partnerships, and connectivity solutions, and expands access to education, supporting employability, and improving essential services for vulnerable groups.

We achieve this through

3.1 Enabling education

3.2 Helping people with disabilities

3.3 Helping people experiencing abuse

3.1 Enabling education

Education and skills development are critical to economic mobility, yet many individuals across Africa face barriers to accessing quality learning and employment opportunities. 50 million children in Africa are not in school, with primary education completion rates at just 63%, far below the global average of 87%. By 2050, the continent will require 9 million new classrooms and 9.5 million teachers to meet the rising demand³. Without intervention, these challenges will increase inequality and limit economic progress. Vodacom supports education and employability by expanding digital learning platforms, enhancing school connectivity and providing skills training to equip learners and jobseekers with the tools they need to thrive in a rapidly evolving economy.

Techstart aims to upskill 1 million African youth by 2027. Techstart includes a digital skills hub that leverages our e-learning platforms and other programmes offered by our OpCos as well as offering a combination of classroom-based training and self-paced online learning, including courses like the AWS Educate programme. Techstart provides individuals opportunities to gain in-demand digital and tech skills, enhance career prospects and join a community dedicated to transforming Africa's tech landscape.

Physical infrastructure

Supporting learning environments by investing in school infrastructure, connectivity, and financial assistance to improve students' and educators' access

Instant Network Schools (INS)

provides young refugees, host communities and their teachers access to digital learning content and the internet, improving the quality of education in these marginalised communities

PG Read more about INS on page 26

Connecting schools provides connectivity, ICT equipment and infrastructure to schools across our OpCos through our Schools of Excellence, Haya Karima, Faz Crescer, Digital Labs, Connect for Change Trust and other connected schools and classroom programmes

Teacher centres furnishes and provides internet connectivity to South African teacher centres through the Vodacom Foundation in collaboration with the Department of Basic Education

DigiTruck provides digital education and skills training across Tanzania, aiming to train 5 000 people per year and promote digital inclusion in 10 regions, contributing to community development and economic growth.

Alerte Rouge is a humanitarian campaign supporting displaced populations and children in eastern DRC by distributing school supplies, building emergency classrooms for approximately 1 200 children, and providing survival kits to 1 027 households in Goma and Bunia

Online learning platforms

Enhancing e-learning platforms, digital content and device accessibility to support learners and teachers with inclusive, technology-driven education

e-learning and e-Fahamu allow learners in South Africa and Tanzania to access curriculum-aligned content and educators to access learning materials on their smartphones with no data charges

Ta3limy is a free platform in Egypt serving K12 students, parents and teachers, including professional development for educators and devices to access Ta3limy content in rural Haya Karima villages

VodaEduc offers free maths, sciences, information technology (IT), economics and finance educational content to learners and teachers in DRC through an updated and expanded e-curriculum

Building Brains Tour provides innovative educational experiences to children in Tanzania through the Ubongo learning platform, enhancing access to quality educational content through multimedia platforms

Classroom-based learning

Schools and educators gain access to a curriculum that equips students with foundational technology skills and guides them in designing app ideas to address challenges in their communities

Target students aged 12 to 17, especially girls and other young people from underrepresented communities

Code Like A Girl introduces underprivileged girls in our OpCos to coding basics and career paths related to current and future skills gaps

PG Read more about Code Like A Girl on page 18

GetIT – SmartIT is beginner-friendly courses to build foundational technology skills

Code Academy provides intermediate coding and software development skills

Percipio provides advanced technology skills and professional development

Bursary programmes by Vodacom support full-time undergraduate students, with priority given to learners who complete all classroom-based learning pathways

Integrated digital skills hub

An online platform offering a wide range of educational resources and programmes in collaboration with partner organisations

Targets individuals aged 18 to 35, including students, jobseekers and aspiring entrepreneurs

Accessibility to the training platform is zero-rated in several OpCos, eliminating data costs as a barrier to access

AWS Educate provides self-paced digital skills training in areas such as cloud computing, AI, network and infrastructure and machine learning

Mzansi Digital Learning provides courses on digital literacy and productivity, such as Microsoft Office Suite



1. World Bank, 2023. Social Sustainability in Development. 2. World Bank, 2022. Social Exclusion: Concepts, measurement, and a global estimate. 3. World Economic Forum, 2024.

4 217 schools and institutions were provided with ICT equipment and connected

Reached over **460 270 beneficiaries**

Our e-learning platforms facilitate access to **educational resources** for **2.2 million learners** in South Africa and Egypt

173 bursaries awarded in FY2025, including **81 women**

FY2024: 103 bursaries, 54 women

27 bursars graduated and were placed as graduates or interns

FY2024: 16

R27.3 million invested in bursaries

FY2024: R15.5 million

1 359 bursaries awarded since 2014

PG Read more about our Discover Graduate programme on page 47



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Connect for Change is a platform that aims to connect South Africans to a better future by enabling customers to impact their communities positively by making donations via the VodaPay app, USSD, online or in store to support causes they care about.

Formed in 2020, the Connect for Change Trust oversees and distributes funds raised through the platform, operating independently from Vodacom. The trust focuses on humanitarian/welfare efforts, quality digital education and healthcare, supporting underprivileged children. Donations support The Lunchbox Fund, which addresses nutrition and early learning for children.

The trust has donated funds to provide **127 135 meals to over 650 underprivileged children.**



Transforming refugee education through INS

Case study

Since 2013, INS has transformed refugee classrooms in Egypt, Tanzania, DRC and Mozambique, addressing the challenge of underresourced learning environments. Developed by Vodafone Foundation and United Nations High Commissioner for Refugees (UNHCR), INS provides a holistic digital education solution, equipping classrooms with internet connectivity, multimedia tools, localised digital content, and ongoing teacher training to enhance learning for refugees and host communities.

	Egypt	Tanzania	DRC	Mozambique
INS centres	48	11	29	20
Pupil beneficiaries	101 391	40 045	49 865	91 815
Teacher beneficiaries	2 795	371	913	1 765

As part of the INS Leadership Lesson series, over 1 100 students engaged with refugee athletes and leaders, gaining inspiration from their experiences. To celebrate the Paris 2024 Olympic and Paralympic Games, more than 500 students interacted with refugee athletes, including Amelio Castro Grueso, Luna Solomon, Musa Suliman and Masomah Ali Zada. The athletes shared insights on competing at the highest level, reinforcing the importance of representation.

On 18 July 2024, Lam Joar, a former refugee, member of the Refugee Olympic Team, and Oxford scholar, spoke to 600 students, answering their questions and sharing his journey. These sessions highlighted the power of connecting students with role models from displaced communities.

The INS programme faces challenges such as political instability, power cuts, maintenance issues and poor classroom conditions, affecting learning continuity. Connectivity limitations, technology integration delays and coordination with school administrators and governments require ongoing management for successful implementation.

Despite these challenges, INS continues to expand and enhance digital learning opportunities for refugees and host communities. The centres receive ongoing technical support for connectivity, digital resources and solar power, ensuring sustainable technology integration to support learning outcomes.

The expansion and refurbishment of INS centres in Egypt and Mozambique are underway, reinforcing our commitment to inclusive education and sustainable impact.



Safe Schools app promotes children's safety and the eradication of pit latrines in school

Case study

Pit latrines in South African schools have claimed the lives of several children, highlighting the urgent need for improved sanitation infrastructure. In response to this issue, Vodacom subsidiary, Mezzanine, developed the Safe School app, which allows members of the public to report schools that still use pit latrines.

The app, launched on 9 December 2024, was hailed as promoting accountability and transparency in addressing pit latrines in public schools, thereby contributing to their eradication. The app allows users to upload geolocation data and images, and features a dynamic heatmap that tracks progress on the removal of pit latrines nationwide. This provides the South African government with access to real-time information about its efforts to eradicate the Sanitation Appropriate for Education backlog.

In the medium term, the app will enable crowdsourced data to fill existing gaps in information about sanitation facilities across the country. In the long term, the Department of Basic Education will rollout the use of the app to monitor other key programmes. Beyond sanitation, the app has the potential to serve as a key platform to track other critical departmental initiatives, including the National School Nutrition Programme, infrastructure projects and the delivery of learning and teaching materials.



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Supporting jobseekers and empowering youth

We support those seeking employment and opportunities through affordable connectivity, job platforms and work experience activities.

Digital skills development



The Youth Academy in South Africa trains learners on IT technical support
1 782 youth trained since 2013

FY2024: 1 631



The **Vodafone AI Academy** (previously the Big Data Academy) in Egypt runs a six-month teaching programme that provides new graduates with hands-on AI experience and skills required for employment

The **She Works Wonders** programme in Egypt, trains newly graduated women with skills for “unconventional” fields, resulting in completed internships and successful hires



Work experience programmes

Our **internship programme** offers a 12-month fixed-term contract or short-term assignments providing valuable work experience, career exploration and networking opportunities for undergraduate and post-graduate students. Successful interns can continue their projects while completing their studies, working in the office two to three days a week or are offered a permanent role, usually through the Discover Graduate programme

The programme hosted **564** interns and learners, of whom **72** are youth with disabilities

FY2024: 143 interns

FY2024: 97 youths with disabilities

PG

Read more about on our Discover Graduate programme on page 47



The youth development programme enables Youth Academy graduates in South Africa to gain work experience in Vodacom-sponsored non-profit organisations, Schools of Excellence and ECD centres

98 youth



The **first aid centre** project teaches sewing skills to women in DRC's Bulengo camps to foster economic independence and equip volunteers for emergency interventions, with toll-free numbers for the people of Kinshasa, South Kivu, North Kivu, and Goma and its surroundings



Through ConnectU, JobJack connects employers with jobseekers across South Africa



3.2 Empowering people with disabilities

Across Africa, people with disabilities face challenges accessing digital communication, education and economic opportunities. These barriers limit access and use of mobile technologies, independence and participation in a digital society. Our approach of digital inclusion of people with disabilities intentionally promotes equitable development and participation. We are committed to bridging these gaps through assistive technologies, accessible customer services, and digital literacy programmes. Vodacom is a signatory to the GSMA's principles for driving the digital inclusion of persons with disabilities.

We invest in assistive technologies to empower persons with disabilities, including:

Text-based emergency services for D/deaf, hearing and speech-impaired customers using Vodacom's SMS Emergency Services and Vodacom's 112 Emergency Services App

SMS voicemail allows callers to send a detailed SMS to a hearing-impaired customer instead of leaving a voice message

Smart digital training centres train people with disabilities in using devices

Dedicated contact centres allows consumers with disabilities to make contact via multiple channels, inclusive of video calling for sign language users

We continued to expand our inclusive **care initiatives** across customer touchpoints, improving access to our services for people with various disabilities.



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Support for the D/deaf and hard of hearing

Providing solutions to ensure communication access for D/deaf, hard-of-hearing, or speech-impaired individuals

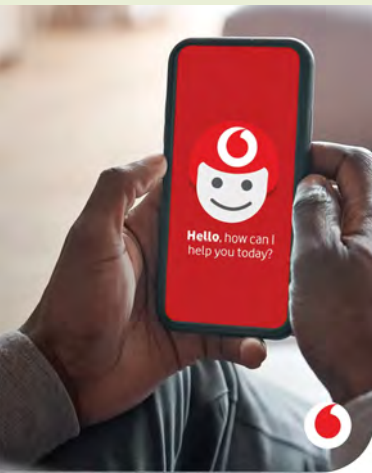
Call centres We have call centres for customers and offer a range of services such as video call sign language, relay centres and interpreters

Sign language customer support Available in store, with video call sign language services via the call centre in Tanzania

TOBi Our AI chatbot has been equipped with a pathway for our D/deaf and hard-of-hearing customers incorporating a number of sign language videos

36 612 people assisted through our disability support centres

27 retail employees trained in sign language in Tanzania



Support for visually impaired individuals

Enabling digital accessibility for individuals who are blind or visually impaired through digital tools, training and connectivity solutions

Dedicated helpdesk for blind customers A specialised support channel for visually impaired users in Tanzania

Insight centre A 4G-supported library at the Lesotho State Library provides accessible reading and information resources

Resource centre for the blind The Vodacom-supported donation programme provides assistive devices, books, and utilities in Lesotho

The insight centre serves 120 people per week



Broader disability inclusion and advocacy

Advancing disability inclusion through economic empowerment, awareness campaigns and policy commitments

Discounts In Egypt, we offer discounted contract deals online and at selected stores for people with disabilities, incorporate accessibility in new product and service designs, and introduced a “Pay 1 Month, Get 1 Month” offer on the International Day of Persons with Disabilities to promote accessibility and affordability, empowering all members of the community and fostering a more inclusive society

Accessible retail stores Stores support wheelchair access with lower-priority service desks, and we enhanced the customer experience for disabled consumers with a queue priority system and improved online booking

Training and empowerment We trained and empowered women with disabilities to become M-Pesa agents through Je Suis Cap, provided ICT skills to people with disabilities, and trained visually impaired individuals to use assistive technology

Smart devices with accessible features Devices with features for the hearing impaired, and those with limited dexterity

714 women with disabilities trained as M-Pesa agents
FY2024: 950

443 stores in Tanzania equipped with wheelchair access and priority service desks
FY2024: 179

81 visually impaired individuals trained through the Cape Town Society for the Blind's Smart Digital Training Course



Vodacom's commitment to accessibility

Case study

The Vodacom Inaugural Accessibility Conference marked a significant step towards promoting digital inclusion for persons with disabilities in Africa. By fostering an inclusive environment and encouraging dialogue, Vodacom demonstrated its commitment to leaving no one behind in the digital age. The conference was the first of its kind to be hosted by a mobile network operator in Africa. It aimed to raise awareness and advance the inclusion of consumers and employees with disabilities, enhancing their participation in society.

The conference's theme was “promoting the digital inclusion of persons with disabilities in Africa; leaving no one behind” and we sought to raise awareness and advance the inclusion of consumers and employees with disabilities, enhancing their participation in society.

Building on the conference's success, Vodacom partnered with the Africa Tech Festival to include accessibility and the digital inclusion of persons with disabilities on the agenda. This partnership aimed to increase the narrative of accessibility on the global stage, continuing Vodacom's advocacy for the digital inclusion of people with disabilities.

The conference:

Encouraged private and public organisations in Africa to embed accessibility and disability inclusion in their strategies

Facilitated networking opportunities among organisations for persons with disabilities, technology companies, industry organisations and government

Discussed Vodacom's accessible products and services, highlighting our role in promoting digital inclusion in Africa

Demonstrated Vodacom's leadership commitment to including employees and consumers with disabilities

Created a platform for disability advocates to share information about their various disability initiatives

Recognised Vodacom employees, leaders, and organisations for persons with disabilities for their efforts in driving accessibility initiatives



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3.3 Helping people experiencing abuse

Domestic abuse is an epidemic affecting millions of people around the world, and one that takes many forms – from physical and sexual abuse to controlling and coercive behaviour that isolates victims from their families. Victims are often unaware they are being abused or scared of seeking help. Vodacom works with various partners to leverage digital technology to help fight

Prevention

We support efforts to prevent GBV through digital tools, awareness campaigns, and funding initiatives that drive education and intervention.

Digital support tool

Provides resources for GBV prevention, safety planning and support through the Bright Sky App and Nokaneng Apps

Awareness events and activism

Provides GBV education, advocacy and prevention support for local GBV awareness campaigns in Lesotho



Survivor empowerment

We provide direct assistance to survivors of GBV through digital literacy, psychosocial support, shelter initiatives and rehabilitation programmes.

Digitised empowerment for survivors

We provide GBV survivors with access to information and skills development through digital literacy training in South African shelters and the Nokaneng App in Lesotho, which offers legal rights information, support services, and emergency tools

Psychosocial and community support

We provide mental health and family support through psychosocial services in schools across South Africa, dealing with issues of violence, bullying and GBV in schools

Our community interventions also address GBV-related family dynamics.

 **30 000 learners across 30 schools**
supported with psychosocial services

GBV care centres

We provide safe spaces and support for GBV survivors through the Thuthuzela Care Centres in South Africa and safe houses in Lesotho. These centres offer a holistic approach that allows victims to safely report GBV and receive immediate medical attention and counselling in one location. In this way, victims receive the appropriate support without secondary victimisation



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Protecting the planet



We strive to minimise the climate and other environmental impacts of our direct operations, while encouraging others to reduce their GHG emissions, improve resource efficiency and protect nature.

As the world’s least climate-resilient continent, Africa is profoundly affected by climate change. Along with negative economic, social and health impacts, climate change has led to ecological crises brought on by environmental degradation. While government action is required, businesses need to collaborate with the the public sector, drive down GHG emissions and contribute to climate and nature solutions.

Our protecting the planet strategy outlines our aspirations to become an environmental sustainability leader. This strategy includes our commitment to a low-carbon future and considers nature and biodiversity in our direct operations and increasingly in our value chain activities.

We actively assist our customers, and encourage our suppliers and other stakeholders to adopt approaches that serve our planet better. We also believe that as a society, we must become more efficient, and adopt a circular economy approach with a focus on eliminating waste. Our waste and circularity strategy focuses on network waste from our fixed and mobile access networks and electronic devices we provide and sell to customers.

We evolved our climate and TCFD report to a climate and nature report to reflect our deepening understanding of our nature-related dependencies, impacts, risks and opportunities.

Our focus areas at a glance



Contributing to the SDGs

The mobile industry can influence environmental SDGs by addressing challenges related to energy, sustainable consumption and production (including mobile infrastructure and devices). The industry can harness technological innovations to minimise adverse environmental impacts and bolster environmental sustainability efforts.

