

Vodacom DRC

Environmental, Social and Governance Snapshot

For the year ended 31 March 2026



Together we can



FY2026 in review

Empowering people

 **26.1 million**
customers on our network

 **7.9 million**
financial inclusion customers

 **1.8 million**
merchant payment users

 **4 million**
active M-Pesa Rallonge users

 **4 442**
Code Like a Girl trainees in total of which 2 046 were trained in FY2026

 Certified
Top Employer
by the Top Employer
Institute for the ninth time

Protecting the planet

 Matched
100%
of purchased grid electricity
with renewable sources

 **2 940 MWh**
energy saved

 **US\$760 000**
invested in energy
efficiency projects

 Maintained
ISO 50001
energy management
certification

 Vodacom's community
clean-up initiatives in the
DRC help reduce flood risks
and support more climate-
resilient cities

 Continued partnership with Recyclo, a
start-up that sells charcoal made from
biowaste



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)

 **Zero**
anti-competition, anti-
money laundering, and
privacy fines

 **Zero**
fatalities for the
sixth year



FY2026 in review

A message from
the CEO

Our purpose-led
ESG framework

Committed to DRC



A message from the CEO

KHALIL AL AMERICANI



In the DRC, connectivity is more than a service; it is a catalyst for inclusion, environmental stewardship and sustainable national development.

At Vodacom Congo, we believe technology has the power to connect people, transform lives, protect our heritage, and accelerate national development. The Democratic Republic of Congo occupies a unique and sacred position on our planet: it stands as Africa's strategic intersection and acts as the continent's vital green lung through its vast, irreplaceable rainforests. In a nation with profound ecological and geopolitical significance, connectivity is a meaningful service with far-reaching impact. It drives economic inclusion, environmental stewardship and long-term sustainability.

Guided by our purpose to connect for a better future, Vodacom is committed to making a tangible, transformative impact. ESG is at the heart of our strategy and operations. Our ambition goes beyond network expansion. We are building digital ecosystems that empower people, unlock opportunities and protect our environment, ensuring that DRC's socioeconomic transformation serves as a model for Africa.

As a leading technology company, we recognise our critical role in bridging the digital divide while honouring our position at Africa's crossroads. Through aggressive investments in network modernisation, digital education initiatives and strategic partnerships, we are equipping young Congolese with digital tools to enable their success in an increasingly connected world.

With a continuous focus on creating opportunities for youth, women and underserved communities, we aim to ensure that no one is left behind in this new digital economy.

Financial inclusion remains a cornerstone of our impact journey. Through M-Pesa, we continue to democratise access to financial services for millions of Congolese by enabling secure, accessible and affordable solutions for payments, savings and entrepreneurship. Beyond financial transactions, M-Pesa has become a powerful platform for economic participation and resilience, fuelling the grassroots businesses that drive our national economy.

As guardians of the world's second-largest rainforest, our sustainability commitments extend to environmental stewardship. Recognising DRC's role as a global climate anchor, we are accelerating efforts to reduce our environmental footprint through renewable energy solutions, responsible waste management, and energy optimisation. We actively leverage technology and data-driven innovations to strengthen how we monitor and improve our environmental impact. This approach demonstrates that technological advancement can co-exist harmoniously with ecological preservation.

Sustainable progress is made possible through collaboration. We remain committed to transparent engagement with government institutions, regulators, development partners, and the private sector to support DRC's broader development agenda.

This ESG snapshot goes beyond sharing our achievements and metrics; it reflects our conviction that sustainable business growth, societal progress and environmental preservation must go hand in hand. This snapshot showcases Vodacom Congo's continued evolution as a purpose-led organisation, leveraging technology, innovation and people to help shape a more inclusive, resilient and sustainable future for DRC and the world.

As we move forward, we remain committed to driving measurable, meaningful and lasting impact for generations to come.



FY2026 in review

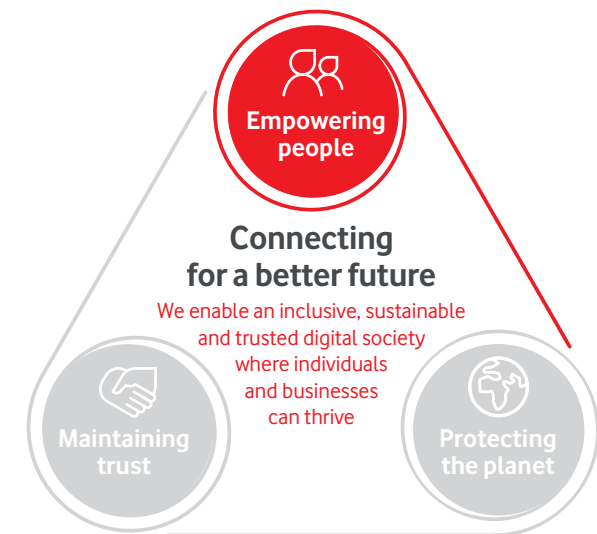
A message from the CEO

Our purpose-led ESG framework

Committed to DRC



Our purpose-led ESG framework



Vodacom exists to connect for a better future. To deliver on this purpose, ESG considerations must be integrated into everything we do. Our purpose – which focuses on empowering people, protecting the planet and maintaining trust – serves as our ESG framework, guiding how we embrace ESG-related opportunities and manage ESG risks.

