# Our material matters

Vodacom operates in a dynamic environment where market and sustainability factors impact our ability to create value and fulfil our purpose. Each year, we identify key issues affecting our business and stakeholders, enabling us to proactively respond to emerging risks and opportunities. Using a double materiality approach, we identify and prioritise matters based on the impact external factors have on our ability to create value (financial materiality) and the impact of our operations on society and the environment (impact materiality). The outcome of this process guides the content of our integrated and ESG reports.

## Our materiality determination process in FY2026:

- **Board analysis and deliberation** of principal risks and associated opportunities, and stakeholder engagement reports
- **Identifying and assessing** trends impacting our business context and external environment, while re-evaluating the relevance of prior year material matters
- **Compiling** a list of material matters with the potential to impact our ability to create sustainable value for stakeholders
- **Receiving feedback** from internal and external stakeholders through an online survey to evaluate the importance of each potential material matter
- **Interviewing** our senior management during the report preparation to ensure the reporting suite content covers the identified material matters
- **Reviewing and approving,** at an executive management level, the material matters included in our integrated report
- **Validation** by the ARCC of the material matters included in our integrated report

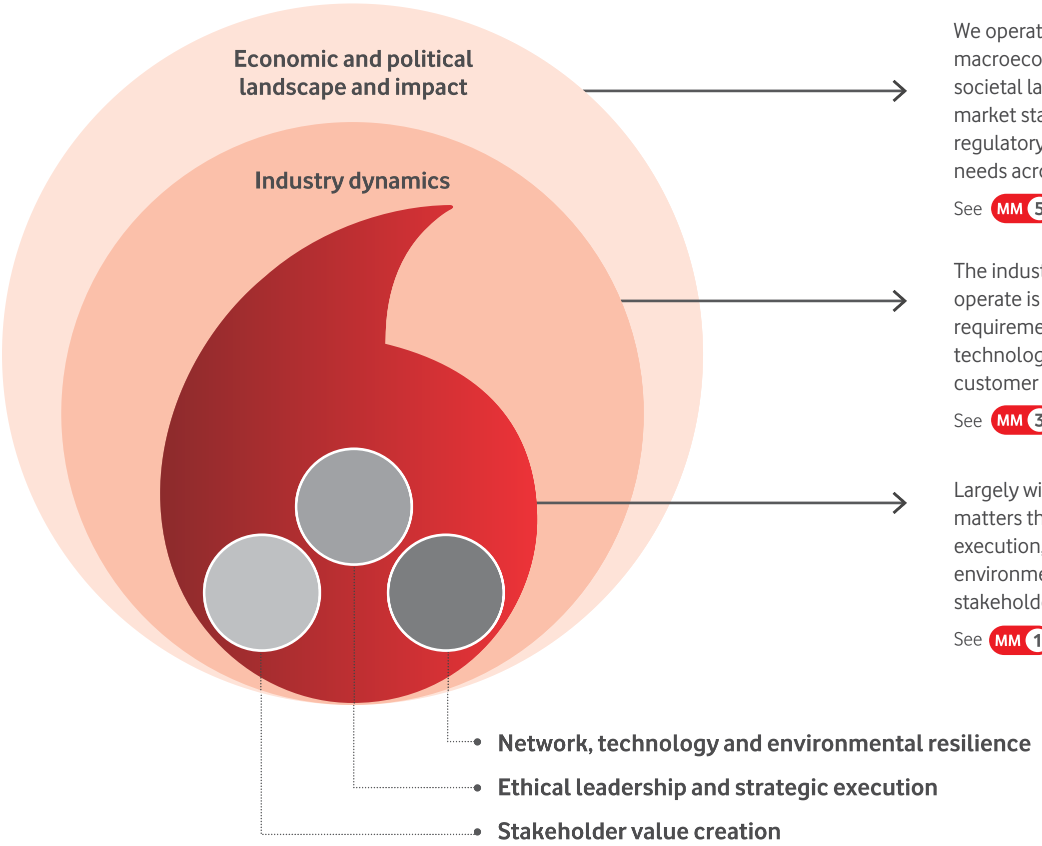
Read more about **who leads us** on page 16

Material matters evolve as our understanding of them deepens and as shifts in the operating environment, stakeholder needs, and risks and opportunities shape their relevance.