 Read more about our contribution to the SDGs

1

Responding to climate change

We are committed to a low-carbon future through reducing our GHG emissions and advocating for climate action

Progressed our CTP with a focus on ensuring functional ownership, developing OpCo objectives and metrics and integrating these into annual performance ratings

Deepened our understanding of our climate-related risks and opportunities through a financial quantification exercise

Supported flood victims in South Africa and Tanzania, cyclone victims in Mozambique, and sent weather alerts in Lesotho

2

Delivering net zero operations

We are implementing energy efficiency measures and technologies to reduce GHG emissions

All OpCos maintained their **ISO 50001** certifications

Since FY2024 energy consumption increased by **8%** from 1 922.6GWh to 2 076.0GWh

FY2024: 1 862.2GWh to 1 922.6GWh, up 3%

Decreased scope 1 and 2 market-based emissions by **67%** compared to FY2024

FY2024: 28% decrease

GHG emissions¹ per terabyte of data decreased to **0.04tCO₂e** (down 75%)

FY2024: 0.14tCO₂e/TB

3

Managing scope 3 GHG emissions

We reduce our value chain GHG emissions by engaging with our suppliers and customers

Our supplier evaluation processes include up to **20%** weighting for environmental, health and safety, and diversity criteria

Launched workstreams to improve the quality of data sourced from our suppliers

Supported customers in avoiding **2.7 million tCO₂e**

FY2024: 1.4 million tCO₂e through a range of IoT solutions

4

Driving circularity

We adopt a circular approach to resource consumption and guide customers to make more sustainable choices

785.7 tonnes network equipment recycled

FY2024: 1 273.1 tonnes

11 167 consumer handsets **reused**

FY2024: 11 882

2 303 consumer handsets **recycled**

FY2024: 6 029

5

Supporting biodiversity

We aim to understand and mitigate our biodiversity impacts while deploying technologies to protect nature

Conducted a nature impact assessment across our value chain

Developed a shortlist of water and nature-related risks and opportunities

Partnered with **9** non-profits and other organisations to implement biodiversity projects in **5** countries

1. GHG emissions are measured in tonnes of carbon dioxide equivalent (tCO₂e) and a metric tonne is equal to 1 000kg.

Key developments

- African governments are increasingly considering regulation and carbon taxes and scrutinising companies’ activities as they seek to meet their national climate commitments
- As regulations tighten, companies may face higher costs for data collection, verification and disclosure to meet increasingly demanding standards
- Nature-related disclosure frameworks are currently voluntary but may become mandatory in the coming years, supported by increasing nature-focused environmental protection laws

Lowlights

- Some new technologies are not yet mature and feasible for our network due to supply chain challenges and low levels of implementation at scale
- Ongoing constraints on capital investment available to support implementation of our CTP, with the need to consider the longer term case for investment

Looking ahead

- Build and enhance the skillset and knowledge on climate and nature competencies in key functions
- Monitor the implementation and execution of our CTP
- Action our supplier engagement programme to reduce our scope 3 emissions
- Shape the direction for our nature response considering our strategic ambitions



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1 Responding to climate change

According to the World Meteorological Organization, 2024 was the hottest year on record, due to a decade of unprecedented global warming driven by human activities. GHG levels continue to grow to new highs, contributing further to higher global temperatures. In FY2025, many of our OpCos experienced record rainfall and flooding, tropical cyclones, crippling heat and relentless drought. Today's climate change events are our new reality and a forewarning of the future.

Mitigating the worst impacts of accelerated climate change while developing climate resilience demands action from governments, businesses and individuals. Climate and nature issues are complex and interdependent. We continue developing our climate and nature competencies while deepening our understanding of their implications for our business and value chain.

At the core of our climate action, we:

- Build climate resilience by understanding the actual and potential impacts of climate-related risks and opportunities on our business strategy, including modelling their financial implications
- Leverage the Group's enterprise-wide risk management framework, which includes identifying, assessing and responding to climate-related risks
- Embed climate change into our governance process

We achieve this through

- 1.1 Executing our climate programme
- 1.2 Advocating for change

1.1 Executing our climate programme

Managing our **climate-related risks and opportunities** requires building capacity and continually enhancing our policies, processes and reporting. Climate change poses significant risks to our operations, value chains and customers in the countries where we operate.

Our physical risks include damage to infrastructure, business interruptions and worsening socioeconomic conditions that affect our enterprise customers and consumers. We must navigate the transition risks related to changing climate regulations, potentially higher energy costs and carbon taxes and changing customer expectations.

Our CTP outlines the management actions required to deliver our transition and to build climate resilience. It includes our objectives, targets, actions and resources to reduce our operational GHG emissions (scope 1 and 2) and our near-term activities for managing our scope 3 emissions.

The CTP includes workstreams on:

- Energy efficiency and alternative energy
- Power purchase agreements (PPAs)
- Climate-related policy
- Sustainability and circularity by design

Working with Vodafone, we enhanced our **climate scenario analysis** by quantifying potential financial impacts and deepening our understanding of how climate-related risks and opportunities could impact our revenue and asset base. This analysis covered our physical and transition-related risks across our OpCos. We will enhance our understanding of the financial implications of climate change in the coming years.

In FY2024, following a rigorous planning and engagement process, we committed to the **Science Based Targets initiative** to determine near-term and long-term GHG emissions reduction targets. In FY2025 we submitted the first iteration of our near-term science-based targets, and we received valuable feedback. We will submit the second iteration in FY2026 based on the feedback received.

We continue to evolve our reporting in line with global best practices. The International Sustainability Standards Board's IFRS S2 (which incorporates the TCFD¹) is a key guideline for climate reporting. Aligned with our commitment to continually mature our climate reporting practices, we are transitioning to report against IFRS S2. We build on previous disclosures, providing deeper insights into our nature-related impacts, dependencies, risks and opportunities.

CNR Read more about our CTP on pages 26 to 33 of our **climate and nature report**

Notable severe weather impacts

Climate change threatens Africa with increased frequency and intensity of droughts, heatwaves and severe flooding. The impacts of climate change are likely to affect livelihoods, food and water security and ultimately increase the cost of living. For Vodacom, extreme weather events can damage infrastructure and disrupt operations.

In FY2025, we experienced severe weather impacts, including flooding in South Africa and Tanzania, cyclones in Mozambique and severe out of season snowy conditions in Lesotho and South Africa. We take a three-pronged approach to weather disruptions; we act quickly to restore our network, we support our affected customers including providing free minutes and data and regular weather updates in several OpCos; and in partnership with government and non-profit organisations, we mobilise humanitarian assistance by making donations and partnering with governments and aid organisations.

CNR Read more about severe weather events and relief support on page 18 of our **climate and nature report**

1. In July 2023 the Financial Stability Board announced the completion of its TCFD work. Having fulfilled its remit, TCFD disbanded in October 2023.

1.2 Advocating for change

We drive awareness of the impacts of climate change to our **employees, customers and suppliers**. Our **RedLovesGreen** campaign unites Vodacom customers and partners to pursue a more sustainable future. Our OpCos commemorate **World Environment Day** with internal employee activities and external awareness campaigns.



In South Africa, employees use Tweak's carbon calculator platform to understand their individual GHG emissions inventory.

PG Read more about our RedLovesGreen campaign on page 36, and see more about our RedLovesGreen immersion day



Cooperation and collective action beyond our value chain are essential to address the systemic challenges of climate change, environmental degradation and biodiversity loss. We work with global, regional and local partners including the GSMA and UNGC, contributing to discussions, and supporting collective action, as to how business can drive climate action, circularity and sustainability. We are a signatory of the UNGC African Business Leaders Coalition's climate change statement, and we partner with non-profit organisations like the WWF, the South Africa National Business Initiative and others.

We recognise that, as with any large-scale changes, our transition to net zero will create different impacts and opportunities for our employees, customers, suppliers and the communities where we operate. As a responsible company committed to empowering people and maintaining trust, we seek to anticipate and address these risks and opportunities to ensure our transition towards a climate resilient and circular business is fair and just across our value chain.

CNR Read more about our partnerships and just transition journey in our **climate and nature report** on page 8



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2 Delivering net zero operations

The ICT sector is responsible for an estimated 1.5% to 4% of global GHG emissions¹. This is roughly equivalent to the footprints of the commercial aviation or maritime transport sectors. Unless the industry transitions to renewable energy sources, emissions will continue to rise as data traffic volumes increase due to higher internet and AI use.

We achieve this through

- 2.1 Energy efficiency
- 2.2 On-site renewables
- 2.3 Renewable electricity purchasing
- 2.4 Alternative fuels
- 2.5 Fluorinated gas (F-gas) strategy
- 2.6 Electric vehicle fleet

Scope 1 and 2 GHG emissions overview

We calculate our GHG emissions using the GHG Protocol Corporate Accounting and Reporting Standard. In FY2025, our total scope 1 and 2 GHG market-based emissions decreased by 67% to 204 343.2 tCO₂e (FY2024: 618 747.8tCO₂e).

We achieved our goal of matching 100% of grid electricity purchased with electricity from renewable sources which has reduced our scope 2 market-based emissions to almost zero with the remaining GHG emissions resulting from purchased district cooling in Egypt.

ESGA Read more about our GHG calculation methodology in our **ESG addendum methodology**



Our ambition

We seek to achieve net zero GHG emissions from our operations (scope 1 and 2) no later than 2035, aligned with a science-based pathway to limit global warming to 1.5°C by 2100. Our energy management approach, led by our Group technology energy performance centre of excellence considers energy efficiency, deploying on-site renewables, taking advantage of off-site renewable opportunities such as PPAs and using various market mechanisms such as renewable energy certificates (RECs).

Powering our network requires around 2 076.0GWh of energy per year, sourced from electricity and diesel. Converting our energy to renewable sources is not straightforward, due to the highly distributed nature of our infrastructure which comprises almost 40 000 sites.

Our Group technology energy performance centre of excellence executes our energy strategy. This team deploys practical, implementable projects and initiatives to transition to net zero operations. Each OpCo energy lead coordinates local energy and decarbonisation strategies, which align with the Group's overall energy strategy while considering their unique operating contexts. Our OpCos are **ISO 50001** certified, which specifies energy management system requirements.

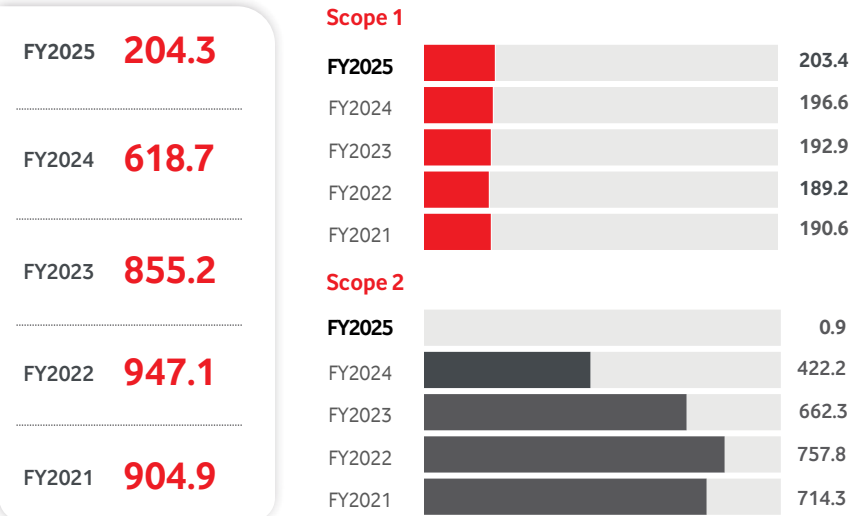
Internal **training and awareness** are key strategic levers. Industry specialists deliver training on energy management, efficiency, baselining, measurement and verification, among other relevant energy and climate change-related topics. Our OpCos are implementing certified energy manager training to achieve internationally accredited certifications from the Association of Energy Engineers for our energy leads.

All employees can access climate and energy-related information through the Vodacom hyperbook platform, and they receive ongoing communications through newsletters, screensavers and other media as part of the ISO 50001 energy management system in each OpCo.

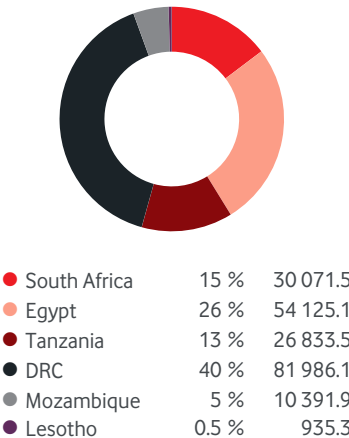
CNR Read more about our energy management approach on pages 29 to 32 of our **climate and nature report**

1. World Bank, Green Digital Transformation: How to Sustainably Close the Digital Divide and Harness Digital Tools for Climate Action, 2024.

Group scope 1 and 2 market-based GHG emissions (thousand tCO₂e)



FY2025
Scope 1 and 2 market-based GHG emissions by OpCo (tCO₂e)



Presenting the inaugural Zero Emissions Day Challenge

In September 2024, Vodacom Group launched the Zero Emissions Day Challenge, encouraging all OpCos and associates (Safaricom Kenya and Ethiopia) to operate a building or area of their choice under net zero parameters. The goal was to raise awareness about sustainable energy practices to reduce GHG emissions. Each OpCo aimed to run their building for 24 hours or more without using GHG emission-based energy while educating employees on the importance of energy conservation and the Group's net zero goals. Vodacom Egypt received first place for its substantial reduction in energy use and near-zero emissions thanks to innovative solutions. This was followed by Vodacom South Africa in second place and Vodacom Mozambique in third. The day's activities include a webinar featuring new energy technologies, tactics to create a green fleet and the importance of community involvement in achieving sustainability goals.



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2.1 Energy efficiency

Our energy consumption is split between our base station network (84.3%), technology centres (11.6%), office and warehouse buildings (2.5%), retail stores (0.5%) and transport (1.0%).

Our primary energy source is grid-supplied electricity; however, due to the limited grid availability in some countries where we operate, we require diesel generators and batteries as the primary power source for base stations. These are also used for backup power across our footprint.

Our energy costs increased by 5% to R4.95 billion (FY2024: R4.72 billion) as higher local currency energy tariffs and increased energy consumption was partially offset by foreign exchange translation. Our energy consumption increased by 8% to 2 076.0GWh (FY2024: 1 922.5GWh) due to continued network expansion. The increase in energy consumption was meaningfully below our traffic growth, reflecting improved energy intensity. Our energy intensity improved to 0.36MWh/TB of data (FY2024: 0.43MWh/TB of data). This is testament to our commitment to energy efficiency. Our GHG emissions per terabyte of data decreased 75%, as we matched 100% of grid electricity purchased with electricity from renewable sources which has reduced our scope 2 emissions to close to zero. Our net zero plans have enabled the improvement in energy intensity through activities like upgrading equipment, modernising the network, and improving controls and configurations including the use of building management systems, to reduce unnecessary use of equipment, lighting, heating and cooling.

Improved energy efficiencies reduce our fossil fuel dependence, GHG emissions and costs. Our energy efficiency investments allow us to utilise more energy at a lower rate (better energy intensity) compared to our operational growth.

R112million
invested in energy
efficiency projects

FY2024: R82.0 million

These projects can potentially
deliver annual energy
savings of

17.3GWh

FY2024: 24.1GWh

R5 billion
energy costs¹

FY2024: R4.7 billion

0.36MWh/TB
energy intensity
(MWh per terabyte of data)

FY2024: 0.43MWh/TB of data

Energy consumption²
increased by 8% to

2 076.0GWh

FY2024: 1 922.6GWh

1. Network-related electricity and fuel costs.
2. Excludes transport.

Reducing network consumption

We manage network consumption by implementing more efficient network equipment and lowering energy demand by introducing advanced site control, energy-saving features, modernising our network, optimising equipment (such as cooling) and designing and selecting energy-efficient equipment for new sites and refurbishment. We are implementing energy meters and an **energy management system** to better understand our network's energy consumption and identify opportunities for energy reduction.

When we outsource network sites to a tower management company, we prioritise our energy performance goals, and work with partners to develop plans to substantially reduce emissions.

We maintain leading energy management practices in our technology centres and properties. Ongoing energy efficiency initiatives include hot and cold aisle containment, heating and air conditioning upgrades and improved controls and configurations, including the use of building management systems, to reduce unnecessary use of equipment, lighting, heating and cooling. In FY2024, we successfully trialled an immersion cooling solution for a technology centre in Egypt with substantial energy savings. We are currently evaluating the rollout of this solution.

Managing building and technology centre consumption

ESGA Read more about our green building accreditations in our **ESG addendum**

2.2 On-site renewables

Africa needs integrated, modern energy solutions that take advantage of the continent's massive renewable energy potential. At the same time, African governments need to increase access to reliable, affordable energy while considering the need to phase fossil fuel production and reduce GHG emissions. The private sector can support the just transition by investing in and purchasing renewable energy and collaborating with governments to share the benefits of the transition.

We seek to transition to renewable energy, including replacing diesel generators with alternative technologies using renewable fuel sources and potentially green hydrogen.

61% of our total energy consumption is from renewable sources, including solar energy generated, matched with purchased RECs and PPAs. Our approach for FY2025 included connecting offgrid sites to the electricity grid, continued solar and battery installations at offgrid sites, and continued investments in solar at offices and data centres. We also have existing and continue to pursue new power-as-a-service agreements, where partners provide renewable energy infrastructure and capital expenditure in exchange for an agreed monthly consumption. If the grid mix includes renewable sources, we exclude this from our renewable energy numbers, as it is reflected in the grid emission factor applied when calculating our scope 2 location-based emissions.

RECs are purchased for our entire grid electricity consumption reported in our market-based scope 2 emissions. This year, we invested in RECs across all our OpCos to achieve our target of matching 100% of our purchased grid electricity with renewable sources.

PG Read more about renewable energy in section 2.3 on page 34

Increasing our reliance on renewable energy

We seek to replace diesel generators with renewable energy sources. On-site solar can be suitable, but may present challenges due to its space requirements, site accessibility, theft, vandalism, maintenance and other OpCo-specific challenges. Thus, renewable energy at base stations is a small proportion of our total renewable energy consumption. New rural base stations are either fully solar-powered or use a combination of solar, grid power and diesel (where necessary). Major technological advancements are required to deploy on-site renewables at scale.

Where Vodacom is not the landlord or does not control power infrastructure (generators and distribution systems), we rely on third parties to deploy on-site renewables.



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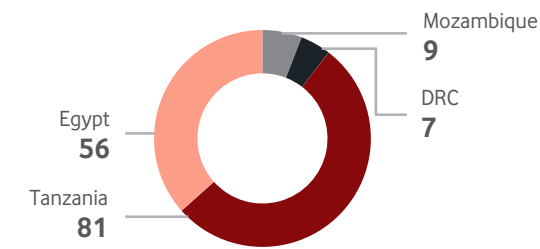
2.2 On-site renewables continued

Egypt trials solar flowers

Case study

Installing solar power at base stations can be challenging, and there are space constraints for sites in congested areas. We overcame this challenge in Egypt by introducing a solar flower solution at a trial site. The innovation, developed by Vodafone Egypt's engineers, features 12 panels set out in a circular flower design directly mounted to the tower, carefully managing the weight of the panels to not compromise the mast. The flower produces 6KWp and maximises tower space. The offgrid site, which primarily ran on a diesel generator, now uses these panels to substitute a portion of its diesel consumption.

New solar sites



2.3 Renewable electricity purchasing

PPAs allow us to purchase renewable electricity from independent power producers (IPPs) providing cost certainty, shielding against electricity price volatility and significant cost increases. We engage governments to facilitate the development of renewable energy infrastructure and a more accessible market for renewables.

We work with partners to deploy innovative renewable energy solutions. For example, PPAs for offices and technology centres provide solar energy to meet 28% of our electricity needs.

The implementation of our virtual wheeling platform with Eskom in South Africa will go live with phase 1 in September 2025. In Egypt, an agreement with the New and Renewable Energy Authority enabled us to source 76% of our purchased electricity from renewable sources in addition to the 323 solar-powered offgrid sites. We continue to take advantage of positive legislative developments, for example in DRC we are now permitted to sign PPAs with microgrid providers. Wheeling and private grid-connected IPPs are not yet permitted in Egypt and Tanzania.