Empowering people	
We aim to close the digital divide and help people benefit from a digital world. Empowering people to participate in the digital economy is critical to achieving this, supported by equal access to the opportunities provided by connectivity.	
Our focus areas	We achieve this by:
1 Closing the digital divide We invest in network infrastructure to deliver high-quality coverage and services, extending our network to rural areas and supporting access through affordable connectivity, devices and platforms.	Increasing coverage Improving network performance and coverage through investment and expansion Enabling smartphone penetration Offering affordable, entry-level smartphones and tailored financing solutions Addressing digital gaps Reducing the cost of data, providing free access to online platforms and expanding mobile connectivity to underserved groups
2 Empowering our customers We provide products and services that support financial inclusion and improve productivity and efficiency across SMEs, large enterprises, and the public sector, while considering their wider impact on individuals, communities and the planet.	Delivering platforms for financial inclusion Empowering millions to participate in economic activity through access to basic payment services, along with savings, investment, insurance and micro-lending solutions that promote financial health Supporting SMEs to thrive in a digital world Supporting entrepreneurs, startups, small enterprises and suppliers by offering tailored connectivity solutions, digital platforms, financial services, training and other value-added services Digitalising larger organisations and critical sectors Working with larger organisations to provide digital products and services that improve their performance through efficiency and productivity
3 Supporting communities We provide products and services to address specific societal challenges such as access to education, empowering people with disabilities and gender-based violence.	Enabling education Supporting education and employability through digital learning platforms, school connectivity and skills training to equip learners and jobseekers for a rapidly evolving world Empowering people with disabilities Intentionally promoting equitable development and participation and overcoming access challenges Helping people experiencing abuse Leveraging digital technology to help fight gender-based violence
4 Developing our employees We are committed to developing a diverse and inclusive workforce that reflects the customers and societies we serve.	Fostering workplace equality Striving for an inclusive, diverse and gender-balanced culture and maintaining a zero-tolerance approach to harassment, discrimination and abuse Developing employee skills Developing diverse talent and building future skills Living the Spirit of Vodacom Supporting a culture of innovation, career development and learning

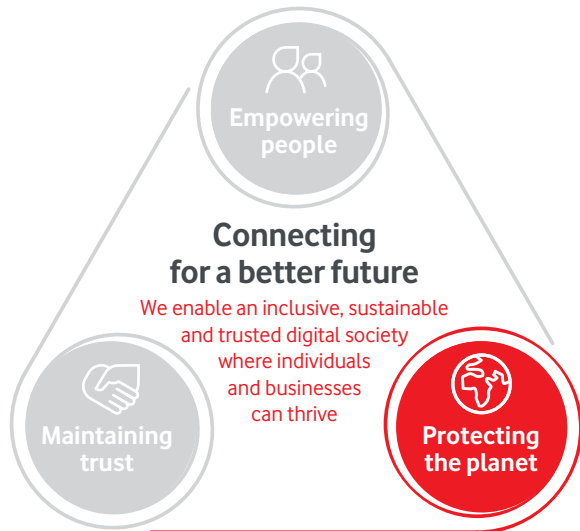
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Protecting the planet	
We want to help protect the planet and enable our customers to do the same. With efforts focused on sustainable approaches to managing impact areas and collaboration with our customers, communities and partners to broaden our impact, we strive to continuously strengthen our environmental sustainability approach.	
Our focus areas	We achieve this by:
1 Responding to climate change We contribute to a low-carbon future by lowering our GHG emissions and promoting climate action.	Executing our climate programme Mitigating GHG emissions and adapting to climate change impacts by managing risks, strengthening resilience and embedding climate considerations across our operations and value chain Advocating for change Educating our employees, customers and suppliers about the effects of climate change
2 Delivering net zero operations (scope 1 and 2 GHG emissions) We are rolling out energy efficiency practices and technologies to reduce GHG emissions.	Driving energy efficiencies Driving energy efficiency across our base station network, technology centres, office and warehouse buildings, retail stores and transport Switching to renewables Reducing diesel reliance by scaling on-site renewable power generation and storage through innovation and strategic collaboration, while increasing renewable energy matching and procurement through power purchase agreements Exploring options for alternative fuels Reducing reliance on diesel generators by prioritising grid connectivity and accelerating the transition to low and zero-carbon power solutions Implementing a strategy to reduce release of fluorine gas (F-gas) Reducing fugitive release of F-gases and transitioning to lower global warming potential alternatives in cooling and fire-suppression systems
3 Managing scope 3 GHG emissions We engage with suppliers and customers to promote better climate practices and cut GHG emissions.	Working with partners to reduce scope 3 GHG emissions Encouraging suppliers to align their climate ambitions with ours through targeted engagement, procurement integration and data-driven tools that accelerate decarbonisation, while improving GHG data availability and quality Enabling our customers to reduce their GHG emissions Using digital technologies to accelerate the transition to a net zero, climate-resilient future
4 Driving circularity We adopt a circular approach to resource utilisation and support customers to make more sustainable choices.	Fostering the circularity of network waste and devices Extending the useful life of customer and network devices through repair, reuse, and trade-in programmes, while strengthening takeback, recycling and advocacy efforts Managing operational waste Minimising operational waste and managing disposal responsibly across our operations through waste reduction, reuse and recycling, sustainable procurement and responsible logistics Using water responsibly Promoting responsible water use across our operations by enhancing water efficiency, improving management practices and supporting conservation initiatives
5 Supporting biodiversity We strive to understand and reduce our biodiversity impacts while harnessing technologies to protect nature.	Understanding and reducing our impact Identifying, managing and reducing our nature-related impacts and dependencies by integrating biodiversity and ecosystem considerations into risk management, infrastructure planning and decision making Enabling biodiversity protection Harnessing partnerships and digital technologies to reduce biodiversity loss, monitor ecosystems and enable more effective conservation outcomes on land and at sea

