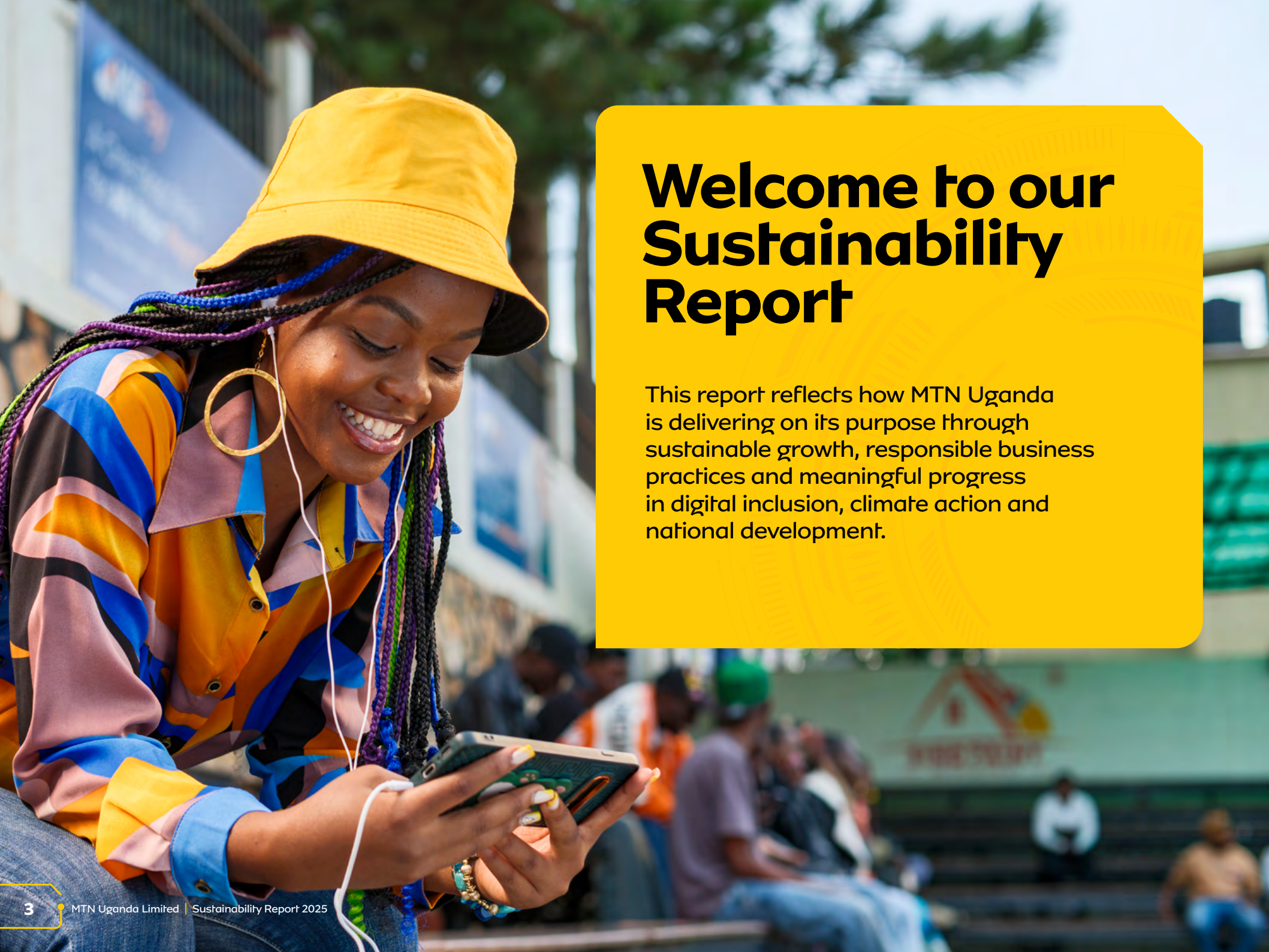


An aerial photograph of a dense green forest. Overlaid on the forest is a large, semi-transparent map of Uganda. The map is filled with a grid of blue solar panels. A bright sun is positioned in the center of the map, creating a lens flare effect. The map is framed by a dark, stylized circular border with yellow lines and arrows pointing outwards, suggesting a digital or technological theme.

Digitally Unstoppable Sustainability Report 2025

MTN UGANDA

y'ello



Welcome to our Sustainability Report

This report reflects how MTN Uganda is delivering on its purpose through sustainable growth, responsible business practices and meaningful progress in digital inclusion, climate action and national development.

Contents

Inside
this report

1

Introduction

- 7 About Our Sustainable Business Report 2025
- 9 Who we are
- 10 2025 ESG Performance Overview and Awards
- 12 Executive Statements

2

Our Context, Achievements And Impact

- 19 Message From Sustainability Executive
- 20 Our Sustainability Journey
- 21 True Value Assessment
- 28 Managing materiality
- 31 Stakeholder Engagement
- 33 Reputation index

3

Governance

- 37 Our leadership and oversight structure
- 40 Management's role in sustainability
- 43 Our ISSB roadmap

4

Strategy

- 45 Our Corporate Strategy
- 46 Our Sustainability Strategy
- 48 Sustainability Performance Against Strategy

Contents

Inside
this report

5

Risk Management

- 51 Statement from GM Risk & Compliance
- 53 Sustainability and Climate-related Risks and Opportunities
- 59 Impact on our Financial Position, Performance and Cash Flow

6

Metrics & Targets

- 64 Doing for planet
- 73 Doing for people
- 91 Doing it right
- 82 Doing for growth
- 99 Future Outlook and Goals

7

Appendix

- 110 Sustainability data sheet
- 112 GHG accounting methodology
- 116 Report Content Index
- 131 Assurance statement
- 133 Key definitions and glossary

Introduction to Our Sustainable Business report 2025

- About Our Report
- Who we are
- Executive Statements
- 2025 ESG Performance Overview
and Awards



About Our Report

This report is the second standalone report for MTN Uganda. In 2025, we reached major milestones following the launch of our inaugural sustainability report, which highlighted our progress and achievements over the years in advancing shared value across all our business portfolios. The overwhelming response from our stakeholders motivated us to embark on a journey towards sustainable operations in the long run.

Our Report Theme and Scope

This edition highlights MTN's sustainability processes, operations and achievements for the year 2025, providing details on the performance across our environmental, social and governance obligations, the goal of which is creating long-term shared value for all stakeholders.

We understand the responsibility of operating a business that is consciously evolving by integrating sustainable processes across our strategic business operations, stakeholder engagement, and service delivery. We aim to offer accountability to our stakeholders while ensuring that we meet the highest standards of service delivery, aligning our efforts with local and global expectations surrounding our industry.

Timeframe

This report outlines our sustainability achievements and processes for the period of 1 January 2025 to 31 December 2025 and provides context into MTN Uganda initiatives, developments and our plans. It is structured around our four pillars, which draw from the MTN Group's Sustainability Strategy and Commitments.

We consider the outlook over three-term horizons:

- Short-term (0–12 months),
- Medium-term (1–3 years), and
- Long-term (beyond 3 years).

For a complete overview of our value to stakeholders and societal impact, we encourage you to read this report alongside the 2025 Annual Report and Financial Statements.

This report encompasses the full operations of MTN Uganda, including both connectivity, fintech and digital infrastructure business units. It presents information that is relevant, material, complete, and comparable in line with recognised reporting standards.

Statement of Responsibility

The Directors acknowledge responsibility for the preparation and presentation of the MTN Uganda Sustainability Report for the year ended 31 December 2025 in accordance with the International Financial Reporting Standards (IFRS) Sustainability Disclosure Standards (IFRS S1 and IFRS S2) and other reporting frameworks referenced in this report.

Having reviewed the contents of this report, we are satisfied that it presents a balanced and fair representation of MTN Uganda's sustainability-related impacts, risks, opportunities and performance for the reporting period.



Sylvia Mulinge

Chief Executive Officer
Executive Director



Andrew Bugembe

Chief Financial Officer
Executive Director

Reporting Framework

2025 represents a pivotal year in the evolution of MTN Uganda's sustainability reporting, marked by our first alignment with the International Financial Reporting Standards (IFRS) Sustainability Disclosure Standards (IFRS S1 and IFRS S2) disclosures. This milestone underscores our commitment to transparency, accountability, and globally aligned reporting. Detailed GRI and IFRS content indices are provided at the end of this report to support navigation and reference.

Our ESG report has therefore been prepared with consideration given to:



The Integrated Reporting Framework



Global Reporting Initiative (GRI standards)



Sustainable Development Goals (SDGs)



International Financial Reporting Standards (IFRS)



International Sustainability Standards Board (ISSB) – under IFRS

Governance Approach

A robust governance structure underpins MTN Uganda's sustainability strategy, ensuring appropriate oversight of policies, performance, and material topics. The Board and CEO hold ultimate accountability for the Company's sustainable business performance and are responsible for the approval of this report.

External Assurance and Transparency

Ernst & Young Uganda conducted a limited assurance engagement on selected key performance indicators in accordance with the International Standard on Assurance Engagement (ISAE 3000). The KPIs subject to assurance are marked **LA** across the report in accordance with ISAE 3000.

The information relating to the scope and conclusions are in the independent limited assurance letter published within the appendix of this report.

Feedback

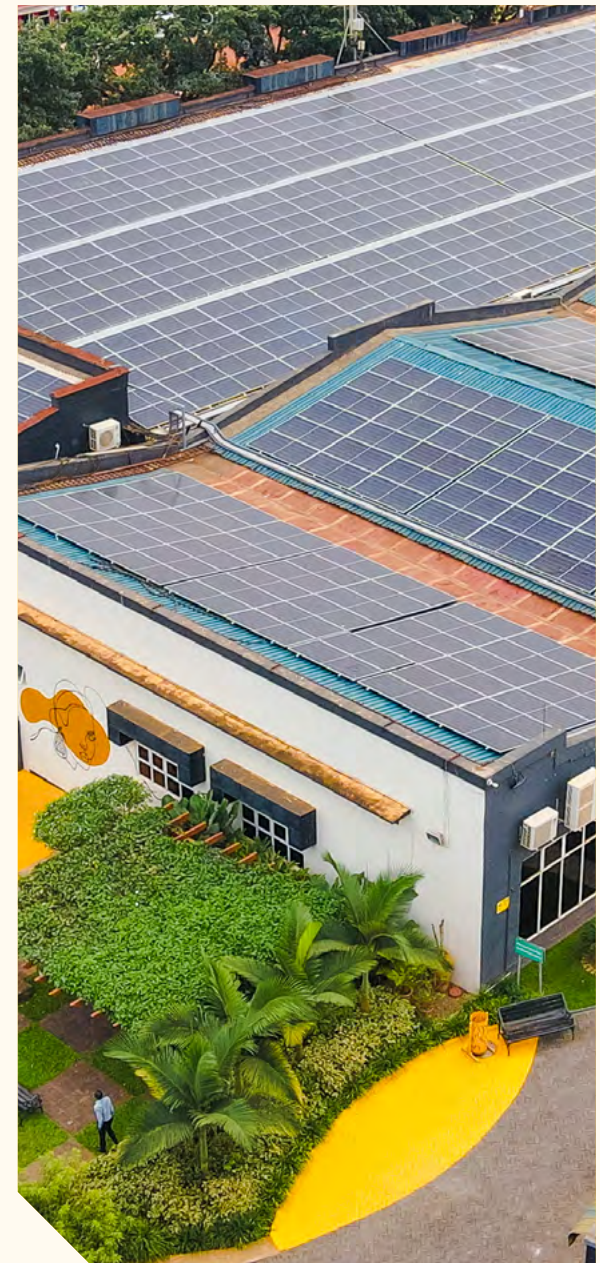
We value your feedback and encourage you to share your thoughts, comments, or inquiries regarding this report. Your insight helps us improve sustainability initiatives and reporting.

