

Vodacom Mozambique

Environmental, Social and Governance Snapshot

For the year ended 31 March 2026



Further together



FY2026 in review

Empowering people


11.6 m
customers and
5.2 m
smartphones on our network


1 481
rural connectivity sites


46.0%
women in management
and senior leadership


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


2.3 million
ConnectU unique visitors


616 758
Vodacom Foundation
beneficiaries


1.3 million
learners and teachers
connected


397 656
Airtime Advance
customers


181
employees and
contractors undertook
volunteering activities
for 2 179 hours

Protecting the planet


Collaborated with government to
provide relief to communities affected
by severe flooding. Distributed
23 tonnes
of emergency aid in response to flood
events


Maintained
ISO 50001
energy management
certification


81
new solar powered
sites bringing total to 370


Supported customers in avoiding
87 856.0 tCO₂e
through a range of Internet of Things
(IoT) solutions




Invested
MZN 3.0 million
in energy efficiency projects


Lithium batteries
installed at
89 sites


47.7 tonnes
of network equipment sent
to certified recyclers

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)


M-Pesa achieved the
ISO 27001
certification for data security


MZN- m
local supply chain finance
issued in partnership with
Absa and First National Bank


Electromagnetic frequency
compliance score
5
out of 5

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A message from
the CEO

Our purpose-led
ESG framework

Committed to
Mozambique



A message from the CEO

SIMON KARIKARI



Connectivity is the most meaningful way that we can contribute to our country. Much more than a service, it is a powerful enabler of participation, opportunity and safety.

This year marks a clear step forward in our return to growth. FY2026 was measured, disciplined and meaningful. We are strengthening our position while remaining focused on what will sustain us over the long term: a resilient business, relevant services, and a tangible contribution to Mozambique's inclusive and sustainable development.

Connectivity is the most meaningful way that we can contribute to our country. Much more than a service, it is a powerful enabler of participation, opportunity and safety. Expanding access, therefore, remains a priority. Through continued investment in our network, we are extending connectivity to more communities and helping to close critical digital gaps. This includes the recent tender awarded under the Universal Access Service Fund, managed by the national regulatory authority, for the rollout of 60 new sites in remote rural areas; and the tender awarded by the Ministry of Education to provide connectivity to distance learning centres across 298 schools.

These milestones reflect our long-term commitment to inclusive access and are grounded in the principle that our own sustainability is intrinsically linked to our ability to serve Mozambique's development needs.

Expanding access is only the starting point, and inclusion must be intentional. Affordability remains a significant barrier to access. We have intensified our focus on device accessibility, enabling more Mozambicans to participate fully in the digital economy. This effort was recognised through the SheConnects Digital Accelerator, a joint initiative by the GSMA, Gates Foundation and Reliance Foundation, for our Pouko Pouko device financing initiative. This affirms that meaningful progress requires addressing availability and affordability. This principle guides our approach to M-Pesa. Through new partnerships, expanded functionalities and a growing portfolio of products and services, we are strengthening adoption, accessibility and everyday utility. These efforts aim to ensure that financial inclusion translates into real economic participation and resilient communities.

Our impact is visible in education. Through the Faz Crescer programme, we provide free connectivity to 325 public schools nationwide, reaching approximately 1.3 million students and teachers. Of these, 102 schools are equipped with connected computer labs, enabling teachers to enhance lesson delivery and empowering students to build digital skills, conduct research and engage with the world beyond their classrooms. These schools have become platforms for empowerment and capacity building. Through initiatives such as Techstart and Code Like a Girl, we are expanding opportunities – particularly for young women – to access pathways into technology. This goes beyond connectivity to build skills, employability, and leadership in a future where digital inclusion is fundamental.

The future cannot be discussed without acknowledging the challenges of climate change, especially in a country as exposed as Mozambique. The increasing frequency and intensity of extreme weather events make this reality impossible to ignore. Moments of crisis remind us why this work truly matters.

During a recent flooding emergency, maintaining and restoring connectivity became critical to response and recovery efforts. Our teams mobilised rapidly to ensure service continuity and our employees' well-being. The Vodacom Mozambique Foundation provided direct support to affected communities by donating 23 tonnes of emergency supplies. In these moments, our purpose becomes most tangible.

This sense of responsibility extends across how we operate. Achieving ISO 27001 certification this year marks an important milestone in strengthening customer trust and ensuring rigorous information security. Despite operating in high-risk environments, we reached 893 days without fatalities – a testament to our safety culture and operational discipline. We continue to embed human rights principles into our decision-making and product development. Through new measures such as blocking child sexual abuse material, we are taking concrete steps to ensure connectivity remains safe and responsible.