CNR Read more about our virtual wheeling agreement with Eskom on page 08 of our **climate and nature report**

Purchasing RECs is part of our net zero strategy. We use RECs as a mechanism to match the grid electricity we use with electricity added to the same or an interconnected grid from renewable sources. This enables us to reduce our scope 2 emissions in places where on-site renewables cannot yet be deployed and therefore rely on grid electricity.

Where possible, we source RECs from within our operating countries. However, not all countries have local REC issuers nor sufficient RECs available for purchase. As such, we purchased RECs from countries to which the grids serving our OpCos are interconnected (i.e. within the same power pool).

61%

of our total energy consumption (scope 1 and 2) is from renewable sources including onsite, PPAs and RECs

2.4 Alternative fuels

Our transition requires technological advancement and the availability of renewable fuels and alternative technology to diesel generators. In the short term, we prioritise batteries over diesel generators. In the long term, we seek diesel alternatives, including connecting offgrid sites to the grid, deploying wind and solar where applicable and exploring newer technologies, including microturbines and hydrogen fuel cells.

Increased diesel consumption increases our scope 1 GHG emissions and impedes our pace of decarbonisation. In FY2025, we consumed 73.2 million litres of diesel (2024: 70.0 million litres), mainly in stationary generators at our offgrid sites, or sites with unreliable grid-supplied electricity. This is 5% more than the prior year largely due to deteriorating grid conditions and improved reporting in DRC which offset our reduction in diesel consumption due to significantly less loadshedding in South Africa.

2.5 Fluorinated gas (F-gas) strategy

We seek to reduce the accidental release of F-gases by improving the maintenance and operation of our cooling and fire suppression systems. We are transitioning to lower global warming potential gases where possible.

2.6 Electric vehicle fleet

We have introduced electric and hybrid vehicles in several OpCos. Limitations to introducing electric and hybrid vehicles include potential capital expenditure required, low availability of charging stations, in-country maintenance capacity and difficult terrain.

We have electric vehicle charging stations in South Africa, Egypt and DRC with a fleet of 59 electric vehicles. In some countries, we are exploring leasing opportunities.



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3 Managing scope 3 GHG emissions

Scope 3 refers to indirect GHG emissions that we can influence but not control. Scope 3 GHG emissions constitute a significant portion of our Group's overall carbon footprint, encompassing indirect emissions across the entire value chain. While the most difficult to quantify and manage, understanding our scope 3 emissions supports us in meeting our net zero goals as well as in identifying and mitigating risks related to climate change, supply chain disruptions and reputational damage.

Reliable and standardised data from across our value chain is essential to reducing scope 3 emissions. Our **scope 3 reporting** is aligned with the GHG protocol. We are committed to improving our data quality and estimation approach to reflect portfolio changes and the latest developments in industry standards and emission factors.



We achieve this through

- 3.1 Key supplier engagement
- 3.2 Carbon data analytics
- 3.3 Enabling customers to reduce their GHG emissions

3.1 Key supplier engagement

We aim to engage with our existing suppliers to align their climate ambitions with ours and accelerate decarbonisation plans. We also seek to consider suppliers' climate ambitions, plans and performance during the procurement and supplier selection process.

Vodacom draws from key **global supplier benchmarks**. For example, suppliers submit their GHG emission reports and management programmes through the CDP, a global disclosure system for companies to report their environmental impacts. Many major equipment providers have net zero ambitions. Several of these operate in countries with net zero legislative requirements, making supplier net zero commitments a primary passive lever to reducing our supply chain GHG emissions.

We are working with Vodafone to further reduce our upstream supply chain GHG emissions. Our procurement processes with top suppliers focus on enhancing **product carbon footprint data** and finding energy efficiency opportunities for hardware and software solutions to reduce embodied carbon.

We are embedding ESG into our supplier procurement process and encouraging suppliers to participate in the CDP and set renewable energy and GHG emission reduction targets. Our supplier evaluation processes include up to 0.2% weighting for environmental (GHG emissions reduction, renewable energy, plastic reduction, circular economy and product life cycle) and people (support safe working conditions and diversity in the workplace) criteria.

PG Read more about our supplier management process on page 60



3.2 Carbon data analytics

We seek to improve the quality of our scope 3 data through industry collaboration and developing internal organisational processes and systems capability.

Building our carbon data analytics capabilities, supported by Vodafone, is an important foundation for data-driven management decision-making and the future development of our decarbonisation strategy.

In FY2025, we enhanced our scope 3 methodology to improve the robustness of our scope 3 calculations. The methodological changes made this year have significantly impacted emissions for categories 1, 2, 4, 8, 14 and 15. In FY2025, with Vodafone we launched workstreams to improve our data quality including closing data gaps and improving data accuracy. We are developing internal organisational processes and systems capability, engaging directly with suppliers on data access and pursuing collaboration. Using these outputs, we are developing informed plans to reduce scope 3 emissions at Group and OpCo level.

3.3 Enabling customers to reduce their GHG emissions

Digital connectivity has the potential to accelerate the industrial transition. Internet-connected, smart technology can help unlock resource efficiencies at industrial scale, across all sectors of the economy – transport and logistics, energy, buildings, agriculture, manufacturing and many more. Scaled, these solutions have the potential to contribute almost 20% of net zero trajectories as outlined by the International Energy Agency¹ in the three highest-emitting sectors – energy, mobility, materials – by 2050.

Our fleet management solutions in South Africa, Egypt, Tanzania and Mozambique provide companies with full visibility of their vehicles' routes, fuel and usage to improve efficiency and manage risks. On average, fleet management solutions have the potential to reduce fuel consumption by between 4.2% to 6%, per vehicle type/solution while reducing emissions. We aim to implement the solution in DRC and Lesotho.

In FY2025, we supported customers to avoid 2.7 million tCO₂e emissions (the equivalent of planting more than 42 million trees²) (FY2024: 1.4 million tCO₂e). The year-on-year increase of 97% is attributed to the increased scope of qualifying product categories and the inclusion of additional OpCos.

We display Eco Rating scores to increase consumer awareness of the climate impact of smartphones, supporting the reduction of our downstream emissions.

PG Read more about Eco Rating on page 36.

- 1. Bhatia et al. (2024) Digital technologies and carbon neutrality.
- 2. Forestmatic tree converter.



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4 Driving circularity

An estimated 62 million tonnes of e-waste is produced globally, with only 22.3% documented as formally collected and recycled¹. As technology becomes more pervasive, we can contribute to resolving the growing e-waste problem.

E-waste is our second largest environmental issue and so promoting circularity is part of our protecting the planet strategy. Circularity considers a resource’s entire life cycle to eliminate waste and reduce its environmental impact. We prolong the life of our resources to maximise our investment, and we recover and reuse materials responsibly. We aim to reduce our e-waste while encouraging and supporting responsible customer behaviour.

Our **waste management** policy enforces safe and responsible reuse and recycling, and our waste hierarchy embeds sustainable practices throughout our operations and supply chain activities.

We have circularity initiatives for our network equipment (radio equipment for fixed and mobile access networks) and **electronic devices**, including smartphones and other retail devices like routers. These initiatives focus on choosing greener, using longer and responsible recycling.

We achieve this through

- 4.1 Circularity of network waste
- 4.2 Circularity of devices
- 4.3 Reducing virgin plastic use
- 4.4 Managing general waste
- 4.5 Water stewardship

1. The Global E-waste monitor (2024).
2. Excludes hazardous network waste (e.g. batteries).

4.1 Circularity of network waste

Our resource efficiency and waste disposal management programmes reduce the environmental impacts of network and IT equipment waste. When reuse options (either redeployment or resale) are exhausted, we use certified local service providers to dispose of end-of-life telecommunication equipment.

We achieved our goal which was to reuse, resell and send for recycling **100%** of decommissioned network equipment by 2025²



Our journey to achieving our goal has provided us with further insight into the complexities of circular economy. This waste requires specialist waste management processes. Although we send non-hazardous, end-of-life equipment to be recycled by our third-party waste management partners, not all materials within our network equipment are recovered during the recycling process.

While we have reached an important milestone, we recognise that more work is needed to build a fully circular system for network equipment and improve circularity for hazardous waste. Our next step is to consider our role in this transition, working with others across the e-waste management system, which will inform how we set our future targets.

4.2 Circularity of devices

Small IT equipment and electronics constitute around 9% of total e-waste generated¹. We lower our impact by implementing circularity initiatives with partners and other operators.

Broadly our initiatives focus on

In South Africa and Egypt we support and participate in Vodafone’s WWF “1 million phones for the planet” campaign, raising consumer awareness of e-waste and encouraging them to return their devices for trade-in, donation or recycling	Our RedLovesGreen campaign encourages customers to return their devices to any of our 34 South African repair centres. These are used for product swap stock, insurance services, Good as New stock or sold to a third-party trade-in provider. We encourage customers to return unusable devices for recycling. Refurbished devices are certified Good as New and sold with a six-month warranty or donated to a Vodacom-supported school. The Good as New programme promotes smartphone penetration and reduces e-waste by providing affordable certified pre-owned smartphones, with 6 297 sold in FY2025 (FY2024: 6 615)
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In Egypt, we partner with the Ministry of Environment, the UN Development Programme and the Federation of Egyptian Industries to facilitate the e-TADWEER solution to recycle electronics and devices. In FY2025, 213 devices were recycled, which is less than previous years as the programme was undergoing refinement post regulatory developments. The programme will be re-launched in FY2026	We support customers to prolong the longevity of their devices by making high-quality devices more affordable by providing contracts of up to 48 months
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Promoting better customer choices

The Eco Rating initiative seeks to educate consumers about the environmental impact of handsets while propelling industry action for a more sustainable and circular model for devices.

In South Africa, the Eco Rating on devices supports customers to make more eco-conscious decisions while encouraging suppliers to reduce the environmental impact of their products. The label highlights five key aspects for mobile device sustainability – durability, repairability, recyclability, climate efficiency and resource efficiency.



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4.3 Reducing virgin plastic use

We are phasing out single-use plastics with lower-impact alternatives across all our stores, offices and logistics operations in collaboration with logistics providers. Where plastic is necessary, we select recycled plastic.

Reducing virgin plastic use in our SIM cards

More than 4.5 billion SIM cards are produced globally each year¹, equivalent to 18 000 tonnes of plastic waste. To reduce virgin plastic use and minimise the packaging materials we have half-sized SIM cards and Eco-SIMs (half-sized SIM card using recycled plastic). In FY2025 through half-sized SIMs we eliminated more than 36.0 tonnes of plastic (FY2024 30.8), and 1.6 million Eco-SIMs were dispatched mostly in South Africa

We encourage our partners to develop e-SIM ready products to eliminate the need for physical SIM cards. We offer e-SIM in South Africa, Egypt and Tanzania. The success of e-SIMs requires regulatory approval and market penetration of devices supporting this technology

1. Juniper Research (2024) Global eSims Market: 2024 -2028.

4.4 Managing general waste

Our general waste management programmes involve evaluating our consumption choices, making more sustainable decisions and collaborating with suppliers to reduce waste. Our operations’ waste management emphasises reducing paper and single-use plastic consumption, using eco-friendly products, recycling paper and composting food waste in South Africa.

We **manage the waste streams** for delivering our products responsibly by implementing paperless branch processes, signing green lease agreements for stores that include water, waste and electricity management targets, and reducing plastic usage.

4.5 Water stewardship

Rainfall in Africa varies significantly across different regions, impacting ecosystems, agriculture and livelihoods. We experience frequent floods and droughts in the countries in which we operate. Although our operations are not water-intensive, we strive to reduce our water usage, as five countries in which we operate are considered medium-high to extremely high water risk². Our digital solutions support customers to manage their water consumption through real-time monitoring and early detection of water leaks.

Read more about our IoT solution for sustainable water management on page 21

We continue to refine our structured **water data sharing and monitoring system** across our OpCos. Property teams benefit from training and access to knowledge resources. More than 60% of our OpCos have building management systems to enhance our water management capabilities.

Our **water saving measures** include waterless urinals, chemical toilet flushing systems, waterless hand sanitising stations, aeration taps with reduced water flow, borehole water, rainwater harvesting and water-wise gardens. We promote responsible water consumption among employees through targeted campaigns such as World Water Week.

2. World Resource Institute Aqueduct Water Risk Atlas.

Stormwater contributes to water conservation

Case study

Vodacom South Africa’s headquarters in Midrand is collecting stormwater from surrounding areas. The water is stored in an underground reservoir, cleaned, and used to supply the building’s cooling towers as well as for irrigation. Harvesting stormwater for reuse contributes to water conservation. It complements our other sustainable urban water management approaches, such as demand management and the reuse of effluent and greywater.



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5 Supporting biodiversity

Biodiversity is broad and complex, encompassing all life forms on our planet and the finely tuned ecosystems they inhabit. Global biodiversity loss is occurring at an alarming rate, with profound implications for people and businesses. In December 2022, 188 governments adopted the Kunming-Montreal Biodiversity Framework with the aim of reversing the loss of nature by 2050. We recognise the need for a sustainable nature approach and we continue to review our impacts, including those within our value chain.

CNR Read more about our nature impacts and opportunities on page 25 of our **climate and nature report**

We achieve this through

- 5.1 Understanding and reducing our impact
- 5.2 Enabling biodiversity protection

5.1 Understanding and reducing our impact

Although our operations’ direct effect on the environment and biodiversity is limited in FY2025, we conducted a **nature and water assessment** to understand our nature-related dependencies, impacts, risks and opportunities.

The outcome of this assessment will see Vodacom integrating nature risks and opportunities into our enterprise risk management framework; developing Group-level nature-related standards (including nature considerations into reviews for priority sites); building nature considerations into our procurement activities, and importantly, delivering programmes in partnership with our customers where digital technology will support nature and biodiversity. Externally, we engaged with the GSMA biodiversity working group to provide feedback as the GSMA was developing their Nature Guidance report.

Vodacom has a large and widespread infrastructure footprint. We conduct environmental impact assessments and cooperate with the relevant authorities to minimise negative impacts. We require **environmental permits** from the national environment agency in most countries to construct base stations owned by us or through a third party. We conduct environmental impact assessments of actual or potential impact on habitats and species during the construction and maintenance of base stations.

Of our **792** new sites, **3%** are less than 1km from protected biodiversity areas



We use tools, such as the **biodiversity mainstreaming readiness assessment** conducted by the Endangered Wildlife Trust, to shape our response to managing our land use impacts and influencing our suppliers’ behaviour. We are establishing policies and management processes for specific sites where we operate near protected and sensitive areas

We incorporate **natural habitats into our infrastructure** at our office buildings, including wetlands, nesting for birdlife and indigenous vegetation. We aim to build base stations that blend into the natural environment, and explore co-sharing opportunities with other TelCos when constructing new base stations to reduce our environmental impact.

We do not yet have a detailed understanding of our **broader value chain impacts** due to a lack of data availability. Our primary nature-related impacts are in our downstream and upstream value chain activities. These include activities related to mining and processing minerals.

1. N-tier suppliers are the suppliers of our tier 1 (contracted) suppliers.

Further data collection is required to map these impacts and define management actions.

We are embedding nature considerations into our procurement approach. We are investigating how to enhance our supply chain transparency by increasing the traceability of our N-tier suppliers¹.

5.2 Enabling biodiversity protection

Digital technology can be harnessed to protect, manage and restore nature. The nature technology market is expected to be worth US\$6 billion within 10 years². These technologies are varied and include camera traps, GPS tracking, acoustics and environmental sensors, radio frequency identification, eDNA analysis, AI-powered image recognition, satellite tracking and drone surveillance.

We partner with conservation agencies to explore how technology can minimise biodiversity loss on land and at sea. This support combines programme funding, connectivity and innovative technology solutions in conservation efforts.



 Read more about our conservation and biodiversity projects in our OpCo ESG snapshots on our website.

2. Nature4Climate and Capital for Climate, 2022. The Nature Tech Market Report.



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Maintaining trust

Recognising the disruptive nature of digitalisation and its associated challenges, we aim to be a trusted partner to our customers, employees, suppliers and the communities we serve in the digital society.

Digitalisation is accelerating, disruptive and uncertain, presenting opportunities for value creation and challenges to existing systems and ways of working. This uncertainty makes trust an important foundation for our relationships with our stakeholders, and a prerequisite for our sustainable operation. Acting lawfully, ethically and with integrity is critical to our long-term success, and forms the cornerstone of how we do business.

Our focus areas at a glance



Contributing to the SDGs

Vodacom maintains trust by building a fair, inclusive and sustainable digital society. This includes contributing to the SDGs through reducing inequalities, ensuring accountability and access to justice and fostering good governance, policies and approaches.

Read more about our contribution to the SDGs

1

Doing business ethically

We are committed to business integrity wherever we operate

100% of employees completed assigned code of conduct training
FY2024: 96%

100% of employees completed assigned anti-bribery and corruption training
FY2024: 97%

2

Developing our employees

We are committed to developing a diverse and inclusive workforce that reflects the customers and societies we serve

39.8% women in management and senior leadership roles¹
FY2024: 38.2%

Continued to drive an inclusive employee culture supported through the Disability, LGBTQIA+, Youth Council, Women's Network and Men's forums to foster tolerance and embrace diversity

3

Protecting privacy and data

Millions of people communicate and share information over our networks, enabling connection, innovation and prosperity. It is critical that customers trust us with their data

100% of employees completed assigned privacy training
FY2024: 96%

100% of employees completed assigned security training
FY2024: 97%

4

Protecting people

We prioritise the health and safety and human rights of our employees, contractors, suppliers and communities

100% of employees completed assigned health and safety training
FY2024: 97%

Zero fatalities
FY2024: 2

Adopted a Group-wide human rights policy, strengthened our human rights governance framework and improved capacity building

5

Promoting responsible and inclusive procurement

We aim to ensure integrity in our supply chain processes by identifying and managing related risks

Worked with 21 541 suppliers and spent over R93.6 billion
FY2024: 24 932; R90.0 billion

R23.2 billion spent on suppliers that are more than 30% black women-owned in South Africa
FY2024: R22.2 billion

1. Women in management and senior leadership roles including Safaricom Kenya increased to 41.2% (FY2024: 39.3%)

Key developments

Regulators are developing AI frameworks to foster innovation, drive economic growth and emphasise ethical AI development, transparency, accountability and robust data governance

Lowlights

We experienced a challenging geopolitical environment, with civil conflict and instability in several OpCos

Looking ahead

- We developed online modules for the digital ethics programme set to launch in FY2026
- Accelerating transformation with Leader Labs training and driving skills development with the #1MoreSkill journey
- Implementing tailored well-being programmes that address emerging risks
- We are cascading our Group policy to the OpCos, working with Internet Watch Foundation to expand their child sexual abuse material blocking to all our OpCos and to develop a holistic child rights programme



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1 Doing business ethically

Increasing regulatory scrutiny, rapid technological advancements, global supply chain complexities, and heightened stakeholder expectations require proactive efforts to mitigate risks and uphold accountability.