Our FY2026 materiality review process identified and ranked **five material matters**, streamlined from eight in FY2025. We have included explanations for the movements from last year for each material matter from page 7.

## Our material matters in context

Our material matters do not exist in isolation. The diagram below illustrates how we operate within interconnected layers, shaped by factors that are largely within Vodacom's control (represented by the speech mark) and those that are partially or largely out of our control, but which we intend to positively influence (the outer circles of the diagram). This holistic view reflects the complexities we navigate in creating value and guides how we prioritise and respond to each material matter outlined on the following pages.




We operate within a broader macroeconomic, geopolitical and societal landscape that influences market stability, the investment climate, regulatory frameworks and stakeholder needs across our pan-African footprint.

See MM 5

The industry context in which we operate is shaped by regulatory requirements, competitive pressures, technological disruption and shifting customer expectations.

See MM 3

Largely within our control are material matters that focus on leadership, strategy execution, and network, technology and environmental resilience, contributing to stakeholder value creation.

See MM 1 MM 2 MM 4

Across our reporting suite, we focus on addressing material matters and sub-matters, aligned to our double materiality approach. We have included icons to differentiate between material matters that we consider primarily financially material (F), impact material (I), or both.

## MM 1 Network, technology and environmental resilience

FY2025: MM4 and MM5

### Sub-matters

| | Sub-matter |
|---|---|
| F I | Network availability, quality, reliability and security |
| F I | Cyber security |
| F I | Infrastructure and utilities stability |
| F I | Future-ready networks and innovative technologies |
| F I | Energy use and climate impact management |
| I | Waste and biodiversity impact management |
| I | Responsible sourcing |

### Why this is important

Our ability to provide reliable, secure and innovative connectivity relies on the resilience of our networks, technology infrastructure and operating environment. This includes securing spectrum, maintaining network availability and quality, and protecting against evolving cyber security threats. We invest in future-ready networks and technologies through strategic partnerships that support our multi-product growth strategy.

External factors, such as the stability of energy, water, waste and road infrastructure, directly affect service continuity. We embed environmental responsibility into our operations by managing energy use, reducing waste and addressing climate and biodiversity impacts through energy-efficient solutions. Responsible sourcing further enhances our resilience while reducing our environmental footprint throughout the value chain and product lifecycle.

**Capitals impacted**

FC pg 46 IC pg 69
MC pg 53 NC pg 77
SRC pg 59

**Related strategic priorities**

S1 S2 S5

**Related risks and opportunities**

1 4 6 7 10

ESG Read more about environmental resilience in our **ESG report**

## MM 2 Ethical leadership and strategic execution

FY2025: MM3 and MM5

### Sub-matters

| | Sub-matter |
|---|---|
| F | Performance consistent with market expectations |
| F | Access to competitive funding and delivering favourable shareholder returns |
| F I | Sound corporate governance, transparency and industry advocacy |
| F I | Challenges scaling business while delivering hard currency returns |
| F I | Innovation through partnerships and collaboration |
| F I | Human rights |

### Why this is important

Creating sustainable value hinges on strong governance, a clear strategy and effective execution. We uphold sound governance principles, promote transparency and engage in industry advocacy to strengthen long-term resilience. Stakeholder trust is built on ethical leadership, supported by appropriate governance structures and a skilled, diverse Board. Our operations are underpinned by respect for human rights throughout the value chain.

We are dedicated to meeting our medium-term performance targets and driving sustainable growth. Our differentiated strategy enables us to scale operations, generate strong hard currency returns, secure competitive funding and deliver attractive shareholder returns. We align remuneration and incentives with strategic objectives and foster growth through innovation and strategic partnerships.