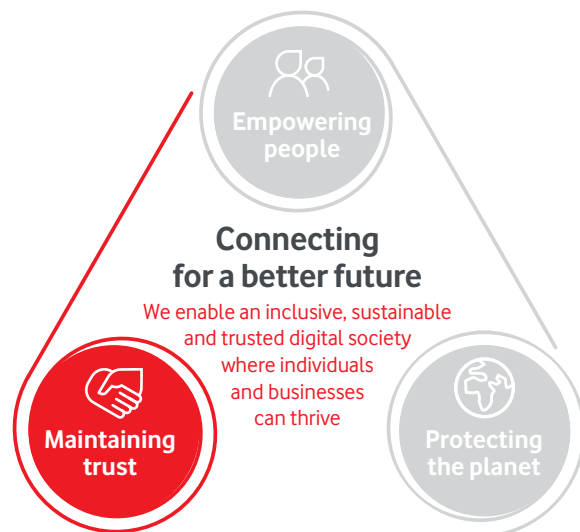
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Maintaining trust

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

Our focus areas	We achieve this by:
1 Doing business ethically We are committed to business integrity wherever we operate.	Promoting ethical conduct Leveraging our mature ethics strategy and frameworks to drive a robust ethical culture Complying with policies and controls Complying with relevant laws, regulations and policies across our operations
2 Protecting privacy and data We understand that customers trust us to handle their data responsibly, as they rely on our networks to communicate and share information.	Managing data privacy Protecting our customers' data and only using it for stated and specific purposes Managing cyber security Combatting cyber security threats and continuously improving our readiness capabilities
3 Protecting people We prioritise the health, safety and human rights of our employees, contractors, suppliers and communities.	Managing health and safety Ensuring a safe working environment for everyone working for and on behalf of Vodacom and in the communities in which we operate Respecting human rights Respecting human rights in alignment with the UN Guiding Principles
4 Promoting responsible and inclusive procurement We aim to ensure integrity in our supply chain processes by identifying and managing risks.	Managing our supply chain Instilling and supporting a human-rights-centred culture that proactively advances social, ethical and environmental standards Supporting local and inclusive economic development Prioritising purchasing from local SMEs, especially businesses owned by marginalised groups

Transparency and measurement

Transparency is essential to our ESG approach. In our disclosures, we consider regulations, 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 that demonstrates our meaningful impact.

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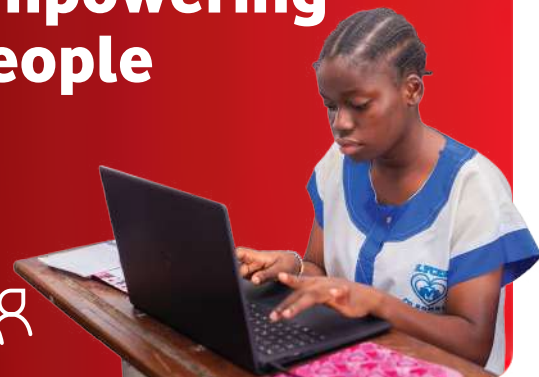
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Empowering people



Many communities lack the tools, platforms and programmes needed to participate fully in the digital economy, while insufficient access to high-quality connectivity restricts access to essential services such as healthcare, education and modern communication, impacting overall quality of life. We believe in the power of connectivity and digital services to strengthen economic resilience, and work to ensure no one is left behind.

Contributing to the SDGs



Read more about our contribution to the SDGs

Expanding rural coverage

The digital divide remains a significant barrier to inclusion, with unequal access to education, employment and communication. Our rural coverage acceleration programme prioritises expanding coverage to rural communities that have never been connected to the network. We expand our network through new radio sites, spectrum rollout, and 4G upgrades, grow our infrastructure footprint through **TowerCo and RuralCo**, and for over 11 years have used 100% solar technology in ultra-low-cost sites to connect even the most remote communities.



1 011
rural sites

46.1%
4G population coverage

Device financing

We continue to expand access to affordable smartphones through our device financing programme, which enables customers to acquire devices and pay in instalments. Through strategic partnerships, we supply low-cost smartphones priced at US\$100 or less, including phones in the US\$50 to US\$60 price range, ensuring that more customers can access the benefits of digital inclusion.



30.7%
smartphone penetration



Smartphones on our network
6.2 million

Making internet access more affordable and accessible

Affordability extends beyond coverage and devices to the ongoing cost of connectivity. **Just4You** provides personalised voice, SMS and data-based offers tailored to a customer's usage patterns. In September 2025 we revamped these bundles to become more competitive. The new structure corrects previous pricing distortions, adds customer value, and strengthens Just4You's competitive position.

We expanded free access to essential digital services through **ConnectU**, which provides free access to essential services and resources. Our education platforms use ConnectU to expand zero-rated access across schools. A revamped ConnectU platform is planned for launch in April 2026 with enhanced content and an improved user experience. It will continue to offer free access to education, health, employment, news, and culture resources that educate and empower millions.

To further support youth affordability, we launched youth-focused, regionally priced bundles under the **Market The Network campaign** in Bas-Congo, Katanga and Kivu, with the flagship bundle offering 1GB for US\$0.30 – a 40% price reduction.

Just4You usage
33%

7%
reduction in SMS price

14%
reduction in data price

Weekend bundles saw
1% price decrease



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Expanding financial inclusion through M-Pesa

Financial inclusion enables economic resilience and social development in DRC, where access to traditional banking services remains limited for large segments of the population.

M-Pesa is the largest mobile money brand in DRC, empowering millions to participate in the formal economy through a holistic range of accessible, reliable and innovative digital financial services. These services are tailored to consumer and business needs, deepening financial inclusion for the unbanked population and strengthening community resilience.

