CEO's statement

SHAMEEL JOOSUB

Reflecting on our achievements during the first year of the Vision 2030 strategy – the System of Advantage – FY2026 marks a defining and energising start towards the successful delivery of medium-term targets. This year represents both continuity and acceleration – staying true to what has served us well, while confidently stepping into the next chapter of our growth journey.

I am proud of the progress we have made in strengthening our position as a connectivity and technology leader across Africa. The potential acquisition of a controlling interest in Safaricom, combined with strong operational performance, positions us well to scale our impact. Above all, our purpose – to connect for a better future – continues to guide our initiatives in connecting more customers to drive financial and digital inclusion, how we grow, serve our customers and create long-term value.

Navigating a dynamic operating environment

Africa's digital transformation continues to gather momentum, supported by favourable structural drivers, including population growth, urbanisation and rising demand for data, as well as digital and financial services. These trends reinforce the long-term opportunity for connectivity-led growth across our markets.

At the same time, we operate in a complex and evolving environment, which demands agility and discipline. Macroeconomic volatility, currency fluctuations and regulatory developments require focused execution. Ongoing geopolitical tensions, including conflict in the Middle East, continue to impact global supply chains and energy costs, while cost-of-living pressures and heightened inflationary risks influence customer behaviour across market segments.

In this context, our priorities remain clear: to provide a differentiated customer experience and innovative offerings while strategically investing in enablers that drive growth and efficiency. Our diversified portfolio, resilient balance sheet and disciplined capital allocation provide the flexibility to absorb shocks, protect momentum and continue building for a better future.

Energised by our purpose

Our purpose is simple, but powerful. By connecting people, businesses and governments, we enable economic participation, improve access to essential services and support long-term development across our markets. The announced acquisition of a controlling stake in Safaricom is transformational and will significantly strengthen our ability to scale digital and financial inclusion and deepen impact.

Our three purpose pillars – empowering people, protecting the planet and maintaining trust – guide our priorities and inform how we partner, invest and innovate. Together, they reflect our commitment to fostering an inclusive, sustainable and trusted digital society where individuals, communities and businesses can thrive.

Purpose pillar 1 Empowering people

Connecting people remains our most powerful lever for social and economic progress. During the year, we added 26.0 million customers to the Group, more than double our annual target of 10 million, taking our total customer base to 237.3 million across eight markets. This scale is driving greater connectivity, productivity and financial inclusion, and underpins our decision to increase our Vision 2030 customer ambition to 275 million, reflecting confidence that the growth opportunity remains far from fully realised.

Affordable access is critical to unlocking the digital economy. We continue to drive smartphone adoption through financing solutions, partnerships, local assembly, lower-cost devices and refurbishment programmes, placing almost 19 million smartphones into our customers' hands this year. Complementing this, personalised propositions such as Just4You, Just4YouTown, NXT LVL, and Vodacom youth offerings help customers manage data affordability in ways that reflect their circumstances and needs.

Digital inclusion extends beyond connectivity and devices. It also requires the skills and confidence to participate in the digital economy. Through initiatives like Techstart, we are investing in digital skills development, aiming to train one million young people in coding and digital skills by 2027. Our digital education solutions and partnerships provide 4.0 million beneficiaries with access to educational resources and school connectivity, tailored to specific country needs. Initiatives include the e-learning platform in South Africa, Ta3limy in Egypt, VodaEduc in DRC, Vodacom Faz Crescer in Mozambique, and Instant Network Schools in multiple countries through our partnership with the UN Refugee Agency.

Financial services play a vital role in enabling participation in the digital economy. Our ecosystem now reaches 103 million customers. From consumers to businesses, payments, savings, e-Commerce, microloans to enterprise financing, these solutions enable economic activity across all segments of society. Reflecting the strength of its impact and the scale of opportunity, we have upgraded our Vision 2030 ambition for financial services customers to 130 million, from 120 million previously.

I am particularly passionate about the gender-based programmes embedded across our value chain, where we use technology to enhance women's quality of life. These include Code Like a Girl; Je Suis Cap in DRC, where we train women with disabilities to become mobile money agents; support against gender-based violence in South Africa and Lesotho; our Female Leadership programme; and inclusive procurement. In Egypt, the Maaki initiative is aimed at impacting one million women over three years through digital literacy and entrepreneurship. These initiatives reflect our belief that inclusion is not only the right thing to do – it is essential to ensuring that every individual has the opportunity to thrive in an increasingly digital world.

We remain committed to digital inclusion for people with disabilities through comprehensive, tailored solutions that span our entire customer experience. Initiatives include dedicated support centres with video-based sign language services and relay interpreters for deaf and hard-of-hearing customers, specialised helpdesks for visually impaired users, and assistive devices such as the BlindShell Classic 2 phone with screen-reader functionality. We enhanced our AI chatbot, TOBi, with sign language video content in Egypt. In Tanzania, we trained retail employees in sign language and adapted physical stores with wheelchair access and priority service desks. Additionally, we offer disability-inclusive pricing, fully accessible digital platforms with screen-reader compatibility, and digital literacy programmes that promote equitable participation in the digital economy.

Our Tech for Good platforms continue to scale beyond expectations, addressing critical challenges across key sectors, including energy, healthcare, education and agriculture. They demonstrate how technology, when applied with intent, can deliver meaningful societal outcomes while creating sustainable business value.

Advancements in technology improve operational effectiveness and output, while broadening the availability of high-quality resources across sectors. For example, our health platforms are digitising healthcare delivery at scale. Government clinics in South Africa run on our technology, as does the national blood bank. We manage National Health Insurance platforms in Egypt and Kenya, and our systems enable vaccine distribution for malaria and other diseases across multiple countries. M-mama, a government-led emergency transport system for maternal and neonatal emergencies, has saved more than 9 000 lives in Tanzania and Lesotho.

Agricultural productivity remains vital for Africa's economic growth. We deliver innovative digital agriculture solutions designed to enhance input distribution, improve access to insurance and financing, create new market opportunities and facilitate payments and subsidies for farmers. We proudly serve 9.9 million registered beneficiaries in the agricultural sector through our platforms, including eVuna, MYFARMWEB™, e-Vouchering solutions, M-Kulima and Moloni.

Read more about our **Tech for Good platforms** on page 63

Purpose pillar 2

Protecting the planet

We continue to make progress towards our ambitious net zero target by 2035 through our climate transition plan. Across our operations, we are rolling out energy efficiency practices and technologies to reduce GHG emissions, engaging suppliers and customers to reduce their emissions and adopting circular approaches to reduce resource utilisation. All OpCos retained their ISO 50001 certifications in FY2026 and successfully completed their surveillance audits.

We recognise the inherent tension between expanding connectivity and managing emissions, particularly in regions without reliable grid access. While extending coverage can temporarily increase emissions, we believe strongly in the long-term societal benefits of connectivity. That said, we are simultaneously implementing aggressive emissions reduction strategies at our steady-state sites. Our purpose goes beyond expanding connectivity – it compels us to act as a responsible corporate citizen by reducing emissions wherever possible and investing in renewable solutions that contribute to a sustainable future.

Our key climate initiatives during the year include maintaining our target to match 100% of grid electricity purchased with electricity from renewable sources; implementing virtual wheeling in South Africa; and a network swap in Tanzania to improve energy efficiency while increasing coverage. We are also leveraging AI to optimise energy usage across our networks, predicting consumption patterns and timing energy purchases to minimise both cost and environmental impact. Through targeted climate actions across our operations and increasing engagement within our value chain, we continue to improve energy efficiency, transition to cleaner energy sources, and collaborate with suppliers and customers where we can have the greatest impact.

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

Purpose pillar 3

Maintaining trust

Trust underpins everything we do. In an increasingly digital world, maintaining trust requires strong governance, ethical conduct and responsible innovation. As an early adopter of sustainability, privacy and data protection practices through Vodafone, we embedded responsible business principles well ahead of regulatory requirements. As our services become increasingly digital, we remain committed to doing business ethically, developing our employees, protecting privacy and data, safeguarding people and promoting responsible and inclusive procurement. Our strong track record makes us a trusted partner recognised for delivering results. Recognition from rating agencies and partners signals to our stakeholders that they can trust us to operate responsibly. This trust factor is particularly important as we navigate evolving market conditions and stakeholder expectations.

The responsible use of AI is a growing area of focus. While AI offers powerful opportunities to improve customer experience, network performance and efficiency, it also introduces new risks. We have established dedicated AI governance structures, including an AI board and strategy steering committee, to ensure deployment is thoughtful, transparent and accountable. Already, AI is creating value across our business by enabling proactive network maintenance, enhancing fraud detection in financial services and supporting more personalised customer engagement – value we will continue to unlock responsibly.

We are proud to have maintained leading ESG ratings reflecting our commitment to responsible business practices. However, our focus remains on continuously strengthening our governance frameworks and operational discipline.

ESG Read more about our ratings in our **ESG report**

A strong start to Vision 2030

Purpose remains the driving force behind our strategy, shaping how we expand connectivity, serve our customers and engage with stakeholders. Our performance this year reflects more than delivery against targets – it signals momentum and acceleration across our strategic imperatives.

Imperative 1

Differentiate with customer experience

With over 237 million customers across the Group consistently delivering exceptional customer experience is central to our success. We continue to make progress towards our ambition to achieve NPS leadership across all our markets, with six of our eight markets already leading and a clear path to further improvement.

The population across our markets is projected to reach 667 million by 2030, providing the Group with significant opportunities to expand access, drive innovation and offer affordable products and services. We focus on understanding our customers' needs, resolving issues proactively and simplifying our offerings. Our strengthened customer experience management systems identify and address issues before they can impact customers.

Digital channels, AI-enabled insights and empowered frontline teams are transforming how customers interact with us, enabling faster resolution and more personalised engagement, while our loyalty programmes deepen engagement across our ecosystem and reinforce long-term relationships.

Imperative 2

Innovate for growth

Innovation remains crucial as we diversify revenue streams and expand beyond mobile services. Our continued investment in network infrastructure supports growing data demand and positions us as a connectivity leader across our markets.

In FY2026, we invested R23.6 billion across the Group, covering more people, an increase of 16.5% for the year, taking capital intensity to 14.1%. This disciplined investment underpins our strategy by strengthening our network resilience, maximising spectrum value and modernising our IT platforms, positioning the Group for sustainable growth and continued competitive leadership.

In Egypt, we acquired critical spectrum, augmenting Egypt's leading spectrum position, which will support us in capturing the significant latent data demand in the country. This investment adds to spectrum acquisitions in Mozambique, DRC and Tanzania over recent years while substantially improving customer experience through network modernisation in Tanzania. Our operation in Ethiopia now boasts 13.6 million customers, growing by 54.2% in the past year, and continues to see progress towards EBITDA break-even in FY2027, while targeting a medium-term customer base of 15 to 20 million. These examples demonstrate that purpose-driven expansion delivers both social impact and commercial returns.

Our acquisition of a strategic stake in fibre business Maziv is truly transformative for South Africa. Following final ICASA approval in November 2025, we can now leverage our combined strengths to accelerate fibre-to-home and fibre-to-site across the country, providing high-speed connectivity to millions who have long awaited reliable fixed access. In Kenya, we are extending fibre to low-cost government housing developments, ensuring that affordable housing includes digital connectivity from the outset. These two milestone transactions materially enhance the Group's beyond mobile positioning. The Group's fibre footprint now extends to 3.6 million homes passed, strengthening our connectivity leadership and long-term growth potential.

Our partnerships with satellite providers complement our existing network. Satellite fills gaps in mobile and fixed networks, providing coverage in sparsely populated areas where traditional infrastructure is not economically viable. Satellite also enables us to build more rural mobile sites by providing backhaul connectivity where fibre does not exist. This combination of technologies – mobile, fixed and satellite – ensures we can connect people everywhere, fulfilling our purpose while expanding our addressable market.

Financial services remains a core pillar of our growth strategy and a powerful engine for inclusion, with financial services customers increasing by 17.4% to 103 million, including Safaricom, contributing 23.1% to service revenue on a normalised basis. Our mobile money platforms processed US$525.6 billion in transaction value. Our upgraded target of 130 million financial services customers reflects our confidence in achieving growth while advancing financial inclusion.

