Vodacom Mozambique

Environmental, Social and Governance Snapshot

For the year ended 31 March 2025

Further together

Our ESG framework and report contents

Vodacom is a leading and purpose-driven African connectivity, digital and fintech operator. Our mobile networks cover more than 574 million people[1]. The Group serves 211.3 million[1] customers across consumer and enterprise segments in Africa with 12.5 million in Mozambique.

Environmental, social and governance disclosures

This environmental, social and governance (ESG) snapshot provides an overview of our ESG approach and impact for a wide range of stakeholders.

Read more about our detailed **ESG approach and performance** in the Vodacom Group ESG report

Read more about our **strategy, context and capitals performanc**e in the Vodacom Group integrated report

Read more about our **governance principles and practices** in the Vodacom Group corporate governance report

Customers (million)

1	South Africa	46.0
2	Egypt	51.5
3	Tanzania	22.6
4	DRC	23.4
6	Lesotho	1.6
7	Kenya	48.2
8	Ethiopia	8.8

12.5 million
Customers in Mozambique

Our ESG framework

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

At Vodacom, ESG is not a distinct strategy or set of activities, but an integral part of the Group's purpose, business model and daily operations. Our purpose – which focuses on empowering people, protecting the planet and maintaining trust – serves as our ESG framework, directing how we embrace ESG-related opportunities and manage ESG risks. We set ESG goals linked to our purpose ambitions, demonstrating tangible value and building stakeholder trust.

Transparency and measurement

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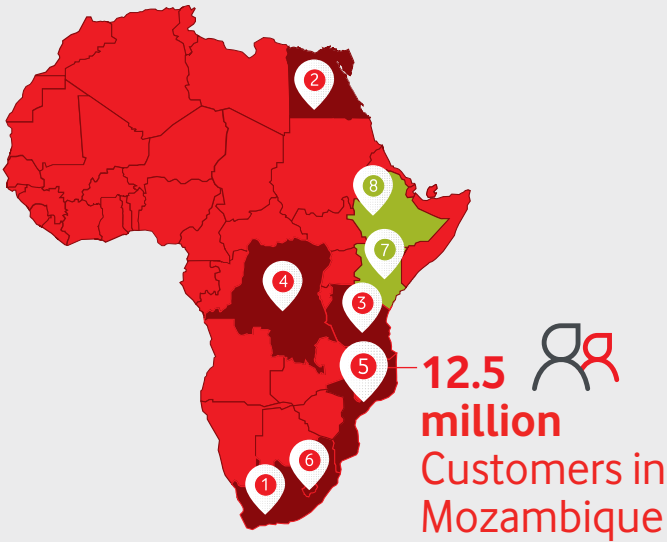
Empowering people
Protecting the planet

Connecting for a better future
We enable an inclusive, sustainable and trusted digital society where individuals and businesses can thrive

Maintaining trust

Our approach to ESG disclosures, governance, accountability and purpose interlock

FY2025 in review **2** Our approach to ESG **3** Leadership reflections on ESG **4** Committed to Mozambique **5**

Our impact and performance against our ESG framework and purpose

Empowering people

We aim to close the digital divide and help people benefit from digitalisation.

Closing the digital divide	7
Empowering our customers	10
Supporting communities	13

Protecting the planet

We want to help protect the planet and enable our customers to do the same.

Responding to climate change	16
Delivering net zero operations (scope 1 and 2 greenhouse gas (GHG) emissions)	17
Managing scope 3 GHG emissions	20
Driving circularity	21
Supporting biodiversity	22

Maintaining trust

We aim to maintain and enhance trust through responsible business practices.

Doing business ethically	24
Developing our employees	25
Protecting privacy and data	26
Protecting people	27
Promoting responsible and inclusive procurement	27

FY2025 in review

Empowering people

1 470
rural connectivity sites

2.6 million
ConnectU unique visitors

10 456
entrepreneurs trained by Orange Corners

146 401
devices sold through newly launched Pouko Pouko device financing scheme

575 577
Vodacom Foundation beneficiaries

3 795
Code Like a Girl trainees in total, of which 2 095 were trained in FY2025

64 376
Mum & Baby subscribers

261
employees and contractors undertook volunteering activities for 1 699 hours

Protecting the planet

After three cyclones between December 2024 and March 2025, we donated **35 tonnes** of basic goods to the National Disaster Institute and **MZN2.1 million** to Save the Children through Vodafone Foundation

Lithium batteries installed at **227** sites
FY2024: 237 sites

Nine new solar powered sites bringing total to **289**

Maintained ISO 50001
energy management certification

Achieved our goal to reuse, resell and send for recycling 100% of decommissioned network equipment by 2025

605MWh saved through energy efficiency initiatives
FY2024: 902MWh

245 000 cumulative households with MySol systems

127 Vodacom volunteers participated in World Clean-Up Day activities

Maintaining trust

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

Certified as Mozambique's **#1 Top Employer** by the Top Employer Institute for the second consecutive year

M-Pesa achieved the **ISO 27001** certification for data security

MZN514.0 million local supply chain finance issued in partnership with Absa and First National Bank

Strategic initiatives implemented to optimise processes, enhance security and significantly improve the customer experience

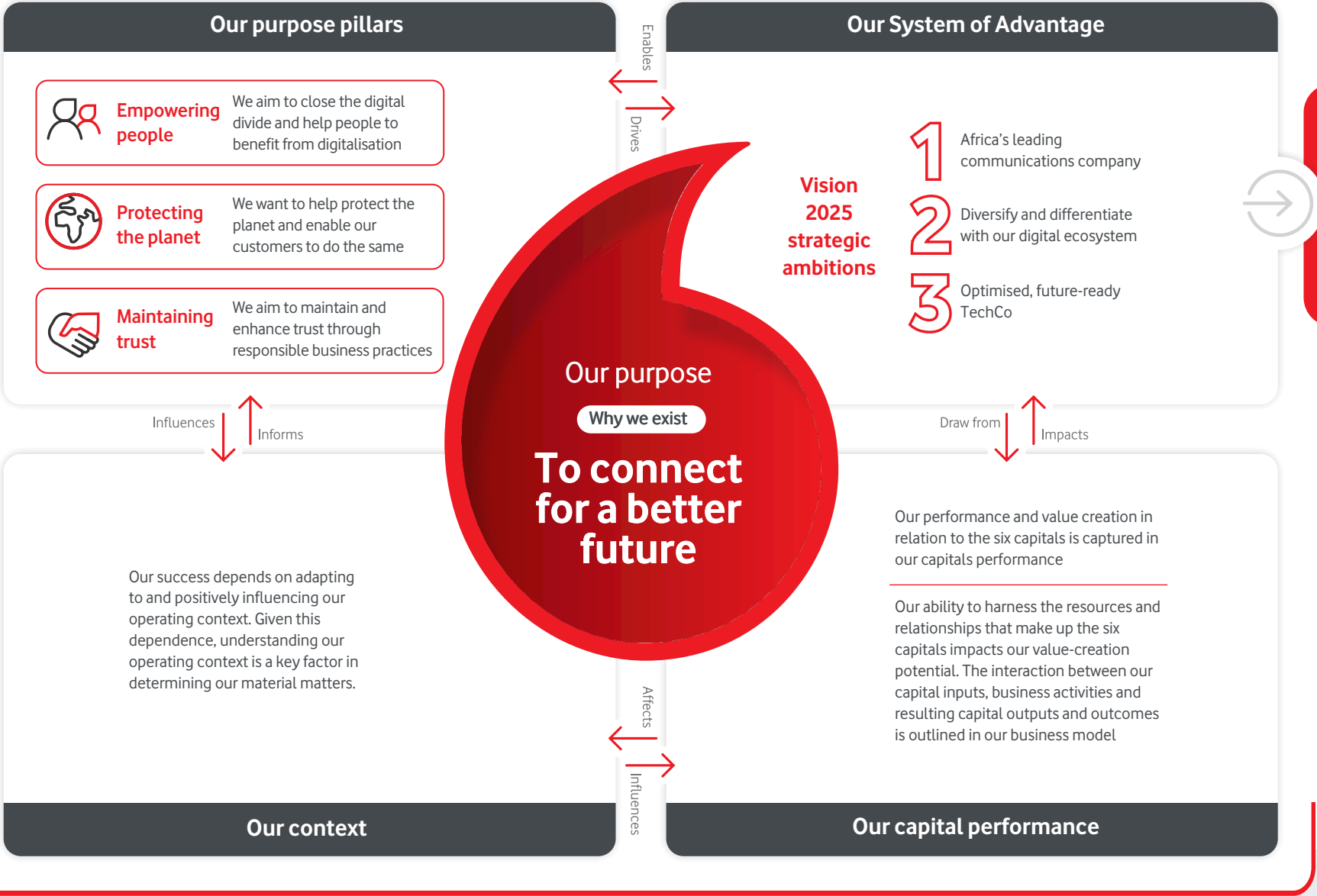Electromagnetic frequency compliance score **5** out of 5