Access to short-term liquidity is another barrier for customers operating in cash-constrained environments. Our partnership with Optasia introduced customer overdraft services, while merchant payments enable M-Pesa users to transact seamlessly across an expanded network of supermarkets, fuel stations and e-commerce platforms. **M-Pesa Rallonge**, developed in partnership with Access Bank, is a micro-overdraft facility for customers with insufficient balances to complete their transactions. M-Pesa Rallonge has 5 million base users of which 4 million are active.

M-Pesa supports micro-entrepreneurs and small businesses operating in areas where traditional banking infrastructure is limited. Users access services such as **Lona o defa**, which offers instant micro-credits for micro-entrepreneurs in areas where traditional banks face accessibility challenges.

M-Pesa acts as a platform for ecosystem growth and innovation. The M-Pesa open application programming interface creates new value chains through seamless payment solutions integration. The platform allows enterprises, small and medium-sized businesses, startups and innovators to automate payments, connect systems to banks and build secure e-commerce solutions, unlocking growth and efficiency in the digital economy.

Our strategic partnership with the International Finance Corporation supports the financial services regulator in promoting broader inclusion.



See more about the M-Pesa open application programming interface

US\$133 million
accessed through overdraft services

Strengthening enterprises through digital innovation

Digital connectivity and technology solutions play a critical role in strengthening enterprise resilience, improving productivity and supporting economic participation, particularly in challenging operating environments. Through Vodacom Business, we enable enterprises and small businesses to access reliable, flexible digital solutions that support continuity, efficiency and growth.

Through Vodacom Business, we launched **Vodaflex**, a broadband internet solution specifically designed to meet the needs of SMEs. Vodaflex offers reliable, flexible and cost-effective connectivity, improving business efficiency, enhancing productivity, supporting business continuity and strengthening enterprises.

Reliable communication infrastructure and technology solutions are essential for improving operational efficiency, safety, and socioeconomic benefits in mining communities. At **DRC Mining Week 2025**, Vodacom showcased its role in driving digital transformation and community empowerment, highlighting initiatives that provide connectivity in remote mining regions, support digital skills development, and enable financial inclusion through mobile platforms.



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Strengthening entrepreneurship and SME growth

Access to quality maternal, neonatal and preventive healthcare remains a critical challenge in parts of DRC, particularly in urban centres with overstretched health facilities and in communities with high mobility and limited access to services.

Vodacom launched the **Bomoyi Ya Mama na Muana** project to address challenges in maternity services, particularly in Lubumbashi, where care is often inadequate. The project aims to improve maternal and neonatal care, provide easy emergency contact access, and train healthcare personnel through a partnership with the United Nations Population Fund. To mark Sendwe General Hospital's centenary, Vodacom Foundation inaugurated a fully renovated and equipped maternity ward, re-affirming our commitment to giving every mother and child a healthy start in life.



Complementing maternal health interventions, Vodacom partnered with the Ministry of Health, EPI, Flowminder, and Gavi to improve vaccine coverage for vulnerable children. The public-private partnership leverages anonymised mobility data to help health providers optimise vaccination planning and reach zero-dose and under-vaccinated children in high-mobility areas. The initiative demonstrates how technology can drive equity in healthcare, marking a step toward accessible immunisation for all.



Enhancing agricultural practices and food security

Agriculture underpins livelihoods for a large share of the population in DRC, yet smallholder farmers face persistent challenges linked to climate variability, limited access to markets, inputs and finance, and the long-term impacts of conflict.

AgriTech Moloni provides farmers with weather updates, sustainable farming advice and a digital marketplace. The platform's pilot phase successfully reached approximately 10 000 farmers and demonstrated the viability of the platform in supporting smallholder agricultural activity. Building on this success, the initiative is transitioning from a pilot to a scaled implementation phase, with a long-term ambition to connect farmers through the platform.

We are implementing a new **food security programme** in the Kasai region in collaboration with Confédération Paysanne du Congo. Our focus on food security is in response to the ongoing humanitarian challenges in the Kasai region, where livelihoods and agricultural systems were severely disrupted by the 2016 to 2017 conflict. Many households continue to experience acute food insecurity and high levels of malnutrition, making agricultural recovery and farmer support critical development priorities.

Farmers were selected to receive targeted support, including access to appropriate farming tools and seeds distributed through an e-vouchering system. Farmers will be connected to the AgriTech Moloni platform to access information on sustainable farming practices, climate conditions and market opportunities, and given access to M-Pesa loans to strengthen market participation and financial inclusion. We identified key stakeholders to support partnerships, market activation, and expand the AgriTech Moloni platform, which will allow us to further scale the programme.



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Expanding access to quality learning and digital education

Access to quality education remains a key driver of long-term socioeconomic development in DRC, particularly in contexts where connectivity constraints, limited infrastructure and inequality restrict learning opportunities.

VodaEduc is a modern, intuitive educational platform designed for learners across DRC. The Vodacom Foundation launched an upgraded version of VodaEduc which offers free maths, science, information technology, economics and finance educational content to learners and teachers. New features include a redesigned interface for smooth navigation, expanded access to school programmes and offline usability in low-connectivity areas.

Broader access to digital education is reinforced through partnerships focused on youth learning and foundational digital literacy. The Deutsche Gesellschaft für Internationale Zusammenarbeit funded a project called **Empowering DRC's Digital Talent**.

We hosted an **open day** in Lubumbashi during Global Media and Information Literacy Week, creating a space for discovery and dialogue around digital professions and infrastructure. The event welcomed pupils, students and teachers and the Nuru School for visually impaired learners. Through technical demonstrations and interactive sessions, participants explored Vodacom's facilities and learned about careers in technology.