Key to our ecosystem are our super-apps – VodaPay, Vodafone Cash and M-Pesa – which provide a unified platform that integrates our products and partner offerings and processes US$16 438 billion in daily mobile money transactions. M-Pesa revenue grew 16.0%*, driven by double-digit growth across all markets, while the customer base increased 9% to 73 million.

Underpinning this ecosystem is our expansive network of 823 000 agents and a rapidly growing base of 3.9 million merchants, bringing digital financial services within reach of communities where access to traditional banking remains limited. With customers located, on average, less than 1 km from an agent, we are bridging the gap between digital money and everyday needs, while enabling small and microbusinesses to participate fully in the formal economy.

Beyond payments, we are steadily expanding access to savings and wealth management solutions, embedding simple, accessible investment products into our platforms to help customers and merchants build financial resilience, protect value and grow their confidence in formal financial markets. Together, these initiatives demonstrate how financial services do more than move money; they strengthen livelihoods and support inclusive, long-term growth.

Imperative 3

Invest in strategic enablers for growth and efficiency

Our people are central to our success. Investing in network capacity, innovative platforms and a skilled, future-ready workforce is a strategic enabler of growth. We are proud to have been recognised as the number one Top Employer in Africa once again, reflecting our commitment to creating an environment where our employees can thrive.

Our Employee Engagement index and Manager Effective index are designed to keep employees engaged, boost morale and foster a progressive workplace culture that supports collaboration and innovation, creating an employee value proposition (EVP) that enables employees to grow and make a meaningful impact.

Our commitment to diversity and inclusion is unwavering, with an ambitious gender target to increase female representation at management level to 50% by 2030. Across the Group, we have achieved 42.3% (FY2025: 41.2%) female representation in management and senior leadership roles and we are steadily tracking towards this target.

As we navigate an increasingly digital and AI-driven world, we are investing in skills development and equipping our teams with the tools they need to succeed. AI is not only transforming our customer and network capabilities, it is also enhancing how our employees work and deliver value. It empowers them to work smarter, solve problems faster and focus on higher-value activities that require human discernment and creativity.

Even as one of Africa's largest tower owners, we recognise the value of infrastructure sharing and strategic partnerships to accelerate coverage and enhance efficiencies. In DRC, we have progressed the co-building of a 2 400 km national fibre backbone in partnership with Airtel, strengthening national connectivity. We are proud to have secured the operating licence in April 2026 in partnership with Orange to build, own and operate 2 000 solar-powered mobile base stations in underserved areas. Beyond Orange and Airtel, we are exploring sharing arrangements with peers such as MTN to enable faster network rollout, reduced duplication of infrastructure and improved returns on invested capital. These partnerships illustrate how collaborative infrastructure development can deliver wider societal benefits, while optimising capital allocation.

We leverage Group-wide and Vodafone synergies to achieve operating model efficiencies and optimise assets, services and capabilities while managing costs through our local currency cost management programme and mitigating currency volatility by prioritising local suppliers. Our "build once, replicate everywhere" approach, harmonised pricing through Vodafone, and joint ventures in rural towers and fibre reduce network and operating costs and enhance cost-effective expansion.

Above all else, in this strategic phase, we will focus on simplifying and scaling our existing operations as we relentlessly pursue our purpose.

Read more about **our Vision 2030 strategic imperatives and priorities** on page 21

Outlook

Looking ahead, we remain focused on executing Vision 2030. From a portfolio perspective, the potential consolidation of Safaricom represents a fundamental step change in Vodacom's scale, diversification and growth profile. The transaction presents an opportunity to further balance and diversify the Group, with meaningful earnings contributions across four segments: a cash generative South African operation alongside higher-growth businesses in Safaricom, Egypt and our International business, with increased opportunities for digital and financial services. We reflect this enhanced growth potential and introduce an OFCF target of double-digit growth.

While we are well positioned to deliver another year of growth as we deepen our positive impact across the continent, we remain pragmatic about macroeconomic uncertainty. We are managing these risks through forward currency hedging, cost localisation, supply chain diversification, sharing, and proactive engagement with governments and regulators.

Continued engagement with governments, industry associations and partners will be critical to supporting healthy operating environments across our markets. We are committed to being part of the solution – whether that is helping governments achieve their digitisation ambitions, supporting economic development through our platforms, or collaborating with industry peers to expand coverage.

Read more about our **macroeconomic environment** in hot topics and emerging risks from page 36

Appreciation

Our progress towards Vision 2030 was made possible by our people, customers, business partners, governments and shareholders. I would like to thank our employees for their dedication and commitment to delivering on our purpose – their passion and resilience are the foundation of our success.

I acknowledge Vodafone, whose continuous drive for excellence pushes us to be better, strengthening our capabilities and ensuring we remain at the forefront of innovation and best practice.

I extend my sincere appreciation to our Board, ExCo and shareholders for their continued support and guidance. During the year, we welcomed Anna Isaac as Chief Officer: Legal, Risk and Compliance, while Mohamed Abdallah assumed the leadership role for our International business, in addition to his existing role as CEO: Vodafone Egypt.

To our customers, thank you for the trust you place in us. We remain committed to serving you and improving your experience.
We extend our appreciation to governments and regulators across our markets for the privilege to operate, and to our suppliers and business partners for their continued collaboration in delivering meaningful impact.

Shameel Joosub
CEO

05 June 2026

See more about our strategy and FY2026

Our ESG framework

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

Our purpose – which focuses on empowering people, protecting the planet and maintaining trust – serves as our ESG framework, guiding how we embrace ESG-related opportunities and manage ESG risks.

Our operating context

Informs ↓ ↑ Influences

ESG

Read more in our **ESG report**

Empowering people

Connecting for a better future

We enable an inclusive, sustainable and trusted digital society where individuals and businesses can thrive

Maintaining trust

Protecting the planet

Drives ↓ ↑ Enables

Our strategy

Empowering people

We aim to narrow the digital divide and help people benefit from a digital world. Empowering people to participate in the digital economy is critical to achieving this, supported by equal access to the opportunities provided by connectivity.

We achieve this by:

1 Closing the digital divide
- Increasing coverage
- Enabling smartphone penetration
- Addressing digital gaps

2 Empowering our customers
- Delivering platforms for financial inclusion
- Supporting small and medium enterprises (SMEs) to thrive in a digital world
- Digitalising larger organisations and critical sectors

3 Supporting communities
- Enabling education
- Empowering people with disabilities
- Helping people experiencing abuse

4 Developing our employees
- Fostering workplace equality
- Developing employee skills
- Living the Spirit of Viacom

Capitals impacted

FC MC HC SRC IC

Strategic pillars

S1 S2 S3 S4 S5 S6 S7

See more about how we empower women through Maaki in Egypt

Protecting the planet

We want to help protect the planet and enable our customers to do the same. With efforts focused on sustainable approaches to managing impact areas and collaboration with our customers, communities and partners to broaden our impact, we strive to continuously strengthen our environmental sustainability approach.

We achieve this by:

1 Responding to climate change
- Executing our climate programme
- Advocating for change

2 Delivering net zero operations (scope 1 and 2 GHG emissions)
- Driving energy efficiency
- Switching to renewables
- Exploring options for alternative fuels
- Implementing a strategy to reduce the release of fluorine gas (F-gas)

3 Managing scope 3 GHG emissions
- Working with partners to reduce scope 3 GHG emissions
- Enabling our customers to reduce their GHG emissions

4 Driving circularity
- Fostering the circulatory of network waste and devices
- Managing operational waste
- Using water responsibly

5 Supporting biodiversity
- Understanding and reducing our impact
- Enabling biodiversity protection

Capital impacted

NC

Strategic pillars

S3 S6 S7

See more about our circularity initiatives

Maintaining trust

We aim to maintain and enhance trust through responsible business practices. Supported by our policies and procedures, we embed an ethical culture in everything we do, ensuring our approach to success remains grounded in integrity.

We achieve this by:

1 Doing business ethically
- Promoting ethical conduct
- Complying with policies and controls

2 Protecting privacy and data
- Managing data privacy
- Managing cyber security

3 Protecting people
- Managing health and safety
- Respecting human rights

4 Promoting responsible and inclusive procurement
- Managing our supply chain
- Supporting local and inclusive economic development

Capitals impacted

SRC IC

Strategic pillars

S1 S3 S5 S7

See more about the supplier forum

Our Vision 2030 strategic imperatives

Underpinned by our purpose, Vision 2030 aims to strengthen Vodacom's differentiated brand and reputation. As we evolve the established System of Advantage into a broader, integrated platform approach, we enhance our agility in responding to emerging opportunities and challenges. Vision 2030 is anchored on three strategic imperatives, supported by seven strategic priorities that guide our transition from a traditional connectivity provider to Africa's leading technology company. As we conclude FY2026, our early momentum demonstrates the effectiveness of our strategic direction and strengthens our confidence in the path ahead. This foundation positions us well to accelerate progress as we pursue our strategic imperatives.

IMPERATIVE 1

Differentiate with customer experience

Providing exceptional customer experience is central to Vision 2030. We aim to differentiate ourselves through meaningful value propositions and a simple yet exceptional customer journeys that earns customer loyalty in the long term, while we continue to build on our core strengths. This balanced approach enables us to maintain our competitive edge and adapt to the evolving expectations of our customers.

S1 Earn customer loyalty through the delivery of meaningful value propositions and a simplified, exceptional customer experience

Our priorities

Earning customer loyalty is vital to sustaining and growing our customer base and directly supports our purpose of connecting for a better future. We continuously refine and simplify our customer experience strategy to keep our customers engaged by meeting their evolving needs and delivering personalised, omnichannel experiences that support inclusion and strengthen trust in our brand.

By embedding a digital-first, "ask once" approach in all channels and touchpoints, we aim to enhance every customer's journey.

Our investment in data-driven technology, including AI and Big Data, deepens our understanding of customer behaviours. Through smarter segmentation and personalisation, we aim to deliver meaningful value propositions, promoting accessibility and improving opportunities for people to benefit from a digital society.

Related material matters

MM 1 MM 2 MM 3 MM 4

Primary capitals utilised and impacted

FC MC SRC IC NC

Strong start to Vision 2030

- Expanded our customer base to 237.3 million in FY2026 (FY2025: 211.3 million), exceeding expectations and providing us with the confidence to increase our Vision 2030 customer targets
- Achieved NPS leadership in six of our eight markets
- Continued to develop products and services with our purpose at the core
- Leveraged Big Data and customer value management (CVM) capabilities to guide our rewards, enhancing customer engagement and experience
- Advanced our Group-wide behavioural loyalty platform to reach 62.3 million loyalty engaged customers across our markets
- Improved customer experience through AI, proactive network management, enhanced self-service options and benchmarking against global best practices
- Leveraged customer experience boards at ExCo level in each of our OpCos to understand the root causes of complaints and reduce escalations and pain points
- Employed robotic process automation (RPA) technology, predictive analytics and Generative AI (GenAI) to proactively identify and resolve potential issues, thereby enhancing our customer experience journeys

Vision 2030 targets

NPS leadership in all markets	275 m customers

IMPERATIVE 2

Innovate for growth

We remain committed to driving inclusion beyond connectivity by providing consumer and business customers with products and services that connect them for a better future. Innovation across our portfolio ensures that we continue to meet the evolving needs of our customers, and serves as a critical enabler of growth across our markets. By strengthening our fixed and mobile networks, expanding our Internet of Things (IoT) offering, scaling financial solutions and growing our digital ecosystem, we unlock opportunities that deliver sustainable financial returns while growing our impact.

Our focus on expanding affordable smartphone access, coupled with continued advocacy for progressive regulatory environments which accelerate digitalisation and inclusion, ensures we are well-positioned to innovate for growth across all our markets.

S2 Drive market leadership in connectivity and scale beyond mobile

Our priorities

By investing in high-quality mobile and fixed networks, including spectrum, we are increasing coverage and growing our customer base, enabling more people and businesses to participate meaningfully in the digital economy.

Leveraging our substantial reach, we aim to strengthen our market leadership – particularly in beyond mobile connectivity. As we expand our fibre, fixed wireless access (FWA) capabilities and harness non-terrestrial networks, we accelerate access to reliable, high-speed connectivity, helping bridge the digital divide across our markets.

