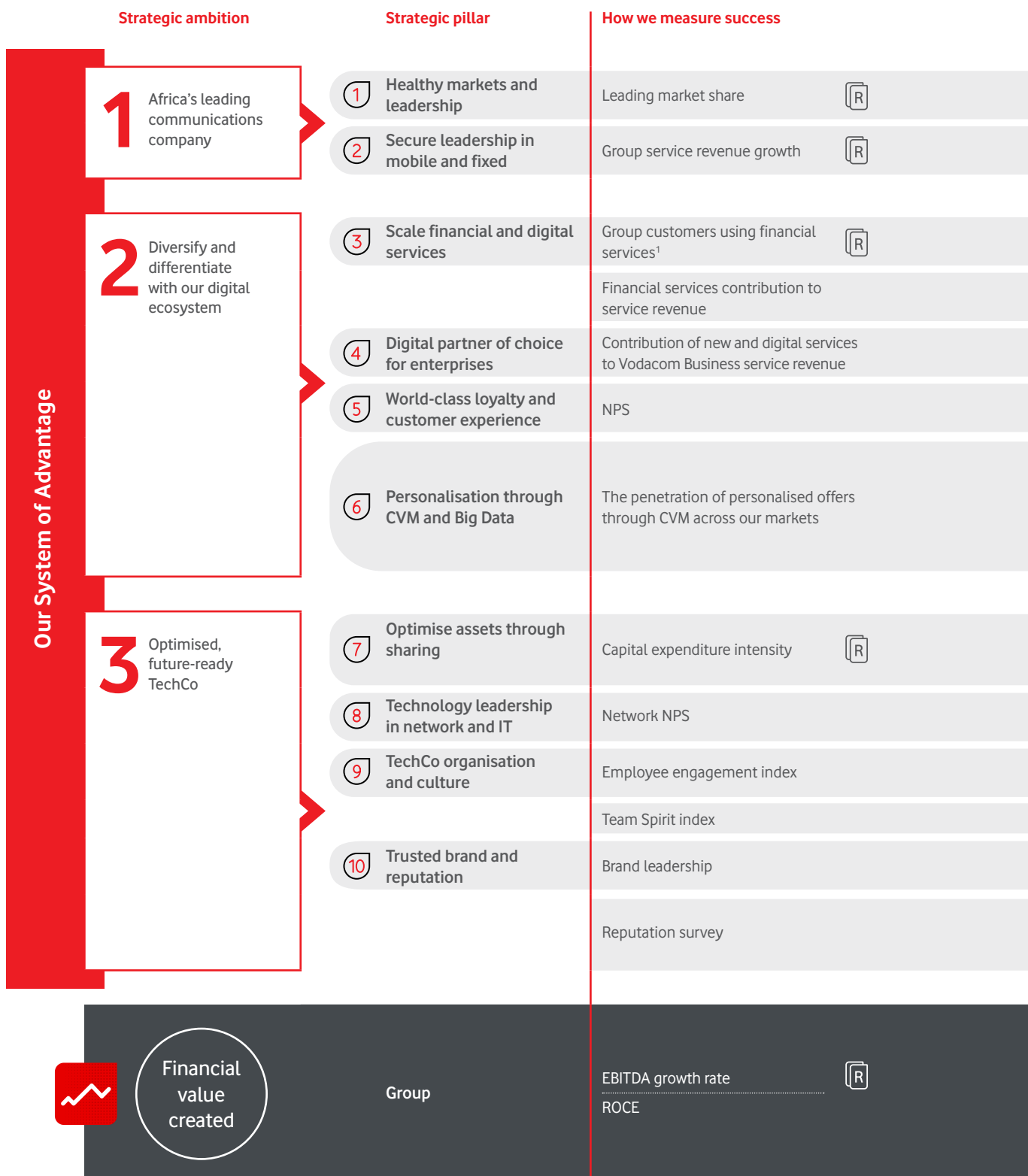


Measuring our value creation



1. Including Safaricom.



As we approach the conclusion of our current strategic vision – Vision 2025 – which is driven by the System of Advantage, we are pleased to report on the progress towards our targets. We are committed to reporting against strategic targets and will align our future targets with our forthcoming strategic vision.

- Value created
- Value eroded
- Value sustained

[Link to executive directors' remuneration](#)

Vision 2025 target (medium-term)	Group FY2024 performance	FY2023	FY2022	FY2021	FY2020 (baseline)
Market share leader in all markets	All markets, except Ethiopia (new entrant)				
Upgraded: high single-digit (from mid-to-high single-digit)	9.2%^				
Upgraded: 80 million (from >77 million)	78.9 million				
>12%	10.8%				
>30%	32.2%				
#1 in all markets	#1 in half our OpCos				
60%	<ul style="list-style-type: none"> DRC 27% Egypt 45% Lesotho 49% Mozambique 50% South Africa 61% Tanzania 56% 				
Maintain capital expenditure intensity between 13.0% and 14.5%	13.6%				
#1 in all markets	#1 in DRC, Egypt, South Africa and Tanzania				
82%	82%				
75%	87%				
#1 in all markets	#1 across our OpCos				
#1 in all markets	#1 in DRC, Egypt, South Africa and Tanzania #2 in Lesotho and Tanzania				
High single-digit Group EBITDA growth Improve/maintain ROCE	Group EBITDA growth 7.8%^ ROCE 23.1%				