Our approach to **ESG**

Our purpose – connecting for a better future – means using our products and services to enable individuals and enterprises to thrive. Our powerful, multi-product strategy – the system of advantage – enables us to deliver our targets across two purpose pillars.

By delivering against our purpose, we aim to produce profitable solutions to challenges faced by society and the planet, and to identify and avoid those that have negative impacts. We strive to minimise the negative environmental impacts arising from our operations and seek ways to support our customers in managing their environmental impacts.

Our Social Contract, guided by the principles of trust, fairness, and leadership, serves to activate and accelerate our purpose initiatives.

Operating responsibly is essential to long-term sustainability and cultivating trust with our stakeholders. This means acting honestly, with integrity and maintaining robust ethics, governance and risk management processes.

Our purpose pillars

Empowering people
We aim to close the digital divide and help people to benefit from digitalisation

Protecting the planet
We want to help protect the planet and enable our customers to do the same

Maintaining trust
We aim to maintain and enhance trust through responsible business practices

Our System of Advantage

Vision 2025 strategic ambitions

1 Africa's leading communications company

2 Diversify and differentiate with our digital ecosystem

3 Optimised, future-ready TechCo

Enables
Drives

Our purpose
Why we exist
To connect for a better future

Influences · Informs
Draw from · Impacts

Our success depends on adapting to and positively influencing our operating context. Given this dependence, understanding our operating context is a key factor in determining our material matters.

Our performance and value creation in relation to the six capitals is captured in our capitals performance

Our ability to harness the resources and relationships that make up the six capitals impacts our value-creation potential. The interaction between our capital inputs, business activities and resulting capital outputs and outcomes is outlined in our business model

Affects · Influences

Our context

Our capital performance

Our strategic ambitions

Governance oversight and responsible business practices

Sound governance and acting ethically, lawfully and with integrity form a critical part of sustainable value creation and our long-term success

ESG Read more about our detailed **ESG approach and performance** in the Vodacom Group ESG report

IR Read more about our **strategy, context and capitals performance** in the Vodacom Group integrated report

GOV Read more about our **governance principles and practices** in the Vodacom Group corporate governance report

A message from the **CEO**

Simon Karikari

"We will continue to invest in our people, customers, and partners to drive innovation and growth, and to build trust through simple, honest propositions and an unparalleled customer experience."

FY2025 was one of the most demanding years in our history – a true test of our resilience and resolve. We operate in a macroeconomic context marked by uncertainty. We faced political instability following the election period, and tackled the profound impacts of extreme weather events. Our strength, resilience and creativity became critical to serving our customers. In the face of all the adversity, we are proud to have remained steadfast in our commitment to Mozambique and to our purpose – reflected in our projects, partnerships and, most importantly, continued impact. We overcame many challenges while making meaningful progress toward the future we believe is possible.

Vodacom Mozambique understands how connectivity and technology can transform lives. This belief drove us to enhance digital and financial inclusion efforts throughout the year. Our Pouko Pouko device financing scheme is a prime example of how we bring our vision to life. In FY2025 we financed 146 401 smartphones, enabling affordability, access and inclusion at scale. We completed the rollout of our tier 3 data centre, an important step to enhance Mozambique's digital infrastructure and improve nationwide connectivity.

We believe financial inclusion goes beyond access; it involves deep usage of financial services. To encourage broader adoption, we removed all M-Pesa peer-to-peer transfer fees for the year, and expanded our agent and merchant network to increase accessibility in remote areas. We launched Mozambique's first 100% digital life insurance service with Sanlam Moçambique, allowing customers to obtain life insurance in under two minutes and receive claims within 48 hours. This solution provides Mozambican families with affordable financial security and peace of mind during emergencies.

Throughout the year, we worked tirelessly to reinforce our unwavering commitment to our customers, who are always at the heart of what we do. We listened, learned and adapted our offerings, services, and processes to ensure a faster, simpler and more satisfying experience at every touchpoint, maintaining our clients' trust.

Social impact is integral to our mission. The Vodacom Foundation serves as a cornerstone of our strategic approach and a dedicated platform to enhance our social investments and longstanding philanthropic initiatives. Through the Vodacom Foundation, we aim to extend our reach further by supporting vulnerable communities, promoting digital education, encouraging entrepreneurship, and helping Mozambicans during critical times. In FY2025, through the Faz Crescer initiative, we connected 115 new schools, bringing the total to 263 schools across the country. We equipped 100 schools with computer labs, benefiting over one million students and teachers. These figures are a source of pride, but beyond the statistics, they symbolise stories of access, opportunity and hope.

We proudly inaugurated the Guara Guara Secondary School in Sofala, rebuilt as part of our recovery efforts after cyclone Idai. With an investment of US$1.5 million, we renovated classrooms, built state-of-the-art chemistry, physics and biology laboratories, a cafeteria, a library and a multi-purpose sports field, among others. Every space is fully equipped with accessibility top of mind. The school is introducing distance learning, made possible through the new information and communications technology (ICT) room powered by the Faz Crescer initiative. Today, Guara Guara Secondary School is a safe and welcoming space for its 1 768 students – a reflection of our commitment to inclusive and forward-thinking education.

In times of crisis, we stood by Mozambicans. We supported emergency relief and continued our commitment to post-disaster recovery following three devastating cyclones in the year. We are cognisant of the increasing likelihood and intensity of extreme climate events and proactively implement measures to strengthen our preparedness and reinforce our business resilience. We continue to deepen our collaboration with public authorities to support early warning systems and contribute to a more coordinated and effective response. Our responsibility extends beyond readiness. At its core, doing our part means committing to reducing our environmental footprint and protecting the planet. This commitment is evident in our continued investment in energy efficiency, the adoption of renewable energy sources, and the integration of sustainable practices throughout our operations.

None of this would have been possible without the dedication and preparation of our team. Over the past year, we began transforming our workforce. Creating the future means investing in our people equipping our talent to meet the demands of an ever-evolving digital world and to lead with purpose. We invested in training, capacity-building, empowering our people and fostering a culture rooted in innovation, collaboration and positive impact.

