

Creating Shared Value

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GM Corporate Services Statement



Enid Edroma
GM Corporate Services

In 2025, MTN reached a major milestone with the release of its inaugural Sustainability Report. This publication highlighted the organisation's unwavering commitment to shared value, transparent sustainability strategies, and active stakeholder engagement. The report was met with widespread acclaim, fostering collaboration across departments and initiatives and enhancing sustainability awareness throughout company operations. In recognition of these efforts, MTN Uganda received the *Sustainability Reporting Award* at the Institute of Certified Public Accountants of Uganda Awards, a testament to its leadership and vision in integrating ESG practices into the telecommunications sector.

MTN's sustainability initiatives are progressing purposefully, strengthening the organisation's ability to serve stakeholders and the nation. A cohesive and integrated strategic framework has been established, supported by thorough assessments that outline a clear direction for the future. The internal ESG gap analysis conducted in 2024 laid a robust foundation for the sustainability strategy.

Building on this, the 2025 maturity assessment recognised MTN as pragmatic demonstrating readiness for growth and revealing new opportunities for comprehensive transformation.

This progress enables the company to address immediate priorities, including expanding ESG expertise, setting ambitious targets, and applying rigorous quality assurance measures for exceptional performance and reliable data. These developments energise the organisation as it continues its journey of sustainable excellence.

MTN has completed an internal materiality assessment to identify the most relevant ESG issues. This critical analysis allows the organisation to shift towards formulating specific, quantifiable, and actionable sustainability goals that drive long-term value creation. Further details and learnings from this process will be featured in the upcoming sustainability report. These efforts are part of a broader strategy to accelerate growth and enhance value creation for shareholders and stakeholders.

MTN remains committed to transparency seeking independent evaluation of our impact and initiatives, we have concluded an impact assessment for the MTN Foundation, a true value assessment for our emissions data and will be commencing scenario analysis aligned to the IFRS standards to enable us align our activities.

Looking ahead, MTN aims to proactively engage customers in ESG initiatives. This includes providing products that support responsible consumption, such as exploring the possibility of solar-powered network sites sharing excess energy with local communities, and offering educational resources on digital rights, data privacy, and responsible e-waste management. These actions are part of a comprehensive strategic approach to consistently deliver transparent and value-driven ESG outcomes.

As MTN progresses, it reaffirms its leadership in the telecommunications sector by exemplifying excellence, accountability, and value creation. Through diligent management of social and environmental impacts, aligned with national and global standards, the organisation continues to build stakeholder trust demonstrating that responsible, transparent operations are not only goals but the legacy of MTN.

Awards and Recognition



FiRe Awards
Best
Sustainability
Report



**Million Dollar
Challenge**
Winner: ESG at
the Core



MTN - Group
Best achievement
in Sustainability





Creating Value in our Approach to Sustainability

Our approach to sustainability is embedded in our ESG Framework and derived from **Ambition 2025** embedded within the organisation across four pillars: *Doing for Planet*, *Doing for People*, *Doing it Right* and *Doing for Growth*.

Each pillar is complemented by policies and procedures to reinforce our commitment and facilitate implementation. This framework brings responsible business to life and enables us to maintain oversight of how our business operations impact key sustainability issues, risks and opportunities, guiding how we interact with our environment, customers and stakeholders in expanding the digital economy.