We are deliberate in our environmental approach. Our net zero journey is underway, with ongoing efforts to reduce emissions, improve energy efficiency, and strengthen climate resilience across our operations. We approach this work with responsibility and humility, recognising that progress is iterative, that we will not always get it right, and that our long-term success is inseparable from environmental health and community well-being.

This perspective informs our investment in the Vodacom Mozambique Foundation, which is evolving into a more strategic and impactful platform, grounded in our people and culture, strong human resources policies and practices. Over the past year, our employees contributed 2 179 hours of volunteering to Vodacom Mozambique Foundation programmes, demonstrating a shared purpose that extends well beyond our commercial objectives.

This belief shapes our broader view of the private sector's role today – not as a passive actor, but as an active and increasingly consequential partner in development. We have the responsibility and the opportunity to enable progress and help strengthen the systems that communities depend on.

Our commitment to Mozambique is long term and unwavering. We will continue to invest in connectivity, technology that addresses the challenges of our time, and developing technical and leadership skills for young people. Because the future we are helping to shape must be shared, sustainable and within reach for all, we aim to take action and contribute, bringing our capabilities to a broader collective effort, and fostering the partnerships, dialogue, and connections that will accelerate progress and shared prosperity.

FY2026 in review

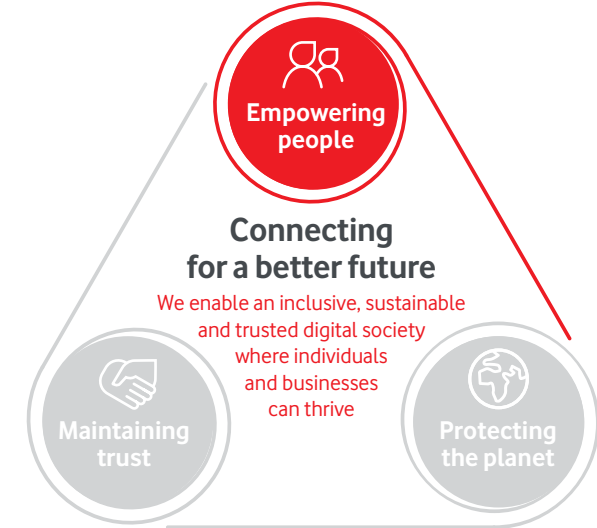
A message from the CEO

Our purpose-led ESG framework

Committed to Mozambique



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

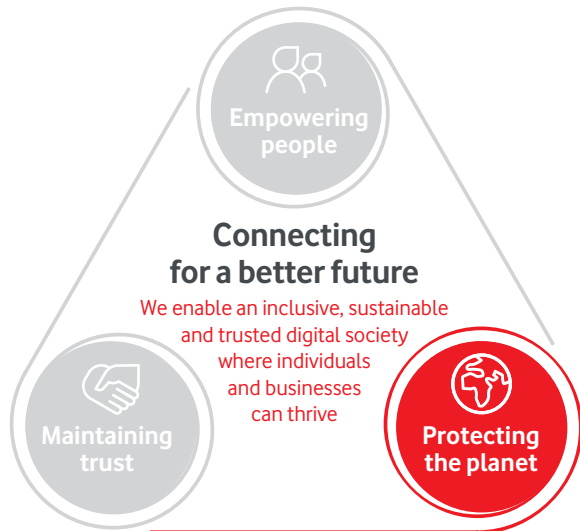
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Protecting the planet	
We want to help protect the planet and enable our customers to do the same. With efforts focused on sustainable approaches to managing impact areas and collaboration with our customers, communities and partners to broaden our 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

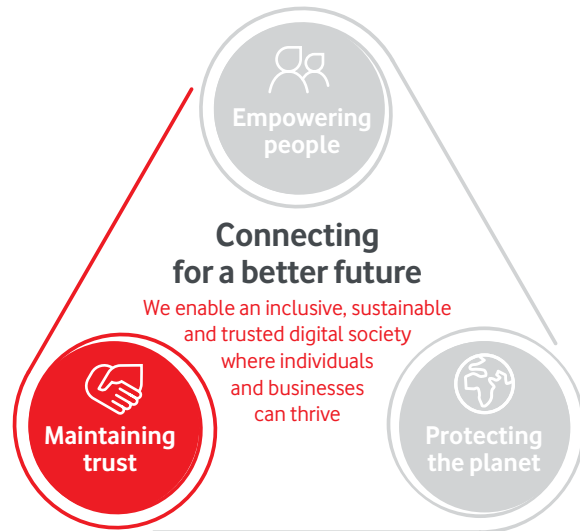
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Maintaining trust

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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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

Closing the digital inclusion gap

Despite 4G network coverage reaching majority of the population, many Mozambicans remain offline due to limited purchasing power, low digital literacy and persistent gender inequalities.