We look ahead to 2025 with renewed hope and confidence. We remain anchored in our mission to build a more connected, inclusive and sustainable Mozambique. Guided by our purpose, we will continue to serve, innovate and lead with the people of Mozambique at the heart of everything we do – with gratitude and determination.
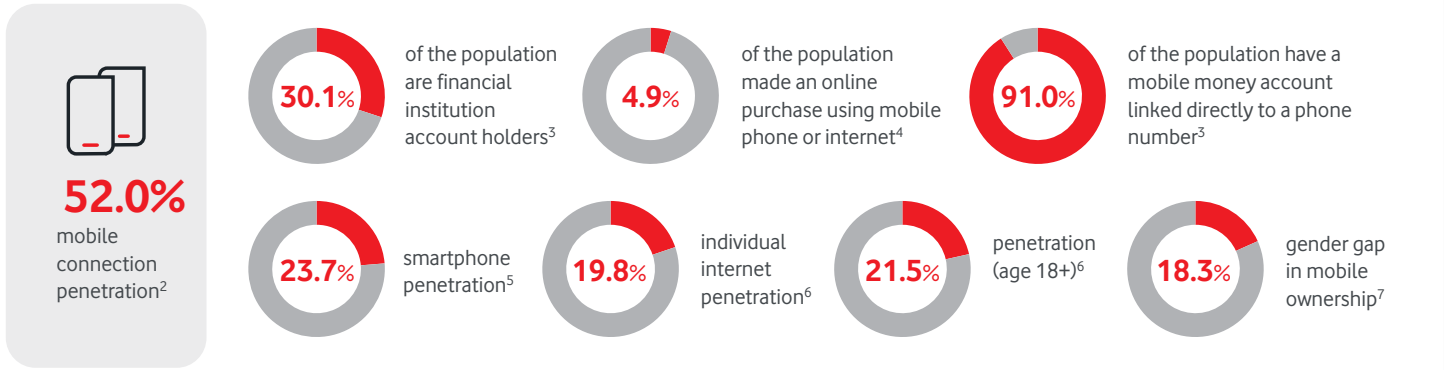
Committed to **Mozambique**

Vodacom Mozambique began operations in December 2003.

Our main objective was, and continues to be, to offer a high-quality, reliable mobile network. Today, we reach 12.5 million customers and employ over 1 260 people. Our goal is to support local growth and development through technological solutions.

We are committed to providing solutions that contribute to Mozambique's priority national development ambitions, including financial inclusion, rural communications, employment, education and health.

Population[1]
35.8 million | 2030 | 40.9 million

Nominal GDP per capita[1]
US$ 614 | 2030 | US$1 592

Mozambique's digital profile

52.0%
mobile connection penetration[2]

30.1% of the population are financial institution account holders[3]

4.9% of the population made an online purchase using mobile phone or internet[4]

91.0% of the population have a mobile money account linked directly to a phone number[3]

23.7% smartphone penetration[5]

19.8% individual internet penetration[6]

21.5% penetration (age 18+)[6]

18.3% gender gap in mobile ownership[7]

1. UN BMI.
2. GSMA, 2025.
3. Central Bank of Mozambique.
4. DataReportal, 2023.
5. GSMA Intelligence.
6. DataReportal, 2025.
7. GSMA, 2024.

Empowering people

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

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

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

Our focus areas at a glance

Contributing to the Sustainable Development Goals (SDGs)

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

🌐 Read more about our contribution to the SDGs

1 Closing the digital divide

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

2 442
4G sites

3.0 million
active female customers

5.2 million smartphones on our network

2 Empowering our customers

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

6.0 million financial inclusion customers

66 000
M-pesa Xitique users

1.9 million
Airtime Advance customers

3 Supporting communities

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

Launch of the Vodacom Mozambique Foundation

20
Instant Network Schools (INS) centres and
91 815
pupil beneficiaries

335 082
students and teachers impacted through Faz Crescer computer labs

Key developments
- Post-election protests in Mozambique caused widespread economic disruptions, operational shutdowns, damage to critical infrastructure, and heightened political uncertainty, exacerbating existing economic challenges

Looking ahead
- We are advancing network modernisation to enhance coverage and capacity, while scaling our digital infrastructure and accelerating financial services delivery
- New INS centres have been confirmed
- Increasing our digital infrastructure with the Matola tier-3 data centre

1 Closing the digital divide

Mobile connectivity is a key driver of transformation and socioeconomic growth in Africa, creating jobs within the mobile industry and across other sectors.

However, despite growing demand, a significant usage gap persists due to network coverage, device affordability and digital skills gaps. Investment in the sector is crucial to reduce Africa's digital divide. We connect people, enterprises and communities, creating digital societies by continuously developing our fixed and mobile network, relevant platforms and services, and supporting innovative, impactful projects and programmes.

We achieve this through

1.1 Pursuing ubiquitous coverage

1.2 Increasing smartphone ownership

1.3 Addressing digital gaps

1.1 Pursuing ubiquitous coverage

In Africa, 57% of urban dwellers used the internet in 2024, compared to 23% in rural areas – significantly below global averages[1].Expanding rural networks can often be more challenging and offer a lower return on investment due to lower population densities. New approaches, partnerships, targeted investment and a blend of technologies will help us overcome some of these barriers and deliver universal coverage.

The Mozambican government's **Internet for All project** targets full internet coverage across the country by 2030. The project, budgeted at US$1.7 billion, seeks to create an inclusive digital economy, ensuring equal access for all Mozambicans.

The **VaMoz Digital project**, supported by the European Union, International Telecommunication Union and the Italian Cooperation Agency, aims to support this goal by promoting innovative, environmentally friendly solutions and involving the private sector. The project focuses on developing human capital in ICT, legal reforms, and new negotiation models to enhance rural internet coverage. We made significant progress in expanding and upgrading our network infrastructure, delivering fast, reliable and secure connectivity.

As part of our commitment to accelerating digital transformation in Mozambique, we invested USD25 million in a tier 3-certified data centre in Matola. This facility ensures 99% uptime, providing businesses, financial institutions, and cloud providers with a secure, high-performance environment to store and process critical data. As a carrier-neutral hub, enterprises can choose their internet service providers, fostering a more competitive digital ecosystem. Built with energy efficiency in mind, the facility is designed to operate at a power usage effectiveness of 1.5, significantly reducing energy consumption compared to the national average of 1.8 to 1.9. With scalability to accommodate future demand, this investment strengthens Mozambique's digital infrastructure, fosters innovation, and supports long-term economic resilience.

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

1. ITU, 2024. Measuring digital development: Facts and Figures 2024.

Network penetration

2G 79%

3G 76.0%

4G 87.0%

We have **17** **5G** and plan to extend them more widely in the coming years

We have **1 470** rural sites.

The Mega Campaign Estamos on is a marketing campaign aimed at repositioning Vodacom as the operator of choice for all Mozambicans, and regaining customer hearts and minds.

Watch more on Mega Campaign Estamos

1.2 Increasing smartphone ownership

Affordability remains a stumbling block to internet access and use in Africa, even though most people without mobile internet live in areas covered by broadband. Sub-Saharan Africa continues to have the largest coverage usage gaps[1]. To bridge this gap, we offer affordable entry-level smartphones and considered financial solutions, making device ownership more accessible and fostering greater digital inclusion.

MZN292 million
in subsidies extended for low-cost devices

Closing the digital divide with Pouko Pouko

Case study

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

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

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

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

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

Provided smartphones to
150 000 people

146 401
devices sold

40% of customers engage with lending services

39% use insurance products

50% of savings account holders are women

Falta POUKO POUKO para teres um Samsung A05
Digita *230#

Falta POUKO POUKO para teres um Samsung A05
Assiste os teus vídeos à vontade em alta resolução, desfruta dos teus jogos favoritos e tira as melhores selfies.
Para teres este Smartphone só tens de dar uma entrada de apenas 1,499 MT.

Apenas
25 MT/dia
1,499 MT de entrada

- Dois cartões
- Ecrã 6.7"
- Câmara 50MP | 8MP Selfie
- 64GB Memória Interna

1.3 Addressing digital gaps

Access to mobile connectivity is persistently unequal. Women, people with disabilities and those within low-income, rural and underserved communities are less likely to own mobile phones and access financial and other services. Adults in rural areas of low and middle-income countries are 28% less likely to use mobile internet compared to those in urban areas[1].

Reducing the cost of data

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

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

Just4You usage
32%

Providing free access to online platforms

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

ConnectU provides access to free essential services and resources.

2.6 million
unique visitors used the service monthly.

We continued to partner with the United Nations Children's Fund (UNICEF) to offer subscribers zero-rated access to youth-focused educational and advice sites, including **Boa Internet**, which provides youth-focused emergency, life-saving and general health and citizenship information. In FY2025 Boa Internet had 20 634 visitors and 74 200 page views).