The Ethics & Compliance Initiative's 2023 Global Business Ethics Survey¹ found that 29% of employees in African companies felt pressure to compromise ethical standards. According to the survey, employees in Africa reported the highest median percentage of observed misconduct at 73%. Transparency International's Corruption Perceptions Index 2023² established a global average score of 43 out of 100, with higher scores indicating less perceived corruption. Africa's average score was 33, reflecting a higher perception of corruption.

Our code of conduct provides a framework for ethical behaviour in a rapidly changing environment. Our ethics office leads an ethics programme. Training and awareness support the programme's internal and external policies to ensure compliance with best practice, laws and regulations. In upholding the highest industry standards, we behave honestly, responsibly and transparently, comply with legal and regulatory standards and ensure employees, business partners and suppliers conduct themselves appropriately.

We achieve this through

- 1.1 Promoting ethical conduct
- 1.2 Complying with laws, policies and controls

1. ECI, 2023. Global Business Ethics Survey.
2. Transparency International, 2023. Corruption Perceptions Index 2023.
3. Our most recent survey recorded a participation rate of 95%.

1.1 Promoting ethical conduct

Our mature ethics programme enables a robust ethical culture. It aligns with international best practice ethics management frameworks and best practice according to internal benchmarking and external assessment through ESG ratings agencies.

Our digital ethics strategy and framework reflect our digital ambitions and improvements in response to a rapidly advancing digital world.



Digital ethics strategy:

- Business ethics
- Technology ethics
- Data ethics
- Digital ethics

The ethics strategy pillars contribute to our objective of conducting our operations responsibly, transparently and ethically, and support the delivery of our strategic objectives.

We are committed to implementing our digital ethics strategy effectively across all levels of the company, from the Board to employees of all ranks. This involves developing policies, creating training and awareness materials, and fostering a culture that proactively manages and mitigates emerging AI and digital ethical risks. The training modules will cover key aspects of digital ethics, ensuring our employees are well equipped to navigate the complexities of the digital landscape responsibly.

Our Doing What's Right programme and digital ethics strategy are managed separately. However, we anticipate that these two programmes will merge, ensuring a unified approach to digital ethics. We initiated a digital ethics survey designed to evaluate digital ethics maturity across selected business units. This baseline survey assesses capability and maturity. The findings and subsequent actions will be analysed and shared in FY2026.

Defining our code of conduct

The code of conduct is our central policy document, outlining the behaviours and requirements expected from everyone working for and with Vodacom, regardless of location. We expect our suppliers and business partners to uphold the same standards and to abide by our code of ethical purchasing.

The code of conduct and business principles outline the behaviours expected from directors, executives, employees, contractors, business partners and suppliers in line with our ethics strategy and framework. These are supported by policies and activities to ensure we manage our responsibilities.

Our code of conduct describes ethical behaviour in relation to:



Individual conduct
Bribery and improper payments; conflicts of interest; gifts and hospitality; travel and expenses; managing our information and documents; security; information classification and protection; our brand; and intellectual property rights



Public policy and communications
Speaking on behalf of Vodacom; and social media



Compliance with the law
Insider dealing; competition law; anti-money laundering; and sanctions and trade controls



Health and safety
The Absolute Rules; electromagnetic fields; and drugs and alcohol



Privacy
Privacy principles and their application



Employees
Diversity and inclusion; and harassment and bullying



Environment
Resource use; and environmental impacts



Financial integrity
Contracts and expenditure; and responsible supply chain



Communities and society
Local community engagement

Our code of conduct is well understood throughout Vodacom. Culture and ethics risk surveys indicate that the programme is well entrenched, with 95% of respondents to our Spirit Beat employee survey³ agreeing with the statement "Our team lives by the code of conduct".



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Delivering training and raising awareness

Through training and awareness initiatives, we ensure understanding of and adherence to our internal codes, policies and programmes that govern behaviour. Our mandatory Doing What’s Right programme has been in place since 2006 and is guided by global Vodafone and local Vodacom policies. It is adapted to the local context of our countries of operation. The programme empowers employees and contractors through training modules and ongoing awareness encompassing:

- Anti-bribery and corruption
- Privacy
- Code of conduct
- Security
- Health and safety

These modules are completed at employees’ induction, with refresher training every two years. Training is available in English, Arabic in Egypt, French in DRC, and Portuguese in Mozambique. We incorporated mandatory compliance training into the minimum performance standards required, which determines each employee’s eligibility for a bonus. This ensures a link between performance and impact.

Annual completion rates are influenced by the implementation timing of new modules and new joiner start dates.

Our OpCo ethics and compliance officers completed Ethics Officer Certification through the Ethics Institute of South Africa. Through this programme they acquired the essential knowledge and skills to implement our digital ethics strategy and effectively identify and manage emerging risks.

We implement regular communication campaigns on high-risk activities such as accepting gifts and hospitality, conflicts of interest, data privacy, cyber security, AML, competition law, and health and safety. Activations include webinars, leadership conversations, direct emails and screen savers. We focus on promoting the Group’s ethics advice line and our whistleblowing mechanism, Speak Up.

We continued to provide training to contractors, subsidiaries and business partners through the hyperbook, which is accessible to people who are not on the Vodacom domain.

Managing conflicts of interest

How we define conflicts of interest

- Having a personal financial interest in a Vodacom business partner, supplier, customer or competitor, which could compromise loyalty to Vodacom, adversely affect judgement regarding day-to-day responsibilities, or cause reputational damage
- Receiving any incentive directly from a Vodacom supplier or third party unless such incentives were approved under relevant Vodacom policies
- Using non-public information, obtained by virtue of one’s position, for personal financial gain

Mechanisms for handling conflicts of interest

- Requiring directors and employees to declare potential and actual conflicts of interest
- Prohibiting directors and employees from being involved in recommending, deliberating, or making business decisions when they are conflicted
- In cases where there is a direct conflict of interest, we manage these by:
 - Moving or reassigning the employee to another unit
 - Requesting the employee or director to dispose of an asset
 - Requesting that the employee or director stands down from their post

The Group conducts conflicts of interest training through various channels. We encourage employees to be transparent about potential and actual conflicts of interest. Employees are required to declare any personal interests.

Employees can now declare their interest through the Engage employee app. Automation, integration with the ethics advice line and ongoing education improved accessibility and resulted in higher quality and quantity of declarations.

We received 7 253 declarations across the Group, mainly related to direct ownership of businesses and interests related to family members and friends employed by Vodacom. All declarations are monitored and reported by the Group ethics office.

Our due diligence process for suppliers and business partners incorporates conflict of interest considerations to ensure we identify potential risks upfront and manage them appropriately.

 Read more about how we handle due diligence in our anti-bribery and corruption policy



Responsible use of AI

Vodacom uses AI to improve decision-making and remain competitive. AI automates processes, optimises systems like network infrastructure and administrative workflows, and enhances customer interactions with virtual assistants and tailored features. It supports predictive analytics, personalises offerings, and detects fraud. For example, Vodacom uses AI to analyse customer call transcripts to enhance communication and provide agent feedback. Integrating these technologies is vital for a comprehensive approach to business management, merging traditional expertise with advanced technological capabilities. This enhances financial performance, streamlines operations, improves customer experiences, and supports sustainable growth, aligning with the company’s evolving strategic goals.

Our AI governance approach ensures that we use AI responsibly to benefit customers, employees and society. We take the responsible and secure use of AI seriously. Our AI governance framework is overseen by a dedicated steering committee and is designed to ensure that our AI systems are deployed ethically and in alignment with our purpose and obligations, including legal obligations. The AI steering committee includes representatives from technology, commercial operations, AI, Big Data, ethics, human rights, human resources, compliance, risk management, privacy and regulatory areas.

The AI steering committee:

- Selects, evaluates, and approves AI use cases in accordance with our strategy, ethical guidelines, laws and regulations
- Ensures that technical infrastructure is secure and reliable
- Develops and implements ethical guidelines for AI use
- Drives organisational change and necessary skills to deploy AI safely and responsibly
- Collaborates with external partners on best practices in AI governance
- Agrees on policy and mitigates threats

We implemented training and awareness programmes, and updated employee guidance to reinforce ethical AI use, including policies on data privacy and prohibited sharing in public models.

Recently, Vodacom introduced an internal risk assessment for AI applications to proactively address AI-related risks. We are finalising the implementation of a set of responsible AI guardrails within our internal AI development platforms. These will establish controls to mitigate known risk domains for generative AI applications. Vodacom contributes to the South African National AI Policy Framework, supporting the development of responsible AI standards and practices.



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Media and advertising ethics

Our media engagement approach promotes transparency, accuracy and editorial independence in corporate communications. We ensure our communications are honest, clear and aligned with the Group's core messages while upholding ethical and responsible communications. This approach governs internal and external communication procedures across platforms, reinforcing our commitment to freedom of expression, respect for privacy, and responsible dissemination of information. We equip authorised spokespeople within the Group with the necessary media skills and expertise to ensure adherence to these principles.

We are committed to transparent, ethical, and socially responsible communication regarding our products and services. Our advertising and marketing practices reflect honesty, integrity and sensitivity towards society while respecting diversity, cultural values and human rights. We aim to ensure that our communications do not endorse or promote any form of discrimination, bias or partiality. We actively work to prevent content that incites or condones violence, discrimination or harmful stereotypes based on prohibited grounds such as race, gender or disability. We do not allow advertising targeted at children and minors, recognising the importance of protecting children from marketing practices that may exploit their inexperience, influence their behaviour or expose them to inappropriate content.

We align with advertising best practices and support the World Federation of Advertisers' efforts to drive transparency, consistency and accountability in advertising placements. Vodacom is affiliated with the Africa Marketing Confederation, the Marketing Association of Southern Africa and the South African Association for Communication and Advertising. We subscribe to the Code of Advertising Practice of the Advertising Regulatory Board of South Africa. We implement Group-wide brand standards and guidelines to ensure compliance with these codes and principles. Our ongoing training for agencies and suppliers upholds best practices across all OpCos, ensuring that our communications remain ethical, inclusive and aligned with our commitment to equality and access for all audiences.

Our responsible media engagement extends to sustainability and ethical advertising, working with the Global Alliance for Responsible Media and the GHG Protocol initiative to develop sustainable media practices, including a pioneering carbon calculator that measures advertising-related emissions.

Our communication approach seeks to build trust among customers, business partners and local communities.

Fraud

Fraud represents a significant and evolving threat to Vodacom, with the potential to impact our customers, employees, reputation and financial performance. To combat fraud effectively, we developed a comprehensive fraud management strategy, which is executed through a Group-wide operating model. This model leverages the collective resources of the Vodafone Fraud Centre of Excellence, central Vodafone Intelligent Solutions and dedicated local fraud teams within each OpCo and in Vodacom Group. This integrated approach ensures we can respond swiftly to fraud incidents in real time, while fostering the sharing of valuable intelligence, lessons learned and best practices across the organisation.

In addition to our leveraging of Vodafone's global response capabilities, each OpCo evaluates its fraud management effectiveness using the corporate security control baseline, a standardised framework that spans all corporate security domains, including fraud management, investigations, business resilience, law enforcement liaison and physical security. This standard ensures consistency in the application of our fraud risk management practices and allows us to monitor performance across various operational areas.

As fraud tactics evolve, we remain committed to advancing our fraud prevention technology and methodologies. Our fraud detection and prevention systems are continuously updated to stay ahead of fraudsters' ever-changing strategies. We collaborate closely with key partner teams, such as cyber security and privacy to create a robust, multi-layered defence system that protects our assets and customers.

A key focus of our fraud strategy is protecting customers and offering strong support to fraud victims. This is achieved through cutting-edge technical solutions, streamlined operational processes and targeted awareness campaigns. We remain dedicated to fostering a culture of vigilance and resilience, ensuring we stay one step ahead of fraudulent activities and continue protecting the integrity of our brand and services.

We provide multiple mechanisms for our customers and other stakeholders to report suspected fraud:

- External whistleblowing line (Speak Up)
- Reports from customers
- Reports from service providers
- Online reports
- Referrals from business

In FY2025, 42 people were subject to criminal prosecution as a result of fraud investigations (FY2024: 89).

Access to advice and grievance mechanisms

Providing ethics advice

Employees can proactively request advice through our ethics advice line, an anonymous platform managed by Group ethics. Queries from employees and third parties include policy interpretation, conflicts of interest, supplier due diligence, individual conduct, review of customer codes of conduct and responses to ethics audits initiated by customers.



341 employees and contractors sought advice through the ethics advice line

FY2024: 275

Group ethics advice line:
EthicsAdviceLine1@vodacom.co.za



Community engagement

We organise public gatherings with police, communities and traditional leaders to address theft and vandalism, promoting collaboration and developing strategies to protect assets. Community members are invited to share comments, concerns or advice, enabling direct engagement and support. These gatherings assist us in solving problems promptly and reaching rural communities that may be concerned about the environmental impact of our operations. We engage directly with customers on site to provide practical tips on safeguarding personal data and reporting fraud. Our purpose-led messaging is presented at various local and international meetings, bilateral platforms, panels, and conference plenaries. We also conduct roadshows to meet diplomats and key ministers.



Read more about our human rights public statement on our website



Read more about how we engage stakeholders on page 71 of the integrated report



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Confidential reporting

Speak Up website

 [Click here](#) to report an incident

Speak Up hotline

 South Africa **0800 728 625**

Egypt **0800 006 0171**

Tanzania **0800 12 0044**

DRC **1150**

Mozambique **980 500 7465**

Lesotho **8001 3460**

Everyone who works for or on behalf of Vodacom is responsible for reporting any behaviour at work that may be unlawful or criminal, or that could amount to abuse of our policies, systems or processes and, therefore, a breach of our code of conduct.

Employees, contractors, suppliers, business partners and the public can report suspected breaches of our code of conduct anonymously through Speak Up. Speak Up is operated independently by NAVEX Global to safeguard whistleblower confidentiality. The hotline is available in English, French and Portuguese. Our Speak Up protection policy is designed to safeguard employees and third parties from any form of retaliation or reprisal for reporting concerns. The policy ensures that individuals feel secure in raising issues without fear of negative consequences.

Speak Up reports are concerns or violations raised outside of Vodacom’s internal reporting channels. These reports are reviewed by Group human resources and Group risk, with support from corporate security. Each report is formally investigated by qualified experts, and the process is closely monitored to ensure that corrective action plans or remediations are conducted and executed effectively.

When necessary, the outcome of an investigation may lead to appropriate remedial actions, which could include consequences for the individual and/or changes to internal processes, policies or procedures to prevent recurrence. Whistleblowers can track the progress of their reports through NAVEX Global by using their unique reference number, ensuring transparency and continued engagement throughout the investigation.

Our employees trust our Speak Up process, as indicated by our Spirit Beat survey, where 82% of respondents reported that they believed appropriate action would be taken¹.



222

reports were received through the Speak Up line

FY2024: 229

Managing disciplinary and grievance processes

The Group investigates code of conduct breaches. Where substantiated, we take the appropriate disciplinary measures and impose sanctions.

To avoid recurrent breaches and mitigate this risk, we take the following actions (among others):

- Limit users’ access rights to impacted systems
- Implement internal awareness campaigns and control measures in affected business areas
- Educate dealers, service providers and vendors

80

employees and contractors were dismissed for breaches

FY2024: 115²

83

grievances were reported, of which 48 were substantiated

FY2024: 19; 7



1.2 Complying with laws, policies and controls

Vodacom complies with relevant laws, regulations and policies across our operations. Our compliance management framework guides how we implement, manage and monitor internal controls against the compliance programme. Our key focus remains on high-risk compliance areas such as trade controls, economic sanctions, anti-bribery and corruption, AML and counter terrorist financing. Vodacom upholds and fosters a compliance culture that adheres to the spirit and the letter of the law.

Vodacom’s compliance system and programme are certified, audited and verified by third parties to ensure adherence to the highest standards, such as ISO certification. Our compliance framework was established with a clear purpose – to provide assurance to the Board and senior management on compliance with relevant laws, regulations and policies across the Group. Our structure was designed to support all our OpCos through a robust framework known as the five lines of defence. This framework encompasses management controls, internal control measures, compliance, risk management, corporate security, financial control, regulatory oversight, internal and external audits and governance.

Our compliance programme encompasses compliance risk identification, assessment, management, monitoring and regular reports to stakeholders. This systematic approach aligns with industry best practices and regulatory standards, enhancing Vodacom’s ability to address compliance risks. Our compliance programme follows the Generally Accepted Compliance Practice framework, a benchmark for best practices in compliance with other global standards. The legal compliance programme encompasses our telecommunications and financial services businesses. It seeks to ensure that Vodacom complies with all relevant laws, regulations and policies that govern our operations using a risk-based approach. Our electronic governance, risk and compliance platform is used to manage compliance risks, allowing for data analytics and new technologies.

1. Our most recent survey recorded a participation rate of 95%.
2. Restated to align with our headcount policy.

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Competition law

Our competition law policy commits us to conduct our business honestly and ethically, to compete vigorously but fairly and to abide by all applicable competition laws. Competition law teams in each OpCo guide activities to ensure compliance with applicable competition law requirements. Vodacom South Africa’s formal pricing guidelines aim to ensure that competition law requirements are considered during pricing approval processes. Our competition law teams investigate any allegations of anti-competitive practices, and Vodafone conducts annual audits.



1 214 managers
completed assigned training
across our OpCos

Economic sanctions and trade controls

Vodacom may be impacted directly or indirectly by sanctions and trade control restrictions. This is particularly likely where economic sanctions and trade controls are implemented against entities with whom Vodacom has existing commercial relationships. Our economic sanctions and trade control programmes are governed by our economic sanctions policy and trade controls policy, which aim to ensure that we have controls in place to mitigate these risks.

Key controls include:

- Training and awareness activities
- Onboarding and screening high-risk entities
- Managing high-risk relationships
- Monitoring high-risk transactions
- Incorporating appropriate economic sanctions and trade control clauses in agreements and export and import approvals

The Trump administration’s policies are anticipated to affect trade relations and business activities. The likelihood of increased US restrictions on technology vendors led us to reassess our exposure to high-risk vendors and revise our mitigation strategies. We are actively observing geopolitical risk developments and their effects on operations.

AML and counter terrorist financing

The AML environment continues to evolve with increased regulatory scrutiny, changes and requirements, especially in our operating countries which are on the Financial Action Task Force (FATF) grey list. Our AML teams stay abreast of regulatory developments, implementing additional policy requirements and controls to support the initiatives of regulatory bodies, and to address gaps highlighted by the FATF evaluations.

Our AML and counter terrorist financing programme is continuously improved in line with our risk-based approach and industry standards. This proactive approach ensures our efforts remain robust and effective, enabling us to uphold our commitment to responsible business conduct and to combat financial crime effectively across all operations.