For queries or feedback, please direct all comments and inquiries to the Sustainability team at MTN Uganda:



SCAN
to give feedback

Plot 69-71
Jinja Road; Kampala, Uganda
sustainability.UG@mtn.com

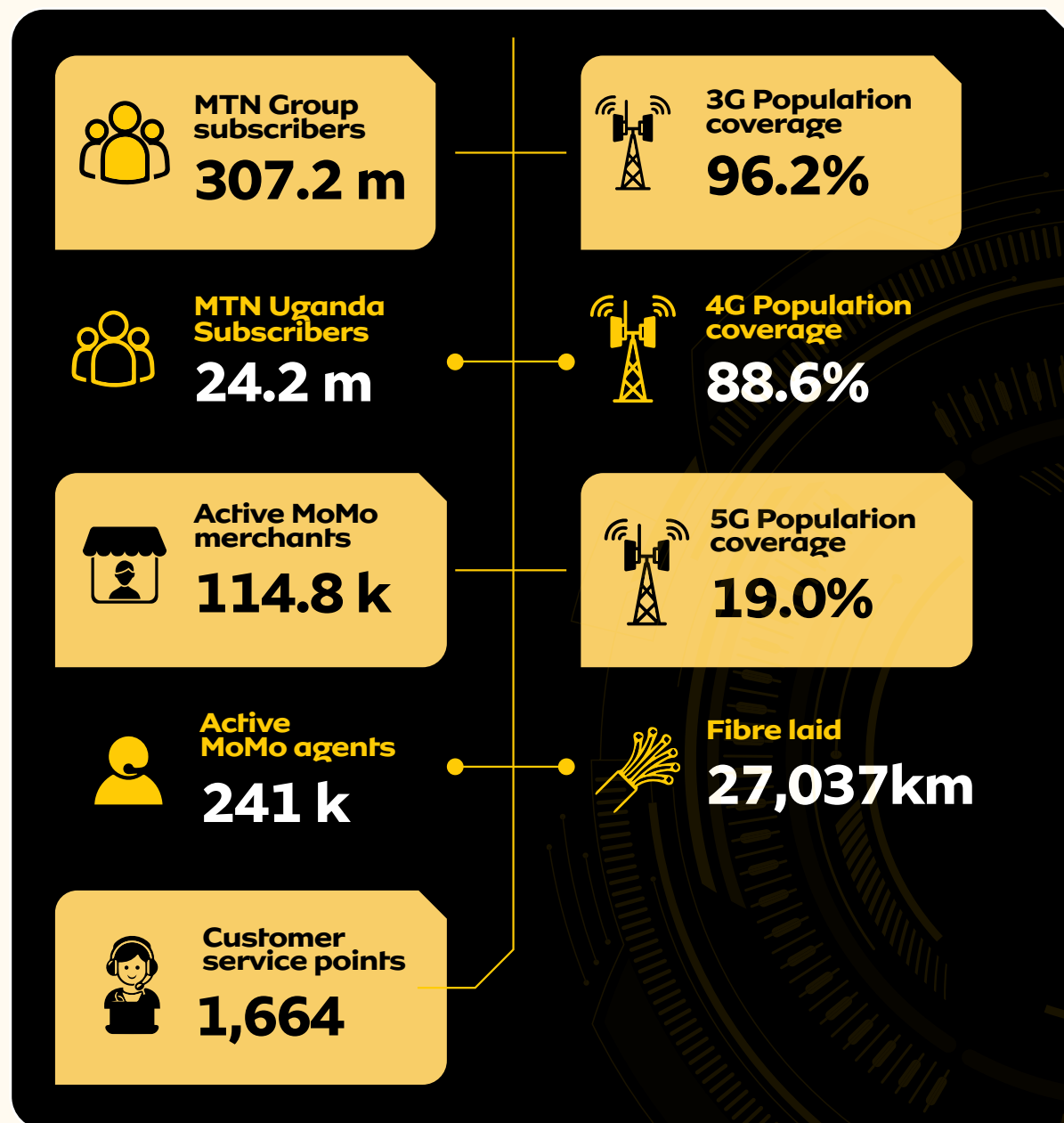


Who we are

MTN Uganda is part of MTN Group, Africa's largest mobile network operator, leading technology and digital innovation across 16 countries in Africa and the Middle East. MTN has been dedicated to Uganda's development since its incorporation on 21 October 1998. We are committed to changing lives by creating shared value and driving innovative digital solutions for Uganda's progress.

Inspired by our belief that everyone deserves the benefits of a modern connected life, we provide a diverse range of voice, data, digital, fintech, wholesale and enterprise services to approximately 24.2 million subscribers. Our industry leadership in coverage, capacity and innovation reflects the steadfast and progressive nature of our customer base.

MTN Uganda is committed to improving the lives of the communities in which it operates, having dedicated 1% of its annual profit after tax to the MTN Foundation (a semi-independent entity through which MTN directs its social investment activities) since 2007 thereby impacting millions of Ugandan lives. We have since our inception contributed to the growth of the telecommunications sector in Uganda by providing an innovative range of products and services including voice, data, digital and mobile financial services delivered through a network in all 134 districts of Uganda.



Our 2025 Sustainability Performance highlights at a Glance



↓45%

Reduction in Scope 1 and 2 emissions against 2021 baseline



490 kWh

Launched solar project at the MTN HQ offices worth 490 kWh.



3,712

Green sites (solar & hydropower)



96.2%

Rural population broadband penetration.



27,037 km

Fiber Coverage



14.7 m

Active MoMo subscribers (wallets)



52.4%

female representation



Ugx 2.7 tn

Total loans disbursed on MoMo



Ugx 50.9 bn

Interest paid to customers on MoMo



82.1%

Reputation Index



63.3%

Local suppliers



13.5%

Portion of Women Suppliers



51.8% NPS

86% e-NPS



92%

Sustainable employee engagement



Ugx 1.6 tn

Tax contribution



Ugx 5.1 bn

CSI contribution



Ugx 1.0 tn

Local supplier spend



Ugx 62.3 bn

Women supplier spend



Ugx 549.4 bn

Network investment

Our Accolades (Excellence in Sustainability)



Winner:

ESG at the Core (Million Dollar RACE)-
Awarding entity- MTN Group)



Winner:

Best achievement in Sustainability-
Awarding entity- MTN Group)



Winner:

Best Sustainability Report – FIRE
Awards organised by ICPAU



Gold Award:

Employer of the Year



SEA Winner:

Yello Care Awards



Message From Chairman

Stewarding Sustainable Value in a Changing World

The operating environment for business is being reshaped by profound global and continental shifts: climate change, rapid technological transformation, evolving stakeholder expectations, increased scrutiny of corporate conduct and the growing demand for more transparent sustainability reporting. Across Africa, these forces are converging with an urgent development imperative: to expand inclusion, strengthen resilience and ensure that economic growth translates into shared progress.

Against this backdrop, 2025 marked another important step in MTN Uganda's sustainability journey. As a Board, we recognise that long-term value creation requires more than strong financial performance. It requires principled governance, disciplined risk oversight and a clear understanding of the environmental, social and governance matters that influence the future resilience of the business and the communities we serve.

Strengthening Governance, Accountability and Transparency

The Board's responsibility is to provide oversight that enables MTN Uganda to make decisions with a long-term view: protecting enterprise value, maintaining stakeholder trust and ensuring that sustainability considerations are embedded within strategy, capital allocation and risk management.

During the year, we continued to strengthen governance oversight and the quality of sustainability disclosures, recognising that credible reporting has become a defining feature of responsible leadership in global capital markets. MTN Uganda's early adoption of IFRS S1 and S2 in Uganda reflects our commitment to aligning with



emerging global standards for sustainability-related financial disclosure, while the independent assurance of selected sustainability disclosures by EY marks an important step in reinforcing confidence, discipline and transparency.

Creating Value Beyond Business

Our sustainability agenda is anchored on Planet, People, Doing Right and Growth, reflecting our belief that business success and national development are inseparable. In Africa, connectivity is more than a commercial service; it is critical infrastructure for education, enterprise, financial inclusion, public service delivery and participation in the digital economy.

Through continued investment in digital infrastructure, financial inclusion, environmental stewardship and community development, MTN Uganda contributes to Uganda's development priorities, the Sustainable Development Goals and the wider continental ambition for inclusive digital transformation. This is the broader context in which the Board views sustainability: not as a separate agenda, but as central to responsible growth, competitiveness and shared prosperity.

With a clear focus on long-term value creation, the Board remains committed to supporting management in delivering sustainable growth, strengthening resilience and ensuring that MTN Uganda continues to create lasting value for current and future generations.

Charles Mbiire

Chairman of the Board
MTN Uganda Limited

Message From CEO

Delivering Inclusive Growth Through Digital Transformation

Technology continues to transform how people live, work, learn and do business. At MTN Uganda, we believe its greatest value lies in opening access to opportunity and enabling more people to participate meaningfully in the digital economy. Guided by Ambition 2025 and continuing under Ambition 202302, we continued to expand the platforms, services and partnerships that empower individuals, businesses and communities across Uganda.

In 2025, we delivered another year of purposeful progress, demonstrating that commercial performance and societal impact are mutually reinforcing. As more Ugandans gain access to reliable connectivity, digital tools and financial services, new pathways are created for productivity, enterprise, innovation and inclusion.

Expanding Access, Inclusion and Digital Capability

Our sustained investment in network infrastructure continues to narrow the digital divide and strengthen Uganda's participation in the digital economy. During the year, 4G population coverage increased to 88.6%, while 5G coverage reached 19%. Our fibre footprint expanded to 27,037 kilometres, improving the reach, quality and resilience of the connectivity on which households, enterprises and public services increasingly depend.

Through MTN MoMo, we served 14.7 million active subscribers and facilitated more than 5 billion transactions valued at UGX 195.5 trillion. Beyond the scale of these numbers is a deeper impact: enabling safer, more convenient and more accessible financial participation for individuals, small businesses and communities across the country.



Creating Sustainable Impact Beyond Connectivity

Our responsibility extends beyond providing technology. Through Project Zero and continued investments in renewable energy and efficiency, we are reducing our environmental footprint while building a more resilient and future-ready network.

At the same time, the MTN Foundation invested more than UGX 5.1 billion in programmes that positively impacted over 60,000 people through education, youth empowerment, digital inclusion and community development initiatives. These interventions reflect our belief that inclusive growth must be experienced not only through access to technology, but through real improvements in people's lives.

Guided by our ambition for sustainable growth, we will continue investing in the platforms, partnerships and capabilities that enable progress. Working together with our customers, employees, shareholders, regulators and partners, we are helping build a more connected, inclusive and sustainable Uganda while contributing to the broader development priorities that shape Africa's digital future.

Sylvia Mulinge

Chief Executive Officer
MTN Uganda Limited

Message From MD MoMo

Expanding access to financial services

Over the past year, we have made significant progress in expanding access and deepening usage of digital financial services across Uganda. Today, we serve over 14.7 million customers, supported by a network of more than 241.1k agents and 114.8k merchants, ensuring last-mile access to financial services across the country. In 2025 alone, over 5.0 billion transactions valued at UGX 195.5 trillion were executed on the MoMo platform, demonstrating the central role we play in enabling everyday financial activity and economic participation.

Unlocking wealth creation opportunities

Our focus is to go beyond basic transactions and create opportunities for our customers to save, borrow, invest and grow. We have expanded access to credit, with over 3.4 million borrowers benefiting from digital lending solutions and UGX 2.7 trillion disbursed in loans during the year. This continued expansion of credit is empowering individuals and small businesses with the liquidity needed to meet immediate needs and invest in their future livelihoods.

Through solutions such as Yinvesta, customers can now invest directly from their MoMo wallets with minimal capital, transforming investment from an exclusive offering into an accessible tool for everyday Ugandans. Alongside this, innovations such as the MoMo Virtual Card and the enhanced MoMo App are enabling customers to participate more actively in the digital economy whether through online payments, savings, or access to a broader suite of financial services.



Driving innovation through partnerships

By collaborating with banks, fintechs and global partners, we are able to deliver innovative and inclusive solutions that respond to the evolving needs of our customers. At the same time, we recognise that access alone is not enough. Driving meaningful financial inclusion requires building trust and improving financial literacy, and we continue to invest in customer education to ensure that users fully benefit from the opportunities that digital financial services provide.