See more about the Lubumbashi open day

Our partnership with Kinshasa Digital Academy is driving digital empowerment through a series of digital training courses across universities and institutions to prepare students and young professionals for the future of work. Covering areas like AI, cyber security, digital marketing, and content creation, the courses aim to equip participants with essential skills for a rapidly evolving digital world.

In partnership with Kadea Academy, Agence nationale de développement de l'entrepreneuriat congolais and the Congolese government, we launched the JA Africa project to provide young people with free, practical entrepreneurship skills. This initiative reflects Vodacom's commitment to digital inclusion, socioeconomic development and building an inclusive, sustainable ecosystem where youth drive the DRC's transformation.

Targeted support for girls' education remains a priority. The Vodacom Foundation launched the landmark seventh edition of the **Exetat Scholarship Programme**, exclusively focused on empowering young women in science, technology, engineering and mathematics disciplines. This represents a major milestone in the Vodacom Foundation's ongoing commitment to advancing girls' education in science and technology. Since the programme's inception, the Vodacom Foundation has supported 325 young scholars, opening the door to transformative academic and professional opportunities that help shape the leaders of tomorrow.



Vodacom **Digital Labs**, in partnership with Kadea, stand as vibrant hubs of innovation, learning and opportunity, designed to equip young people with the digital skills needed to thrive in a rapidly evolving world. These spaces bring technology closer to communities, and are anchored by Vodacom Corners, which serve as gateways to the digital economy, offering access to high-speed connectivity, digital tools and hands-on learning experiences. These initiatives place a strong emphasis on reaching youth and women, ensuring inclusive access to digital opportunities across the country. Through the combined impact of the 45 Digital Labs and Vodacom Corners, 22 403 young people have already been trained, gaining essential basic digital skills that enhance their academic performance, employability and readiness for the future of work.



Preparing students for a digital future

In January 2026, we proudly inaugurated the **Mont Amba digital classroom**, a state-of-the-art learning space designed to foster digital literacy and innovation among students. This classroom was awarded to Mont Amba, the school that won the La Plume de Fleuve (poem of the river) poetry contest in FY2025, organised in partnership with the Kongo River Association. The Vodacom Foundation equipped the classroom with modern technology and educational resources, reflecting Vodacom's commitment to promoting education, creativity and technological empowerment in DRC.



Alerte Rouge

Prolonged conflict, displacement and recurring humanitarian emergencies continue to place severe strain on communities across DRC.

The Alerte Rouge programme, led by the Vodacom Foundation, is a long-standing humanitarian initiative supporting communities affected by conflict, displacement and natural emergencies in DRC. Designed as a rapid response mechanism, it provides essential relief to vulnerable groups, particularly women, children and internally displaced families. Through partnerships with NGOs, community leaders and organisations such as FHI 360, the programme delivered emergency learning spaces, essential supplies, psychosocial support and digital tools that strengthen humanitarian coordination.

Alerte Rouge has played a significant role in stabilising access to education and delivering critical support in crisis-affected regions, benefiting thousands of households and children. In recent years, it helped construct emergency classrooms and distribute learning materials to displaced children in eastern DRC.

In 2025, the programme's activities in Goma and Bukavu were suspended due to escalating security risks, including increased activity by armed groups, which made it impossible to ensure the safety of beneficiaries, partners and Vodacom volunteers. Despite this temporary halt, the Vodacom Foundation remains committed to resuming operations when conditions improve and continues to deliver humanitarian support in safer regions such as Bunia.

Through strong partnerships, ongoing employee volunteerism and technology-enabled solutions, Alerte Rouge remains a central part of Vodacom's commitment to protecting vulnerable communities and upholding their dignity, with the continuity of essential services during crises.

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Je Suis Cap

Women living with disabilities in DRC face multiple barriers to economic participation, including limited access to employment opportunities, financial services and entrepreneurship pathways, often compounded by social stigma.

The Je Suis Cap programme supports the economic empowerment of women living with disabilities across DRC by providing digital and financial training, full M-Pesa starter kits and ongoing coaching to help participants become active mobile money micro-entrepreneurs. Delivered in partnership with M-Pesa, FPM, the Ministry of Persons Living with Disabilities and Visa, the programme strengthens financial autonomy, social inclusion, and long-term income generation. Operating across 11 provinces, the initiative has already trained 1 678 women, and facilitated US\$18million in transactions.



See more about the Je Suis Cap programme



Supporting employees' professional growth

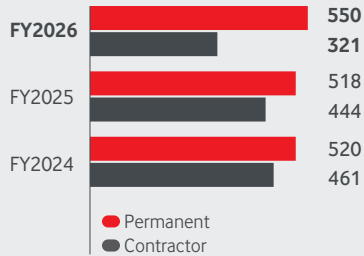
Continuous learning is central to building a diverse, future ready workforce. We take deliberate steps to build diverse, future-ready talent and commit to continuous learning and professional growth.

We launched the **Learning Challenge**, encouraging employees to each complete 60 hours of online training. The initiative celebrates knowledge as a driver of progress and rewards top achievers with immersive experiences. Five employees successfully met the challenge and are enjoying a learning experience in Dubai.

Headcount



871
employees
(FY2025: 962)



38.4%
Women in management and senior leadership roles (F Band +)



Employees who took parental and maternal leave

31
Male employees
(FY2025: 16)

31 returned to work
(FY2025: 16)



14
Female employees
(FY2025: 12)

14 returned to work
(FY2025: 12)

Living the Spirit of Vodacom through connection, innovation and purpose

A strong employee culture underpins our ability to deliver on our purpose and strategy.