We have robust measures to combat money laundering and to counter terrorist financing and the proliferation of weapons of mass destruction. This programme, executed by dedicated money laundering reporting officers and AML teams within our OpCos, is supported by well-defined processes and controls along with training and awareness communications. Group compliance provides governance and oversight, ensuring the effectiveness and alignment of our efforts across our OpCos.

In FY2025, Vodacom and its OpCos did not receive any penalties or fines from regulators related to AML. Furthermore, there were no investigations or enforcement actions initiated by regulators or Financial Intelligence Centre Units related to the prevention of money laundering or terrorist financing.

Anti-bribery and corruption

We are committed to improving lives in terms of our services and by maintaining the highest standards of ethical conduct, in respect of bribery and corruption. Our anti-bribery and corruption policy, standards and mandatory requirements apply to all our operations. The policy sets the framework for our programme in terms of our culture, describing adequate and proportionate procedures to mitigate bribery and corruption risks. The policy is reviewed annually and communicated to all employees, contractors and business ventures. Policy breaches can lead to dismissal or contract termination.

Our anti-bribery and corruption programme is aligned with global standards such as the OECD Anti-Bribery Convention, UNGC, King IV and the SDGs.

The anti-bribery and corruption programme remains stable, with a focus on increased employee training and supplier screening due to the escalating security concerns in the eastern part of DRC. We are also closely monitoring the Executive Order issued by the US in February 2025 to pause the Foreign Corrupt Practices Act Enforcement Actions for 180 days. The Foreign Corrupt Practices Act remains a valid, enforceable law and violations can be prosecuted in future.

Our employees, suppliers and high-risk sales intermediaries participate in regular training on the anti-bribery and corruption policy to ensure they understand relevant policy obligations. Annually, the compliance and ethics teams collaborate on roadshows to promote awareness of the code of conduct and anti-bribery and corruption policy requirements.

Implementation is monitored in all OpCos within an annual Group assurance process, which reviews key anti-corruption and bribery controls.

Group compliance monitors implementation, conducts risk assessments, reviews policy compliance, conducts assurance, and oversees commission payments and contract clauses to prevent bribery and corruption. We conduct rigorous due diligence on joint ventures to align with our anti-bribery and corruption policy and international standards. We have robust governance mechanisms for the appointment, onboarding and remuneration of agents.

We have dedicated in-house external affairs teams who engage with various stakeholders, including government bodies, industry associations and non-governmental organisations, to advocate for policies that support our business objectives while maintaining the highest standards of integrity. Vodacom does not engage external interest representatives or lobbyists.

On 9 December 2024, we observed International Anti-Corruption Day. The event, themed “Uniting with Youth Against Corruption: Shaping Tomorrow’s Integrity” highlighted the crucial role of young people in fighting corruption. Keynote speakers and panel discussions focused on the importance of ethics, accountability, and trust in business. Through the year, we participated in public-private partnerships to combat corruption, participated in various global and local industry initiatives. Vodacom’s Managing Executive: Group Compliance served as co-chair of the Brazil B20 Taskforce on Integrity and Compliance Taskforce. The work of this taskforce culminated in a B20 Integrity and Compliance Policy Paper and Recommendations which was well received by the G20 Anti-Corruption Working Group and presented to the G20 Presidency.



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2 Developing our employees

Employee development, as well as being beneficial for individual growth, serves as a critical factor in employee retention and organisational sustainability. Research¹ has found that "continuing employee development or training opportunities were associated with increased intention to stay in a current job, decreased intention to leave a current job, decreased employee turnover intention, job change, or early retirement, and with faster return to work."¹

We believe that employee well-being contributes directly to our ability to fulfil our purpose of connecting for a better future. Employee development is a strategic investment that enhances workforce capabilities, boosts satisfaction and drives organisational success.

We continue to foster a diverse and inclusive global workforce that reflects the customers and societies we serve. By enhancing our employee value proposition through empathetic and inclusive policies and practices, we are cultivating a workplace culture where people feel empowered to thrive and positively impact their careers, contributing to the realisation of our purpose.

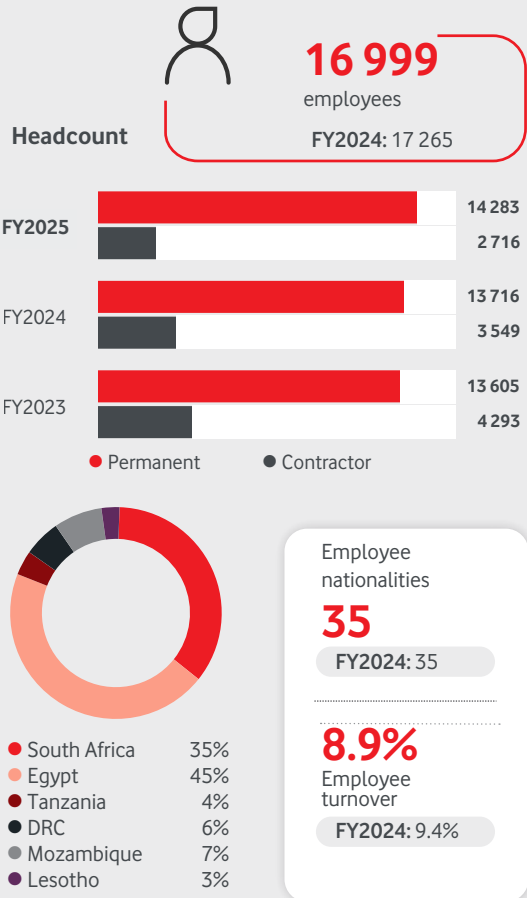
We achieve this through

2.1 Fostering workplace equality

2.2 Developing employee skills

2.3 Living the Spirit of Vodacom

1. Healthcare, 2023. Employee Training and Development Enhancing Employee Performance – A Study.



2.1 Fostering workplace equality

Vodacom strives for an inclusive, diverse and gender-balanced culture that celebrates differences, institutionalises support for LGBTQIA+ people, maintains an ethnically diverse environment and ensures accessibility for employees with disabilities.

We have a zero-tolerance approach to harassment, discrimination and abuse. Doing What's Right training, which covers diversity, inclusion, harassment and bullying, is mandatory for all employees.

Policies, initiatives and targets

Our commitment to diversity and inclusion is reflected across our policies and principles, such as our code of conduct and fair pay principles. Our diversity, equality and inclusion strategy is centred on belonging and aligns with local laws that empower previously marginalised groups. Achieving our diversity targets depends on attracting, engaging and retaining diverse talent and skills. Employee networks work to reinforce our inclusive initiatives, such as hybrid and flexible working, parental leave, mental health support, learning and development and allyship training. Programmes are designed to help employees through all life stages and challenge societal norms to enable authenticity and inclusivity at work. We promote a non-discriminatory work environment based on the principles of equality to ensure that all employees, including those with HIV/Aids, TB or any other sensitive physical or mental medical conditions, are not discriminated against and are protected from victimisation.

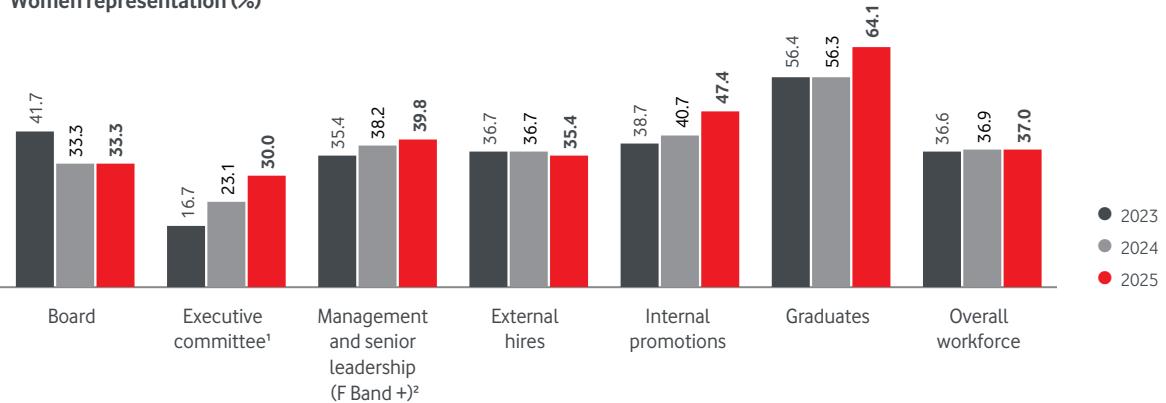
Gender

Greater female representation brings diverse perspectives, experiences, and skills that enhance innovation, decision-making, and organisational performance while promoting equality and reflecting our customer base.

We work to ensure gender diversity when resourcing for senior leadership roles. Our leadership team is accountable for maintaining diversity and inclusion in their teams. Women in management targets are embedded in our long-term incentive plans.



Women representation (%)



1. FY2025 is calculated including the incoming Chief Officer: Legal, Risk and Compliance, who was appointed effective from 1 March 2025. We do not include the outgoing Chief Officer: Legal, Risk and Compliance who is completing his handover and will step down at the end of June 2025, whereafter he will provide consulting services to management.

2. Percentage of women in our 934 management and leadership roles (FY2024: 917; FY2023: 917); including Safaricom Kenya 41.2% (FY2024: 39.3%)



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Maternity and parental leave policies

Our maternity leave policy provides four to six months of fully paid leave and the parental leave policy provides 16 weeks of fully paid leave with flexibility in how the leave is taken. These policies are open to all employees in five of our OpCos regardless of gender, sexual orientation, length of service and whether they are having a baby or welcoming a new child through surrogacy or adoption. In Egypt maternity and paternity leave are provided to birthing parents in accordance with relevant laws and Vodafone Egypt policies. We provide compassionate leave to support immediate family members during emergencies and difficult times as part of the C.A.R.E. (Compassion, Acceptance, Respect, Empathy) initiative.

PG Read more about C.A.R.E on page 54

Employees taking maternity and parental leave

213 women

(81% of whom took four or more months' leave)

564 men

(34% of whom took four or more weeks' leave)

Employees remaining with Vodacom for at least 12 months after their return from maternity or parental leave

96%



Domestic violence policy

Our domestic violence policy sets out comprehensive workplace resources, security and other measures for employees at risk of experiencing and recovering from domestic violence and abuse. In South Africa, our GBV policy reinforces our commitment to stand against violence and harassment against individuals based on their gender identity.

Physical and digital accessibility

We recruited people with disabilities through programmes such as VodAbility initiative in Mozambique and Egypt's LEAP graduate programme tailored for people with disabilities. We hosted disability awareness training for line managers and senior employees to promote inclusive workplace practices and highlight the importance of integrating accessibility considerations when designing products and services.

Race, ethnicity and cultural heritage

We continuously improve our workforce capability by discussing race, ethnicity and cultural heritage. #CountMeIn encourages employees to voluntarily disclose their diversity demographics, including race, ethnicity, disability, sexual orientation, gender identity and caregiving responsibilities, in line with local privacy and legal requirements. Vodacom Group is part of the Department of Employment and Labour Trusted Employer Scheme, which facilitates a smoother immigration process for foreign employees working in South Africa.

Embedding inclusion

We actively support employee networks, including the Disability Employee Forum, the LGBTQIA+ Forum, the Employee Network Forum, the Women's Network Forum, the Men's Forum and the Youth Council. We engage with employees and raise awareness on why inclusion matters through multiple platforms, such as communication campaigns, summits, panels and expos on days of commemoration, including International Women's Day, World Day for Cultural Diversity and Africa Day.

Read more about how we respect the employee voice, freedom of association and collective bargaining on page 5 of our human rights public policy statement

2.2 Developing employee skills

Our transformation into a new-generation connectivity and digital services provider requires new skills and capabilities, such as software engineering, automation and data analysis. We therefore focus on developing diverse talent for the future and building future skills.

Build skills for the future



Total spend on skills development

R661 million

FY2024: R485 million

Average spend on skills development

R38 885

per employee

Learning hours
783 823

Average learning hours
65 319
per month

Increase in hours of learning
16.9%

The #1MoreSkill programme aims to increase certification and reskill employees across prioritised areas. As part of #1MoreSkill, the Citizen Developer Programme upskills employees with little to no coding experience who build applications with IT-approved technology.

Delegates trained to be citizen developers	82
Active citizen developers	1 105
Citizen developers to be onboarded	67
Hours saved through bots	36 400
Money saved through bots	R 4.8 million
Revenue generated through bots	R7.6 million

Through #1MoreSkill we upskilled 233 data scientists across the Group. The robotic process automation centre of excellence team is responsible for localising learning content on Grow with Vodacom, which includes a skills transformation component.



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Protecting the planet
Maintaining trust

- 1. Doing business ethically
- 2. Developing our employees
 - 2.1 Fostering workplace equality
 - 2.2 Developing employee skills
 - 2.3 Living the Spirit of Vodacom
- 3. Protecting privacy and data
 - 4. Protecting people
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Vodacom's onboarding skills training programme was implemented across all OpCos. In August 2024, we conducted train-the-trainer sessions, enabling employees to commence their training rollout for frontline call centre and retail consultants. 465 frontline call centre consultants were trained between November 2024 and January 2025. The impact of this training included significant improvements in key performance indicators over three months, including an increase in touchpoint net promoter score, customer satisfaction, query resolution and first call resolution.

Vodacom has AI and data science training available to employees through our learning and development structure including Massachusetts Institute of Technology badged digital content on generative AI foundations and responsible generative AI, and a complete data citizen programme that equips employees with skills needed to apply AI, Big Data and data science in business.

We launched the GenAI Citizen programme in South Africa and Tanzania, and introduced Grow with SPARK, focusing on developing sales skills.

Employees are supported in learning on the job by participating in work shadowing or by taking on extra projects, and time is allocated for these activities. Grow My Experiences offers short-term development opportunities for employees to gain new skills and explore different business areas or OpCos. This initiative encourages skill sharing across teams and helps employees expand their career portfolios. Grow My Experience projects are remote, short-term, and part-time opportunities designed to deepen skills and provide new experiences.

Employees can work on these projects from anywhere

- The duration of each project is four to eight months with a 20% time commitment
- Projects can be worked on alongside other responsibilities
- Opportunities are available across OpCos and business areas

Managing talent and succession planning

Our talent and succession pools for our most senior roles and female talent are reviewed and updated through an annual talent review and considered by the Board. Exposure to various leadership committees and boards is offered as a development initiative to identified successors.

Developing leaders

Development programmes, including Women in Leadership, the Vodacom Accelerated Programme and YuGrow have trained 219 women across the Group since 2021, 55 of whom were promoted. Our signature female leadership programme, which was relaunched in 2023, is geared towards creating an industry network of female professionals with scarce and critical skills, who are offered employment as opportunities arise. The six-month programme reinforces learning through virtual learning, experiential immersions and reflection. Following the programme's success in South Africa in FY2024, we scaled the programme across all OpCos.

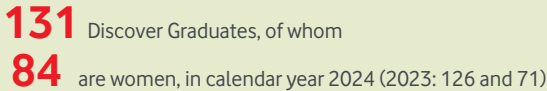
In FY2025 we made significant strides in transforming our organisational culture through the Leaders Lab programme. This initiative equipped our leaders with the skills needed to drive business performance. All ExCo teams across our footprint completed the training. We appointed 79 change makers who are empowered to champion Vodacom's strategic priorities and embed cultural transformation throughout the Group. To date, 2 467 of our leaders have completed various training interventions.

We have a continental cross-market mentoring programme to partner Group ExCo members with E-Band (middle management) top talent. ExCo members mentor employees outside their function and provide more visibility for identified top talent. We partnered 34 of our E-Band top and accelerated talent with Group ExCo members.



Developing tomorrow's talent

Our annual Discover Graduate programme offers a well-rounded experience that exposes participants to various company functions. Participants are chosen each year to enter roles within Vodacom. We continue to leverage partnerships with leading universities across the continent to recruit high-calibre graduates to join our workforce.



Vodacom Youth Council



The Vodacom Youth Council, with its diverse roles, provides support to Vodacom's ExCo. This initiative encourages council members to research and explore disruptive ideas in the digital economy. Members have the opportunity to shadow ExCo members, exposing them to decision-making and strategy formulation and implementation at the highest level. Key projects in FY2025 include consolidating services into a single app, supporting continuous learning and upskilling and engaging youth through various activities to enhance brand perception.



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UNGC SDG Innovation Accelerator for young professionals

We participated in the UNGC SDG Innovation Accelerator for Young Professionals for the third year. The programme empowers young talent to create solutions that contribute to the SDGs, enhance digital and leadership skills and drive impactful change. We hosted the finals of the programme, marking the end of a nine-month journey where young innovators from leading South African companies tackled global challenges. Vodacom's teams presented SMME and e-waste-focused innovations, with the SMME team placing third.



See more about the Accelerator

2.3 Living the Spirit of Vodacom

The Spirit of Vodacom outlines the beliefs we stand for and the key behaviours that help us realise our strategy and purpose. The Spirit of Vodacom underpins the successful and sustainable delivery of our objectives and empowering our people to grow and innovate to meet our customers' needs.



See more about the Spirit of Vodacom

Driving innovation

The annual Group-wide Hackathon is Vodacom's premium innovation challenge. It encourages employees to ideate, collaborate, learn and demonstrate their innovations to a top management "dragons" panel. The programme aims to empower employees to solve specific business problems that result in revenue growth, cost savings, efficiency and customer service improvements. The Hackathon embeds an innovation culture across all OpCos, fosters collaboration, builds transversal and technical skills and enables participants to access and explore existing and emerging IT resources. The ideas implemented through the Hackathon allow Vodacom to operate efficiently, protect infrastructure and simplify processes for customers.

Ideas submitted across the OpCos 576

Ideas shortlisted 130

Number of participants 727

Masterclasses delivered 45

Creating future ways of working

Our remote ways of working policy contains the standards and principles that enable a flexible working framework and offer benefits for remote and office-based work. It includes an expected role-dependent average of three days per week working from the office and the option to work from another country for up to 20 days. Flexitime is permitted, subject to operational requirements and country-specific rules. Where appropriate, our remote hiring policy allows us to source remote skills. We review flexible working policies regularly. Employees work overtime only upon management's request, and overtime cannot exceed three hours per day or 12 hours per week.

Delivering a digital experience

Grow with Vodacom is an integrated talent acquisition, skills and learning platform. It enhances the employee experience while giving employees greater ownership of their learning and career development pathways. Employees build unique skills profiles for personalised learning and career recommendations, use technology to develop personalised learning paths, and create goals based on discussions with line managers and a career planner.

The platform enables:

Increased diversity through tailoring job recommendations for candidates and removing bias from the application process with anonymous candidate recommendations

Improved recruiter efficiency through simplified navigation between tools and candidate recommendations based on required skills

A simplified and faster application process through personalised skills-based job recommendations

Vodacom is committed to leading in connectivity and digital excellence, with a strong emphasis on customers, simplicity and growth. The future-ready HR transformation is central to this evolution, focusing on digitalising processes to enhance employee experiences and engagement, foster collaboration, drive growth and improve organisational performance.