We will continue to innovate, expand access and deepen usage, ensuring that no one is left behind as Uganda transitions into a more digitally enabled economy. Through MTN MoMo, we are not only transforming how people transact we are enabling millions of Ugandans to build financial security, unlock opportunities and shape a more inclusive future.

Phrase Lubega

Managing Director
MTN MoMo (U) Limited

Our Context

- Message From Sustainability Executive
- Our Sustainability Journey
- True Value Assessment
- Managing Materiality
- Stakeholder Engagement
- Reputation Index



Message from GM Corporate Services

Turning Ambition into Action

For sustainability to be meaningful, it must move beyond aspiration and become part of how an organisation thinks, decides and delivers. At MTN Uganda, this means translating our ESG commitments into clear priorities, reliable processes, quality data and shared accountability across the business.

Throughout 2025, our focus was on strengthening the foundations that enable sustainability to be managed with discipline, transparency and care. We made progress in improving ESG governance, enhancing internal controls, deepening reporting processes and supporting teams to take greater ownership of the sustainability outcomes that matter to our customers, communities, employees, shareholders and the country.

Sharpening Our ESG Priorities

A key milestone during the year was the completion of our Materiality Assessment, which refreshed our understanding of the environmental, social and governance priorities most relevant to MTN Uganda and our stakeholders. It gave us greater clarity on where we can create the most meaningful impact and helped refine the focus of our reporting, investments and sustainability programmes.

We also commissioned KPMG to undertake a True Value Assessment, providing deeper insight into the broader economic, social and environmental value generated through our operations. This work strengthens how we measure, understand and communicate MTN Uganda's contribution to inclusive and sustainable development.



Building Credibility Through Stronger Reporting

As sustainability disclosure expectations continue to evolve, the credibility of our reporting depends on the strength of the systems behind it. During the year, we further aligned our sustainability reporting framework with IFRS S1 and S2 and introduced independent assurance by EY for selected sustainability disclosures.

These steps are consistent with the Board's emphasis on governance, accountability and transparency, and they complement the CEO's focus on inclusive growth by ensuring that our impact is measured and reported with integrity. They have improved consistency, reinforced data discipline and given stakeholders greater confidence in the quality of our non-financial disclosures.

Embedding ESG Across the Organisation

Importantly, ESG integration is not the work of one function alone. It is a collective discipline that must be reflected in decision-making, resource allocation, performance monitoring and risk management across the organisation. Our role in Corporate Services is to help create the enabling environment: the governance, controls, coordination and accountability that allow teams to deliver with confidence.

Our work remains anchored in disciplined execution, continuous improvement and a deep sense of responsibility to the people we serve. By strengthening the foundations of sustainability management, we are helping build an MTN Uganda that is more resilient, more transparent and better prepared to create lasting value for current and future generations.

Enid Edroma

GM Corporate Services,
MTN Uganda Limited

Our Sustainability Journey

2023**Protecting People & Empowering Communities**

Introduced Project Guardian to strengthen personal data protection and privacy and launched the Change Makers Programme under the MTN Foundation to drive community impact.

2021**A Year of Bold Commitments.**

A landmark year: MTN Uganda listed on the Uganda Securities Exchange, launched Project Zero targeting net zero emissions by 2040, embedded ESG at the core of the Ambition 2025 strategy, and committed to 50:50 gender parity in the workforce by 2030.

2018**Connecting the Unconnected.**

Introduced the CHASE Framework (Coverage, Handsets, Affordability, Service Bundling, Education) to systematically break down barriers to digital connectivity.

2007

Foundation of Giving Launched the MTN Foundation, funded by 1% of profit after tax, marking the beginning of MTN Uganda's structured commitment to social investment.

2026

Raising the Bar on Transparency by the early adoption of the IFRS S1 and S2 standards, obtained limited assurance on sustainability reporting for the first time, and accounted for our Scope 3 emissions across 11 categories marking a significant leap in disclosure maturity.

2025

Reporting, Innovation & Materiality: Published the inaugural Sustainability Report, conducted a formal Materiality Assessment to identify and prioritise the ESG issues most significant to the business and stakeholders, created a network of Sustainability Champions across the business, and launched the Pachi Panda Challenge to crowdsource innovative solutions to Uganda's environmental challenges.

2024

Building the Sustainability Function. Established a dedicated Sustainability & Shared Value Function and launched Project Rubix to strengthen internal controls and risk governance.

True Value Assessment

We create value for all of our stakeholders through the products and services that we make available. A portion of this is monetized through profits generated for the company. Although appreciated and recognised by internal and external stakeholders alike, the value contribution we make to the economy, society and environment in Uganda is significantly more than this.

MTN Uganda commissioned a True Value Assessment to quantify the economic, social, and environmental value created and impacts of its operations between 2022 and 2024 'True Earnings' methodology with KPMG. This approach identifies our most material socioeconomic and environmental impacts and translates them into financial terms, ensuring our contribution to Uganda's sustainable development is both visible and measurable.

The scope for the engagement covered the analysis of the economic, social, and environmental value created or eroded by MTN Uganda from 2022 to 2024. The impact areas are expressed as follows:

- Environmental: Carbon Emissions (Scopes 1&2), Water, Waste & Recycling
- Social: Health and Safety, Social Value of Employment, Corporate Social Responsibility (CSR) as implemented by the MTN Foundation, MTN Mobile Money (MoMo) and New Connections.
- Economic: Capital Expenditure (Capex) and Operational Expenditure (Opex) contributions to Gross Domestic Product (GDP) and employment.

The assessment and report aim to steer strategic decision making, offering the management team insights on short and long-term actions to be taken to reduce negative impacts and accelerate positive ones.

Our true value FY 22-24

UGX 34.9 bn
over and above reported profits

For every UGX 1 of financial profit generated, MTN created 22.4 times more value for society

The True Value Assessment refers to three value dimensions FY 22-24:

Our Economic Value Add:

Captures the direct and indirect contributions to Uganda's GDP, employment and taxation resulting from MTN Uganda's CAPEX and OPEX.

UGX 17.1 bn ↑ 39%



Our Impact on Society:

Measures the positive and negative impacts of our operations on society, including health, education, and community engagement

UGX 17.8 bn ↑ 44%



Our Environmental Value Add

Evaluates our environmental footprint, including emissions, resource use, and biodiversity impacts.

UGX -25.4 bn ↑ 25%

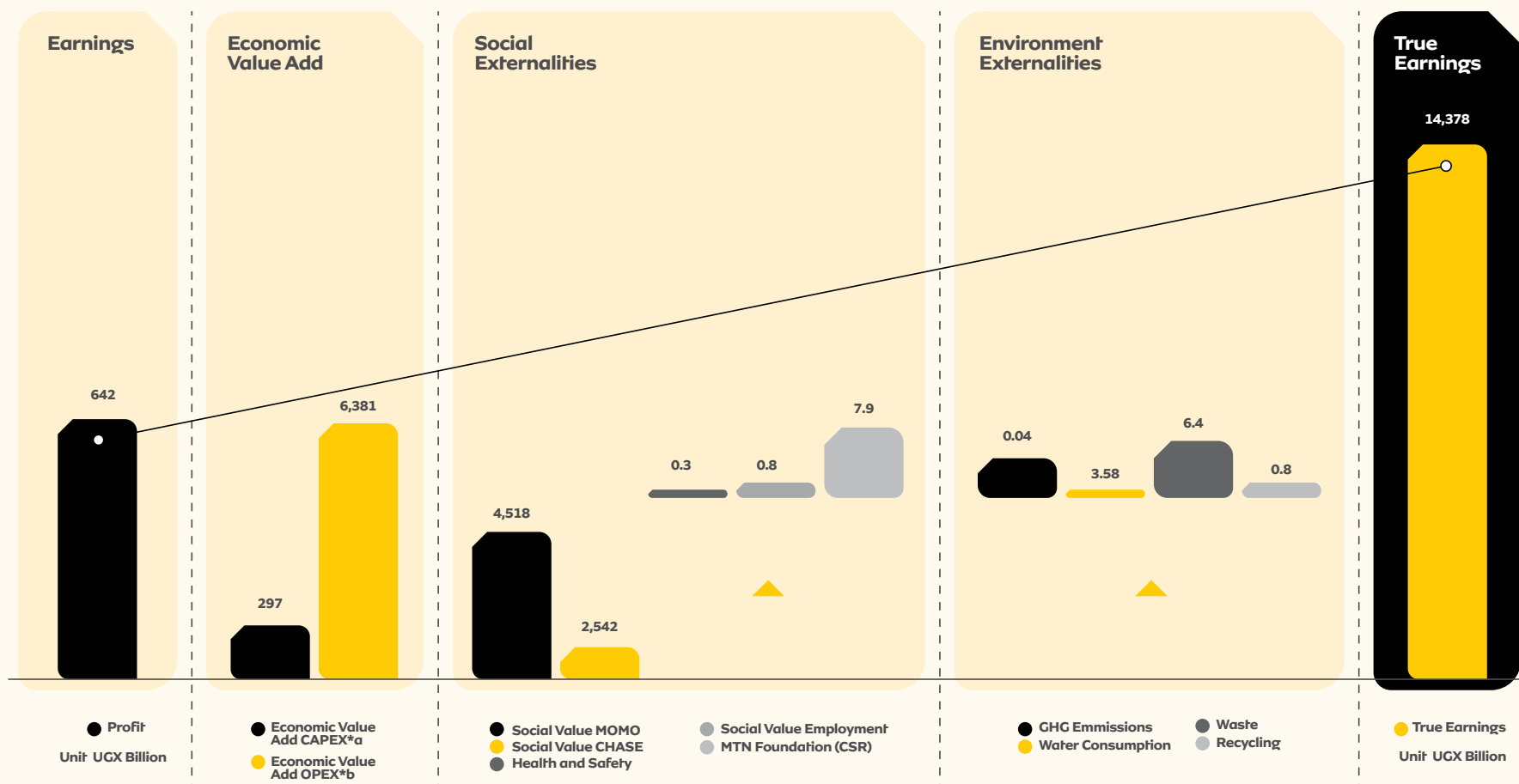


Definitions

- True Value:** Represents an estimate of MTN Uganda's broader economic, social, and environmental impacts over and above profits generated expressed in monetary terms using KMPG's True Value methodology.
- True Earnings:** Monetisation of the company's externalities attributable to shareholders over and above profit.
- Total Economic Value:** The nature and magnitude of the contribution MTN makes to the Ugandan economy from a GDP, employment and tax revenue perspective.
- Direct Economic Impact:** Represents the additional gross value added to the Ugandan economy through our capital and operational expenditure capturing additional employment, income and trade.
- Indirect Economic impact:** Our direct expenditure also adds more widely to economic activity through the additional inputs purchased from suppliers. Initial demand for inputs results in heightened production and employment stimulating additional demand for goods and services along their own supply chains.
- Induced Economic Impact:** Our expenditure creates additional employment and benefits our suppliers' employees. A proportion of the additional income generated in this way is spent on the consumption of goods and services. Through linkages and multiplier effects, this positively impacts the broader economy by stimulating additional demand for the products and services produced within the economy.

*It is worth noting that the assessment is a non financial measure and should not be interpreted as revenue, profit, cash flow or any other financial metric reported in the company's audited financial statements.

Our true value bridge 2024 (UGX bn)



UGX 5.99 tn

As of 2024, assessment indicates that MTN contributed UGX 5.99 tn to the economy, equivalent to about 2.9% of Uganda's GDP.



True Value Created x22 the profit in 2024

In 2024, MTN Uganda's True Value to profit was approximately 22 times. This increase in economic performance was driven by an 18% increase in economic value added and a 21% increase in value created for society.