Case study

Empowering citizens through public 5G access

We have invested over 25 million meticals to provide **free 5G Wi-Fi** in public places in Maputo in collaboration with the National Institute of Communications of Mozambique and the Universal Access Service Fund. This initiative aims to empower citizens by enhancing digital opportunities for education, business, and community engagement. High-speed internet is available at locations including Maputo Airport, Zona Verde Secondary School, Tunduro Garden, Ronil Store, Fish Market, Youth Square (Magoanine) and Shoeshine Square. Users can connect to the internet via the fast 5G network in two one-hour sessions per day. This project aims to reduce the digital divide and empower individuals, marking a significant step towards digital inclusion in Mozambique.

We partner with **SMS Biz**, UNICEF's longstanding SMS information sharing and engagement platform for youth, to offer the platform as a free service.

SMS Biz has
896 128 subscribers
FY2024: 835 863

**40%** are female | **7%** are aged 15 to 19 | **36%** are aged 20 to 24

Bringing digital to and empowering more women

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

Through strategic partnerships, we are expanding access to financial services for women by equipping "Mamanas" in key markets, with mini merchant services and launching device financing initiatives that support digital and financial inclusion for women-led businesses.

31 women trained

Code Like a Girl introduces underprivileged girls in Mozambique to coding basics and career paths related to current and future skills gaps. In FY2025 five university scholarships were awarded to Code Like a Girl alumni. One Code like a Girl alumnus joined the leadership team of MozDevz, our partner implementing Code Like a Girl in Faz Crescer schools.

Girls trained FY2025:	Total since launch:
2 095	**3 795**
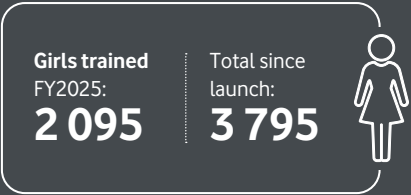
The **Shine programme** provided 31 Code Like a Girl participants with a digital platform for online courses featuring self-development and community leadership content. The alumni participated in a five-month community leadership programme in partnership with **Girl Move**. This programme, now in its third year, impacted 23 457 girls through a network of "sisterhood circles", and has received a United Nations Educational, Scientific and Cultural Organization award for its unique methodology.

Mum & Baby is a mobile health service that provides access to quality information on health and antenatal care, through which we aim to close the information gap to improve infant and mother health and reduce mortality.

The service has
64 376 subscribers
FY2024: 65 570

The Mum & Baby programme is being revamped, with plans to increase communications to promote new subscriptions.

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

2 Empowering our customers

Access to financial services, digital tools and efficient systems remains a critical challenge for many individuals, businesses and governments, particularly in underserved regions. These gaps hinder economic participation, SME growth and organisational efficiency — limiting societies' progress[1]. Recognising this, we deliver innovative digital solutions and provide connectivity and platforms to drive impact at scale. Through proactive partnerships and a commitment to overcoming barriers, we empower our customers to thrive in an increasingly connected and digitised world.

We achieve this through

2.1 Delivering platforms for financial inclusion

2.2 Supporting SMEs to thrive in a digital world

1. World Bank, 2023. Highlighting how financial inclusion reduces poverty and inequality while enabling economic growth.

2.1 Delivering platforms for financial inclusion

Mobile money is a key driver of financial inclusion, transforming access into essential financial services for millions in underserved regions[2]. Africa accounts for 49% (856 million) of the 1.75 billion registered global mobile money accounts, and processed US$919 billion worth of transactions in 2023[3]. Despite this progress, challenges remain. Without the ability to transfer money, people struggle to save, access loans, start a business, pay their bills or receive payment. We work with various licensed banking and financial services providers to enable people in remote areas to access payments, loans and savings on their mobile devices.

In FY2025, the Bank of Mozambique reported that new technologies and modernisation have led to nearly 100% financial inclusion in the country. The adoption of digital financial services has significantly increased access to banking, especially in rural areas. This progress is attributed to the expansion of mobile banking and electronic payment systems, which have made financial services more accessible to the population.

M-Pesa continues to expand access to formal financial services through innovative, customer-centric solutions. We introduced a range of products to enhance accessibility, affordability, and financial literacy — empowering individuals and businesses with tools for savings, lending and secure transactions. To support this, we enhanced the super-app with new mini-apps, such as Bazara, flight booking and government payments, ensuring parity with unstructured supplementary service data. We also expanded our physical footprint with an M-Pesa store in Avenida Eduardo Mondlane, and rewarded customer loyalty through free transfers and cashback campaigns. We partnered with GIZ to strengthen field team capabilities and reshape access to financial services in Mozambique, supporting smallholder farmers and rural SMEs through innovation, financial education and a sustainable ecosystem approach.

Below is our suite of products and services that add value to our customers' daily lives.

- Deposit and withdrawal
- Transfer
- Payment
- Bill payment
- Airtime Advance
- Interoperability
- Cross-border payments
- Savings
- Insurance
- Lending
- Super-app

2. OECD, 2023. Financing SMEs for sustainability.
3. GSMA, 2024. The State of the Industry Report on Mobile Money 2024.

2.1 Delivering platforms for financial inclusion continued

M-Pesa payment solutions

- Paga Fácil is an M-Pesa service that allows merchants to collect amounts from sales to customers with M-Pesa accounts
- Bazza Bazza, which we launched in December 2024, is a value-added service encouraging the use of Paga Fácil by allowing merchants to sell bundles to customers and earn commissions
- In FY2025, we launched Mini Paga Fácil to support informal merchants, who make up over 80% of the population and contribute around 40% to the gross domestic product

67 000
merchants onboarded to Mini Paga Fácil

47 000
merchants currently active on Mini Paga Fácil

In February 2025, Vodacom M-Pesa and the National Association of Municipalities of Mozambique signed a memorandum of understanding to enable the future **digitalisation of municipal payments**. Once implemented, this initiative will allow citizens to pay local taxes, water and sanitation bills and licensing fees via M-Pesa, eliminating the need for in-person transactions. The partnership aims to enhance financial inclusion, improve municipal revenue collection efficiency and promote greater transparency in public management. Vodacom and National Association of Municipalities of Mozambique have committed to expanding adoption across multiple municipalities to drive digital transformation at the local government level.

M-Pesa savings solutions

Xitique is an individual saving solution. We launched a Xitique promotion in FY2025, waiving the contribution fee to encourage financial discipline and savings. This initiative led to a 30% increase in the number of customers saving and the total amount saved, fostering a stronger savings culture and enhancing financial resilience within our communities.

M-Pesa insurance solutions

We offer an affordable **funeral insurance** plan (the country's first digital microinsurance product) in partnership with Sanlam Vida Moçambique. Funeral insurance provides financial support during difficult times, affording customers dignity and peace of mind. With a monthly contribution starting at 7.35MT, customers can receive benefits of up to 14 000MT, depending on the chosen cover.

Over 18 000
funeral policies sold

We provide a **motor insurance mini-app** in partnership with Hollard that allows customers to insure their vehicles without needing to visit a physical branch. Flexible payment options assist with accessibility, and features such as bilingual settings and the ability to download insurance certificates enhance the user experience and reinforce M-Pesa's position as a leader in innovative solutions.

M-Pesa lending solutions

We enhanced Txuna M-Pesa to allow customers to customise their repayment plans, promoting responsible borrowing.

MZN150 million
recovered by allowing customers to pay 10% of outstanding Txuna debt per deposit

2.1 Delivering platforms for financial inclusion continued

Case study

Advancing financial inclusion through collaboration and innovation

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

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

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

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

2.2 Supporting SMEs to thrive in a digital world

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

Digital enablement through connectivity

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

Digital commerce ecosystem

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

PG

Digital skills and business growth platforms

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

Orange Corners Mozambique is an initiative of the Kingdom of the Netherlands that provides young entrepreneurs with training, networks and facilities to grow innovative businesses.

83%
of enterprises active a year later

38%
of entrepreneurs create new jobs

10 456
entrepreneurs trained through the incubation

126%
of the entrepreneurs reported income growth

3 Supporting communities

We aim to positively impact communities in the areas in which we operate, focusing on youth, the underserved, and marginalised people.