Our 2025 Sustainability Achievements

Strategic Pillar	Ambition	Achieved in 2025	Our commitments
 <p>Doing for planet</p> <p>"We are committed to protecting our planet and achieving Net Zero emissions by 2040"</p>	<ul style="list-style-type: none"> Reduce GHG emissions. Improve energy efficiency. Water management. 	<p>11% Reduction in Scope 1 and 2 emissions</p>	<p>50.3% reduction in Scope 1 and 2 emissions</p> <p>Net Zero by 2040</p>
 <p>Doing for people</p> <p>"We are committed to driving digital and financial inclusion and a diverse society"</p>	<ul style="list-style-type: none"> Increase broadband coverage. Reduce cost to communicate. Diversity and inclusion. 	<p>96.2% Broadband coverage</p> <p>52.4% Women representation</p> <p>€5.1bn CSI contribution</p>	<p>95% by 2025</p> <p>50% women representation by 2030</p>
 <p>Doing it right</p> <p>"We are committed to partners and stakeholders to create and protect value"</p>	<ul style="list-style-type: none"> Reputation Index Survey: Achieve 75% score. Protect human rights. 	<p>80% Reputation Index</p>	<p>75% Reputation Index Target</p>
 <p>Doing for growth</p> <p>"We are committed to boosting inclusive economic growth on the continent"</p>	<ul style="list-style-type: none"> Tax contribution Network infrastructure investment Empowering local government 	<p>€1.6tn Tax contribution</p> <p>€549.4bn Network investment</p> <p>€1.0tn Local supplier spend</p>	<p>Tax contribution</p> <p>Infrastructure development</p> <p>Empower local enterprises</p>

Our Sustainability Reporting

MTN follows voluntary sustainability disclosure, demonstrating our commitment to transparency. This journey has enabled companywide learning, especially about what to report, how to collect accurate data, and how to set clear goals that match our strategy. Through this process, MTN has identified key areas to improve as we work toward fully integrating ESG accountability and reporting into our core business.

We provide comprehensive sustainability disclosures within this Annual Report as well as in the Sustainability Report, which make up its reporting suite. In this report, the Sustainability section highlights our impact on society and the environment, and performance against goals and targets. Detailed disclosures that support this narrative will be found in the Sustainability report and in the disclosure statements section of the report.

This section of this report is structured around the areas that are key to MTN's operations and aligned to the UN SDGs most material to MTN and where the company can make the biggest impact. MTN provides enhanced disclosures of its policies, practices and performance against its key economic, social and environmental impacts through its work in different initiatives and reporting cycles at both an operational and group wide level. We are constantly monitoring developments within the sector and the sustainability disclosure landscape to ensure we comply with the latest requirements.

Looking to the future, The Institute of Certified Public Accountants of Uganda will roll out IFRS Sustainability Disclosure Standards (IFRS S1 and S2), aligning Ugandan sustainability reporting with international practices.

MTN is working towards updating our ESG reporting to meet these standards and integrating current projects like Project Zero and MTN Foundation to prepare for the transition ahead in the reporting landscape. We are looking towards achieving a Carbon Disclosure Project-rating which will further demonstrate MTN's progress in emissions reduction and energy efficiency. To facilitate the integrity of our reporting and enhanced ESG disclosures, we have commissioned quality assurance reports from independent firms which will increase transparency and stakeholder trust supporting MTN's net-zero commitments and industry leadership.



Double Materiality Assessment

MTN integrates ESG principles into its core business operations and aims to establish exemplary standards. In preparation for the adoption of IFRS S1 and S2 reporting disclosures in 2025, MTN conducted a Materiality Assessment aligned with relevant IFRS Standards. The outcomes of this process were incorporated at the organisational level, shaping the results achieved.