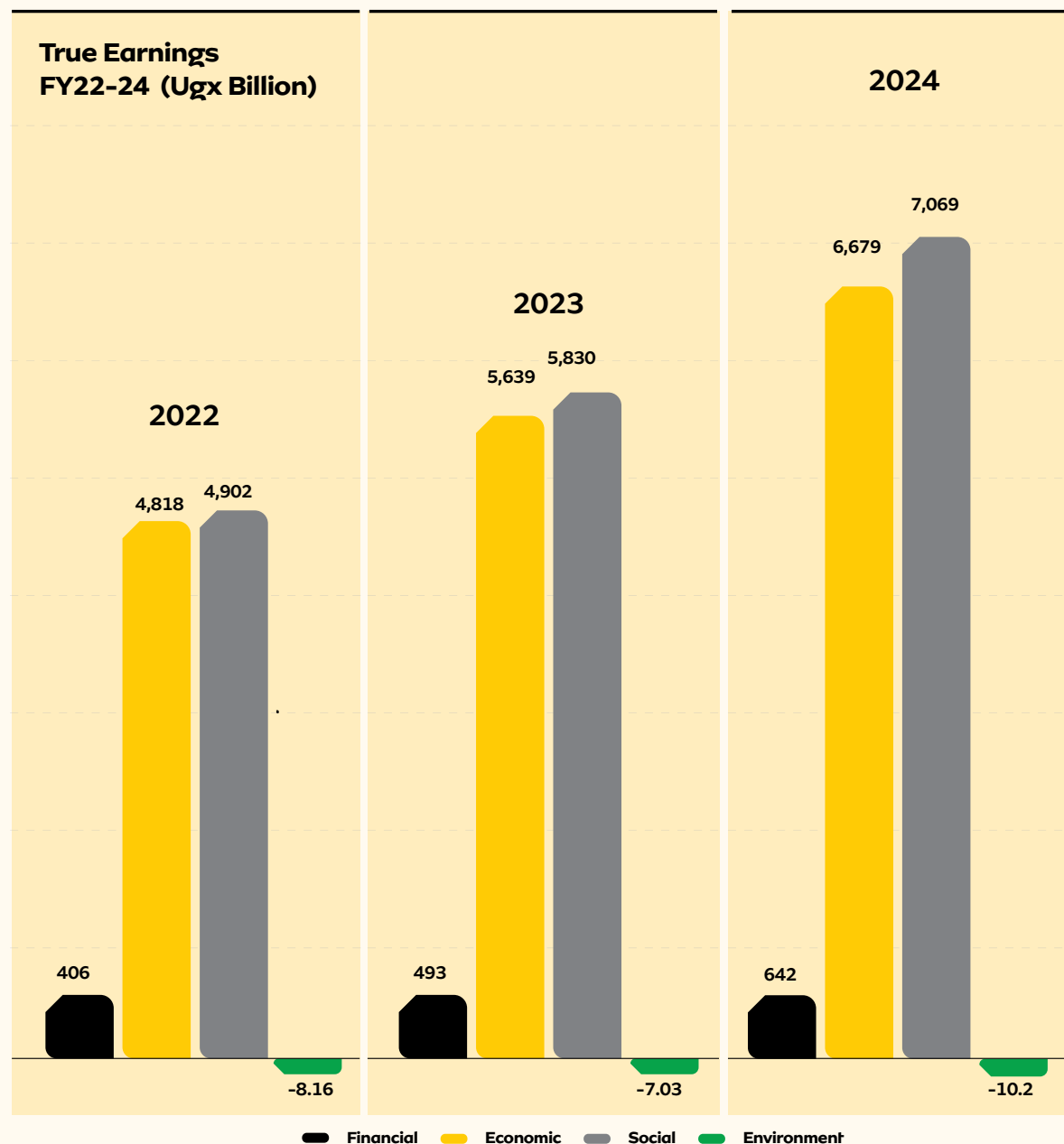


True Value Earnings 20% Increase

True Earnings increased by 20% between 2023 and 2024, reflecting strong growth in both economic and social value creation.

Value creation across economic, social and environmental impacts

MTN Uganda's True Earnings show consistent growth over the past three years, driven by strong economic contributions and the expanding social value created through services like MoMo. Environmental externalities remain a recognised factor, but their overall impact on value creation is minimal compared to the positive economic and social outcomes.

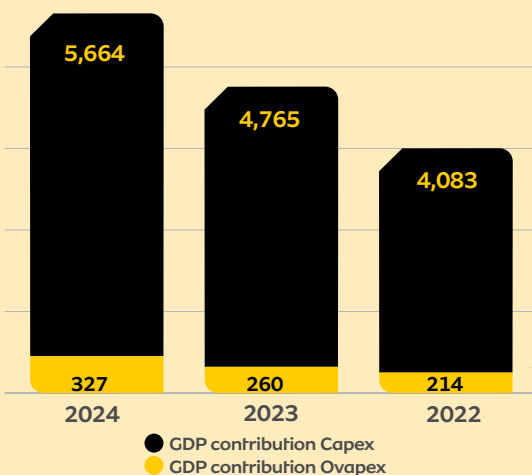


Our impact on the economy

MTN Uganda's operations deliver a substantial contribution to Uganda's economy and society. Through both operational activities and capital investment, we sustain employment directly, indirectly, and through wider induced effects across the economy.

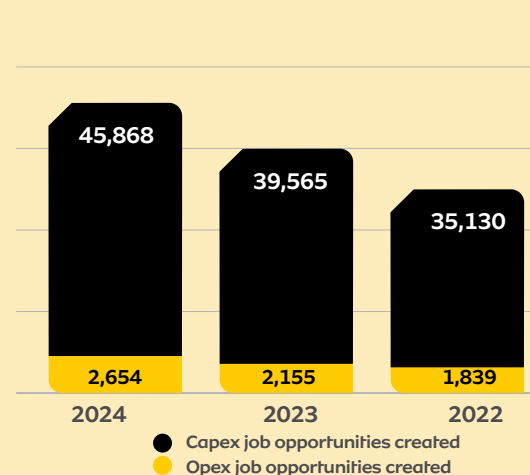
Total GDP contribution impact of MTN Uganda (2022-2024)

UGX Billion



Employment opportunities created through Capex and Opex spend (2022-2024)

Count



Between 2022 and 2024, MTN Uganda generated a cumulative UGX 15.32 trillion contribution to Uganda's GDP and supported 127,211 job opportunities through its capital and operational expenditure. This impact increased steadily over the period, with GDP contribution growing by 39% and job opportunities supported increasing by 31%, underscoring MTN Uganda's role as a national economic multiplier and a key driver of value chain activity.

*The estimated 127,211 jobs supported between 2022-2024 reflect the employment impact associated with MTN Uganda's direct and indirect value chain expenditure. The calculation however, does not include jobs and livelihoods supported through the MoMo agent network which is reported separately.

2022-2024 Economic Footprint

2.8% Avg.
contribution to the GDP

UGX 15.32 tn
contribution to GDP

127,211
job opportunities supported

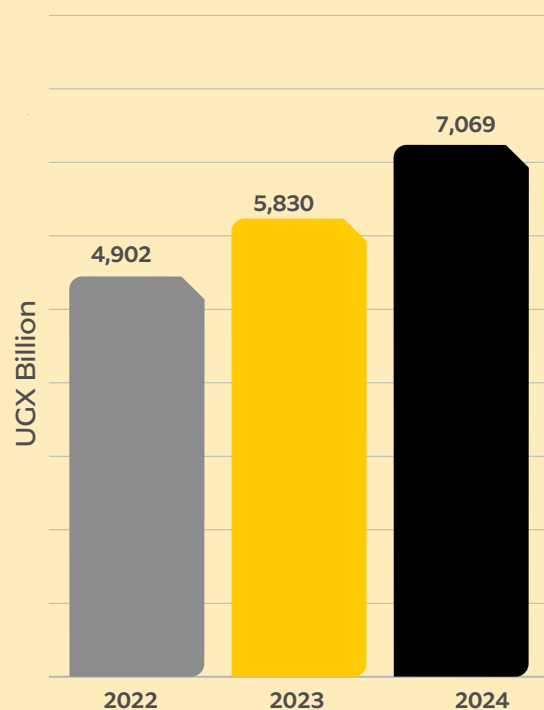
↑39% GDP
contribution growth

↑31%
job impact growth

Our impact on society

MTN Uganda's social footprint has grown steadily over the past three years, with total social impact rising from UGX4.9 trillion in 2022 to UGX7.1 trillion in 2024 (a 44% increase) over the period. This growth reflects MTN Uganda's ongoing commitment to inclusive development, employment opportunities, and community upliftment across Uganda.

Total Social Impact of MTN Uganda (2022-2024)



Social impacts related to scoped topics (2022-2024) (UGX bn)

Social Impacts	2024	2023	2022
Social Value MoMo	4,518,210	3,973,042	3,612,350
Social Value CHASE	2,542,291	1,845,472	1,283,297
Health and Safety	329	104	Data not available
Social Value of Jobs	788	688	633
MTN Foundation (CSR)	7,888	11,311	5,839
Total Social Footprint	7,068,847	5,830,409	4,902,119

The Social Value of Employment (SVoE)

SVoE increased by 24% between 2022 (UGX633 million) and 2024 (UGX788 million). This valuation captures the broader benefits individuals experience through employment such as empowerment, motivation, dignity, and a sense of purpose—beyond financial earnings. This movement is largely attributed to the growth in Capex and Opex-related job opportunities, which is used as an input into the SVoE valuation.

MTN Foundation

Made a meaningful contribution to the entity's social value. As of 2024, the MTN Foundation generated UGX7.9 billion in societal value around 1.5 times than the actual amount spent. The primary areas of investment by the MTN Foundation includes education, economic empowerment and health initiatives. The return on CSR spend is influenced by both the monetary value of the spend as well as the multiplier return on the category of spend.

MTN Foundation Contribution FY 22-24

UGX 7.9 bn
in societal value

x1.5 times more than the actual amount spend

Health and safety

The value eroded from health and safety incidents was quantified for 2023 and 2024 only, as data was not available for 2022. In 2023, two injuries were recorded leading to relatively lower levels of value erosion relative to 2024, whereby a total of six (6) injuries were recorded. The overall social value eroded from OHS incidents amounted to UGX 329 million in 2024 compared to UGX104 million in 2023. Although health and safety-related value erosion remained minimal over the two years, MTN Uganda recognises the real and lasting consequences of workplace injuries and fatalities.

MoMo

Total Value created by MoMo Uganda per stakeholder group (2022–2024) (UGX bn)

Year	2024	2023	2022
Customers	4,262	3,601	3,336
Agents	186	133	134
Merchants	71	239	142
Total	4,518	3,973	3,612

MTN Momo SROI results were derived using primary research conducted by MTN Uganda on customers, agents and merchants as of 2026.

UGX12.1 tn

in Total Social Value Created Through MoMo (2022–2024 Consolidated)

- **UGX11.2 tn** in value for customers, from time savings, reduced costs and improved access to finance.
- **UGX453.75 bn** for agents, who gained new income opportunities and strengthened their businesses.
- **UGX453.76 bn** for merchants, who benefitted from faster payments, reduced cash handling and improved customer reach.

CHASE

Total Value for new customer connections in Uganda (2022–2024) (Ugx bn)

Impact	2024	2023	2022
Social Value CHASE	2,542	1,845	1,283
Number of 30 Active customers	6,444,682	4,676,043	3,240,541

MTN Momo SROI results were derived using primary research conducted by MTN Uganda on customers, agents and merchants as of 2026.

Over UGX5.67 tn

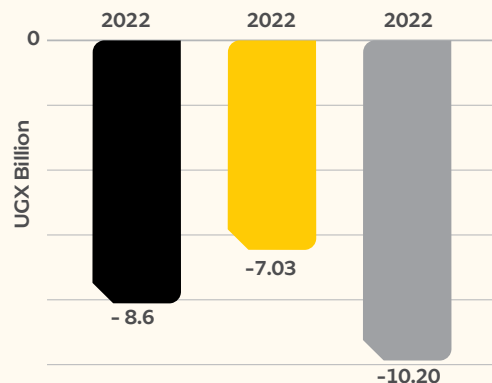
in quantified social value of new connections generated between 2022 – 2024

- UGX 5.67 tn in quantified social value through new customer connections, reaching approximately 6.44 million customers in 2024.
- By addressing digital barriers through the C.H.A.S.E. framework (Connectivity, Handsets, Accessibility, Service and Education), the value delivered to customers increased by 98%, from UGX 1.28 tn in 2022 to UGX 2.54 tn in 2024, driven by improved access to financial services, education, information, communication, and significant time and cost savings.