We are rolling out 60 new base stations across 9 provinces under Mozambique's Communications Regulatory Authority's Universal Access Service Fund. The project was awarded through public tender as part of the government's Rural Connectivity Project and the scope was expanded from an original 30 sites to maximise reach and socioeconomic impact in underserved communities.

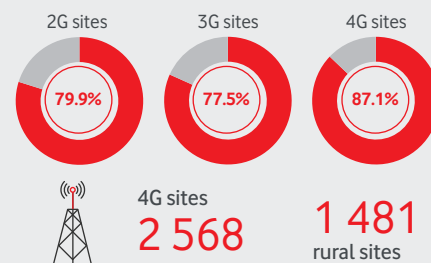
To address device affordability, we launched the Bombinha Digital 4G – a 4G touchscreen smartphone priced at MZN1 499 – to reduce barriers to adoption. The device enables access to essential services such as WhatsApp, Facebook and YouTube, supporting connectivity, learning and participation in the digital economy. Since launch, 5 000 units have been sold nationwide, with early evidence of increased data usage among buyers. We have extended MZN 40 million in subsidies for low-cost devices.

We support access to affordable data and digital services through **Just4You**, which offers personalised voice, SMS and data tailored to individual usage patterns, and 21% customers use the service. Through **ConnectU**, we provide free access to essential online services and resources, and we continue to partner with UNICEF to offer zero-rated access to youth-focused educational and advice sites, including **Boa Internet** (which provides emergency, health and citizenship information).

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

To further reduce affordability barriers and address gender disparities in digital access, we offer Pouko Pouko, a device-financing product that enables customers in rural and semi-urban areas to access smartphones and data packages through flexible repayment options.

Network penetration



Boa Internet had
58 479
visitors



SMS Biz has
922 132
subscribers

43% are female
31% are aged 15 to 19
21% are aged 20 to 24

Women's empowerment and digital inclusion

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

Code Like a Girl – now integrated with the Techstart programme under a school-based delivery model – reached 2 523 girls (against a target of 2 000) across 47 Faz Crescer schools during the year, bringing the cumulative total trained to more than 6 327. 123 trainers were deployed, comprising Vodacom volunteers and MozDevz associates. 10 Code Like a Girl alumni received scholarships from Vodacom and 1 is now an employee of Vodacom.



SHINE, implemented by the Girl MOVE Academy, equips young women with the skills, confidence and pathways to transition from education into leadership and employment. **2 311** completed the programme. Through its peer-led mentorship model, as part of the Path the Way career development module, a hybrid Shine My Career workshop was delivered with Vodacom Foundation and HR, providing practical guidance on CV writing, learning and development and entry pathways such as TechStart and the Vodacom Graduates Programme. **Movimento Somos Luz** participants reached **36 516** younger girls across schools and communities.



Mum & Baby is a mobile health service that provides access to quality antenatal and maternal health information. We work closely with the Ministry of Health to review and validate service content, with plans to enhance communications to promote new subscriptions.



Mum & Baby has
63 869
subscribers

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Empowering people
Protecting the planet
Maintaining trust



M-Pesa solutions for financial inclusion

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.



6.4 m
financial inclusion
customers

Everyday payments and merchant enablement are supported through **Paga Fácil**, which enables merchants to collect payments from customers with M-Pesa accounts. **Bazza Bazza** is a value-added service encouraging the use of Paga Fácil by allowing merchants to sell bundles to customers and earn commissions, and **Mini Paga Fácil** supports informal merchants, who make up over 80% of the population and contribute around 40% to the gross domestic product. We signed an agreement with **Vivo Energy Mozambique** to integrate M-Pesa payments across Engen service stations, enabling customers to pay for fuel and access deposits, withdrawals and transfers via M-Pesa. The rollout will be gradual and nationwide. **The Voucher Mini-App**, available on the Meu M-Pesa App, enables customers to purchase digital subscriptions and top-ups – including streaming services, in-game credits,



PlayStation Network and Xbox Game Pass – using secure mobile money payments, without the need for a credit card or informal resellers.

Financial resilience is supported through **Xitique**, an individual savings solution that fosters a stronger savings culture and enhances financial resilience. Members are incentivised by receiving cash back when they reach specific savings thresholds over 30 days without withdrawing or cancelling their balance.