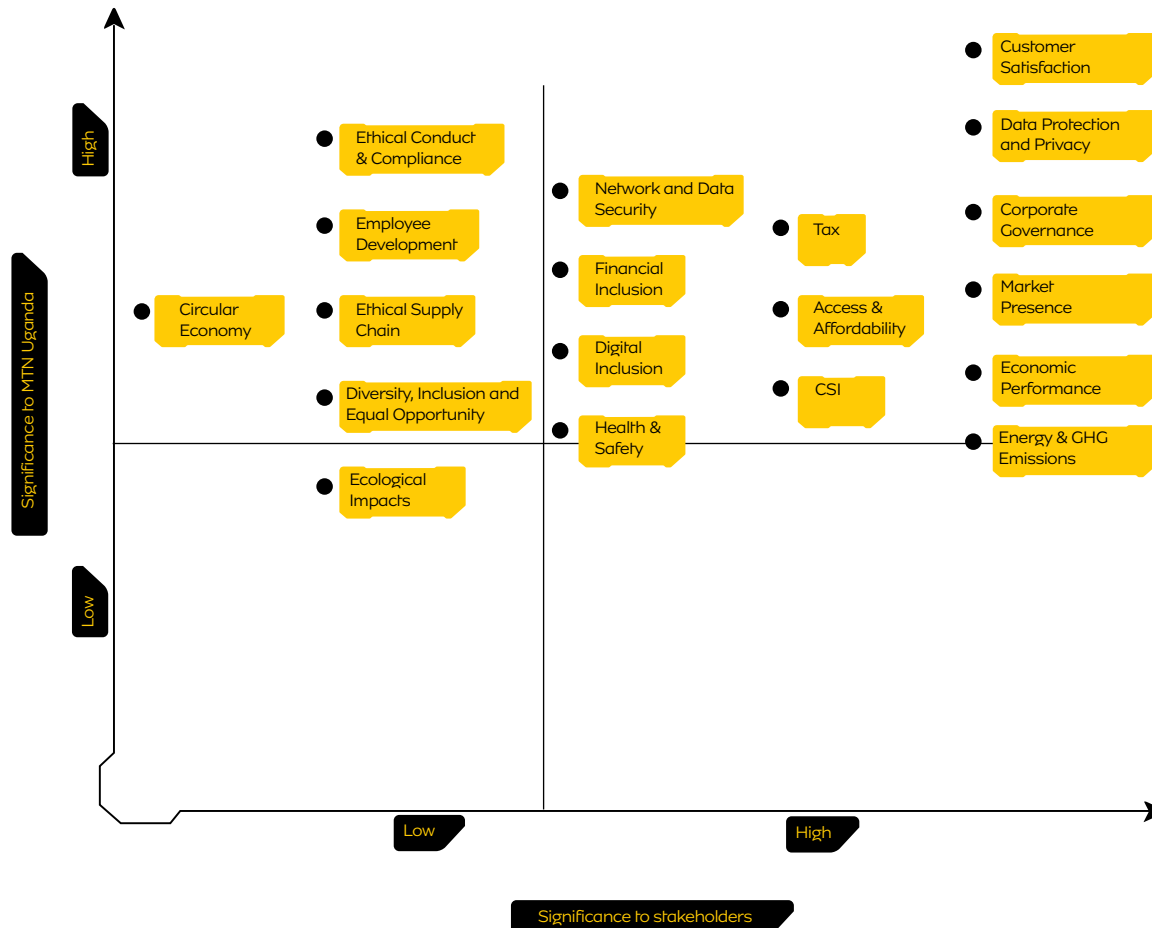
A comprehensive online survey was conducted, gathering complete responses from employees and stakeholders including customers, suppliers, government agencies, and business partners.

The enhanced methodology was supported by an independent third-party adviser ensuring alignment with the GRI and IFRS standards. This process commenced with an exhaustive mapping of material topics pertinent to the telecommunications sector, encompassing key activities relevant to stakeholders and MTN's sustainability objectives.

Material matters are defined as issues capable of impacting our value creation in the short, medium, and long term. These considerations directly inform our strategy, influence risk management, and shape the opportunities we pursue.

The material issues determined through this process are outlined below. Further elaboration on these issues will be provided in our dedicated Sustainability Report.

Material Topic	Pillar	Relevance to Business Operations	UNSDG Alignment
Energy Management Carbon Emissions (GHG) Circular Economy (Product Life Cycle) Water Resource Management Ecological Impacts Climate Adaptation and Transition	Doing for planet	High High High Average Average Average	
Digital Inclusion Network Access and Affordability	Doing for growth	High High	
Corporate Social Investment Diversity, Equity and Inclusion Human Capital Management Labour Practices and Relations Occupational Health and Safety Employee Development and Engagement	Doing for people	High High High High High High	
Corporate Governance Business Ethics Data Security and Privacy Protection Product Responsibility Management of the Legal and Regulatory Environment Risk Management Business Model Resilience	Doing it right	High High High High High High High	



This analysis examines two primary value chains for MTN: delivering the advantages of a modern connected life and generating shared value for stakeholders.