Our impact on the environment

As part of our commitment to promoting responsible business practices, we assessed our environmental footprint across key areas carbon emissions, water consumption, waste to landfill, and waste to recycling. From 2022 to 2024, the total environmental cost to society, expressed in monetised terms, decreased from UGX8.16 billion in 2022 to UGX10.2 billion in 2024.

Total Environmental Impact of MTN (2022-2024)



Carbon emissions

Carbon emissions are a significant contributor of MTN Uganda's environmental impact, accounting for more than 37% of the value erosion in 2022 and gradually declining to 35% by 2024. It is important to note that whilst Scope 3 emissions are currently measured by MTN Uganda, it was omitted from this assessment.



Water

The value erosion attributed to water consumption has decreased by <1%, reflecting a reduction in the quantity of water consumed by the entity. It is worth noting that the impact of water consumption remains largely negligible relative to MTN Uganda's total environmental impact. According to the World Resource Institute (WRI), Uganda is classified as a low water scarcity nation, lowering the impact erosion of water consumption on society. The KPMG True Value methodology correlates water stress with water scarcity to determine the average cost of water consumption. Thus, the impact of reduced water consumption has resulted in reduced value erosion to the environment and its inhabited societies.

Waste

Waste quantifications are based on the social cost of handling one ton of waste within the region. Although recycling allows for waste to be reused, there is still a negative cost to society related to the production of materials from recycled content. The impact from waste to landfill increased from 61% in 2022 to 63% in 2024. This rise is primarily attributed to office renovations and construction which resulted in heightened waste production for the year. Recycling efforts remained consistent over the three-year period with an average recycling rate of 3.07% of total waste.

Managing Materiality

In FY25, MTN Uganda conducted a Materiality Assessment aligned with relevant IFRS Standards to gain insight into which ESG topics are the most important to our business and our stakeholders. The methodology we used assesses which ESG topics our business has the greatest impact on – ‘impact materiality’ and which ESG topics impact our business most ‘financial materiality’. 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 Global Reporting Index (GRI) and IFRS standards.

Materiality Assessment Process

Understanding what matters most to our business, our stakeholders, and the communities we serve is the foundation of responsible sustainability reporting. We conducted a structured double materiality assessment to identify and prioritise the ESG topics most significant to our operations and value chain. The sustainability topics were identified through a comprehensive review of emerging global sustainability trends, and issues specific to Uganda’s operating environment. These topics were mapped across our four strategic sustainability pillars: Doing for Planet, Doing for People, Doing it Right, and Doing for Growth.

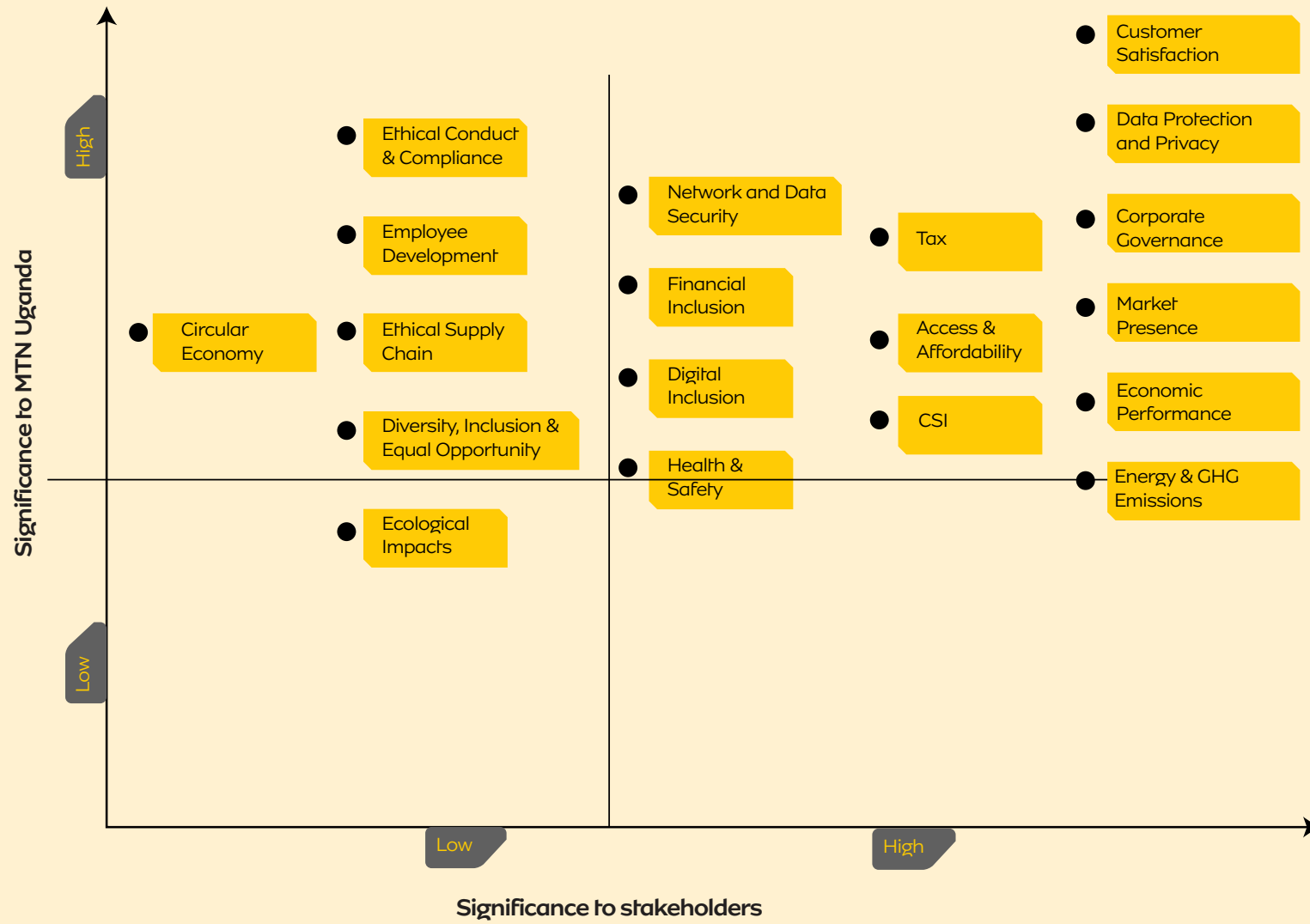
Our assessment followed a rigorous, seven step methodology:



Our Material Topics and their Contribution to the SDGs

Material Topic	Pillar	ESG Heading	UNSDG Alignment
- Energy Management - Carbon Emissions (GHG) - Circular Economy (Product Life Cycle) - Water Resource Management - Ecological Impacts - Climate Adaptation and Transition		Environmental	    
- Digital Inclusion - Network Access and Affordability		Social	  
- Corporate Social Investment - Diversity, Equity and Inclusion - Human Capital Management - Labour Practices and Relations - Occupational Health and Safety - Employee Development and Engagement		Social	     
- Corporate Governance - Business Ethics - Data Security and Privacy Protection - Product Responsibility - Management of the Legal and Regulatory Environment - Risk Management - Business Model Resilience		Governance	 

Materiality Assessment Matrix



Stakeholder Engagement

Stakeholder engagement remains central to MTN Uganda's sustainability agenda. Delivering long term shared value requires that we understand stakeholder expectations, address their priority concerns, and integrate their perspectives into our strategic and operational decision making. We recognise that meaningful engagement builds trust, enhances transparency and strengthens partnerships that support sustainable growth.

Stakeholder management framework

MTN maintains a formal Stakeholder and Reputation Management Framework that provides a consistent and governed approach to stakeholder engagement across. The framework articulates our stakeholder strategy, policy and implementation playbook, enabling us to plan, execute, monitor and evaluate engagement in a structured manner.

The framework is closely aligned with our Nation State Programme, which serves as the primary mechanism for co-ordinating executive level engagement with governments, regulators and other priority stakeholders. Through this approach, we seek to:

- Build and sustain trust-based, long-term relationships.
- Manage the gap between stakeholder expectations and company performance.
- Strengthen alignment with national digital and socioeconomic development priorities.

By embedding stakeholder engagement plans into annual business planning processes, we promote accountability, consistency and measurable outcomes across markets.

Transparency drives our reporting approach. Through regular updates, we keep stakeholders informed of our progress while their feedback shapes our strategy ensuring it remains responsive, impactful, and continuously improving.

We use a variety of tools and methods to facilitate engagement from surveys to meetings as highlighted below.

Our stakeholder engagement process encompasses:

- ➔ Defining the engagement purpose and scope, including material focus areas.
- ➔ Identifying and prioritising stakeholders based on influence, relevance and strategic importance.
- ➔ Establishing appropriate engagement channels and methods tailored to stakeholder needs.
- ➔ Assessing and evaluating stakeholder concerns, expectations and emerging issues.
- ➔ Integrating stakeholder insights into decision making at both operational and strategic levels.
- ➔ Monitoring engagement outcomes and continuously improving our practices to enhance effectiveness and impact.



Government and Regulators

Purpose

Enable policy, regulatory compliance & sector growth

How we engage

- Official correspondence
- Regulatory meetings
- Stakeholder forums
- Policy dialogues
- Technical sessions
- Digital channels

Our Results

- UGX 1.6 trillion in taxes to government
- UGX 1.0 trillion spent on local suppliers
- Annual compliance certificate from UCC
- No fines or sanctions in 2025.



Customers & Civil Society

Purpose

Understand needs, deliver superior service & shared value.

How we engage

- Service centres & call centres
- MTN apps & USSD
- Social media
- Community clinics
- Surveys & feedback tools
- Digital advertising

Our Results

- Improved customer experience and loyalty (NPS grew to 51.8 in 2025 from 50.2 in 2024)
- Invested UGX 549.4 billion in our networks in 2025
- Advanced financial inclusion programmes through our mobile financial services offerings, with MoMo transactions value increasing from UGX 158.6 trillion in 2024 to UGX 195.5 trillion in 2025.
- Facilitated access to credit, with loan disbursed increasing from UGX 1.5 trillion in 2024 to UGX 2.7 trillion in 2025.
- Invested UGX 5.1 billion in CSR activities, including in programmes to empower youth to access decent work and become economically active.
- Supported programmes aligned GOU's NDP and Vision 2040.
- Advanced programmes to ensure girls and women have the



Media

Purpose

Transparent communication & responsible corporate citizenship

How we engage

- Media round tables
- Annual press briefing
- Media conferences
- Interviews

Our Results

- Strengthened reputation and enhanced stakeholder trust



People

Purpose

Drive organisational performance, innovation & an inclusive workplace

How we engage

- CEO & leadership discussions
- Internal communications
- Employee surveys
- Training platforms
- Staff committees & ERGs
- Physical engagement activities
- Internal Helpdesks & Support Channels

Our Results

- Achieved full participation in staff engagement platforms, including the Group Culture Audit and pulse surveys.
- Entrenched our employee value proposition "Live Inspired" to drive agility, flexibility and future fit skills for our workforce.
- Sustained a strong employee Net Promoter Score e-NPS 86%, reflecting high alignment and organisational commitment.
- Employees reported a sustainable engagement score of 92% satisfaction with MTN's communication and engagement on strategy, performance, and workplace issues.
- Maintained a low turnover rate of 3.78% demonstrating improved retention and a stable talent pipeline.
- Continued strong investment in staff salaries, benefits, learning, and well-being, reinforcing MTN Uganda's commitment to its people..



Investment community

Purpose

Build long-term relationships & provide transparent business insight

How we engage

- Annual General Meetings (AGMs) and Extraordinary General Meetings (EGMs); Roadshows; Investor briefings; Integrated and sustainability reports; Interim and annual results presentations; Stock exchange announcements; Press releases and media statements; Direct webpage and digital communication platforms (investor relations mailbox, newsletters, circulars); Direct inperson consultations

Our Results

- Sustained strong financial and operational performance, with service revenue increasing by 13.4% and EBITDA above our 50% medium term guidance.
- Executed strategy with a clear focus on accelerating growth and unlocking value for stakeholders.
- Achieved high shareholder engagement at the AGM, with over 2,000 participants across in-person and virtual channels.