Access to affordable risk protection products is enabled through M-Pesa insurance, which provides inclusive solutions to customers using any mobile phone. **Funeral insurance**, offered in partnership with Sanlam Companhia de Seguros Moçambique, provides financial support through monthly contributions starting at MZN7.35 and benefits of up to MZN14 000, depending on the cover chosen, over 23 800 policies have been accessed. **Motor insurance**, offered in partnership with Hollard via an M-Pesa mini-app, allows customers to insure vehicles without visiting a physical branch. 30 400 policies have been activated, with flexible cover periods from seven to 365 days for motor vehicles and motorcycles. We piloted a partnership with TotalEnergies, enabling customers to purchase motor insurance cover at the fuel station.

Productive credit and enterprise support are being tested through targeted lending solutions. Txuna M-Pesa was launched at the end of 2020 by Vodafone M-Pesa, in partnership with Access Bank, to transform lives by facilitating access to credit of up to 3 500 MZN and promoting freedom and financial inclusion for Mozambicans, especially those who do not have access to a bank account. The Txuna Mini App, in pilot phase is available within the Meu M-Pesa Super App. **Txuna Insumos**, a pilot lending product offered in partnership with TechnoServe and WIN, enabled **223** customers in Ribaué and Malema (Nampula), selected through local savings groups, to access agricultural inputs via vouchers redeemable at participating agrodealers. **Txova** is a mobile credit service providing customers with short-term loans directly through their phones, with secure transactions and easy repayment via the M-Pesa platform.

Collaboration and innovation underpin the continued expansion of financial inclusion. In FY2026 we signed a memorandum of understanding with the Deutsche Gesellschaft für Internationale Zusammenarbeit to expand access to digital financial services, strengthen financial literacy and empower rural communities – particularly smallholder farmers, micro and small enterprises, women and young people – through technology-enabled solutions and targeted financial education. Through the **MEGA Basket initiative**, launched in December 2025, customers could purchase baskets of essential household goods using M-Pesa at discounted prices, encouraging digital wallet adoption and supporting household budgeting during a period of increased financial pressure.

Innovation is further supported through the **M-Pesa Innovation Lab**, launched as part of the Transform 360 initiative. The initiative promotes responsible innovation and cross-functional collaboration, focusing on product development, governance and compliance, skills development and technology partnerships. We hosted the third **M-Pesa FinTalks Conference** in Maputo, bringing together participants from government, regulatory bodies, international organisations, banks, fintechs and the private sector. The conference focused on how digital financial services can expand economic opportunities – particularly for young people and women – across urban and rural contexts. We concluded the second edition of the **M-Pesa Finckathon**, in which 52 university students from across Mozambique developed digital solutions to advance financial inclusion in rural communities, supported by FSDMoç, FinTech.MZ, M-Pesa Africa, GSMA and Gesellschaft für Internationale Zusammenarbeit (GIZ). This edition focused on mobile-based financial literacy tools (educational games and learning platforms) and digital solutions to improve access to and confidence in financial services, such as agent locator and safer payment tools.



See more about the third M-Pesa Fintalks Conference

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Orange Corners

We provide tools and training to help SMEs adopt digital solutions, scale efficiently and remain competitive. Through our partnership with Orange Corners Mozambique, we support entrepreneurs under 35 with business incubation, training and mentorship, complemented by Vodacom led masterclasses delivered by subject matter experts on Talent Management, Digital Marketing, Energy Management and Innovation with Impact.

In FY2026, 50 entrepreneurs graduated from the 14th cohort of the **BIZ incubation programme** and launched the 15th edition. The introduction of the value chain module added a more strategic and systemic dimension to the programme. Its practical focus helped entrepreneurs better position their businesses within broader value chains and make more informed decisions on partnerships, distribution and market access.



12 569

entrepreneurs reached through the incubation programme

Private sector partnership for Development

The Vodacom Mozambique Foundation joined a private sector partnership for development with ExxonMobil, Total (through the Mozambique LNG Foundation), ENI, JFS Foundation and Syrah Resources. The partnership coordinates corporate social investment with a shared focus on Cabo Delgado and the education sector, underpinned by an umbrella memorandum of understanding for future joint projects.

University engagement and Techstart

We engaged with students at universities across the country to introduce digital platforms that support learning, culture and career readiness. **Liga-te** simplifies access to academic and educational resources, **MyMuze** provides access to music and cultural content, and Njobs creates pathways to internships and employment opportunities.

We continue to roll out Techstart, which is integrated under a shared school and university based model. Techstart has registered 3 116 participants, with a large-scale rollout planned for FY2027 and an ambition to reach 30 000 young people.

Supporting educational empowerment

We invest in school infrastructure, connectivity and financial assistance to improve access for students and educators.