MTN identifies topics of greatest significance to both the business and its stakeholders through a double materiality assessment. The materiality of each impact, risk, and opportunity was evaluated via dedicated meetings, thorough review of available evidence, and scoring according to criteria and thresholds established within IFRS with guidance from an independent adviser.

Impacts are assessed by analysing the severity of each material issue and identifying opportunities to address stakeholder needs proactively. This approach facilitates the application of enterprise-wide risk management frameworks to set targets and implement processes for addressing material impacts arising from identified issues.

This process identified both the actual and potential effects of our operations on society and the environment, as well as how sustainability concerns may influence the company's overall performance. The materiality assessment carried out at MTN served as an evaluative measure, reaffirming that the organization continues to prioritize key material topics.

Further information will be available in the dedicated MTN Sustainability Report for 2025.



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Our Sustainability Pillars



MTN's environmental strategy is anchored in its commitment to managing our operations responsibly, reducing our environmental impact, and promoting sustainable practices among all our stakeholders. Our planet strategy centres around three key pillars:

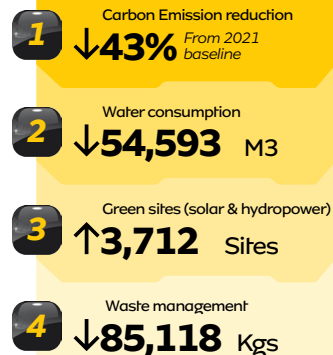
Focus Area	Objective	Ambition
Climate Action	Moving towards zero emissions and a cleaner energy supply.	50.3% average reduction in absolute emissions (tCO ₂ e) for Scopes 1, 2 and 3 using 2021 as the baseline, in line with our 2030 SBTi targets and net zero by 2040.
Responsible Management of Resources	Reduction in waste and water impact	Responsible waste and water management
Environmental compliance	Annual review of Board composition (through a Board evaluation process):	100% compliance

Our Impact

MTN has successfully demonstrated its leadership and commitment to sustainability by proactively meeting the growing network demand with cleaner, renewable energy sources.

Through the strategic adoption of cutting-edge technologies and collaborative partnerships, MTN has built resilient, cost-effective, and environmentally responsible operations.

Doing for Eco-responsibility



Case study: Project Zero

Project Zero's vision is to promote an environmentally conscious business and emissions reduction across our operations in Uganda.

To achieve this, we align Project Zero with Uganda's Nationally Determined Contributions 2022, which aims to limit global temperature rise to 1.5°C in fulfilment of Article 4 of the Paris Agreement. Since the project launched in 2021, we have implemented comprehensive strategies leveraging innovative technologies and renewable energy sources to minimise environmental impact.



Doing for people

Our approach is to provide fair access to the benefits of digital connectivity for all individuals, regardless of their background or geographic location. We are dedicated to fostering digital and financial inclusion, developing workforce proficiency through skills aligned with future needs, and encouraging diversity and inclusion across our organisation.

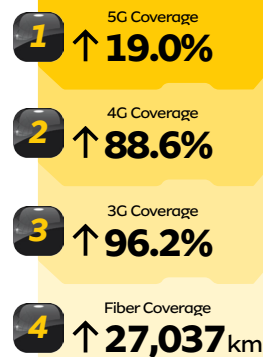


Creating value for our Customers through Digital Inclusion

MTN has successfully connected all regions of the country through advanced infrastructure, marking a significant milestone in its mission to bridge the digital divide. In response to the increasing demand for enhanced connectivity in both rural and urban areas, MTN's substantial investments in IT systems and infrastructure upgrades have resulted in a notable expansion of network capacity and nationwide coverage.

The launch of targeted programmes has extended reliable high-speed 4G/5G data, comprehensive network coverage actively enabling greater digital inclusion. MTN has invested extensively in network infrastructure—deploying 27,037 km of fibre and establishing numerous new sites to boost broadband availability. Among the most notable achievements are the expansion of mobile money offerings and the increase in 5G coverage to 19%, underscoring MTN's pivotal role in advancing connectivity and digital empowerment across the nation.