Suppliers

Purpose

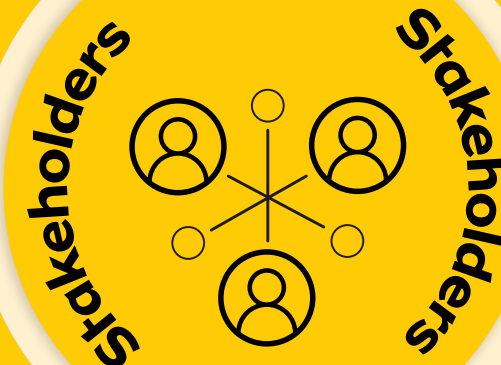
Deliver quality products & drive local economic development

How we engage

- Formal & virtual meetings
- Email correspondence
- Supplier portal
- Workshops & forums
- Supplier visits
- Digital platforms

Our Results

- Improved supplier performance and stronger adherence to SLAs,
- Greater compliance with regulatory, policy, and sustainability standards,
- Enhanced digital and cyber risk awareness among suppliers,
- Increased cost efficiency and better value for money
- Stronger HSE stewardship across the supply chain
- Delivery schedules and lead times.
- Innovative and collaborative solutions



Stakeholder Engagement

Monitoring and measuring stakeholder sentiment

We monitor stakeholder perceptions through our annual Reputation Index Survey (RIS), complemented by ongoing Net Promoter Score tracking for subscribers and customers, and the Sentimeter survey for employees. Together, these mechanisms provide structured insight into how MTN is perceived across its stakeholder ecosystem.

The RIS is conducted by an independent research provider and surveys a broad range of stakeholder categories, including government, regulators, policymakers, civil society, the investment community, media, mobile industry peers, organised business, suppliers, trade partners and customers.

The survey assesses four core dimensions of stakeholder sentiment:



Overall reputation and performance on material issues.



Trust in MTN's competence, integrity and dependability.

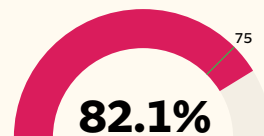


Relationship health and durability.

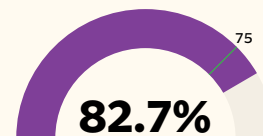
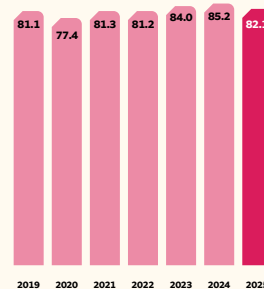


Quality of engagement, including responsiveness and inclusivity.

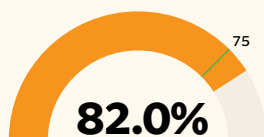
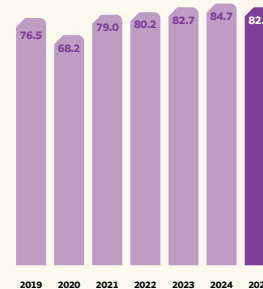




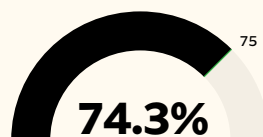
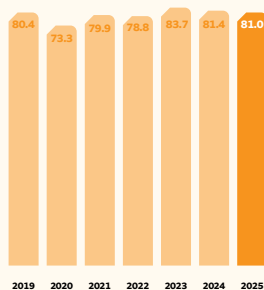
Reputation



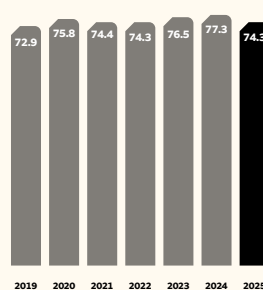
Relationship Health



Trust



Quality of Engagement



Our overall Reputation

MTN Uganda's overall performance remains strong, with reputation, relationship health, and trust all comfortably above the Group target benchmark of 75.

Overall reputation: 82.1% (2024: 85.2%)

These results indicate sustained stakeholder confidence in MTN's role, performance and relationships across the operating environment.

Reputation remains stable at a high level (82.1), following a peak in 2024 (85.2) and maintaining the positive performance observed since 2020.

Relationship health has also remained strong at 82.7, reflecting continued positive perceptions of the strength and value of stakeholder relationships.

Trust remains strong at 81.0, broadly in line with recent years and reinforcing confidence in MTN's competence and contribution.

Quality of engagement (74.3) is the only construct below the 75 benchmark, declining from 77.3 in 2024 and returning to levels last seen in 2021–2022. This suggests that while stakeholder confidence in MTN's role and relationships remains strong, the experience of day-to-day engagement, including responsiveness, communication and inclusivity, represents the primary area of focus going forward.

Stakeholder perceptions by Category

Stakeholder perceptions of MTN Uganda are generally strong across reputation, relationship health and trust, with the most positive sentiment observed among ecosystem and operational partners. Suppliers & vendors (reputation 88.1%; relationship health 85.9%) and the mobile industry (88.0%; 87.4%) report the strongest overall performance, while civil society (84.6%; 85.6%) and media (82.0%; 82.8%) also reflect consistently positive views across the core constructs.

Institutional stakeholders present a more mixed picture. While government trust remains strong (82.0%), overall perceptions are more cautious on reputation (72.5%) and relationship health (73.4%). Similarly, regulators & policymakers report solid relationship strength (84.8%) but more moderate perceptions of reputation (77.7%) and trust (79.1%).

Stakeholder perceptions of MTN Uganda remain positive, underpinned by strong relationship and reputation scores across most stakeholder groups. Engagement quality scored 74.3% overall, with regulators and policymakers and trade partners highlighting opportunities for more tailored and consistent engagement. These insights provide a valuable basis for strengthening collaboration and enhancing stakeholder experiences going forward.

How we are responding

The 2025 RIS results confirm that MTN Uganda continues to maintain strong levels of reputation, trust and relationship health all above the Group target benchmark of 75%. This reflects the deliberate effort invested in how we engage. Improving stakeholder engagement quality and health will remain our primary priority for 2026.

In response, MTN Uganda has moved to strengthen its stakeholder and reputation management framework, ensuring that engagement is not incidental but structured, measurable, and anchored to business risk and strategic priorities.

Our focus areas for the year ahead include improving the quality and inclusivity of how we communicate around material decisions; deepening proactive engagement with regulators on issues such as tax harmonisation, digital trade, and data governance; directing targeted effort toward stakeholder groups and markets where perceptions have softened, particularly investors and trade partners; and formally embedding stakeholder engagement into our annual business planning process.

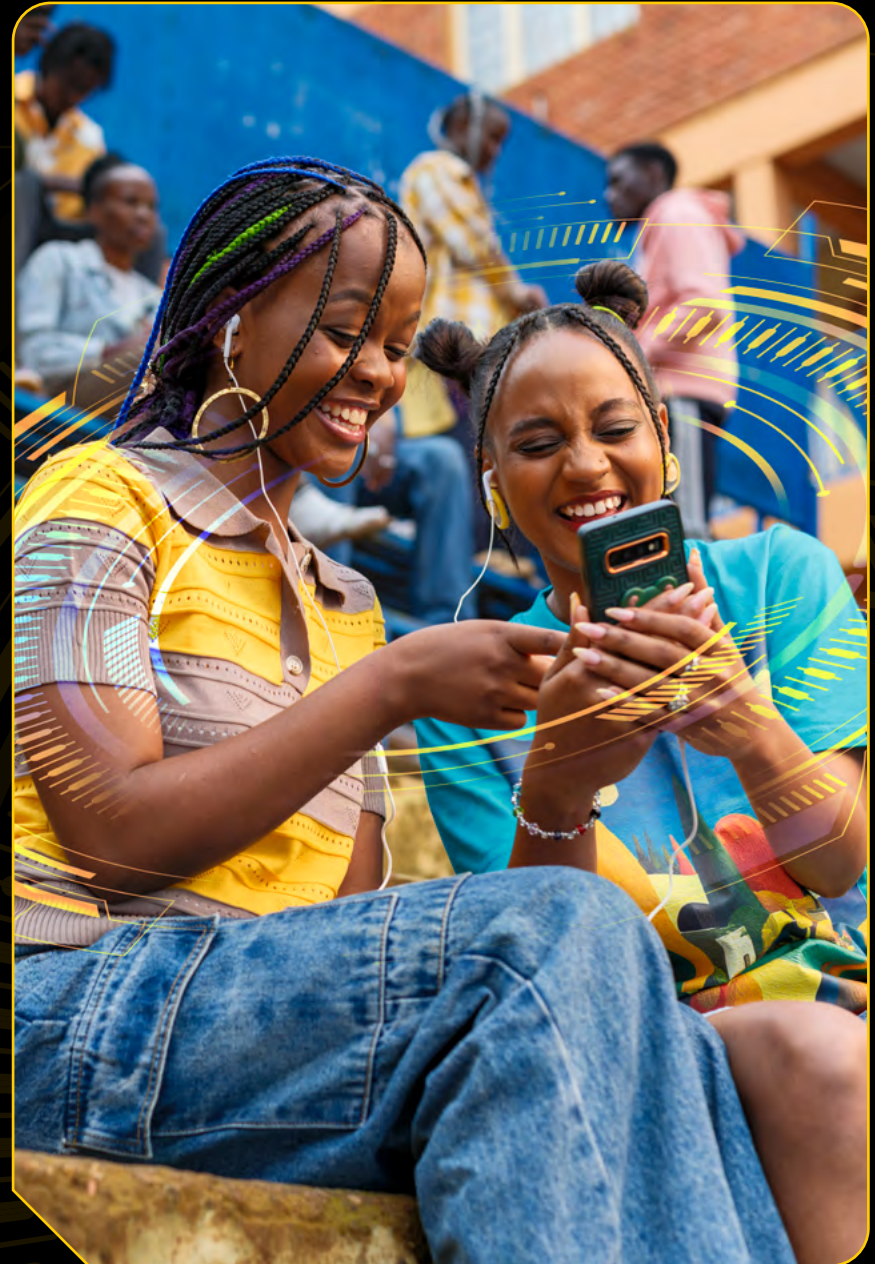
We believe this approach will support more resilient relationships, greater regulatory trust, and stronger policy predictability outcomes that matter not just for MTN Uganda, but for the broader ecosystem in which we operate.

Stakeholder perceptions by category in 2025 (%)

	Reputation 	Relationship Health 	Trust 	Quality of Engagement 
Civil Society	84.6	85.6	81.3	77.9
Government	72.5	73.4	82.0	72.0
Media	82.0	82.8	82.4	78.6
Mobile Industry	88.0	87.4	82.7	72.1
Organised Business	80.5	82.1	80.3	77.4
Regulators and Policy makers	77.7	84.8	79.1	67.4
Suppliers and vendors	88.1	85.9	79.0	74.5
Trade Partners	74.0	69.5	83.2	68.9
Total	82.1	82.7	81.0	74.3

Governance

- Our leadership and oversight structure
- Management's role in sustainability
- Our ISSB roadmap



Our Leadership and Oversight Structure

MTN Uganda is committed to the highest standards of governance, business integrity, ethics and professionalism. We achieve value creation through robust governance grounded in core elements of accountability, corporate responsibility, strong risk and performance management culture, transparency and effective leadership. Our governance plays a vital role in embedding our strategy across the organisation, it provides rigour, transparency, effective implementation and strategic oversight by being focused on regular collaboration, challenging our proposed initiatives and supporting robust reporting. This ensures we deliver on our strategy whilst driving our business priorities at the same time.

Board Oversight.

The Board provides oversight using a combined assurance model that includes management, control functions, internal and external audit, and Board committees. We use a simplified governance approach in complex environments to create shared value with key stakeholders. MTN disclosed the qualification and collective expertise of its directors in the annual report. For full details on the Board, its members, committees, and governance practices, refer to Our Corporate Governance section of the [2025 Annual Report](#)



The Board is committed to continuing to improve its governance structure and operations in alignment with applicable laws and best governance practices in the 2025 Annual Report, the following key information were disclosed besides the financial statements and its notes:

- Ethical and effective leadership
- Strategic direction and stewardship
- Governance risks and opportunities
- Internal controls and assurance
- Board composition
- Board committee and management effectiveness
- Technology Governance
- Stakeholder inclusivity and sustainability

The Board operates under the Company's Articles of Association and Board charter, meeting regularly to consider matters within its mandate, including sustainability of company operations. The Board operates through focused committees that are entrusted with monitoring particular areas according to their terms of reference to effectively carry out the Board's mandate and report to the Board on their activities on a quarterly basis. These are the Audit and Risk Management Committee and the Remuneration, Human Resource, Social and Ethics Committee.