Through innovative smartphone financing models, we continue to improve affordability and drive smartphone penetration, supporting broader participation in the digital ecosystem.

By leveraging Agentic AI, we enhance CVM to deliver more personalised offerings while enabling cross-selling into our mobile base, driving home penetration and a more converged customer base.

Related material matters

MM 1 MM 2 MM 3 MM 4

Primary capitals utilised and impacted

FC MC IC NC

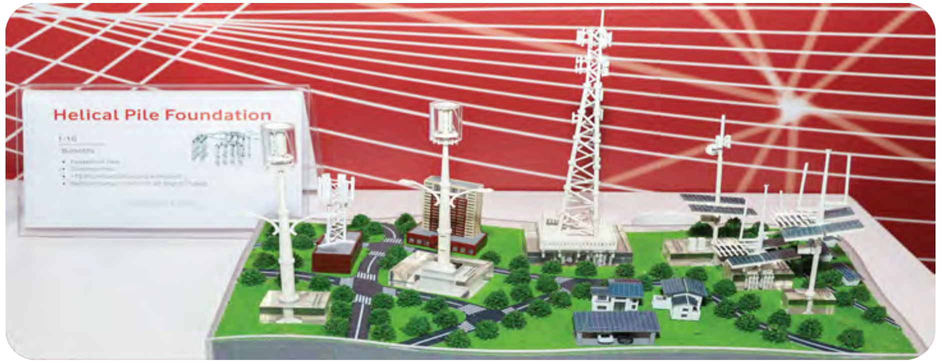
Vision 2030 targets

Market leader in connectivity, with smartphone penetration

>75%

Strong start to Vision 2030

- Invested R23.6 billion in FY2026 to increase network reach, resilience and capacity
- Continued the expansion in Ethiopia, reaching 59% population coverage, investing R2.7 billion in capex for the year
- Finalised the joint venture investment in Maziv, thereby enhancing our home and business fibre reach in South Africa and helping to bridge the digital divide
- Improved accessibility by launching prepaid fibre and FWA options
- Supported smartphone penetration through local assembly, affordable devices and device financing opportunities, reaching 68.6% Group-wide smartphone penetration
- Pursued Group-wide satellite partnerships
- Maintained spectrum leadership in six of our eight markets
- Secured a 5G licence, launched commercial services in Egypt and acquired 1.8 MHz spectrum
- Established ourselves as one of Africa's largest tower owners, with 50 396 network sites, including Safaricom
- Committed to increasing rural coverage through our International Telecommunication Union Partner2Connect pledge to increase our 4G coverage by an additional 70 million people across our footprint by FY2028



S3 Become the solution provider of choice beyond connectivity

Our priorities

Our multi-product ecosystem helps people, businesses and governments to thrive in an increasingly digital economy. By diversifying our products and services, we make digital and financial services accessible and affordable for consumers and businesses.

Content and digital services aim to enrich everyday life by broadening access to learning, entertainment and essential digital tools.

Our enterprise solutions – including cloud, hosting and managed security services – help businesses improve productivity, efficiency and resilience, supporting the growth of the economies in which they operate. We assist governments in delivering on their digitalisation agendas by providing the digital infrastructure, platforms and secure services required to modernise service delivery and improve societal outcomes.

Expanding beyond connectivity into digital and financial services to deepen customer relationships, improve retention and drive higher value through a more integrated ecosystem.

Related material matters

MM 2 MM 3

Primary capitals utilised and impacted

FC MC IC

Strong start to Vision 2030

- Increased the contribution of beyond mobile, including fixed, IoT, digital and financial services, to 22.3% of Group service revenue
- Increased enterprise service revenue to R17.9 billion, driven by cloud, hosting and managed security services
- Expanded our footprint to 66 data centres, increasing our cloud and hosting services capabilities
- Leveraged MEF 3.0 SD-WAN certification, driving innovation in enterprise networking
- Supported 11.1 million IoT connections
- Grew our cyber security in managed services, offering end-to-end cyber security proactive threat mitigation
- Enabling national digital health systems in Egypt and Kenya through integrated healthcare platforms, leveraging connectivity, cloud and system integration to deliver scalable benefits to communities
- Supporting SMME growth through integrated digital, financial and connectivity solutions – supporting productivity and inclusion, with the segment growing faster than the broader enterprise base

Vision 2030 targets

Contribution of beyond mobile services towards

30%

of service revenue

S4 Deepen digital and financial services inclusion

Our priorities

Deepening digital and financial inclusion is fundamental to our purpose of connecting for a better future. Through affordable and accessible financial services, supported by digital literacy initiatives which help people use these services confidently, we enable wider economic participation and shared growth across our markets.

Participation is further elevated by scaling our financial services beyond core offerings – including payments, lending, insurance, investments, trading and international money transfers across VodaPay, Vodafone Cash and M-Pesa platforms.

As we embed super-apps across all major digital and e-Commerce categories, we reduce barriers for consumers and merchants, enhancing convenience and expanding choice within the ecosystem. We continue to grow merchant penetration by offering integrated merchant solutions that improve reach, transaction efficiency and business productivity.

Strong start to Vision 2030

- Grew our financial services customers to 103.0 million, exceeding expectations and providing us with the confidence to increase our Vision 2030 customer targets
- Processed US$525.6 billion of transaction value through our mobile money platforms
- Reached 3.9 million merchants and 823 000 agents through M-Pesa
- Increased the accessibility of financial services through our three super-apps – VodaPay, Vodafone Cash and M-Pesa
- Scaled affordable financial services across P2P lending, insurance, payments, savings, vouchering, investments and insurance
- Provided consumers and merchants with personalised financial and digital propositions driven by Big Data insights across our markets
- Provided zero-rated educational content, health information and financial literacy resources through our ConnectU platform
- Engaged with regulators across our markets to provide digital and financial services

Related material matters

MM 2 MM 3 MM 4 MM 5

Primary capitals utilised and impacted

FC MC SRC IC

Vision 2030 targets

130 m financial services customers

Linking strategy to remuneration

Our remuneration framework is intentionally designed to reinforce the Group's strategic priorities under Vision 2030, ensuring that executive reward outcomes are directly aligned with the delivery of sustainable financial performance, customer value, and broader societal impact.

REM Read more about in our **remuneration report**

S1 Customer leadership
Drives STI outcomes linked to customer satisfaction and market leadership

S2 Growth & innovation
Incentivises revenue diversification and sustainable growth through STI and LTI

S7 Operational excellence
Rewards execution excellence and delivery of strategic enablers

S5 People and culture
Embeds people priorities into STI to support long-term organisational sustainability

Financial performance
Core component of STI and LTI, ensuring alignment with shareholder value creation

S4 Digital and financial inclusion
Aligns pay with delivery of inclusive growth objectives and market expansion

Sustainability and ESG
Integrates ESG into incentives to support long-term sustainable value creation

IMPERATIVE 3

Invest in strategic enablers for growth and efficiency

To achieve our Vision 2030 targets, we continue to invest in talent, technologies and partnerships that drive growth and efficiency. AI plays a pivotal role in enhancing revenue generation, strengthening operational efficiency and elevating customer experience through more predictive, personalised and autonomous capabilities. Beyond AI, we are investing in our people to build next-generation skills, modernising our technology infrastructure to support innovation at scale and pursuing strategic partnerships and infrastructure sharing to optimise capital deployment. These enablers form the foundation that makes our customer experience and growth imperatives achievable.

S5 Invest in our people and grow next-generation skills and diversity to drive an engaged, customer-centric culture

Our priorities

We strive to build a future-fit organisation by developing next-generation skills that enable digital innovation and agility. By fostering a unique digital employee experience, we aim to create a customer-centric employee culture that supports and empowers our customers. We continue to prioritise inclusivity, diversity and a mindful organisational culture, ensuring our people reflect the societies we serve and remain aligned to our purpose of connecting for a better future.

Strong start to Vision 2030

- Increased the representation of women in senior management to 42.3%
- Maintained our certification from Top Employer Institute as Africa's Top Employer for the third consecutive year
- Continued to embed the Spirit of Vodacom across our operations
- Strengthened our EVP to attract and retain digital and technology talent, positioning Vodacom as an employer of choice for technology talent
- Supported a customer-centric employee culture to support exceptional customer experience
- Fostered an innovation-focused culture by encouraging experimentation and learning from failure through innovation labs, hackathons and team recognition
- Invested R553 million in skills development and training in FY2026, across the Group
- Launched comprehensive AI training programmes across markets to build internal capability in machine learning, data analytics and AI application development
- Prioritised hiring and developing local talent across all markets to build sustainable local capacity and leadership

Vision 2030 targets

50%^ female executives

^ Except for Ethiopia

Related material matters

MM 2 MM 4

Primary capitals utilised and impacted

FC HC

S6 Leverage and scale AI-powered operations and drive technology leadership in network, IT and security

Our priorities

Our investment in AI-powered systems strengthens our technology leadership by enhancing network, IT and security performance. AI-enabled capabilities support intelligent, real-time decision-making across our operations, improving resilience and service quality.

We aim to lead in modernised, high-fibre networks and build fit-for-purpose, cloud-based IT platforms across our markets while driving dynamic cyber resilience.

As we expand our coverage and digital platforms, we continue to explore energy-efficient and alternative power solutions. These advances enable us to connect more people reliably and sustainably.

Strong start to Vision 2030

- Maintained network leadership across six of our eight markets through proactive capacity management, AI-powered optimisation and quality monitoring (see page 70)
- Reported zero critical cyber security incidents in FY2026
- Implemented advanced threat detection and response systems, leveraging AI for real-time protection
- Leveraged the Cyber Health Adaptive Risk Method to prevent, detect and respond to cyber risks
- Deployed AI-powered fraud-detection systems to protect mobile money transactions, resulting in reduced financial crime
- Deployed 3 041 4G and 6 160 5G sites across all our markets, including Safaricom

Vision 2030 targets

Network NPS leadership

Related material matters

MM 1 MM 2

Primary capitals utilised and impacted

FC MC SRC IC NC

S7 Shape sustainable market structures with more sharing to deliver efficient operations

Our priorities

Our footprint provides a unique platform to sustainably scale our impact and connect more people for a better future. By aligning with governments and regulators on their digital agendas, we are better positioned to deliver sustainable returns.

We explore asset-sharing models that improve cost to serve and extend rural connectivity through partnerships. By optimising assets across our OpCos and advancing shared infrastructure initiatives, we enhance efficiency and accessibility and create long-term value for our stakeholders.

We maximise cost efficiency by leveraging internal and external opportunities, including initiatives with industry peers and partners, utilising Vodafone for shared services and attractive financing.

Strong start to Vision 2030

- Delivered 14.2 %* EBITDA growth in FY2026
- In January 2026, we adjusted our mobile data and voice pricing in Ethiopia to support the long-term sustainability and quality of our services
- Leveraged shared services within Vodafone Group, with Vodafone Procurement Company saving us more than €300 million
- Mitigated currency volatility through our local currency cost management programme
- Leveraged established Group platforms, such as our African shared operations centre, M-Pesa Africa and our loyalty apps
- Actively participated in industry associations and forums promoting collaborative approaches to industry challenges
- Progressed in co-building 2 400 km national fibre with Airtel in DRC
- Advanced our partnership with Orange to build, own and operate 2 000 solar-powered mobile base stations in underserved areas of DRC

Vision 2030 targets

Double-digit EBITDA growth

Related material matters

MM 1 MM 2 MM 3 MM 5

Primary capitals utilised and impacted

FC MC IC

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

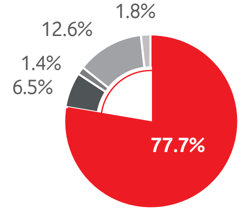
Represents upgraded target

What we offer

Mobile connectivity is at the heart of Vodacom's history and product portfolio. As part of Vision 2025, we diversified our revenue profile through beyond mobile services. These include fixed, IoT, digital and financial services that cater to our consumer and business customers' needs. In FY2026, we accelerated the scale of our beyond mobile services, aligning with our Vision 2030 ambition to become a leading integrated solution provider.