Doing for Digital Inclusion



Creating value for our people

- | | |
|---|---|
| Accelerating digital inclusion | <ul style="list-style-type: none"> ➤ Rural connectivity ➤ Affordable data and handsets ➤ Digital adoption |
| Driving financial inclusion | <ul style="list-style-type: none"> ➤ Convenient, low-cost transacting ➤ Saving ➤ Micro-lending ➤ Insurance remittances |
| Fostering a skilled, diverse, and inclusive society | <ul style="list-style-type: none"> ➤ In our workplace ➤ In our communities ➤ In our retail outlets |
| Uplifting our communities | <ul style="list-style-type: none"> ➤ Developing digital skills ➤ Women and youth empowerment ➤ Investing in national priority areas ➤ Yello Care |

Doing for Digital Inclusion

At MTN, our vision reaches far beyond simply connecting people we are passionately committed to uplifting every Ugandan and ensuring they experience the advantages of a vibrant, digitally connected life. Guided by the CHASE framework which stands for *Coverage, Handsets, Affordability, Service Bundling, and Education and Ease of Access* we are dedicated to advancing digital inclusion and creating lasting value by breaking down barriers to mobile internet adoption.

Our Digital Impact in 2025

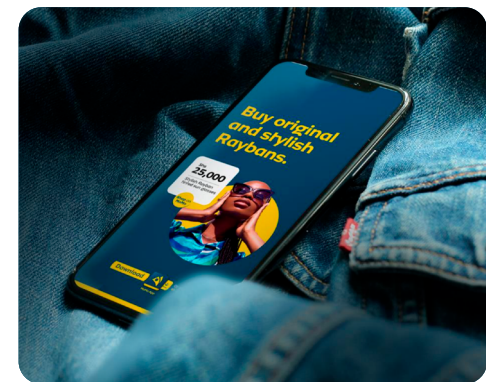
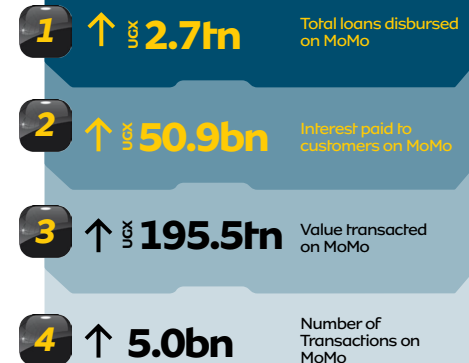


Doing for Financial Inclusion

MoMo advances financial inclusion by delivering accessible and secure digital financial services to our 14.7 million users, effectively bridging gaps for the unbanked population.

The platform facilitates low-cost remittances, micro-investing, and merchant payments via MoMoPay. These efforts link the unbanked to formal financial systems.

Doing for Financial Inclusion



Creating a Value Driven Workforce for Sustainable Future

Our strategy is to create lasting value for our teams through the inspirational “Live Inspired” employee value promise. We are excited to build a vibrant and inclusive **Y'ello** culture, foster flexible work arrangements, and champion continuous professional development. We are investing in health, safety, and digital skills empowering our staff to thrive in a diverse and supportive environment. Through these efforts, we are confidently preparing our employees to achieve success and seize opportunities in an ever-evolving, knowledge-driven economy.

MTN recognises the necessity of employing individuals with the appropriate skills to achieve its objectives and drive impactful results. The organisation is committed to fostering skill development and providing opportunities that accommodate people from a variety of backgrounds. As of 31 December 2025, MTN's total workforce stood at 1,368 employees, representing a net increase of 3.4% compared to the previous year (2024: 1,323). Supporting an ethical workplace is critical for our development and the efficiency of our operations as we seek to offer value to our stakeholders.

Doing for Employees

- 1 **↑ 1,368** Total number of employees
- 2 **↑ 52.4%** Women in our work force
- 3 **33.3%** Women in our senior management
- 4 **92%** MTN rating per employee



Occupational Health and Safety

Our approach to health and safety has evolved significantly, with a shift that replaces traditional compliance-based approaches with a proactive strategy that prioritises systemic learning and accountability, creating a safe working environment, as far as reasonably practicable for all employees, customers, and stakeholders. MTN prioritizes health and safety through comprehensive employee training focusing on creating a safe, inclusive workplace and preventing work-related incidents.