The board through the Remuneration, Human Resources, Social, and Ethics Committee (REMCO) guides performance, standards, and reporting accountability. This committee provides an oversight function over the MTN Uganda sustainability strategy and supports the seamless coordination at all levels within the organisation. REMCO also monitors the macro environment, availability of appropriate capital inputs, our impact on these, and stakeholder needs—all of which inform our strategy and enable us to maintain operational focus and deliver on targets. Our governance processes ensure we remain a

sustainable business that creates value for ourselves and stakeholders. The full Board provides necessary oversight to monitor and enhance performance, underscoring our commitment to transparency and accountability. They do this by supporting the REMCO with decision making to establish our ESG commitments and milestones.

Sustainability Responsibility Matrix

Board of Directors

(Remuneration, Human Resource,
Social and Ethics Committee)

Executive Committee

(GM Corporate Affairs)

Corporate Services

(Sustainability Division)

Sustainability Champions

(Representatives from
each department)



Board Skills and Experience

MTN Uganda's Board brings together seasoned professionals whose collective expertise spans the disciplines essential to sound, forward-looking governance.

The Board recognises that to remain effective, it must induct, develop and train its members from time to time in line with the company's evolving needs. Accordingly, we have a structured induction and development programme that seeks to equip new directors with an understanding of the culture, strategy and complexities of the business. The performance of the executive directors is evaluated regularly and in line with the company's performance review cycles. Annual remuneration decisions relating to executive directors are based on the results of the performance evaluation.

A comprehensive Board evaluation was completed in 2025. The assessment was conducted by Carol Musyoka Consulting. The results of this evaluation were carefully reviewed by the Board, leading to the endorsement of a detailed remedial action plan designed to enhance the Board's oversight capabilities and governance practices. The Board is committed to resolving all the key issues that were raised within the agreed timelines to ensure that we have an appropriate and compliant governance structure in place.

We embrace diversity at the Board level and understand that the diverse perspectives of directors allow for effective strategic oversight as well as robust deliberation during Board meetings.

Therefore, it is the firm intention of the Board to continually review and focus on its diversity, and this includes improving the representation of women on the Board and ensuring that a complementary combination of age profiles and skills are represented on the Board. Currently, the Board has 47.1%  female representation.

Key Board Highlights



The programme also includes ongoing training for all directors on various matters related to their role to assist them to act with due care, skill and diligence. Up skilling focus areas include AI, digital transformation, financial technology, ESG and sustainability.

A summary of the skills and competencies represented on the Board is set out below.

Skills and Expertise	1	2	3	4	5	6	7	8	9
Economics & Financial Expertise	✓	✓	✓	✓		✓	✓		✓
Business Strategy	✓	✓	✓	✓	✓	✓	✓	✓	✓
Board Service and Governance	✓	✓	✓	✓	✓	✓	✓	✓	✓
Audit and Assurance		✓	✓	✓		✓	✓		✓
Global Exposure	✓	✓	✓	✓	✓	✓	✓	✓	✓
Legal/ Regulatory				✓	✓		✓		✓
Risk Management	✓	✓	✓	✓	✓	✓	✓	✓	✓
Industry Knowledge	✓	✓	✓		✓	✓	✓	✓	✓
Sustainability/ESG				✓	✓		✓	✓	✓

Board composition as at 31 December 2025 comprised 9 directors *MTN (U) Limited

1. Charles Mbire 2. Yolanda Cuba 3. Karabo Nondumo 4. Sugentharen Perumal 5. Winnie T. Kiryabwire 6. Fatima Daniels 7. Francis Kamulegeya 8. Sylvia Mulinge 9. Andrew Bugembe

Management's Role in Sustainability

ESG principles are foundational to MTN Group's Ambition 2025 strategy, which sets the direction for all operating companies across the Group, including MTN Uganda. This Group wide framework ensures that sustainability considerations are woven into strategic planning and day-to-day business execution, creating value that extends beyond financial returns to encompass environmental stewardship, social impact, and sound governance. At MTN Uganda, our Management plays an active role in shaping, implementing, and periodically reviewing the company's purpose, values, and strategic objectives as they relate to sustainable development. This ensures cohesion and understanding of the sustainability strategy at all levels, supporting implementation of MTN's business model.

To translate commitment into action, the Board has assigned clear sustainability responsibilities to senior executives. The Chief Executive Officer and the General Manager Corporate Services hold direct accountability for strategies that address the company's economic, environmental, and social impacts. They are supported by the Sustainability Manager and the Senior Manager of the MTN Uganda Foundation (MTN Uganda's corporate social responsibility vehicle), ensuring that sustainability priorities are operationalised across the business, not confined to policy documents.

The Executive Committee (ExCo) provides recommendations on changes to organisational values, the code of ethics, strategic direction, and significant policy updates. Oversight of due diligence processes for identifying and managing impacts on people, the economy, and the environment is exercised by the Remuneration and Human Resources Committee (REMCO). Senior management further ensures transparent disclosure of

ESG performance, progress against targets, and forward-looking commitments to stakeholders.

The day-to-day accountability for sustainability performance rests with the General Manager Corporate Services, who oversees both the Sustainability division and the MTN Uganda Foundation. The Sustainability division coordinates data collection, performance reporting, and stakeholder engagement across the business portfolio. A network of Sustainability Champions embedded within key business functions supports implementation at the operational level, ensuring sustainability priorities are visible and actionable across the organisation.

MTN Uganda's executive leadership also engages actively with regulators, investors, and customers, communicating sustainability performance openly and aligning the company's practices with stakeholder expectations and evolving global standards. This outward-facing accountability reinforces our commitment to responsible business conduct and long-term value creation for all who have a stake in our success.

As reporting guidelines evolve, management will play the function of monitoring the impacts of our material topics, ensuring compliance with regulations, and publishing transparent ESG data to build trust with our stakeholders. MTN Uganda remains aligned with stakeholder needs and global trends to ensure comprehensive alignment between our ESG goals and sustainability strategy with our management taking leadership in embedding sustainability into the business model acting as champions for building organisational resilience.





Samuel Gitta
General Manager
Risk & Compliance

Ibrahim Senyonga
General Manager:
Enterprise Business Unit

Charles Kare Wanjohi
Strategy

Sylvia El Sheikh
Chief Marketing Officer

Michael Sekadde
General Manager
Human Resources

Joseph Bogera
General Manager
Sales and Distribution

Sylvia Mulinge
Chief Executive Officer

Juliet Nsubuga
General Manager
Wholesale Services

Andrew Bugembe
Chief Financial Officer

Franklin Kano Ocharo
General Manager
Growth & New Business

Dorcas Muhwezi
General Manager
Customer Experience

Lea Musasizi
Senior Manager Business
Operations, CEO

Enid Edroma
General Manager
Corporate Services

Nicholas Beijuka
General Manager
Capital Projects

Peace Kabatangare Zulu
General Manager
Internal Audit & Forensics

Thomas Motlepa
Chief Technology &
Information Officer

Kenneth Kiddu
General Manager
Business Intelligence

MTN Uganda ExCo



Jemima Kariuki Njuguna
Chief Products Officer

Joachim Masagazi
Head: Human Resources

Keith Tukei
Chief Commercial Officer

Israel Mayengo
Head: Risk and Compliance

Stephen Wakhula
Head: Internal Audit and Forensics

Richard Yego
Managing Director 2022-2025

William Senfuma
Head: Business Intelligence and Analytics

Sarah Bateta Okwi
Chief Finance Officer

Albert Gitta
Chief Information Officer

Josephine Kiwanuka
Senior Manager Business Operations, MD

Dennis. A. Kakonge
General Manager Corporate Services

Peter Ochen
General Manager Financial Operations

Stephen Mutana
Chief Strategy & Transformation Officer

MTN MoMo ExCo

Our ISSB Roadmap.

The Institute of Certified Public Accountants of Uganda (ICPAU) is adopting IFRS Sustainability Disclosure Standards (IFRS S1 & S2) to improve climate-related financial reporting, for which MTN Uganda intends to actively participate in the full disclosure process. These standards require consistent, comparable, and audited sustainability disclosures aiming to align our efforts with global sustainability requirements as well as align with national priorities, such as the National Climate Change Act, Green Growth Development Strategy, and sectoral Climate Risk Guidelines, reinforcing our commitment to a sustainable future. We recognise that from accounting period 1st January 2028, as a listed company we will be required to report against the established framework.

To support the achievement of these targets, MTN Uganda has been working intensively on a programme of regulation and strategy across our operations and material topics related to sustainability standards and reporting. We intend to be at the forefront of these regulatory developments and are undertaking the following steps to prepare for our disclosures.

MTN Uganda is also guided by the Capital Markets (Corporate Governance) Regulations 2025, as well as internal policies and reporting guidelines provided by MTN Group to make the necessary disclosures mainly through our published Annual Report.

1

Value chain Mapping



Mapping MTN Uganda activities to identify material impacts, risks and opportunities for each stage of our operations.

2

Double Materiality Analysis



Identifying and assessing the materiality of impacts, risks and opportunities in accordance with the IFRS standards and creating thresholds aligned to the MTN Uganda ERM.

3

Gap analysis



Identifying gaps in disclosures as compared to disclosures expected under the frameworks.

4

Implementation planning



Identifying and planning work activities required to prepare the disclosures required



Sustainability Champions

Strategy

- Our Corporate Strategy
- Our Sustainability Strategy
- Sustainability Performance
Against Strategy



Our Corporate Strategy

2026 marks MTN Uganda's 28th year of operations. Guided by a vision to lead digital solutions for Uganda's progress, the company's strategic direction continues to be anchored in driving digital inclusion through its brand, connectivity infrastructure, and technology platforms.

The Ambition 2025 strategy structured around four priorities: building the largest and most valuable platforms, driving industry-leading connectivity, creating shared value, and optimising the portfolio provided the foundation for sustainable growth over the past five years. As this phase concluded, MTN Uganda transitions into Ambition 2030, sharpening focus around three core platforms: connectivity, fintech, and digital infrastructure. This evolution positions the company to capture opportunities arising from data growth and digital adoption, while building greater resilience against an increasingly complex operating environment. [Our Approach to](#)

Ambition 2030

Purpose

"Leading digital solutions for Uganda's progress"

Platforms of choice for consumers, homes and businesses



Connectivity

- ➔ Scale Data
- ➔ Accelerate Home
- ➔ Empower Enterprise

Fintech

- ➔ Grow Ecosystem
- ➔ Accelerate Advanced Services

Digital Infrastructure

- ➔ Advance Fiber Networks
- ➔ Expand AI Enabled Data Centres
- ➔ Unlock Towers Value

Leading Customer Experience



Leverage Artificial Intelligence for Growth



Create Shared Value

Our Sustainability Strategy

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*. The framework provides the flexibility to respond to material sustainability-related risks and capitalise on emerging opportunities across short, medium, and long-term horizons consistent with IFRS S1 disclosure requirements.

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. MTN Uganda's sustainability agenda is further aligned to the UN Sustainable Development Goals (SDGs) most material to its business.

Strategic Intent

Ambition 2030 | Leading digital solutions for Uganda's progress



Commitments

We are committed to protecting our planet and achieving Net Zero emissions by 2040.

We are committed to driving digital financial inclusion toward a diverse society.

We are committed to creating and protecting value for our partners and stakeholders.

We are committed to boosting inclusive economic growth on the continent.

Metrics & actions

- **Project Zero:** Reduce GHG emissions.
- **Energy footprint:** Improve energy efficiency within our networks and deploy renewables.
- **Waste management:** Develop a circular economy and manage our waste.
- **Water management:** Reduce our impact through water conservation measures.