Our ecosystem of products and services

Contribution to Group service revenue by product



Mobile

Consumer

- Personalised pricing
- Zero-rated service
- Handset financing
- Voice and data

Business

- Unified communications
- Mobile private networks (MPNs)
- Carrier and wholesale

Beyond mobile

Fixed connectivity and services

Consumer

- FTTH
- FWA

Business

- FTTB
- FWA
- Private networks
- Cloud, hosting and managed security services
- SD-WAN

IoT connectivity and services

Business

- Machine-to-machine, including IoT Edge solutions
- Global Data Service platform
- Agriculture, energy, health and water:
  - Software-as-a-service
  - Platform-as-a-service
  - Marketplace-as-a-service
- Smart asset tracking
- Workforce management
- Stock management solutions
- Vaccine distribution platform
- Voucher management platform

Financial services

Consumer

- Peer-to-peer payments
- Cash-in and cash-out
- e-Commerce
- Scan to pay
- Insurance
- Services and bill payments
- Savings and lending
- Global payments, including international money transfer
- Airtime Advance and Voucher Advance
- Device financing
- Wealth management

Business

- Merchant point of sale
- Business-to-business payments and cashless distribution
- Global payments
- Bank to wallet transfers
- Insurance
- Payment collections
- Disbursements
- Digital marketplaces
- Business term advance
- Business cash advance
- Group risk schemes
- e-Vouchering
- Invoice financing and stock ordering

Content and digital services

Consumer

- Mobile gaming
- Lifestyle applications
- Music and video
- Charge to bill

Business

- V-Hub
- V-Digital Accelerator
- Digital marketing

One app | Big Data | CVM

Enablers ← Group loyalty platform → Partners

facebook | Google | amazon | Alipay | Microsoft | VISA

Our growth formula

Our growth potential is underpinned by a disciplined focus on operational agility, customer growth and sustained investment in network infrastructure and customer experience. This ensures we develop and deliver differentiated products and services that reinforce our market-leading positions.

Our momentum is further strengthened by our extensive distribution footprint and leadership position in the markets in which we operate – supported by rigorous cost management and commitment to value-enhancing partnerships and opportunities.

Milestone transactions – Maziv and the pending acquisition of a controlling stake in Safaricom – will further strengthen the Group's strategic positioning and growth platform. By combining Vodacom's existing growth engines and free cash flow generation potential with Safaricom, the Group is well positioned to accelerate growth and deliver attractive returns with a portfolio of market-leading assets across Africa. As a result, we intend to provide an update on our targets once the transaction closes.

Our growth potential is evidenced by our existing medium-term targets for service revenue and EBITDA, and the introduction of a new target for Group OFCF of double-digit growth. In addition, our Vision 2030 customer ambition has been upgraded from 260 million to 275 million, with our financial services customer target also upgraded from 120 million to 130 million.

Maximising customer potential

We meet our customers' evolving digital and financial needs by delivering differentiated offerings, guided by our multi-product strategy, the System of Advantage. Our core mobile services – data and voice – remain the primary entry point to our ecosystem, supported by increased network coverage, smartphone penetration and data affordability. We enhance our customer proposition by scaling our beyond mobile services (digital and financial, fixed and IoT), and provide personalised experiences that enhance customer satisfaction and drive exceptional service levels by leveraging Big Data, AI, loyalty and CVM capabilities.

Key customer differentiators

- A clear and powerful purpose-led strategy
- A strong, aspirational brand with the best people and culture to support long-term differentiation and strategic delivery
- Leading network operator, complemented by continued investment in expanded coverage, advanced network technology and infrastructure resilience
- Best-in-class customer service support, enhanced by a proactive, digital-first customer experience
- Vertically integrated solutions for consumers and enterprises, acting as enablers of inclusion and economic growth
- Global enterprise relationships for pan-African service delivery
- Global best practice through our relationship with Vodafone
- Behaviour-driven, ecosystem-based loyalty programme to reward engagement and deepen customer relationships
- Robust sales and distribution engine to ensure strong commercial execution across all markets
- Advancing technology leadership by leveraging Big Data, AI and modern infrastructure to deliver superior and innovative solutions
- Personalised CVM offers to drive more upsell, increased active days and churn reduction in both consumer and business segments

Delivering on our EBITDA growth* ambition

As part of Vision 2030, we set out to deliver sustainable double-digit EBITDA growth. Following the strong commercial traction delivered in FY2026, we confirmed our double-digit growth outlook for Vodacom Group.

Vodacom – Strong commercial momentum + **Safaricom** – Kenya excellence and Ethiopia scale = **Growth outlook** – Well positioned to maintain and potentially accelerate growth

Critical success factors for operational leverage:

- Strong partnerships and sharing capabilities across Vodafone Group
- Fit-for-purpose IT platforms providing seamless integration
- Fit for growth programmes to drive efficiency and optimise costs across the Group

* Normalised basis of growth, which presents performance on a comparable basis.

Capitalising on earnings and free cash flow levers to deliver hard currency returns

Our double-digit EBITDA growth ambition reinforces our potential to deliver hard currency earnings growth. Although the earnings outcome remains subject to an ever-evolving operating context, we have identified four operational and financial levers to augment our hard currency growth potential.

1. **Lean and localised costs** – Ongoing initiatives to localise costs, e.g. Egypt's opex is around 85% local currency
2. **Disciplined investment into organic growth** – Supported by a capital intensity target of 13.5% to 14.5%, with an ambition of stable to improving ROCE (23.5% baseline)
3. **Optimising funding costs** – Supportive of earnings per share growth
4. **Scale financial services** – Attractive profit before tax FinTech margin due to lower capital intensity

Critical success factors for earnings visibility

- Treasury function to ensure the management of free cash flow, foreign exchange instruments and an optimal debt portfolio
- Optimising our assets, leveraging infrastructure sharing through establishing FibreCos and TowerCos across our markets
- Commercial excellence with dedicated management focus on new lines of business
- Digital skills, including AI and GenAI, at scale
- Where imports are required, we localise associated services and spend, boosting local economies

Our investment case

Our value creation potential is aligned with our purpose – **to connect for a better future**. By delivering an integrated ecosystem of products and services, we create enduring impact across our markets while driving growth and financial performance that underpin sustainable shareholder returns.

Structural growth opportunities in our markets, together with our market leadership, support the delivery of an attractive ROCE. As a critical infrastructure owner, we play an essential role in expanding digital inclusion and enabling economic progress.

1 Meaningful growth opportunities exist in our markets across connectivity, digital and financial services

	FY2026	FY2030 projection
Population coverage	596 million	667 million
Customers	237 million	260 million upgraded to 275 million
FinTech customers	103 million	120 million upgraded to 130 million
Smartphone penetration	69%	>75%

Demographic shifts across our markets present growth opportunities

Vodacom has a clear growth opportunity, with populations in our markets projected to increase by nearly 71 million in the next four years

Our market-leading positions and broad footprint provide a strong platform to scale our digital ecosystem and expand our addressable market

We are well positioned to grow our customer base

We are expanding our addressable market by increasing coverage and expanding our services beyond connectivity

A significant portion of the economically active population remains unbanked, presenting a clear growth opportunity for us. Our FinTech customers are expected to grow by 26% over the next four years, driven by the VodaPay, Vodafone Cash and M-Pesa super-apps, payments, lending and investments

Increasing data and smartphone penetration rates present growth opportunities as more customers start to use data-enabled devices. We are unlocking this opportunity with investment into coverage, lower-cost devices and prepaid handset financing

2 Our market leadership supports attractive ROCE

- Our ROCE of 27.5% is well above our weighted average cost of capital. Since FY2025, ROCE has been included in management's long-term incentive (LTI) targets
- Sharing infrastructure and identifying operating model efficiencies present opportunities to increase margins and returns

3 Differentiated exposure to FinTech

- Our mobile money platforms, including Safaricom, processed US$525.6 billion of transaction value, equating to ~US$1.4 billion per day and growing 16.6% year on year, representing leadership in the African FinTech space

4 We are an infrastructure and asset owner

- One of Africa's largest tower owners, supporting local currency cost management, and leaving room for optionality
- Leading spectrum positions

5 We are a responsible corporate citizen

- Purpose-led business model
- Recognised as an ESG leader
- Vodafone drives EU levels of governance across the Group
- Trusted management team
- Consistently achieve top employer status in Africa

Our principal risks and associated opportunities

Effective risk management is integral to Vodacom's governance and long-term value creation. Enterprise risk management (ERM) provides a structured framework for identifying, assessing and managing risks that could affect our ability to pursue our strategy – the System of Advantage. Through this approach, we systematically evaluate key risks to provide the Board and ExCo with a comprehensive view of the Group's principal risks and opportunities, as well as the effectiveness of our mitigation measures.

How we identify risks

Our ERM process combines and balances bottom-up and top-down approaches, ensuring risks are adequately assessed at all levels of the organisation and effectively communicated across the business.

We maintain a robust and dynamic approach to risk management through continuous monitoring, review and reporting, and ongoing process enhancement, strengthening organisational resilience in an increasingly complex operating environment. Our multi-line-of-defence model improves our ability to effectively manage and mitigate risks, providing assurance that key risks are appropriately governed and monitored.

Risk management is embedded into our culture and operations, enabling proactive responses to risks that could impact the Group's strategic ambitions. By promoting risk awareness and accountability across the organisation, we support informed, risk-based decision-making that protects shareholder value and reinforces stakeholder confidence.

ERM alignment with best practice

Our ERM framework is aligned with the ISO 31000 International Risk Management Standard and adheres to the principles outlined in the King Code on corporate governance. Our comprehensive approach considers Vodacom's risk appetite and tolerance, including specific, quantitative and measurable risk impact thresholds that align with our strategy and performance targets. These thresholds guide our risk assessments and determine our risk-taking profile. We periodically commission independent reviews of the Group's risk management processes and maturity in line with the King Code on corporate governance recommendations and industry best practices.

Top-down risks

Our top-down approach identifies strategic-level risks, cascading these downward

- Regular risk reviews by the ARCC
- Periodic risk reviews at management and Risk Management Committee level

Identified risks are assigned to an ExCo member for evaluation, management and reporting to the Risk Management Committee

Bottom-up risks

Our bottom-up approach identifies operational-level risks, escalating these upward

Tactical and business risks are identified at Group and OpCo executive level

Enterprise risk management:

- Annual **tactical risk** assessments owned by top management, excluding ExCo
- Bi-annual **business risk** assessments owned by senior management

Operational risk management:

- **Operational risk** assessments owned by process owners
- **Project, product or service risk** assessments owned by project owners in our new products and services division

Emerging risks

An emerging risk assessment is conducted and reported to the Risk Management Committee to identify any new or emerging threats and trends.

Emerging risks are allocated to risk owners to investigate and assess.

Read more about how we are responding to **hot topics and emerging risks** impacting our operating context from page 36

Group-level principal risks

Group-level principal risks are strategic to Vodacom and owned by the **Board and ExCo**

Board-level risk appetite and tolerance review

The Board reviews and approves the risk appetite for each principal risk to enable informed, risk-based decision-making.

Mitigating actions

To manage risks within acceptable levels, we develop mitigating actions through specialised risk workshops, executive risk discussions, and deep-dive sessions held at OpCo and Group Risk Management Committee meetings. This structured approach ensures a thorough review and management of each principal risk.

How we assess risks

We follow a structured process to assess and prioritise risk across the Group – evaluating risk through three complementary lenses. These lenses enable management and the Board to better understand the Group's risk profile, prioritise responses and ensure risks are managed within acceptable levels.

Our risk assessment process:

1

Residual risk rating

is determined by assessing the likelihood of occurrence and the potential impact across the organisation, considering the effectiveness of existing controls. This results in a residual risk rating of high, medium or low.

Lens 1: Residual risk rating L1

Likelihood

Considers the effectiveness of current controls:
- Highly likely
- Likely
- Possible
- Rare/never

×

Impact

Considers the effectiveness of current controls:
- Financial
- Customers
- Operations and technology
- Employees
- Legal and regulatory
- Stakeholders
- Brand and reputation
- Corporate and social responsibility

=

Residual risk rating

Risk ratings include:
- High
- Medium
- Low

2

Risk velocity

considers the speed at which the impact would materialise should the risk occur, ranging from very rapid (less than six months) to slow (more than twelve months).