A key component of this transformation is the evolution of our AskHR digital assistant. Initially implemented across Vodacom in 2021, the enhanced version 2.0 incorporates generative AI technology and process automation. This comprehensive new channel strategy and service offering simplifies and digitalises the AskHR service, leveraging a digital assistant solution and AI and automation capabilities. These advancements support the HR centre of excellence priorities while ensuring an exceptional, consumer-grade employee experience.

The channel strategy comprises two components:

- **AskHR digital assistant 2.0 generative AI:** By leveraging extensive data from MyHR and the global policy portal, our goal is to automate query handling and reduce manual employee query processing by 80%
- **AskHR digital assistant 2.0 integrated journeys:** By simplifying global HR processes, we aim to automate these processes, allowing employees and line managers to utilise the digital assistant instead of HR services transactions. Our goal is to achieve 80% efficiency in this transformation drive, with the scope to automate 99 HR processes

The AskHR digital assistant for query handling, powered by generative AI, was activated across all Vodacom OpCos, managing time and attendance and employee self-service-driven changes to personal data. Efforts are ongoing to unpack the transformation process required to ensure the adoption of these changes. We are planning robust change and communications activities for all affected stakeholder groups. Additional processes are in the design and build phase and will be activated in the coming months to further optimise the employee experience of HR processes.

IR Read more about how we empower employees in our integrated report



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3 Protecting privacy and data

Digital transformation is accelerating across Africa with steadily increasing mobile and internet penetration. Data privacy regulations remain inconsistent across the continent, and cyber threats are rising, making cyber security and data protection critical concerns. Research in 2023 revealed that Africa had the highest average weekly cyber attacks per organisation, with a 23% year-on-year increase¹.

Technology is core to Vodacom's business. We focus on managing rapid technological advances, regulations associated with using data and potential disruptions, opportunities and risks. Millions of people communicate and share information over our networks, enabling them to connect, innovate and prosper. Customers trust us with their data, and maintaining this trust is critical.

We are committed to our customers' privacy beyond legal compliance. Our privacy and security programmes create a strong culture and practice of protecting the privacy, security and confidentiality of customers' data.

We ensure:

- Personal data is used responsibly and ethically
- Services are delivered securely and responsibly
- New technology is navigated ethically by conducting the required assessments

Data protection and information security are critical disciplines throughout the data life cycle and components of Vodacom's enterprise risk management framework.

We achieve this through

3.1 Managing data privacy

3.2 Managing cyber security

3.1 Managing data privacy

We want our customers to get the most out of our products and services, and their personal data enables this. We are committed to protecting our customers' data and only using it for a stated and specific purpose. We are transparent about which data we collect, why we collect it and customers' related rights and choices.

Each OpCo publishes a privacy statement through various channels which include details relating to processing of personal data. Privacy notices and processes are available in English and local languages. OpCos revised their consumer privacy statements to enhance user comprehension and accessibility by reducing the number of clicks required to access the policy. The user journey was simplified, making navigation more intuitive and straightforward. This ensures users can quickly and efficiently find the information they need. The statements now provide more granular details on the types of data processing and their purpose, with clear links to legal requirements. Frontline retail and customer support employees are trained to respond to customer requests.

We align with the global Vodafone privacy management policy, which is based on the European Union General Data Protection Regulation. The policy establishes a framework for incorporating local data protection and privacy laws and sets a baseline for countries without equivalent legal requirements. Each OpCo publishes required privacy statements/notices, which align with the disclosure and transparency requirements described in their country's respective data protection laws and/or according to their local privacy management policy.

Data privacy domains

- | | | |
|--|---|--|
|  Programme management |  Security and privacy by design and assurance |  Processor obligations |
|  Baseline and risk assessment |  Communication training and awareness |  Supplier management |
|  Permissions and transparency |  Security for privacy and incident management |  External participation |
|  Individual rights |  Organisational privacy impact assessment |  Data management |

Our privacy programme governs how we collect, use and manage our customers' personal data to ensure we respect the confidentiality of their communications and their choices regarding the use of their data, and ensures we meet the privacy laws and regulations in all our OpCos such as the Protection of Personal Information Act requirements in South Africa. We respect and protect the right to privacy, including our customers' lawful rights to hold and express opinions and share information and ideas without interference. At the same time, as a licensed national operator, we comply with lawful orders from national authorities and the judiciary, including law enforcement. Recognising that privacy is a human right, these obligations are balanced in a manner that safeguards customers' rights while meeting legal and regulatory duties.



1. Check Point Technologies Ltd., 2023 Average Weekly Global Cyberattacks peak with the highest number in two years, marking an 8% growth year on year, according to Check Point Research.



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Uses of customer data

Provision of services	Quality, development and security of services	Marketing	Permissions	Rights of individuals	Data sharing
We process customers' personal data to provide them with the products and services they have requested, to fulfil our contractual and legal obligations, and to provide customer care. We must process communications metadata regarding calls, texts and mobile data usage to provide our services and invoice correctly.	We monitor the quality and use of our connectivity and other services to improve and optimise them. This information helps detect and prevent fraud and secure our networks and services. We do not sell data linked to specific individuals to third parties.	We use data to market our products and services in compliance with applicable laws, ensuring accurate recommendations.	Our multi-channel permission management platforms, deployed across all channels, allow customers to control how we use their data for marketing and other purposes. For example, customers can consent to us using their communications metadata for marketing or receiving third-party marketing messages. Customers can also opt in or out of location-based services. All permissions can be revoked, and choices can be changed at any time.	Our businesses provide customers with access to their data through online and physical channels. Customers can use these channels to request the deletion of data that is no longer necessary or to correct outdated or incorrect data. Our customer privacy statements and other documents provide information on how to exercise these rights and how to raise complaints. Our frontline employees are trained to respond to customer requests.	When external suppliers and service providers process data on our behalf, they are subject to security and privacy due diligence processes, and appropriate data processing agreements govern their activities. We do not share customers' personal data unless there is a lawful basis set out in the relevant local market data protection law or the local market privacy management policy.

Understanding privacy risks

Data protection is a risk in the Group's enterprise risk management framework. As data volumes grow and regulatory and customer scrutiny increases, we proactively identify, assess and mitigate privacy risks through our privacy policies and programmes.

Privacy risks include:

- 1

Collection
Collection of personal data without permissions where required
- 2

Access and use
Use of personal data for further processing purposes with authorisation
Data retention or poor data quality
- 3

Sharing
Unauthorised disclosure of personal data

To identify and manage evolving risks, we evaluate our business strategy, new technologies, products and services, laws and policies.

Privacy controls

An experienced privacy specialist team is dedicated to ensuring compliance with data protection laws and all our policies in our operating countries. We manage privacy risks across the data life cycle, and teams across Vodacom ensure end-to-end coverage. Dedicated security teams ensure appropriate technical and organisational information security measures are applied to protect personal data against unauthorised access, disclosure, loss or use during transit and at rest.

All products, services and processes are subject to privacy impact assessments as part of their development and throughout their life cycle. Our privacy impact assessment methodology ensures that children and vulnerable groups are identified and relevant controls are implemented for specific groups.

We maintain privacy controls relating to personal data processing records, supplier privacy compliance, data breach management and individual rights processes, internal and international data transfer compliance frameworks, and training and awareness programmes.

In our supply chain, privacy and security requirements are key to our supplier management processes. All suppliers undergo a thorough onboarding process to verify their adherence to these requirements, and appropriate data protection agreements are agreed upon. Contractual agreements encompass data sharing by third parties with further vendors, ensuring comprehensive data protection and compliance throughout the supply chain. Suppliers are subject to continuous monitoring.

Our teams monitor and contribute to regulatory and industry developments and work to build and maintain relationships with local data protection authorities and other key stakeholders.

Our privacy control frameworks are subject to continuous risk-based improvements. The effectiveness of control implementation is subject to quarterly reporting and annual evidence-based testing overseen by Vodafone, in addition to the assurance performed by internal audit.

Control implementation is reviewed by OpCo managing directors, the Group Risk Committee and the Vodafone Group Plc Audit and Risk Committee. The outcomes of Group-wide annual internal audits are presented to the Vodacom Group ARCC. The findings are subject to remedial actions by the responsible control owner, and project completion is monitored by the CEO and the Group ARCC.

Training

We require employees and contractors, where relevant, to complete the Doing What's Right privacy training within six weeks of joining and at least every two years. Our targeted training for high-risk roles is aimed at teams with a key role in personal data processing.

Monitoring privacy incidents

We have a strong culture of data privacy. Our assurance and monitoring activities are designed to identify potential issues before they materialise. We have internal teams, mechanisms and systems that enable our customers to lodge complaints with us and regulatory authorities if they are unsatisfied with the resolution of their complaints.

Zero
privacy fines

FY2024: Zero

13 customer privacy complaints
received from regulators with
remedial actions taken

FY2024: 8



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3.2 Managing cyber security

As a provider of critical national infrastructure, connectivity and financial services relied upon by millions of customers, we prioritise cyber and information security across everything we do. Our customers use Vodacom products and services because of our next-generation capabilities and because they trust that their information is secure. The telecommunications, technology and financial services industries are faced with unique risks as we provide connectivity services and handle real-time financial transactions. We actively engage directly with regulators, standard setting bodies, governments and industry partners to promote proportionate, risk-based and cost-effective solutions to cyber security threats and improve our readiness capabilities.

Our approach to managing cyber risk and protecting our customers from cyber threats leverages Vodafone's global scale combined with local threat intelligence. We refresh our cyber security strategy annually and redevelop it every five years based on internal and external environment changes.

Identifying vulnerabilities and risks

We understand that if cyber security is not managed effectively, there could be major customer, financial, reputational or regulatory impacts. Risk and threat management are fundamental to maintaining the security of our services across every aspect of our business. Cyber security risk is identified as a principal risk with Vodacom's enterprise risk framework. Each principal risk owner produces a formal line-of-sight document twice a year, including second and third-line assurance.

We undertake regular and rigorous analysis of our risks using external data sources and our internal key risk indicators. This analysis extends to our third parties and partners.

IR Read more about our principal risks on page 34 of our **integrated report**

Three main risk categories

1 External

Cyber attackers and criminals targeting our systems, networks or people to conduct malicious attacks

2 Insider

Accidental leakage of information or malicious misuse of access privileges by our employees

3 Supply chain

A supplier is breached or used as a conduit to gain access to our systems, data or people

To help us identify and manage emerging and evolving threats and continuously improve our cyber posture, we evaluate and challenge our business strategy, new technologies, government policies and regulations and employees.

We regularly review our highest cyber security risks and develop strategies and policies to detect, prevent and respond to them. Our focus is on minimising the risk of cyber incidents that affect our networks, customers, services or shareholders.

Our threat intelligence team uses industry and external analysis to help shape our controls and procedures and drive our actions. As part of our risk framework, we gather intelligence on cyber threats, and proactively respond to threat intelligence before it causes an

incident. User awareness and good security hygiene, as required by Vodacom's cyber code, are critical to managing these threats and are embedded across everything we do.

When a specific vendor or new high-impact vulnerability is reported, the threat intelligence team coordinates action to remediate using our internal cyber security action notice process. We issued 648 (FY2024: 214) of these notices which allowed us to proactively respond to attacks happening globally before they impact Vodacom. When we identify systemic near-term threats, we respond with threat action groups who take fast mitigating action to avoid incident or risk impact, similar to how we respond to incidents.

Cyber security strategy



Control evolution

Maintain and improve our cyber security controls and procedures beyond the existing cyber security baseline



Spirit of Vodacom and cyber culture

Engage our people, nurture our cyber community and carry out Group-wide cyber security training and simulations



Security for society

Collaborate widely to encourage standardisation, share intelligence, and engage on regulation



Implementing controls

Our controls prevent, detect or respond to risks. Most risks and threats are prevented or contained before they cause harm. A small minority will need recovery actions.

We use a defined mandatory framework called the Cyber Health and Adaptive Risk Method (CHARM), previously known as the cyber security baseline framework, across all our OpCos. Our CHARM framework is based on international cyber security standards and includes defined success criteria and metrics, which are reported and tracked at all organisational levels, including executive management and the Board. Our approach to control implementation is risk-focused, adaptive and prioritised with consideration for our business drivers and strategies. CHARM covers five Group-wide domains: cyber defence, security hygiene, identity and access management, network controls and information protection.

We believe in continuously improving our control landscape and we continue to enhance and bring new capabilities and controls online to further protect our business from harm. We successfully rolled out 41 new control improvement projects, which were validated to reduce cyber risk.

A dedicated assurance team reviews and validates the effectiveness of our security controls, and our control environment is subject to regular internal audits. Mobile network security is independently tested and benchmarked annually. External audits on cyber security are conducted annually by external auditors, and Sarbanes-Oxley reviews are performed annually. We partner with expert independent teams to regularly validate the security posture of our environments.



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We incorporated the National Institute of Standards and Technology Cybersecurity Framework controls within our baseline cyber security adaptive risk model. This model applies inputs from threat intelligence, Vodacom strategic imperatives, regulatory requirements and current control deployments, ensuring controls are continually assessed and optimised.

As a member of Vodafone, Vodacom benefits from global collaboration, technology sharing, deep expertise and greater visibility of emerging threats. We embed preventive and protective controls across our technology, throughout the business and across all our OpCos. We work with third-party experts and consultants to maintain specialist skills and follow leading practice. We perform regular internal and external audits, with findings tracked to resolution or acceptable mitigation. OpCos comply with national information security requirements where applicable.

We monitor control effectiveness within Vodacom and oversee and improve the cyber security of our suppliers and third parties. Controls and procedures are embedded in the supplier life cycle to set requirements, assess risks and monitor security performance. At supplier onboarding, minimum security requirements are written into contracts and we determine suppliers' inherent risk. We assess their controls and procedures to understand the residual risk. Automated external posture assessments are undertaken for critical vendor services. Any identified gaps are promptly addressed through planned mitigation actions, which are diligently tracked and monitored to ensure compliance. Instances of non-compliance are managed through the established contractual agreements, reinforcing Vodacom's commitment to data security.

The Board is briefed quarterly. These reports include status updates on security due diligence, compliance, governance, strategy, challenges and support required. Quarterly risk-based reports and monthly status reports are provided to various senior leadership forums.

Assessing new technologies

We adopt new technologies to serve our customers better and improve operational efficiency. We assess all new business ventures and new or enhanced technologies from a cyber security perspective. Our process is secure by design, which ensures safe systems and applications, evaluates suppliers' hardware and software, models threats and understands risks before designing, implementing and testing necessary security controls.



Mobile networks

Every new mobile network generation brings increased performance and capability, along with new opportunities in security. We are updating security standards as we deploy 5G core networks alongside our 5G radio networks. We independently test radio network security and identify and mitigate security risks by following our secure-by-design process. We participate in the O-RAN Alliance and security working groups to standardise and strengthen the industry approach to security.

Emerging technologies

As we increasingly leverage emerging technologies to enhance our business operations, ensuring these technologies are secured from both known and emerging threats is a crucial focus area. We launched strategic projects aimed at enhancing our security skills and capabilities to mitigate the future risks associated with the evolving threats of AI technologies and quantum computing. These projects will enable proactive preparation and alignment with other initiatives, reducing potential technology and regulatory impacts, ensuring we are well prepared to protect and defend against any emerging threats.

AI technologies

In FY2026, Vodacom will establish an AI security capability to stay ahead of evolving cyber threats relating to AI technologies. This initiative aims to leverage AI for enhanced detection, prevention and response to cyber threats. By securing AI solutions through secure by design and development, security and operations methodologies, Vodacom ensures robust protection and fosters continuous improvement and adaptive security measures. This approach aligns with Vodacom's commitment to responsible and ethical AI deployment, as outlined in our AI policy, and will reinforce Vodacom's position as a leader in AI-driven innovation and security.

Quantum computing

Our strategy is to prepare for the future availability of quantum computing at scale and mitigate its cryptographic risks. We are collaborating with IBM on our quantum safe programme through an industry-wide task force that addresses risks specific to the telecommunications sector. Over the past year, we worked on developing tools and processes to support our programme. Key processes include tailoring risk assessments, defining supplier requirements and developing the capability to update our cryptography if new threats emerge.

Training and awareness

Every employee is responsible for cyber security and must follow our cyber code, be sensitive to threats and report suspicious activity. Our cyber code is embedded in our code of conduct and aligns with cyber security best practices. It is the cornerstone of how we expect all employees to behave.

 Read more about our cyber code in our code of conduct

Cyber security awareness and training are delivered digitally through our awareness system, internal social media platforms, videos and webinars. We run phishing simulations to raise employee awareness. Our cyber awareness and training programme incorporates emerging threats such as AI, deepfake media, securing IoT and more.

Managing cyber security incidents

Our response to security incidents is governed by an incident management framework and experienced team. We capture trillions of events and logs from devices across our footprint, detecting potential threats and events. Low-severity issues are dealt with quickly through endpoint protection. More significant events are escalated to our global 24/7 incident management and response team, focusing on fast risk mitigation and customer security.

We run incident simulation training in each OpCo to prepare teams to effectively manage a cyber incident following our common approach. We provided focused training for our Group and OpCo ExCo members, who transfer their learnings to their teams.

In the event of a cyber incident, we determine its validity, perform an internal investigation, notify relevant data regulators where applicable, notify affected customers, and provide these customers with security advisories. Timelines to notify affected customers vary based on local and global data regulations.

We classify security incidents according to severity, measured by business and customer impact, with the highest category being a significant data breach or loss of service. We experienced no critical incidents in the last five years. We disclose any cyber breaches in line with local regulations and laws, such as the Protection of Personal Information Act, 2013 and the Cybercrimes Act, 2020 in South Africa. Disclosure is determined by a risk assessment that considers customers, law enforcement, relevant authorities and our external auditors.

We contractually require our suppliers and third parties to report any cyber incidents and we track and manage these internally.

Our cyber liability insurance policies cover some or all costs in the event of an information security breach.



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4 Protecting people

Occupational health and safety and human rights concerns remain prevalent in many industries. Ensuring safe workplaces and ethical treatment of workers is essential, particularly in high-risk environments. According to a 2023 International Labour Organization report, nearly 395 million workers are injured, and 3 million workers die every year due to work-related accidents and diseases globally. Africa has the highest attributable fraction of work-related deaths in the world, at 7.39% of total mortality¹.

The rapid expansion of telecommunications infrastructure in Africa involves working at height, and with power, and in hazardous environments, including remote areas and conflict zones, increasing the risk of physical harm. Ensuring robust health and safety protocols is essential in these challenging conditions.

Wherever we operate, we have an opportunity to contribute to advancing the rights and well-being of our customers, employees and communities. We are conscious of the risks associated with our operations and we work to mitigate negative impacts, ensuring we keep people safe. We maintain a holistic approach to integrating human rights considerations into our policies, governance, and due diligence processes.