Transparency plays a crucial role in this journey. We have adopted open communication about health and safety incidents, focusing more on understanding root causes and sharing lessons learned. This commitment to transparent investigation and communication has allowed us to embed learnings across the organisation, encouraging a culture where safety comes first. Our ambition is to further advance our health and safety practices by automating the collection of health and safety data and increasing awareness among staff and third-party contractors. These efforts support our goal of achieving ISO 45001 readiness and certification, reinforcing a sustainable culture of safety and continuous improvement throughout MTN.

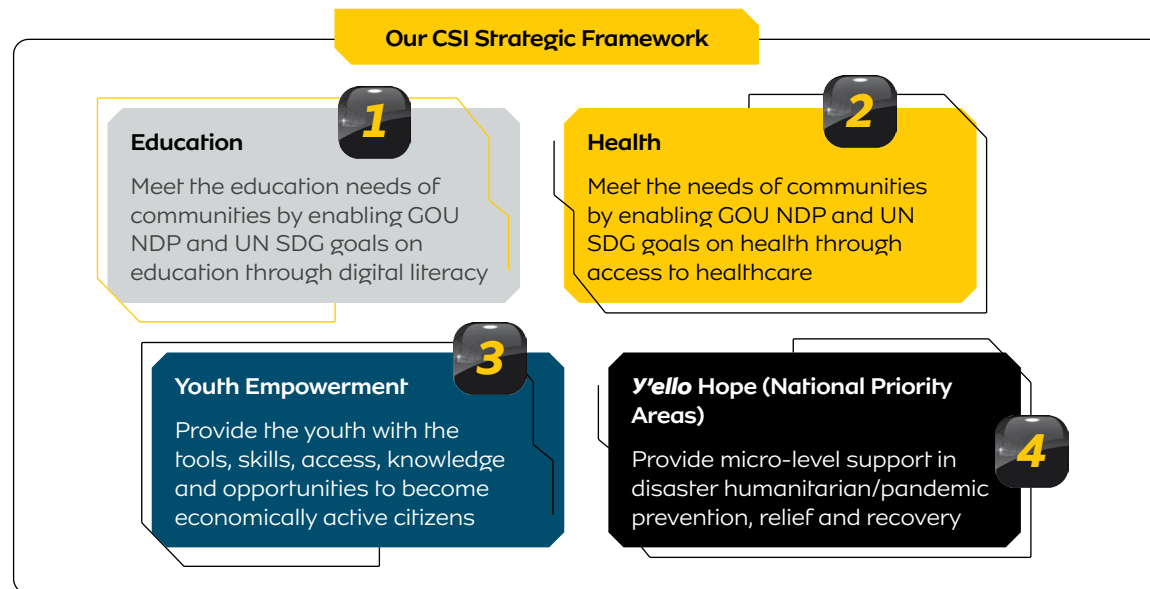
Doing for Health and Safety

- 1 **198** Number of cars
- 2 **672** Safety alerts
- 3 **2** Fatalities
- 4 **3** Third Party incidents

Creating Value for the Community - MTN Uganda Foundation

MTN, through its Foundation, delivers significant value to communities via a comprehensive range of CSI initiatives aligned with our strategic objectives. The Foundation is committed to enhancing the quality of life across diverse communities and upholds the company's dedication to sustainable practices.

Its objectives are closely aligned with national priorities outlined in the NDP and the UN SDGs. The Foundation's aim is to expand opportunities in education, healthcare, and economic empowerment ensuring that progress is inclusive and benefits all segments of society. The Foundation's approach is rooted in collaboration, working closely with local communities, government bodies, non-governmental organisations, and other partners to ensure its interventions are relevant and impactful.



Case Study: Maendeleo Foundation.

The *MTN Digital Skills Initiative* aimed to bridge the digital divide in underserved Ugandan communities, focusing on youth and women who face significant barriers to accessing technology and the internet.