Lens 2: Risk velocity L2

Speed of impact

How fast Vodacom would feel the impact should the risk occur:
- Very rapid (less than six months)
- Rapid (six to twelve months)
- Slow (more than twelve months)

3

Risk appetite and tolerance

Vodacom's Risk Appetite and Tolerance Framework defines the level and types of risk the Group is willing to accept in pursuit of its strategic objectives and sets clear thresholds to guide consistent decision-making and risk taking across the business.

Lens 3: Risk appetite and tolerance L3

Risk appetite and tolerance level	Description	Action required
Exceeds appetite and tolerance (Residual risk out of tolerance)	Unacceptable risk level	Immediate mitigating actions and escalation
Within risk tolerance (Substantially mitigated towards appetite)	Tolerable with monitoring	Monitor and implement additional mitigation actions
Within appetite	Acceptable risk level	Monitor and improve control effectiveness through further actions

How we mitigate risks

We mitigate risks through four key mechanisms that align our exposure with our risk appetite.

1 Controls

Our structured framework assigns specific controls to mitigate identified risks. These controls are systematically assessed for effectiveness using a four-lines-of-assurance model that evaluates their operational performance. The assessment results inform residual risk ratings and prioritise risk management efforts throughout the Group.

2 Action plans

We implement proactive measures to improve our risk posture when controls are ineffective, absent or when residual risk exceeds established appetite and tolerance levels. These actions are tracked with assigned ownership and are developed through workshops at ExCo level to ensure accountability and strategic alignment. This process supports continuous improvement of the risk management framework.

3 Risk deep dives

We perform in-depth analyses of high-priority and emerging risks to explore root causes, systemic drivers and cross-market interdependencies. Through this, we identify opportunities to improve controls and response mechanisms, informing strategic decisions. Findings may result in updates to the risk taxonomy or adjustments to the Group's risk appetite framework.

4 Group-wide alignment

We ensure consistent, scalable risk mitigation by aligning strategies, controls, metrics and definitions across all markets. This includes unified responses to cross-cutting risks and a shared understanding of risk thresholds. Oversight is maintained by the Group Risk Management Committee and the Combined Assurance Forum.

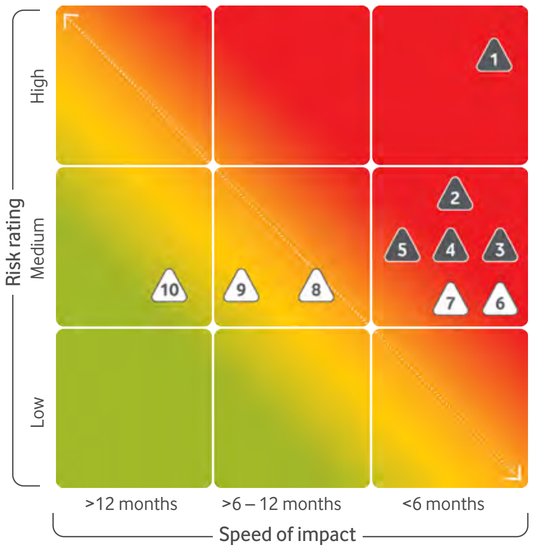
Our top 10 principal risks

Our risk management framework identifies the Group's top 10 principal risks. The framework integrates risk appetite and tolerance with residual risk levels while considering mitigating actions.

The risk severity heatmap below illustrates the rate at which we would face adverse consequences if risks were to materialise, enabling the development of targeted mitigation strategies and prioritised resource deployment for risks requiring urgent action.

#	Risk	FY2025 rank	Strategic priorities	Six capitals	Material matters
1	Cyber threat	2	S1 S6	FC SRC IC HC	MM1 MM2 MM3 MM4 MM5
2	Unstable economic and market conditions	1	S7	FC NC HC	MM2 MM5
3	Energy resilience and impact on environment	6	S2 S6 S7	FC SRC IC NC HC	MM1 MM2 MM3 MM4 MM5
4	Supply chain disruption	7	S4 S6 S7	FC SRC NC	MM1 MM3 MM4
5	Taxation, regulatory and compliance pressures	3	S1 S4 S6 S7	FC MC IC HC	MM1 MM5
6	Technology failure and future readiness	4	S2 S3 S6	FC MC IC	MM1
7	Financial services platform resilience	5	S1 S2 S3 S4 S6 S7	FC SRC IC	MM1 MM2 MM3 MM4
8	Market disruption	8	S1 S2 S3 S4 S6 S7	FC MC IC HC	MM2 MM3
9	Execution of strategic projects for future growth	9	S1 S2 S3 S4 S5 S6 S7	FC MC SRC IC NC HC	MM1 MM2 MM3 MM4 MM5
10	Spectrum and licensing	10	S2 S3 S4 S6 S7	FC MC IC	MM1 MM2 MM3 MM4

Risk severity heatmap L1 L2



Legend

Risk with impact elements exceeding risk appetite and tolerance

Risk impact elements outside of risk appetite but within tolerance

Risk impact elements within risk appetite and tolerance

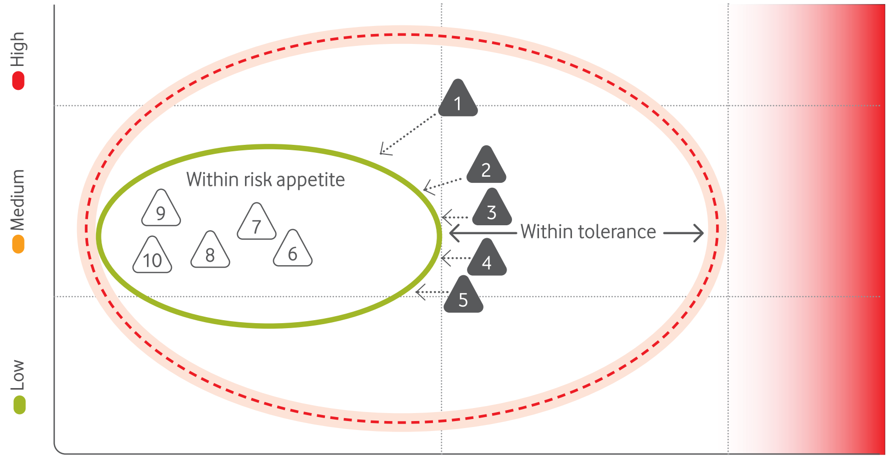
We have refined our disclosure approach for FY2026 by illustrating the Group's residual risk profile in relation to its defined risk appetite and tolerance, showing whether it falls within appetite, within tolerance but above appetite, or exceeding risk appetite and tolerance.

Significantly, all of the top 10 risks are positioned within the Group's risk appetite or tolerance, reflecting an acceptable level of residual risk that is managed through ongoing monitoring and continuous improvement of controls. Fortunately, Vodacom is not exposed to risks that exceed appetite and tolerance.

The five risks within tolerance but above appetite notably relate to external risks. The risk exposure is tolerable in the short term but requires focused management attention and targeted mitigation actions to improve the risk posture.

Read more about **risks within tolerance but substantially mitigated towards within appetite** on page 32

Principal risk appetite and tolerance profile L3



Within risk appetite

Within risk tolerance but substantially mitigated towards appetite

Exceeding risk appetite and tolerance

Risks within tolerance but substantially mitigated towards appetite

We implement proactive measures to improve our risk posture when controls are ineffective, absent or when residual risk exceeds established appetite and tolerance levels. Our detailed narrative focuses on the five risks that are within tolerance but outside risk appetite, requiring close monitoring and targeted measures to improve risk posture.

1 2 3 4 5 6 7 8 9 10

Cyber threat

(FY2025: 2)

Risk rating: High

Speed of impact: Very rapid

Strategic priorities

S1 S6

Six capitals

FC SRC IC HC

Material matters

MM 1 MM 2 MM 3 MM 4 MM 5

Context and value impact

Any cyber attack or breach – whether malicious or accidental, from an external source, insider threat or supplier breach – could disrupt services or compromise confidential data. These incidents could adversely affect Vodacom's customers, revenue potential and reputation, and result in escalated costs associated with fraud management or extortion.

Opportunity

Provide world-class data security as part of our multi-product strategy.

Priority controls

- Mature the Group-wide cyber and information security risk, control and assurance framework to provide consistent oversight of principal cyber risks across all operations
- Embed security requirements across critical platforms, infrastructure and material change initiatives to protect sensitive information
- Actively manage third-party security risk through standardised assessment and ongoing monitoring to reduce supplier-related security incidents
- Maintain robust cyber incident response and containment capabilities through continuous monitoring, testing and governance oversight
- Enhance Vodacom's sustainable cyber capability by building specialist skills, improving workforce awareness and benchmarking maturity against global peers

Risk appetite

Vodacom has zero tolerance for cyber incidents that compromise customer data, critical systems or regulatory compliance. We maintain a highly conservative approach to cyber security, prioritising robust controls, continuous monitoring and rapid response capabilities. While we accept that evolving threats cannot be entirely eliminated, we invest significantly in prevention, detection and resilience measures to minimise impact and ensure business continuity.

Action plan to improve risk posture

- Use the Cyber Health Adaptive Risk Model (CHARM) to prioritise market-level security improvements based on residual risk
- Centralise security event and threat data through an Africa-wide data platform integrated with Vodafone global capabilities
- Expand the use of automated third-party security assessments, supported by strengthened supplier due diligence
- Apply updated cyber security frameworks to assess and manage cyber risk consistently across subsidiaries and joint ventures
- Evaluate and adopt AI tools to enhance detection and prevention of cyber risks

1 2 3 4 5 6 7 8 9 10

Unstable economic and market conditions

(FY2025: 1)

Risk rating: Medium

Speed of impact: Very rapid

Strategic priorities

S7

Six capitals

FC NC HC

Material matters

MM 2 MM 5

Context and value impact

The risk of unstable economic and market conditions involves several interconnected financial exposures that can greatly affect our performance. High interest and inflation rates create financial pressure, while foreign exchange volatility poses challenges to currency liquidity and the potential for market devaluations. Fluctuating tax regimes introduce uncertainty about tax exposure, and credit risk concentration may lead to increased net credit losses on financial assets during economic instability.

Opportunity

Cutting-edge technologies can tackle fundamental economic challenges by broadening connectivity and facilitating digital inclusion. They also deliver tailored offerings, promote accessible financial solutions and extend platform capabilities across essential industries, including agriculture, education, energy and healthcare.

Priority controls

- Regularly review and improve products and services to protect and enhance the Group's customer value proposition in a constrained economic environment
- Manage foreign exchange exposure through a structured hedging framework, using appropriate instruments and forward cover where market conditions and liquidity allow
- Reduce sensitivity to currency volatility by limiting foreign currency debt and increasing local currency funding where feasible
- Maintain a robust balance sheet and resilient capital structure, supported by a well-diversified debt maturity profile to manage liquidity risk
- Leverage Group treasury expertise and Vodafone funding arrangements to optimise liquidity, refinancing risk and overall funding efficiency
- Closely monitor market developments, including interest rates and currency movements, to guide balance sheet, funding and hedging decisions
- Localise as many costs and capital expenditure as possible in order to minimise exposure to foreign currency fluctuations

Risk appetite

Vodacom has a moderate appetite for exposure to macroeconomic and market volatility, recognising that such conditions are inherent to our operating environments. We aim to maintain financial resilience through proactive hedging strategies, diversified revenue streams, agile cost management, and maximise local currency costs and capital expenditure. We will not tolerate sustained breaches of key financial thresholds that compromise our ability to meet strategic objectives or regulatory obligations.

Action plan to improve risk posture

- Strengthen foreign exchange risk management by maximising natural hedging, improving exposure reporting at OpCos and selectively diversifying hedging instruments
- Optimise funding and borrowing costs by diversifying the lender base, including increased access to ESG-linked funding
- Access opportunities to reduce debt and strengthen balance sheet resilience through sustained free cash flow generation
- Regularly review the mix of fixed and floating rate debt in line with market conditions and risk appetite
- Enhance liquidity management through shadow funding techniques, while balancing the cost of funding commitments

1 2 3 4 5 6 7 8 9 10

Energy resilience and impact on environment

(FY2025: 6)

Risk rating: Medium

Speed of impact: Very rapid

Strategic priorities
S2 S6 S7

Six capitals
FC SRC IC NC HC

Material matters
MM 1 MM 2 MM 3 MM 4 MM 5

Context and value impact

Vodacom faces significant challenges in ensuring reliable and cost-effective energy for network operations. Limited grid connectivity in remote and rural areas requires continuous use of diesel generators to power sites. Additionally, geopolitical tensions and global energy market volatility are driving up fuel costs, increasing operational expenses and potentially impacting profitability and service delivery. While we proactively take measures to reduce our carbon footprint, heavy reliance on diesel increases environmental risks.