 Read more about our health and safety policy

We achieve this through

4.1 Managing health and safety

4.2 Respecting human rights

1. International Labour Organization, 2023. A call for safer and healthier working environments.

4.1 Managing health and safety



Keeping people safe is one of our most important responsibilities. We focus on creating a safe working environment for everyone working for and on behalf of Vodacom and in the communities in which we operate.

The Vodacom safety, health and well-being (SHW) policy sets out how to maintain this culture across the Group. Our SHW framework provides a consistent approach to planning, performance monitoring, governance and assurance. Our commitment to safety applies to employees, contractors and suppliers – all of whom benefit from the same focus on preventing harm on and between worksites.

Absolute Rules

We have a zero-tolerance approach to unsafe behaviours. Our Absolute Rules guide our employees, suppliers and contractors, focusing on risks with the highest potential for harm.

- 1 Always wear seat belts when travelling in or operating vehicles
- 2 Always use suitable personal protective equipment, a safety harness and fall protection equipment when working at height. (Harnesses must be attached at all times when working at height)
- 3 Never execute electrical work on electrical equipment, circuits and gear if you are not qualified
- 4 Never exceed speed limits or travel at dangerous speeds for the type of road, vehicle, or conditions
- 5 Never use a handheld phone while driving; only make calls by pulling over or using hands-free devices when it is safe
- 6 Never work under the influence of substances (alcohol or drugs) which are illegal, above legal levels or where this impairs your ability to perform tasks
- 7 Never undertake any street or underground work activities unless you are competent to do so

Due to the specific nature of the risks in Vodacom operations, we have three additional rules:

- 8 Always wear helmets when travelling on or operating a motorbike
- 9 No passengers are allowed in the back of bakkies and trucks
- 10 Always maintain the required safe distance and use the correct insulated equipment when working near power

Managing health and safety risks

Health and safety are included in our risk and compliance governance programme. We continued to drive the culture of “no one gets hurt” across the Group and our supply chain. By promoting a unified agenda, which addresses local context, we ensure a culture of safety. Annually, each OpCo reviews their last SHW strategic plan which includes a refresh of OpCo targets which are aligned with Group priorities. Monthly and quarterly reports detail progress against these targets. Each OpCo has an emergency response plan detailing potential scenarios and corresponding plans. Our Rapid Rescue System allows us to perform rescues from the ground, enabling us to reach people in distress more quickly if an incident occurs.

Each OpCo is responsible for planning and executing community safety initiatives. In FY2025, these initiatives included road safety campaigns, school-focused safety programmes and various community engagements in collaboration with different stakeholders. Some highlights include the well supported essential life support sessions for families and friends, which contributed to safe working practices at home. We also work with other telco operators on SHW initiatives.

Our safety, health and environmental standard empowers employees and suppliers to remove themselves from work which they deem might impact their SHW. A safe space is created for suppliers to raise any concerns with managing personnel. Managers are responsible for implementing the standard and for ensuring no reprisal takes place as a result.

Over the past year, our focus on increasing near miss reporting significantly reduced severe incidents. We continue to monitor and manage incident prevalence related to top risks. Despite a reduction in incidents due to ongoing risk reduction efforts, areas such as occupational road risk, working at heights, and working near electricity remain priorities. We improved near miss reporting, analysis and oversight by our ExCo, fostering a culture that celebrates stop work authority usage and near miss reporting.

Enhanced reporting allows predictive analysis and identifies focus areas. We implemented sharing and learning from incidents across OpCos. Future risks are identified during annual reviews, process changes, new projects, procuring equipment, fatality and major incident reviews and monthly reporting. We effectively monitor high-risk work execution by contractors and proactively monitor safe driving by employees and contractors.

The internal International Organization for Standardization audit team monitors compliance across the Vodacom Group, including OpCos on a rotational basis and select external service providers. Our supplier vetting process comprises a monitoring and measurement tool. We conduct this process every two years or based on the project. Suppliers need to achieve a score of 75% to pass, ensuring health and safety systems maintain a high standard, and as a result, their employees’ health and safety remain sound. Suppliers who do not meet the 75% threshold have an opportunity to correct their shortcomings; if they fail to do so, they cannot work for Vodacom. Leadership visits play a part in observing what happens during daily work.



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Road risk

Improving driver behaviour and reducing other aspects of road risk remain a focus. Driver behaviour is monitored internally and by our suppliers. This includes tracking and managing several parameters, including speeding, night driving, fatigue and harsh braking. As part of our fleet monitoring process, we installed cameras in our fleet, and drive the same in our suppliers.

We updated our **digital journey management mobile application**, improving our high-risk trip planning, predictability of hot spots and compliance analysis. Defensive driving and anti-hijacking training is conducted internally and by our suppliers.

Our efforts yielded

182 698
safe journeys
FY2024: 219 447

while travelling 10 million kilometres
FY2024: 13 million kilometres

during which our drivers spent 433 118 hours on the road¹
FY2024: 531 787

We will continue to improve our supplier management and engagement to address road risk further

1. Data excludes Egypt due to legal and regulatory restrictions.



Occupational health

Work-related hazards that pose a risk of ill health to employees and suppliers are identified and managed through job risk exposure profiles. Based on these exposure profiles, employees are subject to scheduled occupational health surveillance programmes through wellness centres. This medical surveillance allows us to identify leading indicators of occupational disease. Qualified occupational health professionals work to identify and eliminate occupational hazards and minimise occupational health risks. In FY2025 we ensured that pre-existing programmes and mitigation offers are aligned with updated risk profiles based on the outcomes of the FY2024 reassessment.

In addition to job risk-specific actions, we offer wellness occupational health support, which includes:

- Monitoring absenteeism and the rate of occupational disease
- Stress assessments and identifying stress sources
- Stress training for managers
- Job redesign where required
- Periodic health risk assessments, including workplace ergonomics reviews

Mental health and well-being

We remain focused on physical and mental well-being, with training and services available in each OpCo. These include providing employee assistance and temporary disability and psychological support services.

Our employee well-being programme includes stress management, mental health support, physical fitness and financial management. We offer free health screenings for employees and continue to drive Group-wide employee support through our employee assistance programme, counsellors, and employee well-being ambassadors, who assist with coping strategies, stress management, communication, grief counselling and parental guidance.

We hosted over **38** well-being webinars for employees across our OpCos

We enhanced our employee value proposition with the C.A.R.E. initiative, which creates a work environment where all employees feel empowered to succeed. Our focus is on broadening support, working flexibility and employee benefits related to menstruation, miscarriage, stillbirth, menopause and compassionate leave for employees or their immediate families. In FY2025 our employees have made use of 300 provisioned C.A.R.E. leave days.

We offer online mental health first aid training to all people leaders, well-being ambassadors, HR business partners and high-risk suppliers.

As part of our well-being strategy, we develop response plans as health issues arise. Our employee assistance programme and temporary disability programme support employees with any health impediments.

Delivering training and awareness

We include a health and safety module as part of our mandatory Doing What's Right training. Contractors complete separate training relevant to their role and position.



OpCos are responsible for delivering health and safety training that promotes appropriate skills and behaviours and identifies risks.

We keep engagement with our suppliers top of mind and have hosted several ongoing supplier initiatives across OpCos. The Vodacom SHW Partner Summit, held in Arusha, Tanzania, was attended by suppliers from across Africa to showcase safety initiatives from "Cape to Cairo." Because road safety remains our number one risk, a Transport Summit was hosted by Vodacom South Africa in collaboration with Vodacom Group. The summit focused on road safety in Africa with various expert speakers from the industry. A noteworthy segment on tyre safety was presented, which has since been shared widely within Vodacom and learnings applied. The summits were attended by over 390 suppliers.



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Leadership engagement

Leadership commitment is key to our approach. Our senior leaders increased their visibility and engagement by conducting regular tours at working sites, with dynamic risks to promote a positive SHW culture. Leaders visibly demand that no one gets hurt and that we work safely, or we do not work. They reinforce the stop work authority culture for high-risk workers. We continue to drive leadership involvement and ownership on SHW by promoting visible felt leadership, business involvement and ownership of SHW.

We commemorated the World Day for Safety and Health at Work by acknowledging the paramount importance of the SHW of our people, partners, customers, and local communities within our OpCos. The CEO took a pledge to prioritise SHW and encouraged ExCo members and senior leadership to do the same. This pledge was publicly announced, reinforcing leadership's commitment to creating a culture of safety and showing that we care through our actions.

Our Doing What's Right training module includes a video from our Chief HR Officer, demonstrating senior-level support for Vodacom's Absolute Rules.



590

top management tours to work sites

Measuring our performance

Any injury is one too many and any loss of life related to our operations is unacceptable. In the regrettable event of a fatality, it is tabled for review at the Vodafone Fatality Review Board, chaired by the Chief HR Officer and supported by the global head of SHW. The OpCo CEO gives the presentation, and we share any lessons learned from each fatality across the relevant Group functions.

Key performance indicators are reported monthly to the ExCo and to the Board bi-annually. Indicators include top safety risks, including breaches of our Absolute Rules, lost-time injuries (LTIs) and fatalities.

We recorded

212

breaches of Absolute Rules and

2 005

incidents relating to our top risks

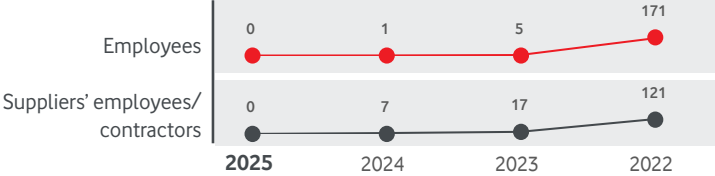
Each incident is investigated at a scale proportionate to the indicative level of risk. We seek to identify the root cause and ensure suitable corrective action is taken where necessary.

We celebrated

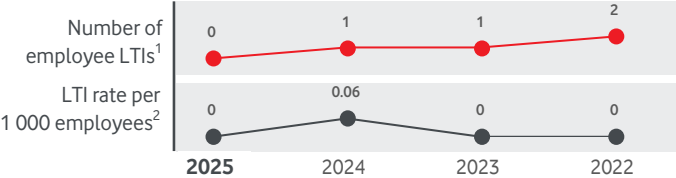
a **fatality-free**

year.

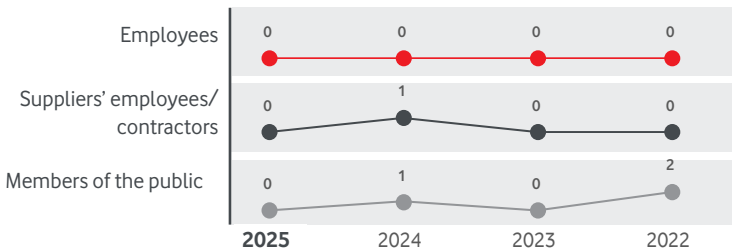
Work-related injuries or ill health (excluding fatalities)



LTIs



Total recordable fatalities



1. When an employee is injured while executing a work-related task and is consequently unable to perform regular duties for a complete shift or period of time after the incident.
2. Rate was not calculated in previous financial years.

The LTI occurred at a work site and involved a supplier's employee. Zero LTIs occurred while working from home or at Vodacom's offices. We continue reinforcing the requirements of respective safe home working policies and guidance across all OpCos to avoid at-home incidents.



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Masts, mobile phones and health

We strive to provide our customers with uninterrupted network connectivity without endangering their health. The health and safety of our customers, employees, contractors and the public are important. We have policies and procedures to govern the masts and mobile devices in our network to ensure compliance to the international electromagnetic field (EMF) safety standards.

The International Commission for Non-Ionizing Radiation Protection guidelines are the most widely accepted international EMF safety guideline and are recognised nationally and internationally by the World Health Organization. Any EMF exposure levels below the International Commission for Non-Ionizing Radiation Protection guidelines' limits do not pose a health risk according to decades of scientific consensus. Our masts and devices comply fully with these guidelines, and we continually monitor and evaluate our mobile network to ensure we meet all regulations.

Our **governance mechanisms** and regular compliance assessments ensure that our masts and devices¹ meet international standards and our internal policy requirements. We conduct network measurements and calculations of EMF exposure from the network masts and review the reports of EMF testing on devices. The constant evolution of mobile technology resulted in Vodacom also governing the EMF safety compliance of these latest technologies, and we continuously monitor the latest scientific reviews in the EMF safety field.

We participate in a compliance **self-assessment programme**, with internal assurances and test controls. One of these test controls ensures high-risk employees and contractors undergo periodic compliance training and certification as a precautionary and awareness measure.

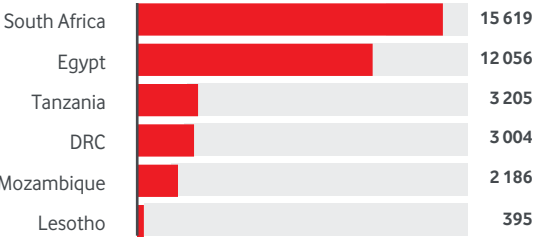
1. Devices include mobile handsets, mobile routers and IoT devices.



1 570

base transceiver station visits undertaken to verify conformity

Number of sites certified



EMF **training and awareness** is an ongoing process. Specific employees must redo the training every three years to review their knowledge on how to work safely on site from a radio frequency point of view.

More than

886 EMF

training certificates have been issued in South Africa over the last three years.



Vodacom is committed to actively collaborate with regulators, communities and other stakeholders to address any concerns about mobile phones, masts, the environment and health.



Read more about mobile masts and health



See more about cellphones, base stations and you



See more about how your mobile works



See more about how science works



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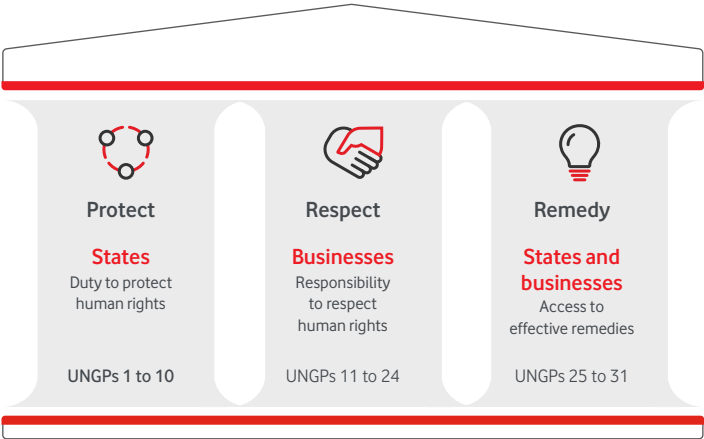
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4.2 Respecting human rights

Vodacom is committed to respecting human rights and to positively impacting people. Our human rights strategy is informed and aligned with the UN Guiding Principles (UNGPs). We are a signatory of the UN Global Compact (UNGC) and are members of several UNGC local networks.



Read more about the UNGPs

Our ExCo recently adopted the Group’s revised human rights policy and cascaded it to our OpCos for local adoption. The policy sets out key human rights commitments and principles concerning our employees’ rights, ensuring fair labour practices, non-discrimination and safe working conditions. We commit to protecting customers’ rights, including privacy, freedom of expression and access to information as well as to safeguarding children’s rights and protecting them from harm. The policy also sets out our commitment to developing due diligence measures geared towards minimising and mitigating human rights risks. It establishes clear guidelines and principles for Vodacom OpCos, employees, and business partners, while suppliers are covered by Vodacom’s code of ethical purchasing. By implementing this policy, we aim to proactively contribute to the well-being and dignity of all individuals served by and potentially impacted by our business. In FY2026, we will rollout our revised human rights controls which were developed alongside the policy.

Human rights due diligence

Our holistic approach ensures that we integrate human rights considerations into our policies, governance and due diligence processes, allowing us to manage and mitigate associated risks effectively. Our Vodacom Group public human rights policy statement and internal human rights policy sets out how our employees can ensure we respect human rights. This includes steps in other aligned policies, such as those covering AI, child protection, conflict minerals, health and safety, human resources, privacy management, marketing, business resilience and law enforcement assistance (LEA).

Read more about our human rights public policy statement

Managing human rights risks

As a telecommunications operator, we prioritise digital human rights such as privacy, freedom of expression, and access to information. Our human rights programme addresses a range of potential human rights risks, such as those relating to data privacy, the design and deployment of AI, children’s rights, data ethics and risks we may encounter through our value chain.

Emerging technologies

We recognise that while presenting opportunities, emerging technologies such as AI and IoT can potentially negatively impact society and individuals. As these technologies evolve, it is important that we ensure they are developed and deployed in ways that uphold and respect human rights.

Human rights considerations play a pivotal role in shaping our AI principles and governance frameworks, guiding the ethical development and deployment of AI and IoT solutions. We seek to ensure that human rights considerations are adequately deliberated when evaluating and deploying new technologies. By embedding human rights into our technological initiatives, we affirm our intention to create a future where innovation and human rights go hand in hand.

We actively participate in international and regional discussions on integrating human rights considerations into tech and AI. By collaborating with stakeholders, we aim to contribute to developing comprehensive frameworks that promote ethical AI practices worldwide.

We are committed to furthering our efforts by developing AI human rights impact assessment tools. These tools will help us identify and mitigate potential human rights harms such as biases and discriminatory outcomes, ensuring that our technologies benefit all individuals equitably.

Children’s rights

The best interests of children are paramount, and we seek to protect children throughout our value chain. We are working with stakeholders to increase our understanding of how we impact children’s rights.

This year, we further developed our children’s rights response within our human rights approach, seeking to embed the Digital Futures Commission and 5Rights Foundation’s child rights principles into our execution.

1. **Equity and diversity** Be inclusive, treat everyone fairly and provide for diverse needs and circumstances
2. **Best interests** Embed children’s best interests product development and design
3. **Consultation** Engage and listen to the views of children in product development and design
4. **Age appropriate** Develop products that are age appropriate by design and consider using age assurance
5. **Responsible** Comply with legal frameworks, provide remedies as needed and conducts a child rights impact assessment
6. **Participation** Enable children’s participation, expression and access to information
7. **Privacy** Embed privacy-by-design and data protection into product development and use
8. **Safety** Embed safety-by-design into product development and use
9. **Well-being** Enhance and do not harm the health and well-being of all children, including through the use of inclusive design
10. **Development** Does your product enable children’s learning, imagination, play and
11. **Agency** Support child users’ decision-making and reduce exploitive features and business models that harm their agency

We are working with the Internet Watch Foundation to to implement child sexual abuse material blocking across our OpCos.



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Freedom of expression

Freedom of expression is enshrined in international law and enacted through national legislation. It is linked to social cohesion and inclusion, which are important factors in determining the extent to which a community or nation will experience enduring prosperity and growth. Freedom of expression online can be exercised only when people are given the means to connect. Vodacom seeks to provide tools for individuals to exercise their rights to freedom of opinion and expression, and fully benefit from other digital, cultural and economic rights.