The annual **Spirit of Vodafone Day** brings our values to life through a curated programme of learning, recognition and celebration of achievement. Employees engage in knowledge-sharing sessions, collaborative workshops, and an awards ceremony that honours outstanding teams and individuals. The day also features the Vodacom Talent Show and dedicated well-being time.



Employee volunteering within the Vodacom Foundation is well-defined, enabling employees to participate in community initiatives meaningfully. The Vodacom Foundation identifies priority projects aligned with national development goals such as education, digital inclusion, maternal health, gender empowerment and emergency response, and ensures employee contributions can create tangible value.

Innovation is a core cultural pillar. The Vodacom Group Innovation Team organises annual **hackathons** across OpCos, encouraging teams to solve real-world challenges. DRC's Team Lynx, representing Africa in partnership with Intouch from Egypt, won first prize in the new purpose category for their solution, NoWalls. Powered by AI and computer vision, NoWalls translates sign language into speech in real time. The solution is scalable across devices, browsers and apps, and connects users to vital services in healthcare, education, banking and Vodafone service points. A companion super-app supports sign language training and awareness. Other DRC innovations, including Kongola and Agents and Merchants Smart Location, are now in implementation.

We maintain long-term relationships with former employees through our **Alumni Programme** which recognises former employees as lifelong brand ambassadors and valuable partners. Alumni bring fresh industry perspectives, offer honest feedback on our culture and people practices, share insights that improve how we attract and develop talent, and act as credible advocates of our employee value proposition. A new alumni website will centralise updates, networking and contribution opportunities.

In partnership with Rawbank, we introduced an employee value proposition initiative to support our agents in accessing **affordable vehicle credit**, allowing them to travel more affordably, safely and reliably.

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Protecting the planet



While government policy and financing are essential to build lower-carbon economies and climate resilience, Vodacom recognises that businesses play a critical role. Our climate transition plan (CTP) outlines how we will transition to renewable energy, enhance energy efficiency, adopt circular economy principles and foster sustainable supply chain practices.

Contributing to the SDGs



Read more about our contribution to the SDGs



Kongo River Association

Our partnership with the Kongo River Association supports conservation and awareness initiatives.



Promoting cleaner, more climate-resilient cities

DRC is among the world's most vulnerable nations to climate change, with rising temperatures resulting in intense floods and severe drought. These impacts, combined with deforestation, threaten economic growth, food security, health and stability.

Kinshasa, the capital of DRC, experiences recurrent flooding during the rainy season, often leading to secondary impacts such as disease outbreaks and broader public health concerns. These events arise when heavy rains combine with inadequate drainage infrastructure, creating conditions that affect communities and local services. Although the risks remain significant, communities are increasingly aware and better prepared during the rainy season, reducing the level of disruption typically associated with these occurrences.

In October 2025, our employees joined Sanitation Awareness Day collaborating with REGEDEK, demonstrated their commitment to environmental sustainability. Teams participated in a collective walk from Voda Park to the People's Palace, cleaning public spaces and raising awareness about the importance of a cleaner, healthier environment, and removing obstacles that contribute to poor drainage during the rainy season.



See more about Sanitation Awareness Day



See more about the clean up day in Mombele

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Operationalising our decarbonisation strategy

Our network requires around 364.7 GWh of energy per year, sourced from electricity and diesel. Transitioning to renewable sources is not straightforward, as our infrastructure is highly distributed with more than 3 800 sites.

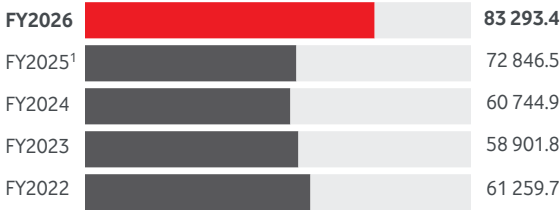
In FY2026, our total scope 1 and 2 market-based GHG emissions increased by

14% to 83 293.4tCO₂e

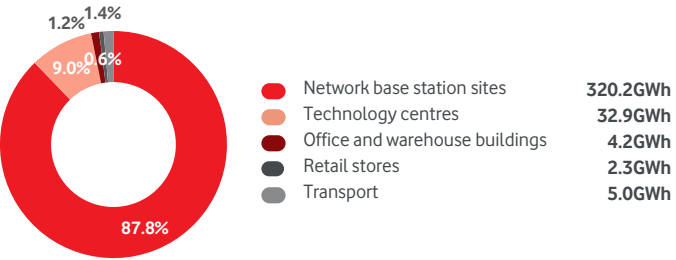
(FY2025¹: 72 846.5tCO₂e)

This increase is driven by increasing energy consumption as a result of growth (i.e. new sites) in spite of the energy efficiencies we have achieved. We maintained our target to match 100% of grid electricity purchased with electricity from renewable sources, reducing our scope 2 market-based GHG emissions to zero. This achievement is a result of investing in renewable energy purchases and using a renewable energy system at our offices.

Scope 1 and 2 market-based GHG emissions (tCO₂e)



FY2026 energy consumption by use



1. FY2025 GHG emissions and energy data has been restated due to improvements in accounting methodology for network sites

Energy management and efficiency

Our **ISO 50001 certification** provides a structured framework for us to maintain and improve our energy management practices, including through an increased reliance on renewable energy and monitoring systems to improve efficiency. Our ISO 50001 certification was successfully maintained, demonstrating that our energy management system meets the required standards and reinforcing our commitment to sustainable resource management and energy efficiency across our operations. The audit raised no non-conformances, with only minor observations noted.