Opportunity

One of our most material climate opportunities is to leverage our platforms and solutions to support enterprise customers in reducing emissions, improving efficiency and strengthening environmental outcomes. This customer enablement underpins our commitment to protecting the planet.

Priority controls

- Minimum site power design standards and backup strategies are applied consistently across markets to support network availability
- Grid and network monitoring capabilities enable early identification and resolution of power-related disruptions
- Preventive maintenance requirements are implemented consistently, supported by monitoring and oversight to sustain asset reliability
- Robust backup power solutions for business-critical sites enhance resilience and limit the impact of prolonged outages
- Backup fuel, fuel supply agreements, generators, and backup generators to ensure availability

Risk appetite

Vodacom has a low appetite for energy-related disruptions that compromise network availability and customer experience. We are committed to ensuring uninterrupted service through resilient energy strategies, including backup generation and energy storage.

Action plan to improve risk posture

- Strengthen power resilience across all markets, reducing the impact of power availability challenges
- Leverage innovative solutions, including virtual wheeling, to support and accelerate the energy transition
- Embed environmental risk assessments into asset acquisition decisions, including buildings and network equipment
- Invest in renewable energy solutions to enhance long-term energy resilience and sustainability
- Pilot and evaluate emerging energy efficiency solutions to improve operational performance
- Consistently apply minimum site power design standards and backup strategies across markets
- Ensure fuel backup and fuel backup supply agreements to maintain consistency of supply
- Implement fuel price hedging, where possible, to control the financial impact of fuel increases driven by macroeconomic factors

1 2 3 4 5 6 7 8 9 10

Supply chain disruption

(FY2025: 7)

Risk rating: Medium

Speed of impact: Rapid

Strategic priorities
S4 S6 S7

Six capitals
FC SRC NC

Material matters
MM 1 MM 3 MM 4

Context and value impact

Supply chain disruptions pose a critical risk, as insufficient supply from key vendors could compromise operational activities and service delivery quality. Such disruptions have the potential to result in revenue losses and cause significant reputational harm to the Group.

Opportunity

We can leverage the purchasing power of Vodafone Procurement Company to seize opportunities from the original equipment manufacturers.

Priority controls

- Reduce reliance on individual suppliers through structured risk profiling and a multi-vendor approach in critical areas
- Protect business continuity by securing strong contractual safeguards, including access to critical intellectual property or source code where needed
- Identify and manage supply chain risk through Group-level vendor and partner risk processes, supporting continuity of service and prioritisation of critical dependencies
- Engage with governments, industry experts and key suppliers to anticipate and respond to supplier restrictions, trade controls or geopolitical risks
- Assess emerging technologies and network architecture options to enhance supplier diversity and long-term operational resilience
- Maintain a robust supplier selection, ensuring that we partner with suppliers who align with delivering on our purpose
- Ensure continuity of supply during heightened shortages and minimise price increases through robust supplier agreements and forecasting

Risk appetite

Vodacom has no appetite for non-compliance with sanctions and trade controls. Watch lists and regulatory changes are monitored and adhered to. Unless there are formal sanctions or trade controls, we maintain a high appetite for engaging with regionally concentrated key network suppliers with strategic benefits – particularly quality and cost benefits – provided appropriate risk mitigation strategies exist. Our procurement and vendor management practices prioritise resilience, transparency and agility to respond to regulatory changes and market volatility.

Action plan to improve risk posture

- Centralise and annually review high-risk vendor and customer contracts to ensure appropriate coverage of sanctions, trade control and continuity provisions
- Identify restricted or high-risk suppliers and conduct cross-functional reviews covering cyber, operational and regulatory exposure
- Assess replacement and transition impacts for mature or higher-risk suppliers and develop market-specific mitigation or exit strategies, reviewed annually
- Anticipate supply chain disruption and shortages and mitigate through forecasting, advance purchasing and alternate sourcing

Taxation, regulatory and compliance pressures
(FY2025: 3)

Risk rating: Medium
Speed of impact: Very rapid

Strategic priorities
S1 S4 S6 S7

Six capitals
FC MC IC HC

Material matters
MM 1 MM 5

Context and value impact

Operating in complex and evolving macroeconomic environments requires careful navigation of taxation and regulatory frameworks to ensure compliance, as instances of non-compliance could result in financial penalties and reputational impacts for the Group. Changes in policy, legislation and administrative requirements may influence profitability, connectivity costs and aspects of operational efficiency.

Opportunity

Innovative technological solutions can address core economic and societal needs by expanding network access, enabling digital participation and digital platforms. These technologies provide customised services, advance inclusive financial products and scale platform functionalities across vital sectors, such as agriculture, education, energy and healthcare.

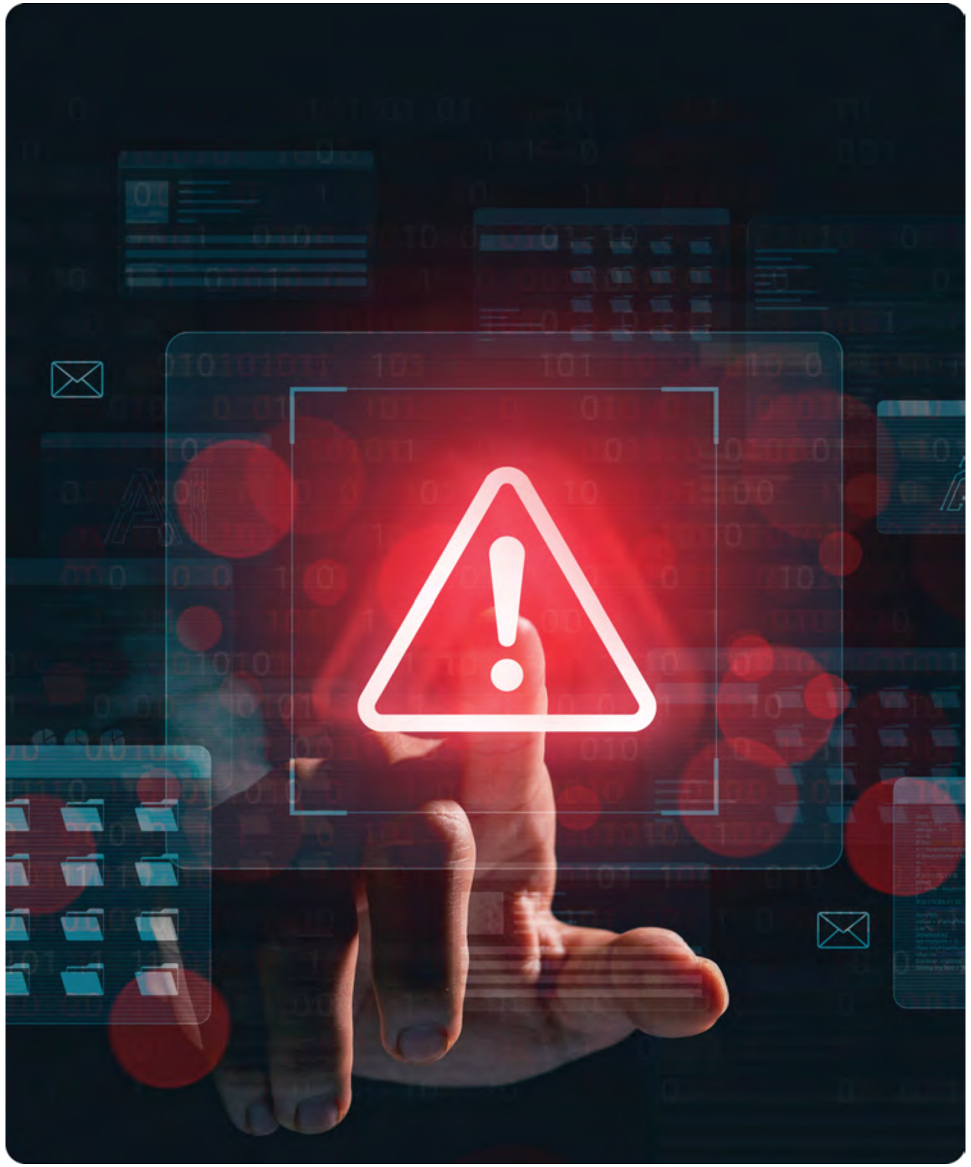
- Scale our foundations and Tech for Good platforms across markets to deliver on our social contract, while partnering with government and regulators to address strategic priorities and drive meaningful societal impact
- Regularly communicate Vodacom's purpose through media statements and campaigns to inform and educate customers about the programmes we are involved in
- Track developments in our political environments, including social activism trends
- Engage with governments to reduce barriers to digital inclusion, such as excessive smartphone duties
- Work with tax advisers to anticipate and proactively manage tax pressures across all jurisdictions
- Pay fair taxes (TAX See our **tax transparency report** for details)
- Strengthen technical capabilities in tax, regulation and compliance
- Proactively communicate key messages and proposals on how policy and regulatory decisions impact the sector
- Maintain strong regulatory engagement capabilities across all markets to ensure ongoing compliance and constructive participation in policy and legislative processes, supported by Group regulatory oversight
- Work with governments and regulators to create healthy markets that enable continuous investment in network and expand access to connectivity for communities
- Work with industry associations to engage stakeholders and enable operators to collaborate with government and regulators to remove barriers and support the delivery of country digitisation goals

Risk appetite

The Group has zero tolerance for non-compliance due to severe financial and reputational consequences. We commit to full legal and regulatory adherence through strong governance, monitoring and training. While external factors such as political instability and fiscal changes may increase taxation and regulatory demands, we proactively engage with authorities and industry bodies to influence fair policy and maintain operational resilience.

Action plan to improve risk posture

- Strengthen proactive engagement with regulators, governments and tax authorities to support regulatory certainty, informed policy development and sustainable outcomes for the sector
- Enhance the effectiveness of the three lines of defence through focused audits, compliance reviews and targeted health checks across regulatory, tax and compliance risk areas
- Obtain specialist external input on material or complex transactions, including periodic transfer pricing reviews and independent tax opinions, to support sound decision-making
- Strengthen tax governance and internal control frameworks to reduce disputes, ensure decisions are taken at the appropriate level and support defensible tax positions
- Continue building regulatory and compliance capability through improved coordination between OpCo teams and Group centres of excellence



Risks within risk appetite and tolerance

While the detailed narrative focuses on risks within tolerance and substantially mitigated towards appetite, we are pleased that the remaining top 10 risks are assessed as being within the Group's defined risk appetite. This reflects an acceptable residual risk profile, supported by ongoing monitoring, governance oversight and continuous improvement of controls.