Managing human rights in our supply chain

Our supply chain management programme assesses our suppliers for indicators such as forced labour, child labour and other risks to human rights. Our suppliers are expected to comply with our human rights commitments in our code of ethical purchasing. We leverage Vodafone Group’s Joint Alliance for CSR (JAC) membership and benefit from on-site supplier audits of common suppliers and sharing best practices with other telecommunications operators to enhance our supply chain management. We believe in supporting the responsible sourcing of minerals globally.

PG Read more about our approach to conflict minerals on page 61

Compliance ethics and supply chain management and human rights representatives conducted cross-functional supply chain management governance training on ethical purchasing, our code of conduct, buying code, anti-bribery, conflict of interest and integrating human rights into supply chain management. This embeds a culture of human rights, ethical purchasing and anti-bribery in the procurement process. Training is provided to employees who closely interface with supply chain management, suppliers and ExCo members.

Assisting law enforcement agencies

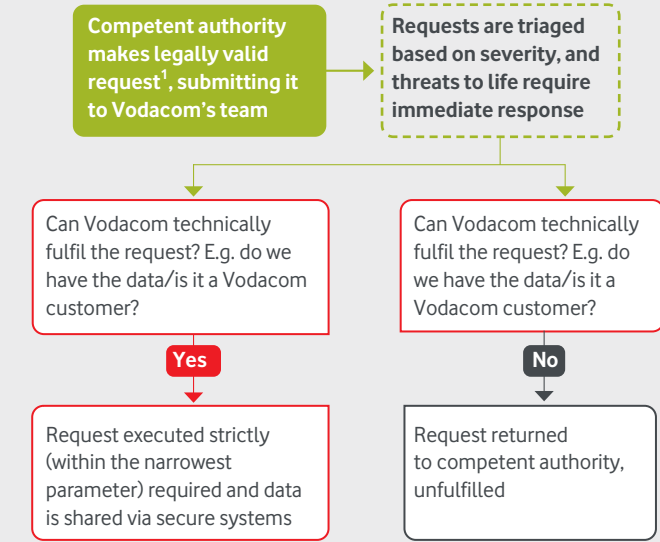
We ensure the protection of human rights while assisting law enforcement agencies. Local laws and regulations can mandate telecommunications operators to assist governments. We are required to comply with lawful government requests as part of our operating licences. This might include disclosing customer information or limiting access to digital networks and services. Our LEA policy guides us on how to ensure we comply while respecting human rights, and our transparency reporting provides data on certain requests we receive.

Law enforcement requests

Vodacom collects, processes and stores customer data transparently, ensuring its security and proper use. We respect customers’ privacy rights, including their freedom to express opinions and share information. As a licensed national operator, we comply with local laws and lawful orders from authorities, such as the police and courts. Law enforcement uses communications data and lawful intercepts to investigate serious crimes and address national security threats. Data disclosed by Vodacom under legal frameworks aids in preventing major incidents, saving lives and upholding the rule of law. Law enforcement can help ensure that the rights of the many are not undermined by the unlawful acts of some, which protects life and property while maintaining trust in the community.

Data that Vodacom discloses under applicable local legal frameworks can provide valuable insights to investigators working to prevent major national incidents, save lives and uphold the rule of law. While LEA activities can benefit communities, we recognise the risk that certain rights may be breached by authorities in exercising their power to require the disclosure of communications data – even where such requirements are domestically lawful.

All LEA engagements are conducted by a small number of highly trained, security-cleared Vodacom personnel, who are prohibited, usually by law, from sharing the request or customer data more widely. Compliance is regularly audited.



1 Legally valid requests are those that:

- Are provided for or prescribed by local law, rather than being arbitrary interference
- Pursue a legitimate aim (e.g. prevention of crime)
- Are necessary to achieve a particular social need
- Adequate to do so yet proportionate

ESGA Read more about law enforcement agencies and human rights complaints in our ESG addendum

Network shutdowns

Network shutdowns within the context reported here refer to the intentional disruption of electronic communications requested by or on behalf of a government. Under our operating licences, Vodacom must comply with shutdown orders when compelled to do so in accordance with local law. Shutdowns negatively impact human rights, can disrupt essential services and limit access to critical services. Shutdowns can hinder businesses, block financial transactions and impact vulnerable groups and communities.

Our human rights policy identifies network shutdowns as one of our salient human rights impacts. Shutdowns are governed by our LEA policy, which requires that when we assist law enforcement authorities, we do so only under certain carefully prescribed circumstances. All shutdown demands must be evaluated by an appropriately qualified and senior attorney of the relevant OpCo to determine whether the demand has been issued in accordance with local law and whether the OpCo has a legal obligation to comply. Our OpCos interpret shutdown demands as narrowly as is lawfully possible while ensuring proportionality of the request, to mitigate the impact on rights holders.



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Assessing our human rights impact

We conduct human rights risk and impact assessments as part of our ongoing due diligence. This dual-pronged approach means we proactively monitor our operating environment to identify potential human rights risks before they materialise, and we assess actual or emerging impacts to ensure we respond effectively when issues do arise. We follow up assessments with remedial and mitigating actions. We are committed to providing redress, wherever possible, for identified human rights violations.

Recognising the importance of thorough and effective due diligence in mitigating risks and ensuring compliance, we embarked on an initiative aimed at refining and strengthening our due diligence processes. We aim to ensure that our due diligence processes are robust, transparent and aligned with best practices.

This year we piloted a digitally-enabled OpCo-level human rights impact assessment tool. This tool is designed to provide an efficient, structured and systematic approach to evaluating the potential impacts of our operations across different countries. This streamlines the assessment process while enhancing our ability to monitor, report and respond to human rights issues timeously.

In FY2026, the OpCo-level assessment will be rolled out and we will further develop our product-level assessment tools.

Human rights impact assessment

In 2023, with Vodafone, we engaged Linklaters and Webber Wentzel to conduct an independent human rights impact assessment and we continue to implement the recommendations.

Recommendation

Build capacity and improve understanding of human rights risk

Strengthen governance framework

Strengthen human rights due diligence and reporting

Response

Training

- We focused on internal training through external human rights experts and consultants
- We partnered with regional and international organisations to hold workshops on business and human rights
- With the International Centre for Missing and Exploited Children, we workshoped child online safety and the role of mobile network operators in safeguarding children's rights
- We partnered with Paradigm Initiative to provide a webinar on Surveillance in Africa
- UN B-Tech provided human rights training for our employees on business and human rights
- These training initiatives supplemented the UNGC training made available on our internal learning platform and training provided by our principal human rights specialist

Governance

- We reviewed and strengthened our governance structures and appointed OpCo human rights leads to assist the OpCo human rights champions
- We localised our governance structures and established a cross-functional human rights advisory group

Assessment and reporting

- We strengthened our ability to conduct human rights impact assessments by piloting a digitised OpCo-level human rights impact assessment tool, which aims to empower employees to conduct accurate assessments and foster a culture of vigilance and accountability
- Our revised risk controls will be implemented in FY2026, embedding human rights performance monitoring
- We will continue to communicate our performance through annual disclosures and stakeholder engagements

Looking ahead

In FY2026 we will focus on capacity building, implementing improved controls and monitoring as well as developing product-level impact assessment tools.



Access to remedies

We maintain a grievance mechanism accessible to all rights holders through Speak Up.

PG

Read more about Speak Up on page 43

Collaborating for impact

We collaborate with others to better understand how businesses should respect human rights and to exchange best practices. We achieve this through our participation in initiatives such as the UNGC Network, the UN B-Tech Project and our attendance at local, regional and global forums and events on business and human rights. This year we invested considerable effort in advocacy and developing partnerships with our stakeholders.

At the UN Forum for Business and Human Rights, we discussed how Vodacom employs an evolving mix of measures to embed human rights, leveraging learnings gathered through peer networks	With the UK Mission and the Office of the UN Commissioner for Human Rights (OHCHR) we participated in high-level discussions on the Global Digital Compact, providing an opportunity to contribute to global digital governance and regulatory frameworks for emerging technologies	We participated in OHCHR expert consultations on AI, where we advocated for practical, risk-based AI regulations that balance innovation with ethical safeguards	We participated in UNICEF's round table on child online safety, which included representatives from government agencies, non-governmental organisations, technology companies, educational institutions and child advocacy groups	We maintain partnerships with United for Wildlife and Stop the Traffik
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5 Promoting responsible and inclusive procurement

Strengthening African supply chains offers an opportunity for the continent to bolster emerging industries, foster economic growth and create jobs. According to UN Trade and Development, investing in the development of supply chains “can foster better working conditions by transferring knowledge or observing good labour practices and can also have a positive effect on wages and income, especially in technology-based and high-skilled sectors”¹. Challenges remain in supporting responsible and sustainable suppliers. To ensure safe and fair working conditions and to responsibly manage environmental and social issues across our supply chains, we encourage suppliers and business partners to adopt sustainable business practices. We proactively manage risks in our supply chain.

We aim to work with suppliers who closely align with our purpose and who share our values and expect our suppliers to meet our mandatory ethical, labour and environmental standards, to be accountable for managing risk in their operations, and to hold their suppliers accountable to equally high standards.

We achieve this through

- 5.1 Managing our supply chain
- 5.2 Supporting local economic development

Vodacom procurement is executed in accordance with Vodacom’s approach and policies, including the:

- Code of ethical purchasing
- Slavery and human trafficking statement

ESGA Read more about our responsible supply chain in our **ESG addendum**

1. UN Trade and Development, 2023. Economic Development in Africa Report 2023.

5.1 Managing our supply chain

We spent **R93.6 billion with 21 541 suppliers** (including property owners) to meet our business and customers’ needs

FY2024: R90.0 billion; 24 932 suppliers

Our most significant areas of spend are network infrastructure, IT and services related to fixed lines, mobile phone masts and data centres that run our networks. The next largest expenditure area is the products we sell, including mobile phones, tablets, SIM cards, routers, IoT devices and site rentals.

Procurement is a highly centralised function, with approximately **62%** of our external spend managed by Vodafone Procurement Company

FY2024: 64%

This allows for a consistent approach to supplier management, including vetting and onboarding, monitoring and improving supplier performance.

When new suppliers tender for work, they need to demonstrate policies and procedures that prioritise people (support safe working conditions and diversity in the workplace) and address environmental concerns (GHG emissions reduction, renewable energy, plastic reduction, circular economy and product life cycle). These aspects account for up to 20% of the overall evaluation criteria. Commitments made by our suppliers are assessed against our purpose strategy concerning diversity and inclusion, the environment, and health and safety in categories with a safety risk.

Our improved supplier qualification process, which is being phased in across the Group is live in South Africa, Tanzania, DRC and Lesotho. This process uses a risk-based assessment to review compliance for any new suppliers significantly improving the efficiency and turnaround time of supplier onboarding. During onboarding, we use a supplier assurance risk management system for new suppliers in high-risk areas that are material to our business, such as cyber security, data privacy, corporate security, environment, anti-bribery, responsible sourcing, health and safety and payment card industry.

We expect our suppliers and business partners to comply with our code of ethical purchasing, which is available in Portuguese and French for local suppliers in various OpCos. These commitments extend through the supply chain so that our directly contracted suppliers (Tier 1 supplier) ensure compliance across their own direct supply chain (Tier 2 supplier from Vodacom’s perspective) and beyond.

The code of ethical purchasing is based on international standards, including the Universal Declaration of Human Rights and the ILO fundamental conventions on labour standards. It stipulates the social, ethical and environmental standards that we expect, including in areas such as child and forced labour, health and safety, working hours, discrimination and disciplinary processes. In South Africa, our suppliers are also subject to B-BBEE requirements.

We seek to leverage the work of Vodafone and other operators who collaborate on supply chain risks within JAC. Vodafone chairs the JAC working group which was established to improve ethical, labour and environmental standards in the technology supply chain. The group focuses on key risks in our supply chain, such as human rights, reducing scope 3 GHG emissions and driving a circular economy to reduce e-waste. JAC reports progress on third-party factory audits of mutual suppliers carried out on behalf of all its members.



Code of ethical purchasing

Stipulates expected social, ethical and environmental standards:

☒ Child and forced labour

☒ Health and safety

☒ Working hours

☒ Discrimination and disciplinary processes

☒ B-BBEE requirements in South Africa



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Managing supply chain risks

Our main supply chain risks relate to health and safety, human rights (predominantly labour related) and ensuring sustainable environment practices such as hazardous waste and GHG reduction management. Suppliers that do not meet our standards are provided with a corrective action plan to address any areas for improvement and are required to submit evidence of completion.

We have reorganised our supply chain management function and created a governance function as a second line of defence that oversees and safeguards supply chain management risks, controls, and compliance. This enables a proactive and holistic governance, risk and compliance management capability for supply chain management across our OpCos. We aim to have visibility of internal and external supply chain management risks across OpCos to identify and standardise best-in-class prevention, preparedness, response and recovery-based controls. We proactively register risks through the enterprise risk management process. We implemented a risk and business rule-based supply chain management sourcing policy in South Africa and will be expanding this to other OpCos.

Any identified risks require a relevant policy expert to approve suppliers before they are onboarded and, if necessary, to establish a mitigation plan. Policy owners assess all high-risk suppliers to ensure independence, objectivity and the absence of conflicts of interest. Our requirements are backed by risk assessments, audits and operational improvement processes, which are included in suppliers' contractual commitments.

We hosted the annual Global Supplier Forum to enhance our joint effort in managing risks to which suppliers are exposed. The forum was also used to provide information on existing initiatives and their impact, and promote engagement with SMEs.

PG Read more about our approach to health and safety, which includes our suppliers on page 53

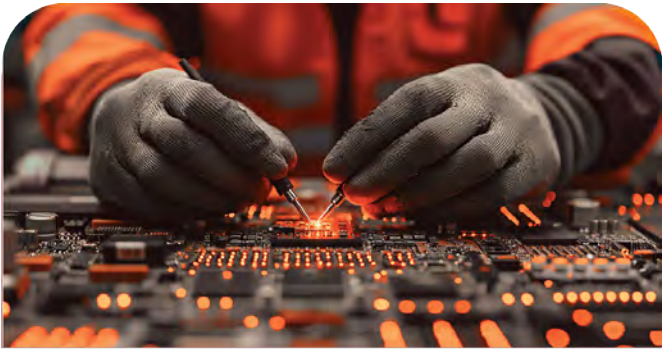
When we evaluate suppliers' compliance against our health, safety, environment and quality requirements, we conduct supplier audits to examine contractual requirements according to underlying risk profiles. Those who do not meet our standards are placed on the non-conformance register and must present evidence of a corrective action plan with timelines and progress updated until completion, with evidence of completion. Where applicable suppliers may be required to pay a penalty or services may be terminated.



31

Supplier audits

FY2024: 16



Conflict minerals

We believe in supporting the responsible sourcing of minerals. Although we do not source minerals ourselves, through the Vodafone global ethical purchasing activities, we follow the best practice of the OECD Due Diligence Guidance to understand whether our manufactured products include minerals sourced from smelters taking a responsible approach to sourcing.

Our products contain numerous components that may contain one or more of the 3TG metals (metals – tin, tungsten, tantalum, gold) and cobalt – sometimes mined in the conflict-ridden eastern DRC. Tin is often used as a soldering material for electronic components, gold and tantalum are typically used in components such as connectors or capacitors, and tungsten may be used in printed circuit boards.

The Vodafone responsible minerals statement provides an overview of Vodafone's due diligence framework to mitigate any risk that our products contain conflict minerals. Our processes for responsibly sourcing cobalt mirror the due diligence approach for 3TG. DRC is the world's largest producer of cobalt, and we include disclosures on our activities in DRC within the annual Vodafone responsible minerals report.

 Read more about responsibly sourcing minerals in the Vodafone responsible minerals report 2024

 Read more about responsibly sourcing minerals in the Vodafone Responsible Minerals statement



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5.2 Supporting local economic development

Supporting local enterprises is pivotal for economic empowerment and contributes to the creation and endurance of employment and socioeconomic development opportunities. Our centralised procurement approach is blended with a localisation approach to contribute to our operating countries' economic growth.

B-BBEE is integral to our business and supplier strategy in South Africa. We prioritise purchasing from SMEs, especially black-owned and black-women-owned entities. Our diversity and inclusion efforts extend across our footprint, focusing on women-owned and small enterprises. We give preferential payment terms (average seven to 15 days) to ensure qualifying SMEs remain financially sustainable.

ESGA Read more about our B-BBEE scorecard in the **ESG addendum**

We assist SMEs in our supply chain through various initiatives, as detailed below.

Access to finance and financial tools

Through our partnerships with financial institutions we:

- Offer suppliers access to finance and learning sessions
- Offer preferential rate business loans through our retail transformation programme
- Assist suppliers with financial management tools and short-term financing products

R1.3 billion

paid to SMME suppliers in South Africa within 15 days of invoice submission

R470 million

spent on enterprise development and support of black-owned SMME and youth entrepreneurs in South Africa operating in the ICT sector

FY2024: 443 million

R20 million

invested through the Vodacom Supplier Development Fund in South Africa

FY2024: R20 million

R22.1 million

was extended to

14 franchisees

in South Africa through preferential rate business loans

FY2024: R46.8 million; 17 franchisees

113

suppliers benefited from Absa's financing initiatives with Vodacom Mozambique

Supplier development

Supplier development vouchers allow access to support such as business plans, and legal and tax guidance. We provide guidance on marketing strategies and tools, and health and safety management systems and protective equipment to ensure compliance with health and safety requirements. SMEs are assisted with logistics equipment, skills and tools, and are supported in their diversity and inclusion efforts.

We provide training in cyber security, Radwin installation, AI and Big Data, and created an SME learnership programme that pays for interns.

The **Ithuba initiative** in South Africa equipped



46 SMEs

FY2024: 41

with marketing strategies and tools, including corporate branding, website design and development, and a basic social media package.

44

black-owned SMEs in South Africa received supplier development vouchers



FY2024: 58

41

SMEs in South Africa using a free health and safety management system with 17 in their third and final year (130 since 2017)

FY2024: 56 and 8

Local manufacturing

We facilitate partnerships between suppliers and local manufacturers. By localising the production of telecom equipment, we reduce the environmental impact associated with importing devices. This supports local manufacturing, fostering innovation and sustainable growth and contributing to more resilient and self-sufficient local economies.

Since 2024 we have partnered with EL-Sewedy Electric, Al-Safy Group and Green Packet to produce advanced telecom equipment and high-speed home routers locally in Egypt. This initiative enhances financial sustainability and aligns with our broader goals of social responsibility and community development, contributing to a more resilient and self-sufficient economy.



Onboarding support

We continuously enhance our platforms that support supplier registration and onboarding to improve the user experience and reduce risks in the onboarding process. Our SME Supplier Portal in Mozambique is a digital platform that supports the registration and onboarding of potential suppliers, enhancing speed and transparency in the processes.

• 185 suppliers invited to join the portal

• 62 awarded contracts

• This represents 16% of our total spend



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