Access to quality education is supported through investments in school infrastructure, connectivity and financial assistance, helping reduce barriers for learners and educators. **Instant Network Schools (INS)** provides young refugees, host communities and their teachers with access to digital learning content and the internet, while **Faz Crescer** and our school connectivity programmes deliver ICT equipment, infrastructure and connectivity to schools.

Digital skills development is further advanced through **DiGi**, a nationwide youth digital skills initiative led by Machel Fidis in partnership with the Vodacom Mozambique Foundation. DiGi prepares young people for a technology-driven future. Delivered through Faz Crescer secondary schools and supported by Vodacom-provided computer labs, the programme has reached nearly 1 000 students since its pilot in 2024, combining digital literacy, web programming, financial literacy and professional skills development. A notable outcome is **Kutiva**, a student-developed digital library application enabling online and offline access to educational content, which has already reached over 5 000 users.

1 342 297 learners and teachers connected

75% of these schools are in rural areas

325 schools connected with free internet

344 424 students and teachers impacted through Faz Crescer computer labs since 2018



Computer labs were constructed in two schools, bringing the total to

102

INS centres

31

Pupil beneficiaries

91 815

Teacher beneficiaries

1 765



Instant network emergency response



We strengthened our emergency response capacity through the establishment of a local Instant Network Emergency Response (INER) Hub. Two local volunteers completed HEAT training in the United Kingdom and have since joined the instant network emergency response team in Mozambique. They supported the emergency response to the flooding crisis and delivered training to 11 local volunteers to strengthen preparedness for future emergencies and disasters.

This investment enhances preparedness for future disasters by embedding technical skills, coordination capabilities and rapid-deployment readiness at country level. The INER Hub complements government-led response efforts and humanitarian partners by enabling the rapid deployment of temporary communications solutions to restore connectivity during emergencies; supporting rescue coordination, access to critical information and affected communities.

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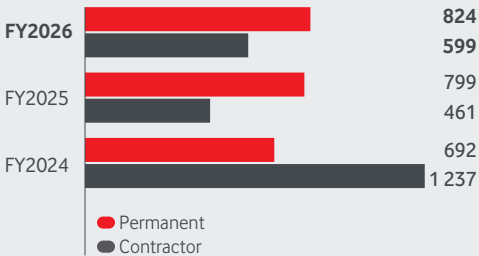
Maintaining trust



Headcount



1 423
employees
(FY2025: 1 260)



Gender diversity of permanent employees



Employees who took parental and maternal leave

74

Male employees
(FY2025: 53)



23

Female employees
(FY2025: 23)

74 returned to work

(FY2025: 53)

23 returned to work

(FY2025: 21)

Leadership and talent development

We strengthened our leadership and talent pipeline through a comprehensive suite of development programmes.

Leadership capability was reinforced through targeted programmes that equip leaders with the skills required to lead high-performing teams. Licence to Hire and Lead, launched in September 2025, equips leaders with skills in structured recruitment, performance enablement and team management. A mentorship and coaching programme pairs Managing Executives with Group Executive Committee mentors, who in turn mentor high-potential middle managers, promoting cross-market knowledge sharing. Female leadership advancement was further supported through Vodafone's global programme for high-potential women, focused on strategic decision-making, influence and networking. Senior-level succession was enhanced through the Vodafone Accelerated Executive Programme and the High-Impact Leadership Programme.

Business unit capability was reinforced through **specialised academies** – the Fintech Academy and CFI licences for M-Pesa, the SPARK Academy for Vodacom Business, and the CBU Sales Academy for the consumer business unit – strengthening financial, technical, commercial and customer-facing competencies. The Technical Career Path continued to develop critical technical talent, while targeted programmes in AI, big data, GenAI and robotic process automation, which equipped teams with future-ready digital skills.

Early career talent development remains a key focus. Our structured two-year STEM graduate programme offers rotations, hands-on project experience, mentorship and innovation challenges to build a sustainable pipeline of young technical professionals. Our internship programme expanded in FY2026, with a larger cohort delivered through a new implementing partner using a revised approach.



12

Discover
Graduates



Inclusive talent development is embedded through VodAbility, our flagship disability inclusion initiative, providing a structured twelve-month shadowing experience that equips participants with practical skills, workplace confidence and corporate exposure. The programme drove broader organisational change, including permanent ramps in all stores, mobile ramps on company buses and improved signage. Participants are supported through engagement forums and partnerships with organisations such as O Fórum das Associações Moçambicanas de Pessoas com Deficiência. High performers transition into permanent roles. The next phase prioritises building sign language capability within frontline teams.