Rank FY2026	Rank FY2025	Risk	Context and value impact	Opportunity	Priority controls
6	4	**Technology failure and future readiness**	Network and IT reliability underpin customer experience, revenue and reputation. Failure to deliver uninterrupted service or lack of future-proofing could result in adverse impact.	Our network and technology leadership is a core differentiator, supporting future growth, innovation and improved customer experience.	• Select the best suppliers against pre-defined criteria • Strengthen infrastructure resilience through strong capital expenditure planning, strategic investments, disaster recovery and comprehensive insurance • Minimise third-party dependencies through self-provided links • Optimise network capacity and sub-sea access through strategic partnerships • Monitor performance in real time and strengthen governance oversight • Procure the right equipment at favourable prices, leveraging the power of Vodafone Group
7	5	**Financial services platform resilience**	Our financial services platforms are critical to customer trust, digital inclusion and growth across our markets. Disruptions, processing failures, capacity constraints or integration weaknesses could affect trust, growth and regulatory compliance.	Trusted, reliable and scalable financial services enable innovation and inclusion, resulting in societal benefits through shared growth.	• Scale platform capacity and resilience through upgrades, redundancy and modern architecture • Partner with global technology providers to enhance capability and efficiency • Strengthen governance through consistent policies, integration standards and controls • Monitor platform performance in real time and ensure business continuity readiness
8	8	**Market disruption**	Competition, pricing pressure and rapid technology change require Vodacom to respond with agility. Failure to respond effectively could erode our customer value proposition, market share and revenue outlook.	By leveraging technology, customer insights and global partnerships, we can scale our digital ecosystem and deepen relevance.	• Expand the digital ecosystem through FinTech, super-app and loyalty solutions • Leverage data analytics and AI to enhance personalisation and customer insights • Strengthen customer experience through consistent service and engagement models • Collaborate with technology partners to accelerate innovation and scale • Respond proactively to competitive threats with differentiated offerings
9	9	**Execution of strategic projects for future growth**	The successful execution of strategic projects underpins our diverse and differentiated customer offerings. Involuntary delays or insufficient market adoption could limit growth, returns and competitiveness.	Effective execution can accelerate the Group's growth profile while enhancing returns.	• Strengthen execution governance through performance tracking and regular reviews • Enhance execution capability through leadership development and skills building • Leverage Group structures and partnerships to support delivery and prioritisation • Ensure capital allocation for strategic projects • Form strategic alliances to enhance digital solutions and services
10	10	**Spectrum and licensing**	Spectrum and licenses are essential to network quality, capacity and future growth. Failure to retain or secure spectrum could constrain coverage expansion, network capability and service quality.	Effective spectrum acquisitions and management across our OpCos can unlock new growth areas while supporting improved capacity, coverage and customer experience.	• Engage governments and regulators on spectrum efficiency and benefits • Optimise spectrum usage through re-farming and efficient deployment strategies • Pursue strategic partnerships and alternative access models to expand capacity • Strengthen long-term spectrum planning and acquisition strategy

Emerging risks are identified through ongoing risk assessments and governance forums. These are discussed in greater detail in **hot topics and emerging risks** from page 36

Responding to hot topics and emerging risks impacting our operating context

Hot topics and emerging risks in our operating context are the key external issues that affect our ability to create value in the short, medium or long term. They shape stakeholder discussions and play a critical role in our understanding of, and approach to, material matters. In FY2026, our hot topics and emerging risks reflect both continuity and change as we accelerate our transition to Vision 2030.

A shifting landscape

The following table summarises our hot topics and emerging risks for the current and prior financial years, making it easier to compare and reference.

	FY2026 topic	Complexity		FY2025 topic
Macroenvironmental context	Leveraging demographic shifts in Africa	Stable	Pg 37	Leveraging demographic shifts in Africa
	Navigating political developments, electoral dynamics and operational risk	Reduced	Pg 37	Navigating the impact of national elections and political uncertainty
	Managing economic conditions amid regional conflicts	Evolved	Pg 38	Navigating macroeconomic shocks, with hopes of a more stable outlook
Industry context	Leveraging AI and emerging technologies	Evolved	Pg 39	Leveraging emerging technologies, with increased focus on barriers to adoption
	Supporting customer data privacy and protection, cyber security and trust	Stable	Pg 41	Consumer privacy, data protection and cyber security
	Scaling technology through partnerships, sharing and new sources of funding	Evolved	Pg 41	Leveraging emerging technologies while addressing barriers to adoption
	Increasing connectivity while managing our network resilience and climate transition plan	Stable	Pg 42	Responding to the global climate crisis
	Growing fibre footprint through strategic partnerships	Resolved	Pg 42	South Africa fibre deal prohibited by competition authorities
Company context	Please Call Me legal resolution	Resolved		Please Call Me
	Proposed acquisition of a controlling interest in Safaricom	New	Pg 42	

Evolved New Stable Reduced Resolved

Forces shaping our macroenvironmental context

Our footprint extends across diverse markets, each shaped by unique economic, political and social forces. Our ability to adapt in this shifting macroenvironment is critical to creating stakeholder value and maintaining our momentum.

Leveraging demographic shifts in Africa

Context and key developments

Africa's youthful, urbanising population continues to present opportunities for connectivity, digital services and financial inclusion.

Population growth and rising urbanisation across our footprint underscore the region's strong long-term potential. These trends are driving demand for new infrastructure, improved connectivity, and enhanced rural reach, reinforcing the need for targeted, strategic investment to fully capture the demographic dividend.

SMEs and a growing low-to-middle-income consumer base are creating demand for affordable smartphones, data, fibre and embedded digital services.

These dynamics underpin rising smartphone penetration, increased fibre penetration, accelerating data traffic and strong uptake of digital and financial services – from mobile money to e-Commerce and cloud solutions – continuing to expand the addressable market across our footprint.

Affected stakeholders

Principal risks and associated opportunities

2 3 4 8 9

Strategic pillars

S2 S5

Material matters

MM 3 MM 4 MM 5

Our response

We see favourable demographics supporting sustained customer growth aligned to our Vision 2030 targets of 275 million customers (upgraded from 260 million) and 130 million financial services customers (upgraded from120 million).

Read more about how we are **scaling technology through partnerships** to grow while effectively managing costs on page 41

Key trade-off

Balancing growth aspirations with capital efficiency and environmental consideration

In pursuit of our purpose and to deliver sustainable long-term growth, Vodacom will continue to expand coverage and capacity, including into underserved areas. As we prioritise digital and financial inclusion, our net zero and climate transition plans will be challenged.

Navigating political developments, electoral dynamics and operational risk

Context and key developments

Political stability has improved in key markets like South Africa and Kenya, although the operating environments remain dynamic. Political and regulatory complexity is still topical, driven by policy shifts, including external factors like US tariffs.

Tanzania's October 2025 elections brought a period of uncertainty that has since stabilised, allowing us to maintain our focus on connecting for a better future. Throughout FY2026, our Tanzania business continued to drive meaningful progress in digital and financial inclusion, empowering communities across the country.

In DRC, ongoing security challenges in the eastern region of Kivu impacted local communities and operations. Peace efforts have eased immediate risk, though this region remains a security focus.

Ethiopia held general elections in June 2026, against a backdrop of continued post-conflict recovery and institutional reform. In South Africa, local elections scheduled for November 2026, are anticipated to reflect the continued evolution of the Government of National Unity governance model.

Affected stakeholders

Principal risks and associated opportunities

2 3 7

Strategic pillars

S2

Material matters

MM 2 MM 4 MM 5

Our response

The Group mitigates political and operational risk through geographic diversification, strong regulatory engagement and compliance, enhanced resilience in higher-risk markets, and continued service delivery and inclusion efforts during periods of political uncertainty.

Read more about our **principal risks and opportunities** on page 29

Key trade-off

Market diversification versus regulatory and operational complexity

Operating across multiple jurisdictions provides diversification and growth opportunities but also introduces political, regulatory and security complexity. Elections, policy shifts and geopolitical developments can influence market structure, pricing dynamics and taxation and may result in temporary operational disruption during elections.

Managing economic conditions amid regional conflicts

Context and key developments

Vision 2025 unfolded in a challenging external environment marked by post-COVID recovery, elevated exchange rate volatility and hyperinflation in several markets. These pressures required disciplined cost management and operational resilience to preserve value and maintain stability across the Group.

Toward the end of Vision 2025, macroeconomic conditions improved, with inflation easing, supply chain constraints normalising and trading activity recovering. This shift created a more supportive backdrop for disciplined growth as we transitioned into our Vision 2030 strategy.

As we conclude the first year of Vision 2030, the operating environment reflects early signs of stabilisation, although global uncertainty remains elevated. The evolving conflict in the Middle East represents a key flashpoint risk, with potential implications for energy prices, transport routes and financial market volatility.

These dynamics reinforce the need for continued agility and proactive risk management as we navigate an environment where stabilising fundamentals coexist with heightened geopolitical uncertainty.

South Africa's consumer inflation and interest rates have moderated, supported by renewed power stability. This has provided some relief for households, even as structural constraints around water and municipal services persist. Egypt's International Monetary Fund (IMF)-supported reforms continued to stabilise the macroeconomic landscape and support meaningful real currency service revenue growth. Ethiopia's inflation path and policy normalisation have eliminated the risk of hyperinflation, although some foreign exchange rate pressures persist.

Operationally, the Group continues to focus on value-led investment, as evidenced by our recent strategic milestones: the acquisition of a 30% stake in Maziv and the announced increase in our shareholding in Safaricom, subject to closing. These actions strengthen our fibre, FinTech and pan-African scale going forward.

Our response

The Group delivered a strong start to our Vision 2030 strategy, reflecting the benefits of our revenue and geographic diversification even amid a dynamic macroeconomic environment. We intend to stay true to the strengths that have served us well, while confidently stepping into the next phase of our growth journey.

Read more about our **principal risks and opportunities** on page 29
Read more about our **financial position** on page 46
Read more about our **customer-centric propositions** on page 70
Read more about **how we scale our financial services** on page 74

Key trade-off

Balancing proactive risk management with our long-term growth aspirations

We aim to harness demographic and economic tailwinds to support sustainable free cash flow and shareholder return growth. However, flashpoint geopolitical risks may require us to buy fuel and other inventory in advance, which increases pressure on near-term working capital and free cash flow. As we execute on two milestone transactions, Maziv and the pending Safaricom acquisition, we will increase our focus on capital allocation.

Affected stakeholders

Strategic pillars

S2 S3 S6

Principal risks and associated opportunities

2 3 7

Material matters

MM 2 MM 4 MM 5

Forces shaping our industry context

The connectivity and financial services landscape continues to shift as digitalisation accelerates alongside economic and climate pressures. We actively assess and address risks associated with industry and societal transformation to ensure that we sustain our market leadership position.

Leveraging AI and emerging technologies

Context and key developments

We are strengthening our role as a catalyst for inclusive digital societies by expanding connectivity, promoting responsible AI adoption and deploying emerging technologies that enhance customer experience and operational resilience. As AI reshapes how networks operate and customers engage with our services, we aim to ensure that technological advancements translate into meaningful and accessible opportunities for individuals, businesses and communities.

The implementation of our platform, AI Booster Plus, enables responsible AI deployment across markets. This past year, we standardised and shared 35 generative and agentic AI use cases, supporting a marketplace-style vision for reusable AI solutions across the Group. Increased access to AI tools, such as Copilot, empowers employees while reinforcing governance safeguards.

Our investments in emerging technologies are transforming network performance and planning and optimising network build, site selection and customer experience outcomes. These capabilities align financial and technical decision-making, ensuring targeted investment in high-growth 5G areas and improved service delivery. Emerging technologies are also extending into our sustainability and platform businesses. Examples include award-winning FinTech and cyber security solutions recognised across Africa Tech Festival platforms.

Digital inclusion initiatives, responsible AI and emerging technologies reflect our commitment to shaping an equitable digital future while enhancing customer experience, increasing opportunities for revenue generation and optimising cost efficiencies. We are not only building the infrastructure of tomorrow but also the intelligence layer of the digital economy, advancing progress that is sustainable, secure and accessible to all.

Affected stakeholders

Principal risks and associated opportunities

1 3 5

Strategic pillars

S2 S6 S7

Material matters

MM 2 MM 4

This past year, we standardised and shared

35 generative and agentic AI use cases,

supporting a marketplace-style vision for reusable AI solutions across the Group.

Our response

Vodacom has scaled responsible AI through shared governance platforms, embedded its use across core operations and services, and enabled productivity through controlled tools. These capabilities, including the case studies that follow, create clear opportunities to enhance customer care, drive revenue growth and improve operational efficiency across the Group.

Read more about how we are **managing the AI transformation within human capital** from page 84

ESG Read more about our AI use cases in our **ESG report**

GOV Read more about AI governance in our **corporate governance report**

Key trade-off

Balancing speed of transformation with responsible, inclusive adoption of emerging technologies

AI and emerging technologies deliver step-change improvements in efficiency, customer experience and decision-making. However, rapid deployment without sufficient governance could increase ethical, operational and reputational risk.

Robust governance structures and ethical AI oversight require additional time and specialist expertise to ensure a responsible and balanced approach to AI deployment.