We leverage the transformative power of connectivity to expand access to high-quality education, support jobseekers to enter the future-focused world of work, and assist people with disabilities or experiencing abuse.

The Vodacom Mozambique Foundation was launched during Africa Month on 22 May 2024. The event featured a round table and networking session with representatives from UNICEF, the private sector, local foundations, and a school director who benefited from Vodacom's interventions. Discussions focused on corporate social investment and its role in sustainable development, with an exhibition showcasing Vodacom's work.

Watch more on the launch

Purpose →	Connecting people to grow the country
Mission →	Promoting digital and financial inclusion, leveraging connectivity, technology and innovation for Mozambique's communities
Commitment →	Sustainable development, building an inclusive digital society, empowering individuals and protecting the environment

Christmas Solidarity is a cherished tradition at Vodacom, showcasing our dedication to supporting communities, children and families in need. We cultivate solidarity and compassion, especially during challenging times, believing that together we can improve Mozambique and bring happiness to its people.

Watch more on Christmas Solidarity

3.1 Enabling education

Nearly nine in 10 children in sub-Saharan Africa cannot read and understand a simple text by age 10[1]. Over 230 million jobs will require digital skills in Africa by 2030, meaning many African children will likely be excluded from these opportunities.[2]

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

1. The World Bank, 2022.
2. World Economic Forum, 2020.

Physical infrastructure

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

Instant Network Schools (INS) provides young refugees, host communities and their teachers access to digital learning content and the internet, improving the quality of education in these marginalised communities

PG Read more about INS on page 14

Faz Crescer and our school connectivity programmes provide connectivity, ICT equipment and infrastructure to schools.

34 013
learners and teachers connected

75%
of these schools are in rural areas

263
schools have been connected with free internet

11 Faz Crescer and INS schools
affected by cyclones and vandalism are being assessed for rehabilitation support

Computer labs were constructed in 14 schools, bringing the total to
100

As part of our partnership with Machel Fidus, Vodacom supported ongoing online training in Faz Crescer schools to equip students with essential digital skills, focusing on programming. The training covered a range of topics, including a dedicated cyber security lesson to ensure students' safety while using the internet

Classroom-based learning

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

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

PG Read more about Code Like a Girl on page 9

On the Day of the African Child on 17 June 2024 we had the honour of receiving the students of the Maria Ana Mogas Community School. This special visit allowed us to show how Vodacom operates, with the children exploring our facilities in the Headquarters Building, Ronil Store and Matola Call Centre

Integrated digital skills hub

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

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

3.1 Enabling education continued

Case study

Collaborating for safer classrooms

Since 2013, INS has transformed refugee classrooms in Mozambique, addressing the challenge of underresourced learning environments. Developed by Vodafone Foundation and United Nations High Commissioner for Refugees, INS provides a holistic digital education solution, equipping classrooms with internet connectivity, multimedia tools, localised digital content, and ongoing teacher training to enhance learning for refugees and host communities. All content and websites are regularly monitored to block any suspicious or unapproved content. Additionally, all trainers and students must complete a mandatory cybersecurity course before using the devices.

To enhance GBV prevention and response in the education sector, United Nations High Commissioner for Refugees partnered with ARM on the Safe from the Start project. The INS classroom at Maratane Secondary School played a key role, hosting training for support groups (including teachers, the headmaster and 30 students).

On African Youth Day, INS Maratane collaborated with the Association of Refugees in Mozambique to host speakers, including refugees and host community youth, to discuss employment, GBV prevention and youth participation in socioeconomic development. In Nampula, awareness sessions covered GBV, early pregnancy and marriage, personal hygiene and entrepreneurship.

INS centres
20

Pupil beneficiaries
91 815

Teacher beneficiaries
1 765

We trained additional local volunteers as we expect
six
new schools to be deployed soon

Supporting jobseekers and empowering youth

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

Vodacom signed memoranda of understanding with the MozYouth Foundation and AIESEC to support the development of young talent. These partnerships will offer young Mozambicans opportunities for internships, training, skills development, and professional growth.

Protecting
the planet

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

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

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

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

FY2025 in review

Our approach to ESG

Leadership reflections on ESG

Committed to Mozambique

Empowering people
Protecting the planet
Maintaining trust

Contributing to the SDGs

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

Read more about our contribution to the SDGs

Our focus areas at a glance

1 Responding to climate change	2 Delivering net zero	3 Managing scope 3 GHG emissions	4 Driving circularity	5 Supporting biodiversity
We are committed to a low-carbon future through reducing our GHG emissions and advocating for climate action.	We are implementing energy efficiency measures and technologies to reduce GHG emissions.	We reduce our value chain GHG emissions by engaging with our suppliers and customers.	We adopt a circular approach to resource consumption and guide customers to make more sustainable choices.	We aim to understand and mitigate our biodiversity impacts while deploying technologies to protect nature.
After three cyclones between December 2024 and March 2025, we donated **MZN2.1 million** to Save the Children through the Vodafone Foundation	Invested **MZN672 466** in energy efficiency projects, resulting in **605MWh** of energy saved	Enabled the avoidance of **51 658.0tCO$_2$e** GHG emissions	**54.3 tonnes** of network equipment sent for recycling	Collaborated with the local community, the USA Forest Service and the Sathuma Association to plant approximately **2 300** mangrove trees

Key developments

Mozambique's Ministry of Mineral Resources and Energy launched its Just Energy Transition Strategy in March 2024, marking a major step in the country's energy transformation by prioritising renewables, green industry, clean transport and universal energy access

Lowlights

- Following the sale of ENGIE, engagement in our solar home system partnership has been disrupted, affecting project momentum
- Progress on our electric vehicle project is delayed as we navigate challenges related to local charging infrastructure, market adoption, and budget considerations
- Severe weather events, including the Chido, Dikeledi and Jude cyclones, significantly impacted communities, infrastructure and operations

Looking ahead

Vodacom's Tier 3 data centre is poised to set a new benchmark for energy efficiency in Mozambique by maintaining a power usage effectiveness of 1.5 – well below the national average of 1.8 to 1.9. This demonstrates a forward-looking commitment to sustainable digital infrastructure as the facility scales beyond 500 racks to meet growing demand

1 Responding to climate change

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

At the core of our climate action, we:

Embed climate change into our governance process

Build climate resilience by understanding the actual and potential impacts of climate-related risks and opportunities on our business strategy, including modelling their financial implications

Leverage the Group's enterprise-wide risk management framework, which includes identifying, assessing and responding to climate-related risks

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Disruptive weather events

Case study

Between December 2024 and March 2025, Mozambique was hit by three cyclones (Chido, Dikeledi and Jude) with sustained winds of 180km per hour and heavy rains. The cyclones affected over 687 000 people, resulting in120 deaths, destroying 118 000 houses and disrupting 250 schools.

Vodacom Mozambique experienced power outages and network disruptions with total damages amounting to MZN131.2 million.Vodacom Mozambique focused on restoring the network, providing communities with supplies and financial aid and assisting colleagues and customers in affected areas. We supported affected customers by offering daily free minutes, SMS and data. Vodacom Mozambique also waived fees for the first M-Pesa withdrawal per day.

We assisted communities and first responders by donating 35 tonnes of basic goods to the National Institute of Disaster Management, the government institution responsible for coordinating disaster relief, waiving fees on M-Pesa transfers to Save the Children beneficiaries and donating MZN2.1 million to Save the Children through the Vodafone Foundation.

Earth Day celebrations

Case study

We celebrated Earth Day, reinforcing our commitment to environmental sustainability. Activities included tree and vegetable planting to promote green spaces and sustainable agriculture, beach clean-ups to reduce plastic pollution and protect marine ecosystems, and erosion containment efforts focused on strengthening barriers and raising awareness on erosion prevention. Volunteers visited the Glass House in Macaneta, Maputo, to explore sustainable living practices.