This year, we trialled a **diesel generator monitoring solution** to improve fuel monitoring, reduce waste and strengthen overall energy management. The pilot covers 20 sites, with results anticipated to inform a broader rollout in FY2027, depending on the performance and insights gained from the pilot phase.

We invested **US\$760 000** in energy efficiency projects, resulting in **2 940 MWh** of energy saved.

On-site renewable energy

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 and for backup power. Wherever feasible, we aim to replace diesel generators with solar installations. We are piloting a solar deployment project through an Energy-as-a-Service partnership model with an independent power producer (IPP).

Total number of solar sites as at end FY2025

993

Renewable electricity

Power purchase agreements (PPAs) with IPPs offer significant advantages, enabling Vodacom to secure renewable energy with zero upfront capital investment and to lock in stable, lower electricity rates. By outsourcing system maintenance to IPPs, we reduce operational and financial risks, including volatility in electricity market prices. We have in place our PPAs with at least four partners as these partners continue to grow their mini-grid network while we simultaneously explore new PPA partners to bolster our clean energy footprint, particularly in remote areas without grid electricity and road access.



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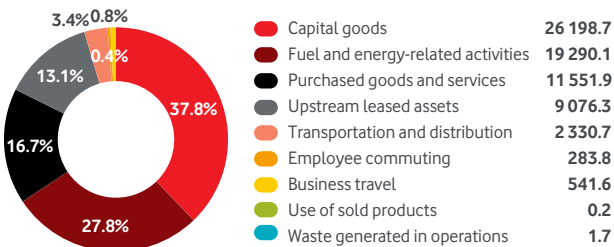
Looking into our value chain emissions



69 275tCO₂e
in scope 3 GHG emissions
(FY2025: 70 233tCO₂e)

82%
of these emissions
were from purchased
goods and services, capital
goods and fuel and
energy-related activities

FY2025 scope 3 GHG emissions by category (tCO₂e)



Embedding circularity principles across our operations

Of the estimated 62 million tonnes of e-waste produced globally, only 22.3% is documented as formally collected and recycled¹. TelCos have a responsibility to raise awareness about the circular economy, why it matters, and how individual actions can contribute.

Our network waste management strategy is evolving, through the collection and sale of waste electrical and electronic equipment (WEEE) to improve circularity and responsible waste disposal. In FY2025, approximately six tonnes of WEEE were sold. The **WEEE programme** will be reviewed and relaunched in May 2026, in collaboration with additional partners, to strengthen processes, enhance compliance and expand its impact across DRC.

We continued to create awareness and action on WEEE management through strategic initiatives. In April 2025, Vodacom donated 1.77 tonnes of household electrical and electronic waste to the Institut Supérieur de Technologie Appliquée (ISTA) as part of a broader communications campaign on sustainable WEEE management for employees and partners. The campaign encouraged employees to adopt responsible disposal practices, with collected household appliances and equipment delivered to ISTA's innovation laboratories for re-use, transformation and practical training.

We organised the first national **conference on e-waste management** in partnership with the UN Global Compact Network DRC and other companies to promote collective action and reinforce the importance of recycling and recovery. As part of the conference, additional WEEE was donated to ISTA to support research, hands-on learning and the development of a national culture of e-waste reclamation and circularity. Following the event, attention shifted to implementing the conference's outcomes, including acting on key recommendations and creating multi-stakeholder committees to drive actions to advance circularity and responsible e-waste recovery as part of the broader national just transition agenda.



29.3 tonnes
of hazardous network waste generated
(FY2025: 18.08 tonnes)

1. The Global E-waste monitor (2024).
2. Excludes hazardous network waste (e.g. batteries).



Vodacom DRC employees volunteer to clean the Gombe River

In March 2026, Vodacom employees spent a day cleaning the Gombe River in downtown Kinshasa, re-affirming our commitment to community engagement and environmental protection. The day brought together employees and students from the Lycée Français René Descartes school. This collaborative effort aimed to restore the river's ecosystem, reduce pollution and raise awareness about the importance of preserving natural water resources in urban areas. By mobilising volunteers, the day contributed to a cleaner environment and strengthened community ties to inspire collective action for a greener Kinshasa.



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While trust has always been fundamental to our business, rapid digitalisation heightens its importance. Vodacom aims to be a trusted partner to our customers, employees, suppliers, regulators, stakeholders and the communities we serve. We remain committed to embedding trust and integrity as the prerequisites for meaningful stakeholder relationships and sustainable operations.

Contributing to the SDGs



 Read more about our contribution to the SDGs

Embedding ethical conduct and cyber resilience across the organisation

Acting lawfully, ethically and with integrity is critical to our long-term success, and forms the cornerstone of how we do business.

The compliance division conducts **awareness and training** sessions to promote integrity and reinforce our zero-tolerance policy on corruption, bribery and facilitation payments, as well as adherence to Vodacom's code of conduct. We also conduct regular awareness campaigns encouraging employees to use the Speak Up channels to report gifts, hospitality and any acts contrary to our procedures and policies.

We strengthened our cyber security posture through an expanded cyber security awareness programme aimed at reducing human-related risk, improving security culture and embedding accountability across the organisation. The programme focused on building practical awareness, driving behavioural change and embedding cyber resilience as a shared responsibility across all business functions.