**Capitals impacted**

FC pg 46 IC pg 69
MC pg 53 NC pg 77
SRC pg 59 HC pg 81

**Related strategic priorities**

S1 S2 S3 S4 S5 S6 S7

**Related risks and opportunities**

2 3 4 5 8 9

Read more about **our governance** on page 11

ESG Read more about innovation through partnerships in our **ESG report**

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

## MM 3 Industry dynamics

FY2025: MM7 and MM8

### Sub-matters

- F I Regulatory compliance
- F Disruptive market dynamics
- F I Data privacy and security
- F I Customer experience and satisfaction
- F I Competitive product and service development

### Why this is important

We operate in complex regulatory environments that require strict compliance across diverse markets, each with unique challenges. Meeting evolving requirements for customer data, privacy and security necessitates ongoing investment. In this competitive landscape, delivering exceptional customer experiences through fair marketing practices and innovative products is essential.

Our position as a provider of choice depends on our ability to navigate market disruptions, including emerging competitors and disintermediation threats. By fostering sustained innovation, we position ourselves to manage risks and seize opportunities amid ongoing changes.

**Capitals impacted**

FC pg 46 IC pg 69
MC pg 53 HC pg 81
SRC pg 59

**Related strategic priorities**

S1 S2 S3 S4 S7

**Related risks and opportunities**

1 3 4 8 9

Read more about **hot topics and emerging risks** impacting our operating context on page 36

ESG Read more about protecting privacy and data in our **ESG report**

## MM 4 Stakeholder value creation

FY2025: MM1, MM5 and MM6

### Sub-matters

- F I Acquisition and retention of scarce and critical technical skills
- F I Employee health, safety and well-being
- F I Employee development and empowerment
- F I Diverse and inclusive workspace
- F I Digital inclusion, enterprise support and consumer education
- F I Product and service affordability
- F I Financial services accessibility and affordability

### Why this is important

We focus on attracting and retaining scarce and critical technical skills to build a future-ready organisation. Through development and empowerment initiatives, our employees live our purpose and embody the Spirit of Vodacom. We prioritise employee health, safety and well-being to enable them to perform at their best.

We foster a diverse and inclusive workspace that drives innovation and reflects our commitment to contributing to a digitally connected society. We further advance digital and financial inclusion by closing the digital divide and helping individual and enterprise consumers benefit from digitisation. Key to this is ensuring affordability and accessibility of products and services.

**Capitals impacted**

FC pg 46 IC pg 69
MC pg 53 HC pg 81
SRC pg 59

**Related strategic priorities**

S4 S5

**Related risks and opportunities**

5 8

Read more about **our stakeholders** on page 59

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

## MM 5 Economic and political landscape and impact

FY2025: MM2 and MM5

### Sub-matters

- F Macroeconomic uncertainty
- F Global unrest and regional conflicts
- F Resilience to global shocks
- I Community contribution and economic impact management
- F Supply chain reliability

### Why this is important

Our pan-African operations place us in diverse macroeconomic and political environments that shape market conditions and financial performance. Factors like election cycles, currency movements and high unemployment rates can create uncertainty, and our multi-country footprint increases our exposure to foreign exchange fluctuations. Evolving tax practices require us to navigate added complexity.

Global and regional geopolitical developments can introduce additional challenges and the risk of supply chain disruptions in our markets, reinforcing the importance of stakeholder engagement across our business. We strengthen our relationship with customers and local communities, forge partnerships that address societal needs, encourage investment and support open and constructive dialogue with governments and regulators.

**Capitals impacted**

FC pg 46 IC pg 69
MC pg 53 NC pg 77
SRC pg 59 HC pg 81

**Related strategic priorities**

S4 S7

**Related risks and opportunities**

2 6 7

Read more about **hot topics and emerging risks** impacting our operating context on page 36

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