The project sought to provide practical digital skills that enhance employability, entrepreneurship, and lifelong learning, thereby fostering a more inclusive digital economy. This objective supports broader goals aligned with MTN's purpose of enabling the benefits of a modern connected life and contributes to the UN SDGs.

The initiative delivered 10-day digital skills training camps using the *MTN Internet Bus*, a mobile digital classroom, working through local host partners such as libraries, community centres, and schools.

The project has targeted at least 1,000 youth and women per year across ten districts, with the overarching goal of strengthening digital literacy at the grassroots level.



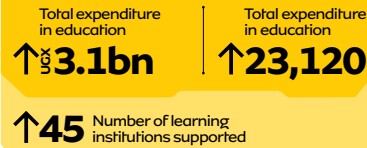
The project not only built technical skills but also restored self-confidence and inspired future aspirations. It revealed strong community demand for digital training and underscored the importance of scaling efforts and ensuring inclusivity to sustain long-term impact.

Asia Kamukama, Executive Director, Maendeleo Foundation.

Our 2025 CSI Impact in Numbers

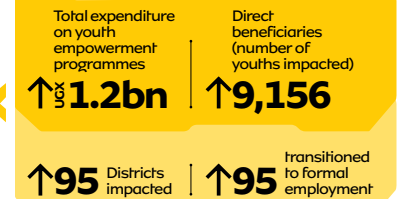
Education

Projects implemented were anchored on the provision of financial support for infrastructural aid in schools and vocational institutions, provision of furniture and equipment, refurbishment of dilapidated structures, and offering of scholarships to underprivileged students. MTN Foundation has also taken initiatives to actively promote the adoption of digital learning and skilling aimed at improving learning outcomes and results in schools.



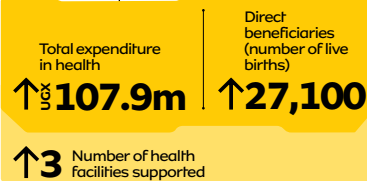
Youth empowerment

Through the Foundation, MTN has doubled its efforts towards implementing programs that strengthen the entrepreneurship skills of the youth, including equipping them with digital literacy to prepare them for employment and business opportunities in today's and tomorrow's markets.



Health

Efforts were directed towards contributing to the improvement of health services.



'ello Hope (National Priority Areas)

The MTN Foundation continues to support national intervention efforts as part of our commitment to care for the communities in which we operate.



MTN Uganda 2025 edition of 21 Days of 'ello Care

Doing it right

Our strategy centres on compliance, ethical leadership, and transparency to drive long-term sustainability and shareholder value, while fostering a culture of integrity and accountability. We believe that good governance enables us to live our values through enhanced accountability, corporate responsibility, a strong risk and performance management culture, transparency and effective leadership.

1

Safeguarding our people and customers

- Enhancing information and cybersecurity
- Respecting digital human rights
- Treating customers fairly
- Promoting health, safety and wellbeing
- Ensuring electromagnetic frequencies and 5G safety

2

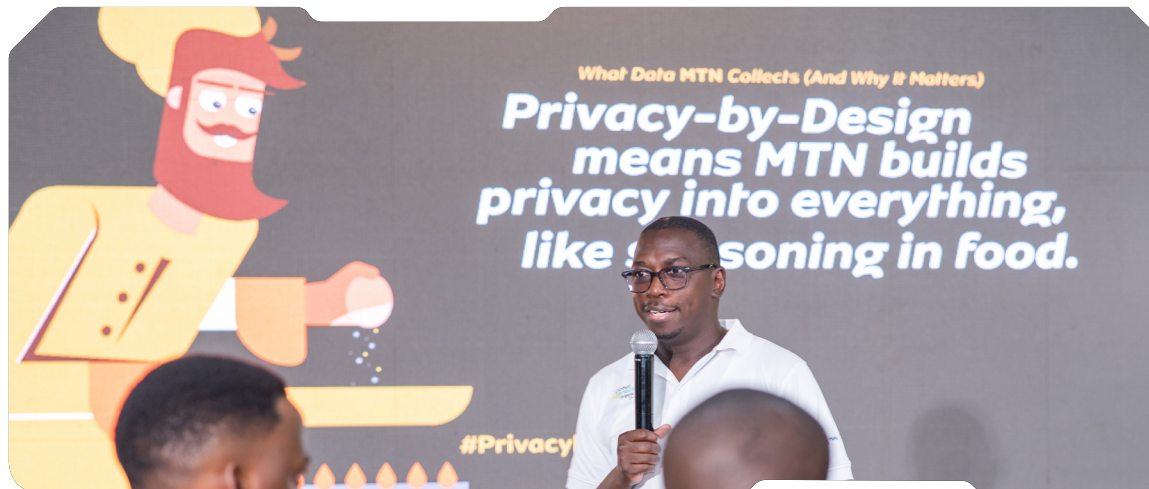
Embedding ethical and responsible business practices