Hackathon

Hackathons are Vodacom's leading pre-eminent innovation incubators. Winners of the Hackfest Moçambique designed a customer service solution to streamline business-customer interactions, reducing response times and improving service quality.



See more about
the Hackfest
Moçambique

Employee volunteering and social impact

We reached 689 beneficiaries across the country through our Employee Social Impact Initiative. Activities spanned education, health, water access, inclusion and livelihoods, and included donating school supplies, installing a community water well, supporting women-led farming initiatives, improving paediatric healthcare facilities, enhancing digital access for people with visual impairments and providing sports equipment for youth development. 181 employees contributed 2 179 volunteer hours. International Volunteer Day was marked with an appreciation event, including the nomination of a volunteer of the year.



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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

Responding to disruptive weather events

Mozambique is among the world's most vulnerable countries to climate change, experiencing severe impacts from cyclones, floods and droughts. It faces intense, erratic weather due to its long coastline, low-lying geography and heavy reliance on rain-fed agriculture.

Vodacom Mozambique and the Vodacom Foundation responded to severe flooding caused by heavy rains in the Gaza and Maputo provinces by mobilising humanitarian assistance for communities. Between October 2025 and January 2026, the floods affected 677 000 people (141 818 families), with over 16 000 homes damaged or completely destroyed, prompting the government to declare a national red alert.

Working closely with the provincial government and the National Institute for Disaster Risk Management and Reduction, the Vodacom Foundation delivered **emergency humanitarian aid** to Gaza province, including food, water, hygiene and cleaning items, utensils, and medicines to address water-borne diseases. To support dignity and sanitary protection needs, dignity kits were distributed to women and girls. Despite challenges with local sourcing, supplies were secured and transported from neighbouring provinces to reach affected areas.

Internal donation campaigns were launched to mobilise non-perishable food and basic goods from employees, and an external **fundraising campaign** via M-Pesa enabled customers and the public to contribute to relief efforts. Funds were used to procure emergency food kits (cabazes), distributed in partnership with Porto de Maputo and Plataforma Makobo through the Chuva de Afectos campaign.

We prioritised connectivity to maintain access to critical communications during the crisis, and deployed an instant network emergency response mission to provide some free services, complemented by a **free SOS communication package** offered by Vodacom Mozambique in coordination with the regulator and other operators. Together, these interventions demonstrate our commitment to rapid disaster response, community resilience, and supporting those most affected during times of crisis.



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Protecting the planet

Maintaining trust

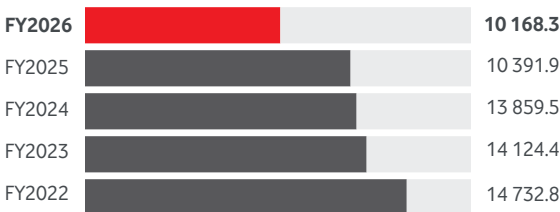


Operationalising our decarbonisation strategy

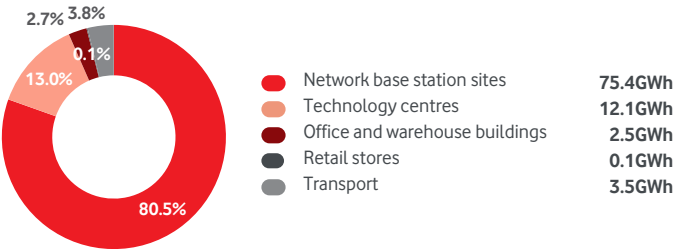
Our network requires around 93.7GWh of energy per year, sourced from electricity and diesel. Transitioning to renewable sources is not straightforward, as our infrastructure is highly distributed with more than 2 625 sites

In FY2026, our total scope 1 and 2 market-based GHG emissions decreased by 2% to 10 168 tCO₂e (FY2025: 10 392 tCO₂e). This decrease is driven by the implementation of energy efficiency and renewable energy projects. We maintained our goal of matching 100% of grid electricity purchased with electricity from renewable sources, reducing our scope 2 market-based GHG emissions to zero. This is a result of investing in renewable energy purchases, using renewable energy at our premises and through our power purchase agreements. Power purchase agreements with independent power producers offer significant advantages, enabling us to secure renewable energy with zero upfront capital investment and to lock in stable, lower electricity rates. By outsourcing system maintenance to independent power producers, we reduce operational and financial risks, including volatility in electricity market prices.

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



FY2026 energy consumption by use



Energy management and efficiency

We are reducing our GHG emissions through purchasing renewable energy and implementing several energy-efficiency initiatives. 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. We successfully renewed our ISO 50001 certification, confirming compliance with energy management system requirements and re-affirming our commitment to energy efficiency and sustainable resource management across operations. The audit raised no non-conformances, with only minor observations noted.