A key pillar of the awareness strategy was the continuous phishing awareness and simulation programme, designed to measure and reduce employee susceptibility to social engineering attacks. Multiple campaigns were executed, targeting common attack scenarios such as credential harvesting, fake portals and impersonation attempts. To strengthen overall security culture, we aligned cyber awareness with governance and compliance objectives, supporting ISO 27001 principles on human factor risk management. We issued regular cyber security alerts and advisories to employees in response to emerging threats and confirmed incidents. These alerts provided clear explanations of the threat, investigation outcomes, indicators of compromise and required employee actions, enabling the faster spread of awareness and limiting potential impact.

As a result of these initiatives, we observed improved phishing reporting rates, reduced successful simulation click-throughs over time, and stronger employee engagement with cyber security topics. Awareness initiatives emphasised individual responsibility, policy adherence, and the importance of reporting suspicious activities, contributing to improved collaboration between employees, IT security, and incident response teams.

Speak Up website



Click here
to report an incident

Speak Up hotline



0800 12 0044

Transforming customer experience through disciplined execution and digital innovations

We made substantial progress on our customer experience agenda, simplifying customer journeys, reducing effort, strengthening digital adoption, and creating a more reliable and predictable service ecosystem.

A major milestone was deploying the **intelligent roaming border**, an innovative network capability that protects customers from accidental roaming charges near national borders, preventing unintended charges, reducing bill shock, and lowering complaint volumes.

The **Fresh Start programme** reached 94% completion and delivered organisation-wide high-impact initiatives that reduced friction, improved reliability and embedded disciplined governance. We introduced CX Gates, a new governance mechanism that evaluates the readiness and customer experience of new products and major updates. It has significantly reduced post-launch incidents.

Customer journeys were simplified, particularly across the GSM and M-Pesa. Enhancements included streamlined authentication flows, clearer customer prompts, better channel alignment, and increased use of the TOBi chatbot. These changes contributed to faster resolutions, fewer errors, and a consistently improved customer experience.

TOBi handled 2.5 million sessions (665 915 unique users), automated 98% of all M-Pesa PIN unlocks, and enabled 5 470 self-service roaming activations – confirming strong demand for digital-first resolution.

Several customer-facing gaps across unstructured supplementary service data, the contact centre and the mobile app were addressed through the IT4C remediation programme.

Improvements such as higher journey completion rates, stronger error handling, better cross-channel consistency and fewer escalations helped remove root-cause friction and build a more predictable service environment.

We launched **OneApp**, unifying core GSM and M-Pesa journeys into a modern digital interface. Future releases will include top-ups, post-paid balances, frequently asked questions and bundle purchases. Business support system modernisation strengthened ask-once capabilities for post-paid customers, laid groundwork for customer relationship management integration and streamlined back-office workflows.

As a result, call centre volumes fell driven by better processes and digital containment.

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Strengthening health and safety: embedding a culture of prevention

Protecting the health and safety of employees, contractors and partners is a fundamental part of how we operate.

We celebrated a significant milestone of five years without any fatalities in our operations, reflecting our rigorous safety policies and practices, continuous training and a culture focused on risk prevention.

Our **health and safety training** promotes appropriate skills and behaviours and identifies risks, underscoring our commitment to safeguarding the health and well-being of our employees. Key initiatives included a World Health and Safety Day fire drill and hands-on extinguisher training; working at height certification for 21 employees; risk assessment training for 50 supplier employees; and first aid, fire marshal and evacuation training for 77 employees in Bandundu.

Health, safety and environment awareness sessions reached 300 trade representatives and super vendors, and 25 technology department managers were trained on the safety framework, hazard identification, high-risk activity management and contractor selection.

To strengthen capability and leadership alignment, our safety, health and wellness team and selected business leaders attended the safety, health and wellness forum in Egypt alongside eight high-risk suppliers.



Road safety

In partnership with local authorities and the National Commission for Road Prevention, we delivered extensive road safety **awareness initiatives** across high-risk regions. Sessions in Kongo-Central (the highest accident incidence province) reached 1 080 pupils, who became road safety ambassadors in their families and communities; in Katanga (the second highest accident incidence province), approximately 3 000 pupils. Building on successful engagements in Kinshasa, Matadi, Likasi, and Kolwezi, the campaign expanded to Lubumbashi, using interactive methods to educate grade 5 and 6 learners on five key road safety rules: avoiding mobile phone use while driving, mandatory seat belt use, no driving under the influence, avoiding speeding and wearing helmets when using motorcycles.



Wellness and well-being

We enhanced our employee value proposition through the **Compassion, Acceptance, Respect, Empathy** initiative, broadening support and flexible benefits related to menstruation, miscarriage, stillbirth, menopause and compassionate leave.

Well-being initiatives included Wellbeing Days across Kinshasa, Lubumbashi, and Matadi; a digital detox SMS campaign; online learning and wellness webinars; after-work fitness sessions; and "laughing moments" to promote relaxation and team spirit.

Since the launch of the TOBi AskHR Digital Assistant, 98% of queries have been resolved by AI, with 81% channel adoption and an employee net promoter score of 75%.



Human rights

We localised the Vodacom Group human rights policy, marking the beginning of its implementation journey, with further steps required to embed awareness, controls, and practical application across the business. Our CEO held discussion sessions in Lubumbashi to promote online safety among young people, and received positive feedback from families.

Building skills, jobs and clean energy solutions through local manufacturing

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

The **Youth Training in Clean Cooking Solutions** initiative in Kinshasa equipped an initial cohort of 50 young people with the skills required to manufacture and sell clean cooking stoves – supporting income generation while promoting clean energy adoption, reduced deforestation and better household health. The stoves are manufactured locally and certified by ISTA.

Implementation is supported by Recyclo, a local circular economy startup, alongside INPP, the Ministry of Environment and development stakeholders. The programme combines skills development, certification and market access to create pathways for youth participation in the green economy.



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