Measuring our value creation

As we pursue on our next strategic phase, Vision 2030, the System of Advantage positions us to accelerate our positive impact on society and returns for shareholders. FY2026 delivered two milestones that strengthen our long-term growth profile and reinforce our commitment to inclusive connectivity across our footprint, namely the acquisition of strategic stake in Maziv and the pending acquisition of a controlling stake in Safaricom. Over the next four years, we will continue to measure our progress against the Vision 2030 targets.

Value created
Value eroded
Value sustained
R Link to executive directors' remuneration

Our System of Advantage

Strategic imperatives	Strategic priorities	How we measure success	Vision 2030 target	Capital impacted	Group FY2026 performance	FY2026
1 Differentiate with customer experience	S1 Earn customer loyalty through the delivery of meaningful value propositions and a simplified, exceptional customer experience	R Leading market share	NPS leadership in all markets	IC	6 of 8	Value sustained
		R Number of customers served across the Group	260 million (upgraded to 275 million)	SRC	237.3 million	Value created
2 Innovate for growth	S2 Drive market leadership in connectivity and scale beyond mobile	R Smartphone penetration rate	>75%	MC	68.6%	Value created
	S3 Become the solution provider of choice beyond connectivity	Contribution of beyond mobile services to service revenue	towards 30%	FC	22.3%	Value created
	S4 Deepen digital and financial services inclusion	R Number of financial services customers	120 million (upgraded to 130 million)	SRC	103.0 million	Value created
3 Invest in strategic enablers for growth and efficiency	S5 Invest in our people and grow next-generation skills and diversity to drive an engaged, customer-centric culture	R Female representation	50% female executives^	HC	42.3%	Value created
	S6 Leverage and scale AI-powered operations and drive technology leadership in network, IT and security	Network NPS	Network NPS leadership	MC	6 of 8	Value sustained
	S7 Shape sustainable market structures with more sharing to deliver efficient operations	R Group EBITDA growth	Double-digit EBITDA growth	FC	14.2%*	Value created
Financial value created		R ROCE	Improve/maintain ROCE from 23.5% baseline	FC	27.5%	Value created
Impact created		R ESG	Reduction in total GHG emissions from FY2020 baseline	NC	70% by FY2029	Value sustained

Notes:
^ Except for Ethiopia
Represents upgraded target

Introduction
Our governance
Our business
CEO's statement
Our ESG framework
Our Vision 2030 strategic imperatives
Measuring our value creation
What we offer
Our growth formula
Our investment case
Our principal risks and associated opportunities
Responding to hot topics and emerging risks impacting our operating context
Our capitals performance
Additional financial information
Administration