We invested MZN3.0 million in targeted energy-efficiency initiatives, and are yet to start realising the energy savings which will also support with reducing our GHG emissions across our network. Our primary energy source is grid-supplied electricity; however, due to limited grid availability in some areas, we rely on diesel generators and batteries as the primary power source for base stations and as backup power. A key focus area was reducing radio energy intensity at 26 high-consumption sites by activating energy-efficiency features and power reduction measures. These measures resulted in an estimated 10% decrease in energy use.

To address ongoing reliance on diesel, we prioritised efficiency improvements, deploying a low-cost hybrid diesel generator control system across nine sites as a proof of concept. This system optimises power source management during grid outages by prioritising battery usage over diesel generation. In the first two months of the trial, diesel consumption reduced considerably, demonstrating a promising opportunity to reduce scope 1 emissions. These technical measures are complemented by improved operational practices, including more granular diesel consumption management and needs-based refuelling, enabling better visibility of actual fuel usage and avoiding unnecessary refuelling triggered by minor gauge fluctuations.



In FY2026, we consumed

3.3 million litres of diesel

Scaling renewables

On-site solar presents challenges in the Mozambican context, including space constraints, site accessibility, theft, vandalism and maintenance considerations. We continue to assess its viability on a site-by-site basis. In FY2026, we increased our renewable power production from 3% to 6%, by adding five large offgrid sites which we converted to renewable power, and installing a 37KW solar PV system at the Matola technology centre's car park. Deploying solar at these five sites reduced the diesel used per site to less than 100 litres per month, and the Matola technology centre car park installation eliminated the need for using the backup generator.

59%

of energy consumption is from renewable sources, including solar energy generated, combined with purchased RECs and PPAs.

33 922tCO₂e

in scope 3 GHG emissions

FY2025: 45 887tCO₂e

91%

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)

Category	Value
Purchased goods and services	13 657.1
Capital goods	13 297.1
Fuel and energy-related activities	3 799.7
Franchises	1 051.8
Employee commuting	529.8
Other	499.7
Use of sold products	253.2
Upstream leased assets	833.4

Supported customers in avoiding

87 856.00tCO₂e

through a range of Internet of Things solutions.



Maintaining trust



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

Maintaining trust through ethical conduct, data protection and safe operations

During the year, the business strengthened its ethical culture, fraud prevention capabilities, privacy practices and health, safety and environmental performance through a combination of robust controls, targeted awareness initiatives and stakeholder engagement.

Ethical conduct is anchored in the code of conduct, which provides a framework for ethical behaviour, supported by training and awareness programmes that ensure compliance with best practice, laws and regulations. Fraud represents an evolving threat with the potential to impact customers, employees, reputation and financial performance. During the year we implemented **anti-fraud initiatives**, combining technical controls with awareness efforts. A new SIM Box fraud detection solution was deployed, enhancing identification of fraudulent activity by analysing behavioural and network usage patterns.

We expanded **fraud prevention awareness** through a year-long Global System for Mobile Communications bulk SMS campaign that strengthened customer awareness of key risks, including social engineering, Wangiri fraud and SIM-swap attacks, complemented by nationwide community engagements targeting street vendors, customer service representatives, supervisors and employees. Internal capacity building included a dedicated session with the call centre on fraud risks and the consequences of misconduct, digital channel awareness through social media during Customer Service Week, and a broader multi-channel drive extending fraud prevention messaging through our website, community radio and social media. Fraud Awareness Week further strengthened vigilance through sessions led by the prosecutor's office, real-case demonstrations and an internal trivia campaign. Dealer store and Vodashop agents completed an online training programme focused on rising SIM swap risks.

Our privacy culture was strengthened through training, awareness and process improvements. Data privacy training is delivered through the Doing What's Right programme, completed by all employees and supported by specialised training for high-risk roles and induction sessions for new joiners. Awareness activities for Data Privacy Day 2026 included internal communications, screen savers and a privacy-themed quiz. We hosted the second edition of our **compliance, ethics and privacy conference**, bringing together partners including The Ethics Institute, the Instituto Nacional de Tecnologias de Informação e Comunicação, the Mozambican Public Ministry, FSDMoç, the Mozambican Institute of Corporate Governance and Gil Cambule Law Firm to discuss ethical leadership, governance, data management, digital ethics, cyber crime and privacy in the context of emerging AI technologies.



See more about the Ethics, Compliance and Privacy Conference

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Maintaining trust through ethical conduct, data protection and safe operations continued

Operational processes were enhanced with the launch of the **SPDA Demand Portal**, enabling simultaneous privacy and cyber security assessments for any new or amended data-processing activity. A customer privacy education programme was rolled out to help customers safeguard their personal data, while a dedicated privacy and security workshop provided additional support for employees in high-risk roles.