AI-powered solutions driving impact

CASE STUDIES

Intelligent automation in customer care delivering on Ask Once strategy

Unresolved or repeatedly escalated customer issues can impact trust and increase operational costs. To address this, we integrated multiple AI systems to resolve queries more efficiently, aligning with our Ask Once promise.

We have developed GenAI solutions that support our agents and automate key processes. Our digital assistant, TOBi, automatically authenticates account details and provides agents with synthesised summaries of customer sentiment and interaction history. This gives agents immediate visibility of previous complaints and provides real-time guidance to resolve issues during the first point of contact.

For complex queries, TOBi facilitates a seamless handover to the most appropriate human agent, providing them with the full context of the customer's journey. Additionally, predictive models allow our teams to pre-empt potential network issues before a customer calls. This integrated approach reinforces trust by ensuring our customers feel heard and understood.

Revenue growth through AI-powered personalisation

Traditional mass-market approaches often fail to capture the nuances of individual customer needs, leading to missed opportunities and lower engagement. To unlock high-quality and diversified revenue streams, we use AI to drive intelligent, real-time personalisation. By implementing agentic CVM and advanced analytics, we offer customers, merchants and businesses products and services tailored to their specific needs.

This approach extends across our ecosystem, from hyper-personalised loyalty rewards to AI-driven financial services, such as in-house credit-scoring and digital finance robo-advisers. In our customer care channels, we use AI to identify the best cross-sell or upsell opportunities during support interactions.

Additionally, our SmartCare platform uses AI-driven fraud detection to protect our income. This strategy ensures we meet customer needs more effectively while creating sustainable revenue growth.

Fraud defence driving operational and cost efficiency

Increasingly sophisticated, multi-channel fraud networks often outpace traditional manual controls, which can lead to financial loss and time-consuming investigations, as well as reduced trust in digital services. In response, we developed the Deep Risk Analytics & Graph Observability Network (DRAGON) engine, an AI-powered platform that identifies and stops fraud in real time.

DRAGON uses smart technology to link suspicious mobile numbers to larger fraud networks and proactively flag high-risk accounts in real time. By triggering autonomous actions, such as blocking accounts or preventing suspicious transactions, the system prevents scams before they result in financial and emotional harm to customers.

This automated approach reduces the burden on our forensic teams and prevents the need for costly manual corrections, making our operations more efficient and secure.

ESG Read more about AI-driven energy efficiency and our environmental footprint in our **ESG report**

Supporting customer data privacy and protection, cyber security and trust

Context and key developments

The rapid expansion of digital and financial services raises the scale and sensitivity of customer data. As integrated digital services like super-apps, mobile wallets, agent networks and cloud platforms expand, companies have access to higher volumes of personally identifiable information and financial data, increasing exposure to more cyber threats.

As digital services scale, the intersection of regulatory complexity, institutional concern and heightened sensitivity to data practices creates a critical risk landscape for companies operating within the connectivity and financial services ecosystems. Regulators continue to broaden rules on data protection, payment systems and critical infrastructure security, increasing compliance complexity; for example, South Africa's modernisation of the National Payment System to allow non-bank FinTech participation. Egypt's new licensing framework for electronic payment system operators and digital payment service providers, issued by the Central Bank of Egypt in June 2025, establishes comprehensive requirements for market participation and compliance.

Affected stakeholders

Strategic pillars

S6

Principal risks and associated opportunities

1 5

Material matters

MM 1 MM 3 MM 4

Our response

We strengthen data privacy and cyber security through enhanced governance, embedded screening, reinforced monitoring and compliance, the use of AI tools and continuous customer education to build and sustain trust.

Read more about **how we manage data security, privacy and cyber threats** on page 70

Key trade-off

Rapid product innovation balanced against investment in robust security, regulatory compliance and customer assurance

As digital platforms, super-apps and financial services expand, customer engagement and monetisation opportunities increase. At the same time, the scale, sensitivity and regulatory scrutiny of data grow significantly.

Scaling technology through partnerships, sharing and new sources of funding

Context and key developments

Digital transformation across Africa is accelerating, driven by rising smartphone penetration, growing demand for data and cloud services, and the expansion of digital and financial services. However, the pace of adoption remains uneven, constrained by affordability barriers, infrastructure gaps and limited digital literacy in underserved communities. The telecommunications sector faces the challenge of scaling infrastructure rapidly while managing capital intensity, particularly as 4G/5G rollout, fibre expansion and data centre investment converge with climate and energy challenges.

Partnerships, infrastructure sharing and shared platforms remain critical catalysts in building a more inclusive and digitally enabled society, providing the scale, expertise and reach required to modernise networks, expand digital services and improve capital efficiency across our footprint. We complement commercial collaboration with development finance partnerships, including Development Finance Institution grant funding such as the EIB, to support digital inclusion, energy resilience and affordability outcomes while accelerating rollout and reducing upfront capital intensity. Through collaboration with global technology leaders, ecosystem partners and cross-market teams, we build resilient, future-ready platforms and unlock new opportunities and capabilities.

Technological advancements, including 5G and developing non-terrestrial networks such as low-Earth orbit (LEO) satellites, are progressively enhancing connectivity and extending access to hard-to-reach areas. At the same time, 4G, 3G and 2G networks remain essential to ensuring broad coverage, particularly in rural and remote regions where infrastructure sharing and blended funding models are most effective in bridging the digital divide.

Affected stakeholders

Strategic pillars

S2 S6 S7

Principal risks and associated opportunities

1 3 5

Material matters

MM 2 MM 4

Our response

We take a pragmatic, value-focused approach to partnerships, selectively working with like-minded partners to scale impact, accelerate growth and improve capital efficiency.

Read more about how we **scale manufactured capital through partnerships** on page 54

ESG Read more about doing business ethically in our **ESG report**

GOV Read more about our digital ethics leadership in our **corporate governance report**

Key trade-off

Control and economics versus speed, scale and inclusion

Partnerships enable faster rollout of infrastructure and services, particularly in capital-intensive or challenging environments. However, they require shared control, shared economics and alignment of standards and governance.

CASE STUDIES

Infrastructure sharing in DRC

High deployment costs and logistical barriers in remote regions like DRC often leave large populations without reliable connectivity. We have prioritised infrastructure-sharing models to accelerate coverage and reduce capital intensity. Through Esengo Towers, a joint venture with Orange launched in April 2026, we plan to invest approximately US$179 million over four years to deploy 1 000 telecommunications towers across DRC to expand mobile coverage.

This is part of a broad er six-year ambition to reach 2 000 sites by FY2031. Complementing this, our infrastructure-sharing agreement with Airtel spans international submarine capacity, in-country mobile networks and cross-border fibre connectivity. By leveraging shared assets, we enhance operational resilience while embedding green technology capabilities within the local workforce.

Multi-layered satellite partnerships

Terrestrial infrastructure is often unfeasible or too slow to deploy in geographically challenging regions, leaving remote communities without reliable 4G or 5G access. We are integrating LEO satellite technology as a complementary layer to our core network, ensuring "unbreakable" connectivity regardless of location. In FY2026, we progressed our collaboration with satellite providers, successfully completing a LEO satellite backhaul proof of concept in DRC to connect rural mobile sites. This allows for faster site deployment and improved network resilience in areas previously deemed unreachable. In parallel, through our partnership with Amazon LEO, we are preparing to scale high-bandwidth cellular backhaul across our African footprint as production satellites come online. We also continue to lead in direct-to-smartphone technology via AST SpaceMobile. By strengthening network reach in remote areas, we enable digital and financial inclusion across underserved communities.

ESG Read more about AI-driven energy efficiency and our environmental footprint in our **ESG report**

Increasing connectivity while managing our network resilience and climate transition plan

Context and key developments

The global climate outlook continues to pose material risks to people, infrastructure and operations across our footprint. Ageing municipal water and energy systems, combined with more frequent droughts and floods, increasingly threaten site availability – raising operating costs and heightening business continuity risk, particularly in South Africa, Mozambique and parts of East Africa. Rising temperatures also shorten equipment lifecycles, disrupt maintenance schedules and amplify power instability, increasing reliance on backup generation.

At the same time, delivering on our purpose of connecting for a better future requires extending coverage into remote and underserved areas where grid power and renewable alternatives are often unavailable or unreliable. In these contexts, diesel-based power remains essential to enable inclusion, economic participation and access to digital and financial services.

Affected stakeholders

Principal risks and associated opportunities

3 6 7

Strategic pillars

S2 S6

Material matters

MM 1 MM 4

Our response

We proactively strengthen network resilience by anticipating and mitigating climate-related risks through energy diversification, resilient infrastructure investment and rapid disaster response, ensuring reliable connectivity for customers and communities even amid increasingly severe weather events.

Read more about our **scope 3 GHG emissions** on page 80

Read more about our **efforts** on page 79

ESG Read more about how we support communities through disaster relief in our **ESG report**

Key trade-off

Driving inclusion can weigh on short-term natural capital outcomes

While investing in resilient power, hardened sites and diversified energy sources protects service continuity, it increases upfront capital requirements and can slow rollout. Additionally, as we meet our rural connectivity ambitions, we may invest ahead of grid and renewable power sources. This places short-term reliance on diesel-based power generation, eroding natural capital and testing our net zero timeframes.

Growing fibre footprint through strategic partnerships

Context and key developments

Following four years of regulatory proceedings, the Maziv transaction was approved and implemented on 01 December 2025. Vodacom South Africa acquired a 30% interest in Maziv (the entity that houses Vumatel, DFA and other fibre assets) by injecting fibre assets valued at R4.9 billion and providing R7.9 billion in cash, funded via preference shares.

Maziv's footprint has passed 2.3 million homes. The capital injection positions the open-access fibre business to accelerate FTTH rollout into lower-income and historically underserved areas, assisting in bridging South Africa's digital divide. We have accounted for Maziv as an associate from 01 December 2025.

On 22 December 2025, the Competition Tribunal conditionally approved a merger in which Vumatel will acquire control of Herotel, an entity in which Vumatel currently holds a non-controlling stake of 49.96%. On 14 May 2026, ICASA approved the licence transfer application of Herotel to Maziv's subsidiary, Vumatel. As the transaction is now effective, the Group expects to pay at least R0.8 billion into Maziv, subject to a fair market value exercise and consistent with our 30% shareholding in Maziv. Strategically, the transaction reduces barriers to scaling fixed connectivity and strengthens our wholesale and retail fibre strategy.

Affected stakeholders

Principal risks and associated opportunities

5 9

Strategic pillars

S2 S6

Material matters

MM 1 MM 2 MM 3 MM 4

Our response

We pursued the Maziv transaction to accelerate fibre rollout in South Africa through shared infrastructure, lowering the cost to serve and helping expand affordable, high-quality connectivity into underserved and lower-income communities, thereby narrowing the digital divide.

Key trade-off

Sharing economics to unlock connectivity leadership

Fibre represents a significant growth opportunity for Vodacom. We decided to invest in an established fibre business to avoid diluting returns through infrastructure overbuilding in South Africa. While this approach preserves capital efficiency and accelerates market entry, it requires sharing infrastructure with other stakeholders and introduces dependency on partner execution.

Forces shaping our company context

In FY2026, the Group made significant strategic progress, including the announced acquisition of a controlling stake in Safaricom. The transaction is expected to complement Vision 2030.

Proposed acquisition of a controlling interest in Safaricom

Context and key developments

In December 2025, we announced an agreement to acquire an additional 20% stake in Safaricom, reinforcing our commitment to the high-growth East African markets of Kenya and Ethiopia. By combining Vodacom's existing growth engines and free cash flow generation potential with Safaricom, the Group is well positioned to accelerate growth and deliver attractive returns.

The transaction is currently subject to a conservatory order issued by the High Court of Kenya (constitutional division). On 18 May 2026, the Court extended the conservatory order until judgement on the matter. The matter is scheduled to be heard on 29 June 2026.

Affected stakeholders

Principal risks and associated opportunities

5 7 9

Strategic pillars

S2 S4 S6 S7

Material matters

MM 1 MM 3 MM 4

Our response

We believe that the transaction will strengthen our ability to scale digital and financial inclusion and deepen our impact across Africa, helping us to deliver on our purpose pillar – empowering people.

Key trade-off

The transaction will be financed with debt and is expected to increase Group leverage towards management's threshold of 1.5x net debt to EBITDA.