- Promoting ethical conduct
- Entrenching fair competitive practices
- Managing and reducing risks
- Committing to compliance

3

Partnering for an ethical supply chain

- Responsible and inclusive procurement
- Embedding sustainability across our supply chain



Case Study: Project Guardian

Data Privacy Week is instrumental for strengthening MTN's culture of accountability and championing both legal and ethical responsibilities. The launch of an engaging privacy programme empowered participants with practical tools and insights.

Leadership communications underscored privacy as a fundamental value, inspiring staff to embrace their roles as stewards of data protection. The *Privacy Pledge Wall* became a vibrant platform for employees to share commitments and perspectives, deepening collective ownership. The digital quiz illuminated learning opportunities and showcased a spirit of continuous improvement.

A virtual training session led by the Personal Data Protection Office of Uganda brought together over 110 third-party providers, delivering clear guidance on legal obligations, compliance strategies, and regulatory case studies.

This initiative made a tangible impact, driving MTN's privacy culture forward through strong leadership engagement, hands-on learning, and broad-based participation. Staff became empowered and knowledgeable in data protection principles, while active involvement in the pledge wall and quiz reflected deep internal commitment.

Third-party providers left with renewed clarity and confidence in their legal responsibilities, fostering unified privacy standards across the organisation and advancing the objectives of Project Guardian.

Doing for growth

Creating a Responsible Supply Chain

At MTN, we are committed to upholding responsible supply chain practices. We acknowledge the significant impact our operations have across social, environmental, and ethical spheres. Our aim is to operate in a manner that fosters the long-term sustainability of the communities in which we do business.

MTN collaborates with suppliers to ensure alignment with its objectives and expectations, guided by comprehensive company frameworks.

These frameworks include the Supply Chain Policy 2025, which has been amended to incorporate supplier performance management provisions, the Local Content Policy 2025, and a newly introduced Local Content Strategy launched in July 2025. MTN and its business units conduct sustainability-focused supplier engagement sessions to promote these policies and foster enhanced cooperation.



Creating Value for the Economy

MTN has been a crucial driver of digital transformation in the country, with substantial investments in infrastructure, innovation, and partnerships. Our mobile and fibre network coverage expansion has enhanced internet accessibility across Uganda allowing us to make a significant contribution to various sectors in Uganda such as ICT, agriculture and business through ensuring access to services and mobile platforms that facilitate development within the eco-system.

This also enables the population within Uganda to have increased connectivity, digital inclusion and digital transformation, which are critical for meeting the goals of **Vision 2040** as well as aligning with our **Ambition 2025** strategy.

Partnering for a Responsible Supply Chain

- 1 ↑ **1.0tn** Spend on Local Suppliers
- 2 ↑ **62.3bn** Spend on Women Suppliers
- 3 ↑ **63.3%** Portion of Local Suppliers
- 4 ↑ **13.5%** Portion of Women Suppliers

Doing for society

- 1 ↑ **114.8k** Business on MoMo Pay
- 2 ↑ **1.6tn** Tax Contribution
- 3 ↑ **5.1bn** CSI Contribution
- 4 ↑ **2,111** Local Suppliers