Protecting people remains a priority across operations and the value chain. We strengthened our health, safety and environment (HSE) performance through targeted initiatives in supplier readiness, employee awareness and operational risk management. **HSE induction sessions** were delivered to train high-risk supplier participants on core safety procedures, emergency response, incident reporting and environmental responsibilities. As a result, we had no major incidents. The sessions were complemented by safety inspections across priority sites, including the head office, Matola Data Centre, base stations and the Matola Warehouse. Monthly engagement meetings with all high-risk suppliers reviewed performance, addressed critical risks such as road safety and driver behaviour, and tracked corrective actions through the HSE inspection tracker. Supplier accountability was supported by ongoing key performance indicator reviews and alignment sessions.

Capability building included work-at-height sessions, community engagement activities supporting network rollout, and a company-wide safety week in April 2025. This combined leadership messaging with practical drills in first aid, firefighting and evacuation training, alongside a refreshed Absolute Rules campaign led by the Executive Committee and supplier engagement to reinforce shared responsibility for zero harm. Employee well-being was supported through HSW refresher sessions for all call centre agents (covering ergonomics, stress management and safe work practices) and thematic webinars addressing road risk awareness, eye health, monkeypox prevention, stress management, women's health and the care of premature babies.

Public health formed part of **community engagement**. In December 2025, the team led a cervical and breast cancer awareness campaign targeting extended family members of employees, helping improve understanding of early detection when preventive screening is limited. This was complemented by on-site psychological consultations and mental health webinars open to wider community facing groups, aimed at reducing stigma and increasing access to support. Employees also donated essential goods to Maputo Central Hospital to support frontline care where demand routinely exceeds resources.



Speak Up website

 [Click here](#) to report an incident

Speak Up hotline

 **980 500 7465**

We celebrated a

fatality-free

year

We have

14

wellness ambassadors

Three

health and safety specialists



Digital service enhancements

We introduced optical character recognition technology to digitise customer registration, automating data capture to accelerate onboarding, improve accuracy and enhance compliance. This benefits customers in remote or low-literacy communities in particular. Registration confirmations were fully digitised within the mobile app, allowing customers to validate their details independently.

Our **chatbot** was upgraded to an AI-enabled model, capable of recognising keywords and interpreting customer needs more accurately, delivering consistent 24/7 assistance and reducing demand on call centre operations.

Customer service week reinforced digital adoption through nationwide field education activities, leadership engagements and customer sessions that supported digital literacy and strengthened relationships with agents and communities.

We continuously improve digital journeys, including Pouko Pouko, PIN Reset, Txuna M-Pesa, onboarding and self-reversal processes by streamlining key interactions, reducing operational friction and strengthening controls for sensitive transactions.

Human rights

Our human rights policy was approved during the year.

We ran a social media campaign on **child online safety awareness** and are in the final stages of implementing measures to block child sexual abuse material, with reporting and statistics to follow.



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Local procurement and SME development

We continue to advance our local content and SME development work through an integrated strategy that expands domestic procurement, strengthens supplier capabilities and improves access to finance for local businesses.

Our **supplier portal**, launched in 2021, remains the primary channel for Mozambican companies to access procurement opportunities, ensuring transparency and fair competition. Supported by capacity building initiatives and banking partnerships, the programme addresses structural barriers faced by SMEs, including limited visibility of opportunities, financing constraints and technical readiness gaps.

Local spend has stabilised over recent years, reflecting an embedded approach to domestic procurement. To strengthen SME participation, we established a **financing ecosystem** offering asset financing, purchase order financing, invoice discounting, trade finance and working capital solutions. In partnership with Absa Mozambique, we hosted Supply Chain Finance Business Connect, marking five years of collaboration and integrating Absa's supply chain finance offerings into our procurement ecosystem.

Supplier capability development is reinforced through supplier readiness sessions and forums, which provide guidance on procurement standards, technical and HSE requirements, competitiveness and alignment with local content policies. Networking platforms, including trade fairs and thematic forums, support market linkages between SMEs, larger buyers and financial institutions. Our supply chain team visited local suppliers to strengthen relationships and improve our understanding of their operations.

Looking ahead, we will continue to expand the use of our supplier portal, intensify capacity building in HSE, compliance, cost competitiveness and technical quality, and deepen engagement with financial partners to improve SME cash flow cycles. Strengthened governance and impact measurement will be driven by key performance indicators covering local spending, supplier qualification trends, award timelines and SME training outcomes.

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