52 volunteers participated in these initiatives nationwide

2 Delivering net zero operations (scope 1 and 2 GHG emissions)

The ICT sector is responsible for an estimated 1.5% to 4% of global GHG emissions[1]. This is roughly equivalent to the footprints of the commercial aviation or maritime transport sectors. Unless the industry transitions to renewable energy sources, emissions will continue to rise as data traffic volumes increase due to higher internet and AI use.

We achieve this through

2.1 Energy efficiency

2.2 On-site renewables

2.3 Renewable electricity purchasing

2.4 Alternative fuels

2.5 Electric vehicle fleet

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

Powering our network requires around 91.1GWh of energy per year, sourced from electricity and diesel. Converting our energy to renewable sources is not straightforward, due to the highly distributed nature of our infrastructure, which comprises more than 2 500 sites.

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

## Scope 1 and 2 GHG emissions overview

We calculate our GHG emissions using the GHG Protocol Corporate Accounting and Reporting Standard.

In FY2025, our total scope 1 and 2 GHG market-based emissions decreased by

25% to

10 391.9tCO$_2$e

FY2024: 13 859.5tCO$_2$e

We achieved our goal of matching 100% of grid electricity purchased with electricity from renewable sources which has reduced our scope 2 market-based emissions to zero. This was accomplished through an investment in renewable energy purchases and the installation of renewable energy systems on our premises.

Scope 1 and 2 market-based GHG emissions (tCO$_2$e)

FY2025	10 391.9
FY2024	13 859.5
FY2023	14 176.4
FY2022	14 732.8
FY2021	16 747.2
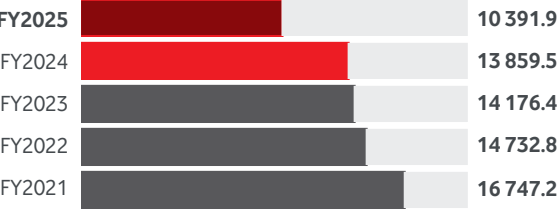
We installed lithium batteries at 227 sites (FY2024: 237). We face significant budget challenges due to vandalism targeting lithium batteries and generators. Mitigation measures include fencing sites, enhancing security, reinforcing generators and using materials with lower commercial value to deter theft.

We enhanced the efficiency of 134 off-grid sites by increasing rectifier and generator capacity while expanding battery storage. Previously, lithium batteries were deployed but not fully optimised for performance. To improve energy efficiency, we implemented 76 lithium battery optimisations, charging, and micromanagement refuelling initiatives across off-grid and applicable sites, reducing reliance on diesel generators.

With a power usage effectiveness of 1.5, our new Tier 3-certified data centre in Matola is setting a benchmark for energy-efficient digital infrastructure in Mozambique, reducing power consumption while supporting digital growth.
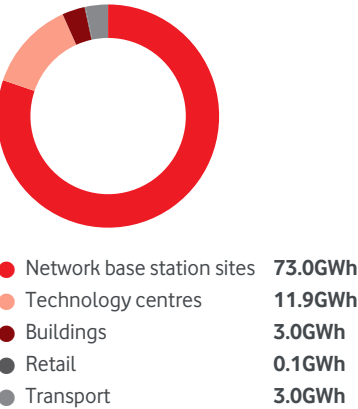
2.1 Energy efficiency

Our energy consumption is split between our base station network **80.2%,** technology centres **13.1%**, office and warehouse buildings **3.3%**, retail stores **0.1%** and transport **3.3%** where we primarily focus our energy efficiency activities.

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

FY2025 energy consumption by use

● Network base station sites	**73.0GWh**
● Technology centres	**11.9GWh**
● Buildings	**3.0GWh**
● Retail	**0.1GWh**
● Transport	**3.0GWh**

Reducing network consumption

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

We invested **MZN672 466**

in energy efficiency projects, resulting in **605MWh** of energy saved.

We successfully renewed our ISO 50001 certification, confirming compliance with energy management system requirements and reaffirming our commitment to energy efficiency and sustainable resource management across operations. The audit raised no non-conformances, with only minor observations noted.

We are transitioning off-grid sites from battery and generator power to the national grid to reduce diesel consumption. Of the 21 targeted sites, 13 have been connected to the grid. As part of this process, we assess whether generators remain necessary or if they can be reallocated, reducing the need for new purchases. This approach optimises capital expenditure while lowering operational costs associated with grid electricity.

We are conducting a proof-of-concept to activate radio energy saving features for 3G technology, with plans for continuous implementation. This initiative aims to enhance energy efficiency and optimise network performance.

Managing building and technology centre consumption

Following the successful completion of cold aisle containment project in two main data centres in FY2024, phase 2's cold containment rollout continues in the remaining data centre rooms. This initiative is expected to enhance energy efficiency, leading to an estimated reduction or avoidance of 2 861kWh of electricity consumption and 0.2tCO_2e GHG emissions per month.

We implemented a redundant power line at the Matola data centre, enabling manual switch-over during main power outages. This improvement enhances reliability and reduces dependency on diesel generators, which reduced 16 248 litres of diesel consumption and 4tCO_2e GHG emissions since implementation.

A proof-of-concept was launched to install motion sensor lighting in data centre rooms, which are unoccupied 90% of the time. This initiative is expected to enhance energy efficiency, reducing electricity consumption by an estimated 583kWh.

We are upgrading our data centre energy and environmental monitoring platform to improve accuracy and efficiency by reducing human error and effort. This upgrade enables automatic power usage effectiveness calculations and real-time monitoring of power consumption across data centre infrastructure.

End-of-life and inefficient air conditioning units were replaced with high-efficiency systems at three mobile telecommunication exchange and mobile switching centre sites. This upgrade is expected to enhance energy efficiency and reduce electricity consumption by an estimated 8 716kWh and save 739 tCO_2e in GHG emissions per month.

2.2 On-site renewables

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

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

56% of our total energy consumption is from renewable sources, including solar energy generated, matched with purchased RECs.

We seek to replace diesel generators with renewable energy sources. On-site solar can be suitable, but may present challenges due to its space requirements, site accessibility, theft, vandalism, maintenance and other Vodacom Mozambique specific challenges. To reduce diesel dependency, we are advancing a solar deployment pilot project, targeting solar sites. We added nine solar sites in FY2025 (FY2024: 106), bringing the total to 289. Building on the success of a proof-of-concept for macro solar sites, these systems were implemented at five locations, supporting sustainable energy use and reducing reliance on diesel-powered generators.

Last-mile off-grid photovoltaic pilot

We launched a proof-of-concept initiative to deploy a photovoltaic system at a last-mile off-grid macro base station site, which was previously powered by a diesel generator and battery hybrid system. The site now operates primarily on solar power, eliminating the need for a diesel generator while maintaining approximately 100% availability and reliability without an alternative power source.

This initiative has reduced an estimated
750 litres
of diesel consumption and 2tCO_2e emissions per month

Backbone off-grid photovoltaic deployment

We are deploying photovoltaic systems at five off-grid backbone macro base stations to reduce diesel consumption and enhance power redundancy, improving site availability. One of these sites is on a remote tourist island with limited generator refuelling.

This initiative is expected to reduce or avoid
1 875 litres
of diesel consumption and 5tCO_2e emissions per month

2.3 Renewable electricity purchasing

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

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

2.4 Alternative fuels

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

Increased diesel consumption increases our scope 1 GHG emissions and impedes our pace of decarbonisation.

In FY2025, we consumed

3.5 million litres
of diesel

FY2024: 3.2 million litres

mainly in stationary generators at our offgrid sites, or sites with unreliable grid-supplied electricity.

This is 8% more than the prior year largely due to deteriorating grid conditions and improved reporting quality.

2.5 Electric vehicle fleet

We plan to introduce electric vehicles; however, progress on the project is impacted by the limited availability of charging infrastructure, highlighting the need for dedicated charging stations. Challenges include early market development, limited maintenance support and budget considerations, as electric vehicles requires significant investment. In spite of this, we continue to navigate these challenges as we strive to transition to an electric vehicle fleet.

3 Managing scope 3 GHG emissions

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

Reliable and standardised data from across our value chain is essential to reducing scope 3 emissions.

Our **scope 3 reporting** is aligned with the GHG protocol. We are committed to improving our data quality and estimation approach to reflect portfolio changes and the latest developments in industry standards and emission factors.
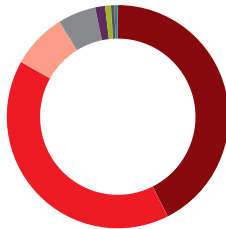
45 887tCO$_2$e
in scope 3 GHG emissions

FY2024: 44 073tCO$_2$e

91% of these emissions were from purchased goods and services, capital goods, and fuel and energy-related activities

We achieve this through enabling customers to reduce their GHG emissions

FY2025 scope 3 GHG emissions by category (tCO$_2$e)

Category	Value
Purchased goods and services	19 542.3
Capital goods	18 624.4
Fuel and energy-related activities	3 678.9
Franchises	2 544.4
Employee commuting	662.0
Other	385.2
Use of sold products	237.3
Upstream leased assets	212.5

3.1 Enabling customers to reduce their GHG emissions

Digital connectivity has the potential to accelerate the industrial transition. Internet-connected, smart technology can help unlock resource efficiencies at industrial scale, across all sectors of the economy – transport and logistics, energy, buildings, agriculture, manufacturing and many more. Scaled, these solutions have the potential to contribute almost 20% of net zero trajectories as outlined by the International Energy Agency[1] in the three highest-emitting sectors – energy, mobility, materials – by 2050.

This year, we enabled the avoidance of

51 658.00 tCO$_2$e.

Through our partnership with ENGIE Energy Access, households received solar home systems, impacting over 1.2 million people, reaching

245 000 customers by December 2024

The project identified 37 offgrid areas with 657 300 potential households.

1. Bhatia et al. (2024) Digital technologies and carbon neutrality.

4 Driving circularity

An estimated 62 million tonnes of e-waste is produced globally, with only 22.3% documented as formally collected and recycled[1]. As technology becomes more pervasive, we can contribute to resolving the growing e-waste problem

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

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

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

1. The Global E-waste monitor (2024).

4.1 Circularity of network waste

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

We achieved our goal which was to reuse, resell and send for recycling 100% of decommissioned network equipment by 2025[2]

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

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

54.3 tonnes
of network equipment sent for recycling

FY2024: 41.0 tonnes

0.1 tonnes
of hazardous network waste sent for recycling

FY2024: 48.9 tonnes

2. Excludes hazardous network waste (e.g. batteries).

5 Supporting biodiversity

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

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

We achieve this through

5.1 Understanding and reducing our impact

5.2 Enabling biodiversity protection

5.1 Understanding and reducing our impact

Although our operations' direct effect on the environment and biodiversity was limited in FY2025, we conducted a nature and water assessment through Vodacom Group to understand our nature-related dependencies, impacts, risks and opportunities.

The outcome of this assessment will see Vodacom Mozambique integrating nature risks and opportunities into our enterprise risk management framework; developing Group-level nature-related standards (including nature considerations into reviews for priority sites); building nature considerations into our procurement activities; and, importantly, delivering programmes in partnership with our customers where digital technology will support nature and biodiversity.

Our participation in World Clean-Up Day reflects our commitment to environmental protection. Beyond minimising ecological footprint, we strive to raise awareness, drive behavioural change, and address environmental challenges. As part of the initiative, volunteers cleaned beaches, squares and streets and planted trees to enhance green spaces. 127 Vodacom volunteers participated in these activities nationwide.

5.2 Enabling biodiversity protection

Digital technology can be harnessed to protect, manage and restore nature. The nature technology market is expected to be worth US$6 billion within 10 years[1]. These technologies are varied and include camera traps, GPS tracking, acoustics and environmental sensors, radio frequency identification, eDNA analysis, AI-powered image recognition, satellite tracking and drone surveillance.

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

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

Case study

In November 2024, Vodacom employees, in collaboration with the local community, the USA Forest Service, and the Sathuma Association, successfully restored one hectare of mangrove forest in the Chiango neighbourhood of Maputo. Approximately 2 300 mangrove trees were planted to help protect and preserve the local ecosystem and a group of Universidade Eduardo Mondlane students will monitor the growth of the mangroves.

Maintaining trust

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

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

Our focus areas at a glance

1 Doing business ethically

We are committed to business integrity wherever we operate.

Zero
anti-competition and anti-money laundering fines

2 Developing our employees

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

20
Discover Graduates

3 Protecting privacy and data

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

Zero
privacy fines or critical cyber security incidents

4 Protecting people

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

Zero fatalities

5 Promoting responsible and inclusive procurement

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

72% of Tier 1 suppliers were local

Contributing to the SDGs

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

Read more about our contribution to the SDGs

Lowlights

The 2024 Ethics, Compliance and Privacy Conference was postponed due to political unrest

Looking ahead
Continued efforts to increase the number of women in leadership and senior management

1 Doing business ethically

Increasing regulatory scrutiny, rapid technological advancements, global supply chain complexities, and heightened stakeholder expectations require proactive efforts to mitigate risks and uphold accountability. Our code of conduct provides a framework for ethical behaviour in a rapidly changing environment. Our ethics programme includes training and awareness to support internal and external policies which ensure compliance with best practice, laws and regulations.

Fraud represents a significant and evolving threat to Vodacom, with the potential to impact our customers, employees, reputation and financial performance.

In FY2025 we successfully implemented two key f**raud detection initiatives**:

- A client privacy detection model detects anomalies in client privacy breaches, including unauthorised access to personal information, call records, and location data by employees. This has enhanced control over front-end systems

- A SIM swap fraud alert is a preventive measure to detect potential SIM swap fraud by monitoring multiple SIM swap attempts through the Agent app used by street agents

Employees, contractors, suppliers, business partners and the public can report suspected breaches of our code of conduct anonymously through Speak Up. Speak Up is operated independently by NAVEX Global to safeguard whistleblower confidentiality.

Speak Up website

🌐 **Click here** to report an incident

Speak Up hotline

📞 **980 500 7465**

Over the past year, the onboarding, customer experience and digital, and consumer care operations teams have implemented several strategic initiatives to optimise processes, enhance security, and significantly improve the customer experience. These efforts were particularly important during a time of political crisis.

Onboarding transformation

- Agent app automation reduced agent activation time from three months to 15 minutes
- SIM swap by Agent app improved the fraudulent SIM swap process
- Identifying fraudulent agents enhanced compliance and customer experience

Consumer care operations

- Improving service quality by enhancing communication, soft skills, and techniques. Half of back office staff transformed into first line expert agents, reducing escalations
- Strengthening frontline support by introducing local language interactive voice response educational campaigns during political unrest
- Continued support for insurance baby care, welcome calls and customers without mobile station international subscriber directory numbers

Initiatives and strategies

- An interactive voice response strategy comprised educational campaigns, automated call backs, constant feedback and proactive communications
- Relational Net Promoter Score took a new approach to assessing customer satisfaction and loyalty

See more about our customer experience initiatives

2 Developing our employees

We believe that employee well-being contributes directly to our ability to fulfil our purpose of connecting for a better future. By enhancing our employee value proposition through empathetic and inclusive policies and practices, we are cultivating a workplace culture where people feel empowered to thrive and positively impact their careers, contributing to the realisation of our purpose.

Headcount

1 260
employees
FY2024: 1 929

|		
FY2025	Permanent	**799**
	Contractor	**461**
FY2024	Permanent	692
	Contractor	1 237
FY2023	Permanent	785
	Contractor	1 736

● Permanent   ● Contractor
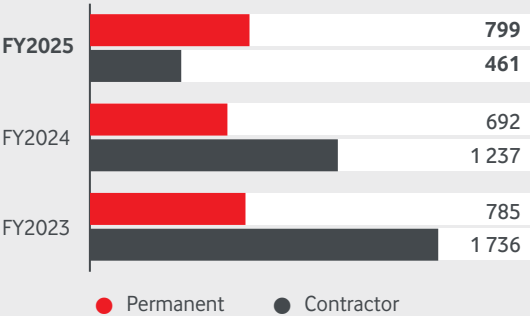
Fostering workplace equality

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

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

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

Gender diversity of permanent employees

FY2025	●	**55%**
	●	**45%**
FY2024	●	44%
	●	43%

● Women on the Executive Committee
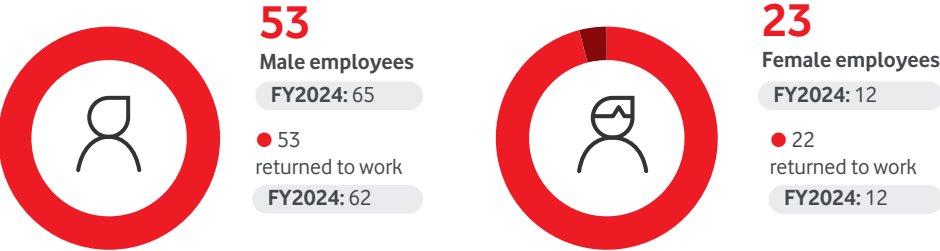● Women in management and senior leadership roles (F-band +)
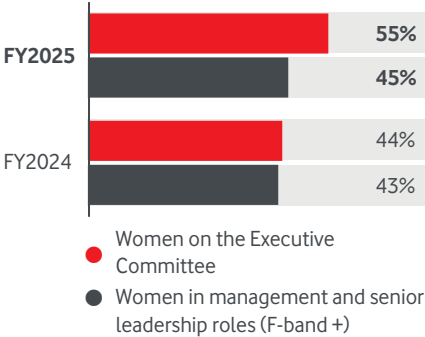
Our Women's Network Forum

champions gender equality within Vodacom, and forms a platform where women can mobilise, connect, network and be empowered.

Our parental leave policies provide 16 weeks of fully paid leave with flexibility in how the leave is taken. These policies are open to all employees regardless of gender, length of service, and whether their partner is having a baby or welcoming a new child through surrogacy or adoption.

Employees who took parental and maternal leave

53
Male employees
FY2024: 65
● 53
returned to work
FY2024: 62

23
Female employees
FY2024: 12
● 22
returned to work
FY2024: 12

Developing employee skills

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

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

Vodacom Youth Council, with its diverse roles, provides support to the Executive Committee. This initiative encourages council members to research and explore disruptive ideas in the digital economy. Members have the opportunity to shadow Executive Committee members, exposing them to decision-making and strategy formulation and implementation at the highest level.

Living the Spirit of Vodacom

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

Spirit of Vodacom Day included activities focused on the health and well-being of our employees and profiling Vodacom as a top employer.

Watch the Spirit of Vodacom Day

Driving innovation

The Hackathon is Vodacom's premium innovation challenge. It encourages employees to ideate, collaborate, learn and demonstrate their innovations to a top management "dragons" panel. The programme aims to empower employees to solve specific business problems that result in revenue growth, cost savings, efficiency and customer service improvements. The Hackathon embeds an innovation culture, fosters collaboration, builds transversal and technical skills and enables participants to access and explore existing and emerging IT resources.

3 Protecting privacy and data

We focus on managing rapid technological advances, regulations associated with using data and potential disruptions, opportunities and risks. Millions of people communicate and share information over our networks, enabling them to connect, innovate and prosper. Our privacy and security programmes create a strong culture and practice of protecting the privacy, security and confidentiality of customers' data.

Our privacy programme governs how we collect, use and manage our customers' personal data to ensure we respect the confidentiality of their communications and their choices regarding the use of their data, and ensures we meet the privacy laws and regulations. An experienced privacy specialist team is dedicated to ensuring compliance with data protection laws and all our policies.

A **round table** meeting with the privacy regulator, financial sector players and senior privacy employees was held to strengthen industry-regulator relationships and communicate Vodacom's commitment to privacy rights. This event fostered collaboration on initiatives that benefit consumers and Vodacom Business.

We use a defined mandatory framework called the Cyber Health and Adaptive Risk Method, previously known as the cyber security baseline framework. Our Cyber Health and Adaptive Risk Method framework is based on international cyber security standards and includes defined success criteria and metrics, which are reported and tracked at all organisational levels.

In partnership with Girl Move and Field Ready, Vodacom delivered **cyber security trainings** to empower girls and job seekers. Vodacom employees led a masterclass covering phishing, password safety, social media privacy and public Wi-Fi risks. The session with Girl Move was recorded and shared on their digital platform to ensure broader access.

Every employee is responsible for cyber security and must follow our cyber code, be sensitive to threats and report suspicious activity.

We ran a **social media campaign** to raise awareness and provide tips on cyber security. The campaign highlighted that cyber security is as crucial as physical security today, and that parents must stay vigilant and maintain control over what is shared and viewed online to prevent cyber bullying and information theft.

4 Protecting people

Wherever we operate, we have an opportunity to contribute to advancing the rights and well-being of our customers, employees and communities. We are conscious of the risks associated with our operations and we work to mitigate negative impacts, ensuring we keep people safe. We maintain a holistic approach to integrating human rights considerations into our policies, governance, and due diligence processes.

Mozambique has faced several severe cyclones in recent years, impacting our infrastructure and operations. Despite these challenges, our technology team restored the network in two of the most affected provinces in record time using a groundbreaking operational approach. Our health and safety team ensured staff safety and an orderly return to work.

We enhanced our employee value proposition with the Compassion, Acceptance, Respect, Empathy (C.A.R.E.) initiative, which creates a work environment where all employees feel empowered to succeed. Our focus is on broadening support, working flexibility and employee benefits related to menstruation, miscarriage, stillbirth, menopause and compassionate leave for employees or their immediate families

We celebrated a
fatality-free year

The interdepartmental **Futsal Tournament**, which has run annually since 2015, took place with 14 male teams and four female teams entering. The event continues to reinforce unity and teamwork, build trust, and encourage healthy lifestyles and a positive work environment.

We have
14
wellness ambassadors

three
health and safety specialists

5 Promoting responsible and inclusive procurement

To ensure safe and fair working conditions, and to responsibly manage environmental and social issues across our supply chains we encourage suppliers and business partners to adopt sustainable business practices.

We aim to work with suppliers who closely align with our purpose and who share our values . We expect our suppliers to meet our mandatory ethical, labour and environmental standards, to be accountable for managing risk in their operations, and to hold their suppliers accountable to equally high standards.

Supporting local enterprises is pivotal for economic empowerment and contributes to the creation and endurance of employment and socioeconomic development opportunities.

	FY2025	FY2024	FY2023
Number of first tier suppliers where a purchase order was raised	281	324	353
of which: local suppliers	203	234	245

In November, we successfully completed the uninterrupted power supply, fire detection and extinguisher systems maintenance and service process for our data centre. A significant achievement was transferring the contract from a South African supplier to a local supplier, Master Power Mozambique.

Access to finance and financial learning sessions

Through our partnership, 113 suppliers benefited from Absa's financing initiative, totalling MZN514.0 million. We finalised memoranda of understanding with FNB and Absa, resulting in one supplier receiving MZN40 million in funding from FNB. These partnerships aim to support suppliers in fulfilling their contracts and promote economic growth and sustainability in Mozambique.

We held two Banking Breakfast events with FNB and Standard Bank, attended by 45 active suppliers to discuss financing and other relevant topics.

Onboarding support
We continuously enhance our platforms that support supplier registration and onboarding to improve the user experience and reduce risks in the onboarding process. Our SME Supplier Portal is a digital platform that supports the registration and onboarding of potential suppliers, enhancing speed and transparency in the processes.

This year,
185 suppliers
were invited to join, with
62 awarded contracts
worth MZN850 million, representing 16% of our total spend.

Our supply chain team visited 10 local suppliers to strengthen relationships and understand their operations better. We shortlisted 700 suppliers from the SME Supplier Portal and invited them to a Supplier Breakfast with Vodacom Business, showcasing digital solutions. So far, 140 suppliers have participated.