- **Increase access and reduce cost to communicate.**
- **Increase financial inclusion.**
- **Generational equality:** Increase women representation.
- **Contribution through ICT:** Digital education, skills and jobs.

- **Responsible policies and practices:** Business ethics and enterprise-wide risk management.
- Enhance reputation and trust with stakeholders.
- Promote digital human rights, treat customers fairly and safeguard our people and customers.
- Responsible procurement and supply chain practices.

- Tax contributions across markets.
- Invest in network infrastructure.
- Empower local governments and enterprises

SDGS





2025 Performance Against Strategy

Doing for planet

Material Topic → Energy and GHG emissions, Circular economy

Commitment → We are committed to protecting our planet

Objective → Moving towards zero emissions and a cleaner energy supply.

Ambition → **50.3%**
Average reduction in absolute emissions (tCO₂e) for Scopes 1, 2 and 3 using 2021 as the baseline, in line with our 2030 SBTi targets and net zero by 2040

2025 Performance

→ **6,571tCO₂e**

Scope 1 and 2 the against the 2021 baseline.

→ **70%**

2025 supplier commitment closed with 70% of top suppliers by spend pledging to our net zero commitment.

→ **45%**

45% reduction for Scope 1 and 2 against the 2021 baseline

→ **490 kWh**

Launched a solar project at the MTN HQ offices worth 490 kWh estimated to reduce approximately UGX 30 million in electricity spend

Doing for people

Material Topic → - Digital Inclusion, Access and affordability
- Corporate Social Investment
- Financial Inclusion

Commitment → We are committed to driving digital financial inclusion and a diverse society.

Objective → - Accelerating digital inclusion.
- Driving financial inclusion.
- Fostering a more diverse and inclusive society.
- Uplifting our communities

Ambition → **95%** Rural population broadband coverage by 2025.
Contribution to society through ICT (digital education, skills, and jobs).
→ **50%** Female representation by 2030.

2025 Performance

→ **96.2%**

3G population broadband penetration.

→ **14.7m**

Active Momo subscribers (wallets)

→ **52.4%**

female representation

→ **UGX 5.1 bn**

Invested in Corporate Social Investment programmes.

2025 Performance Against Strategy (Cont.)

Doing it right

Material Topic → Ethical Conduct, Compliance & Anti-Corruption, Corporate Governance

Commitment → We are committed partners and stakeholders to creating and protecting value

Objective → Safeguarding our people and customers.

Ambition → **75%**
Reputation Index ≥ 75%.

2025 Performance

→ **82.1%**

Reputation Index 82.1% above the target benchmark of 75%.

Doing for growth

Material Topic → - Tax compliance
- Customer satisfaction, Market presence
- Ethical supply chain

Commitment → - Contributing to economies through tax.
- Network development spend.
- Empowering local enterprises.

Objective → - Accelerating digital inclusion.
- Driving financial inclusion.
- Fostering a more diverse and inclusive society.
- Uplifting our communities

Ambition → **100%** Tax Compliance → **Empower** local enterprises

2025 Performance

→ **UGX 1.6 tn**

in tax contribution, duties and levies paid to the government.

→ **549.4 bn**

in capital investment (capex)

→ **1.0 tn**

Local supplier spend

Risk Management

- Statement from GM Risk & Compliance
- Sustainability and Climate-related Risks and Opportunities
- Impact on our Financial Position, Performance and Cash Flow
- Our commitment to compliance and best practice



Statement from GM Risk & Compliance

Effective risk management is fundamental to delivering sustainable value and maintaining the trust of our stakeholders. As our operating environment continues to evolve driven by rapid digitalisation, climate change, and increasing regulatory expectations we remain committed to strengthening our resilience through a proactive and integrated approach to risk and opportunity management.

We have embedded sustainability-related and climate-related risks and opportunities into our Enterprise Risk Management (ERM) framework, ensuring that environmental, social, governance, and climate considerations are assessed alongside financial and operational risks. This integrated approach enables us to anticipate emerging risks, respond decisively, and position the business to capture long-term opportunities.

Recognising the growing role of AI in shaping the digital economy we are enhancing our governance and risk management to support the responsible adoption of AI. This includes oversight of emerging risks and related privacy, security, ethics and regulatory compliance, while enabling innovation and long term value creation.

Our governance structure, underpinned by the three lines model, ensures clear accountability across the organisation from Board-level oversight of risk appetite and performance to management ownership of risk mitigation, and independent assurance of control effectiveness. This enables consistent and transparent decision-making across all levels of the organisation.

We continue to apply a structured risk management process that spans identification, assessment, response, and continuous monitoring of risks across short, medium-, and long-term horizons.

Through this process, we prioritise risks that could impact operational continuity, regulatory compliance, or stakeholder confidence, while actively pursuing opportunities that drive efficiency, innovation, and long-term value creation.

Sustainability and climate risks are increasingly shaping our financial performance and strategic direction. Physical risks, such as extreme weather, and transition risks, including evolving regulatory requirements, present new challenges that require ongoing investment in resilient infrastructure, energy solutions, and compliance capabilities. At the same time, these dynamics create opportunities to accelerate our transition to renewable energy, enhance operational efficiency, and develop innovative, sustainable products and services.

As we advance our sustainability reporting maturity in line with IFRS S1 and S2, we are strengthening our ability to quantify and disclose the financial impacts of these risks and opportunities. This will further enhance transparency and enable more informed decision-making for our stakeholders.

Looking ahead, we remain focused on building resilience, strengthening risk management, and leveraging AI for growth create value for our stakeholders



Samuel Gitta
GM Risk & Compliance

Governance Structure: Three Lines Model

Line	Function	Responsibility
Governance	Board and Committees	Approves risk appetite, oversees SRROs and CRROs, and holds management accountable for sustainability and climate performance.
Management	Business units, first-line operations, and second-line risk and compliance functions	Identifies, owns and manages risks; embeds sustainability and climate considerations into planning, controls, and operational decision-making.
Assurance	Internal Audit and external assurance providers	Independently assesses the effectiveness of risk management processes and controls.

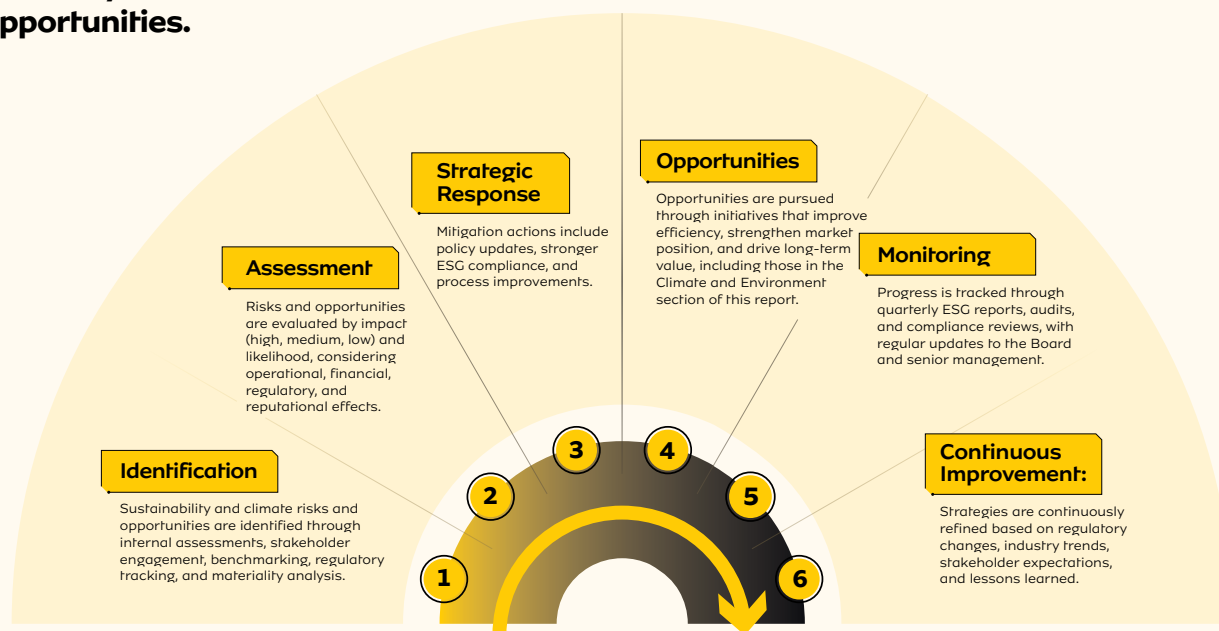
For further details on the ERM framework, refer to the Risk Management section of the 2025 Annual Report.

Identification and Management of Sustainability related and Climate-related Risks and Opportunities.

We are dedicated to safeguarding our operations by adopting global best practices in risk management, operational resilience, and cybersecurity.

To adapt to the evolving digital landscape and regulatory framework, we continually enhance our governance structure and reinforce business continuity initiatives, ensuring trust and stability.

MTN Uganda integrates sustainability-related risks and opportunities (SRROs) and climate-related risks and opportunities (CRROs) into its Enterprise Risk Management (ERM) framework. This ensures that environmental, social, governance, and climate considerations are evaluated consistently alongside all other enterprise risks, using the same impact and likelihood criteria applied across the Group's risk portfolio.



Risk management approach

Sustainability and Climate-related Risks and Opportunities

Guided by our Environmental, Social, and Governance (ESG) strategy, we recognise that sustainability can both challenge and enhance our business model. This understanding is integrated into our Enterprise Risk Management (ERM) mechanisms. Our risk management process is essential to our decision-making - from strategy development and business planning to capital allocation and daily operations. By evaluating sustainability issues through our stakeholders' perspectives, we ensure that material risks and opportunities are identified and addressed effectively. For more information, please refer to the section on Materiality for a comprehensive overview of the identified material topics.

Through a proactive risk management strategy, we not only mitigate potential threats but also capitalise on finding the opportunities aligned with our operations, global sustainability trends and stakeholder expectations. For more information on our risk management strategy, please refer to the section on Risk Management in our annual report.

Risks / Opportunities	Justification	Category	Time Mitigation/ Strategy Horizon	Operational concentration	Mitigation/Strategy
Emerging ESG Regulations	Increased Stakeholder and regulatory interest in the transparency of our business operations.	Governance — Opportunity	MT LT	All operations	1. Board and Management oversight of ESG KPIs aligned to company strategy. 2. Ongoing monitoring of regulatory developments to ensure compliance. 3. Dedicated sustainability committee supporting cross-functional implementation. 4. Transparent sustainability reporting and stakeholder engagement.
Enhanced governance	Regulatory developments for listed companies that come into force in 2028.	Governance — Opportunity	MT LT	Corporate governance, investor relations	Continuous governance improvement frameworks; strengthening Board oversight; proactive stakeholder engagement.
ESG Regulatory compliance	Costs associated with preparing for the regulatory frameworks and transitioning our business operations.	Governance — Opportunity	ST MT	All operating locations, governance functions	Early adopter positioning to build competitive advantage; proactive regulatory engagement; internal capacity building on ESG frameworks.

Risks / Opportunities	Justification	Category	Time Mitigation/Strategy Horizon	Operational concentration	Mitigation/Strategy
Data privacy breach	Increased digitisation and monetisation of data in an AI era exposes the organisation to cyber threats and potential data breaches affecting customer trust and compliance.	Digital rights — Risk	ST MT	All operating locations	1. Zero-tolerance policy; continuous security upgrades, 2. Employee and partner training on data privacy and digital rights. 3. Consumer awareness initiatives on data privacy. 4. Regular data privacy risk assessments and gap remediation. 5. Regulator (PDPO) audits of partners. 6. Deployment of technology tools for automated timely detection.
Enhanced data governance	Growing need for responsible data management and transparency in handling customer and operational data.	Governance — Opportunity	ST MT	Nationwide customer base	Strengthening data governance frameworks; promoting a transparent data practice culture, and adoption of international data protection standards.
Network infrastructure failure	Dependence on reliable network infrastructure to ensure uninterrupted services, especially in high-traffic areas.	Operational resilience—Risk	ST MT	Nationwide; high-traffic areas	Preventive maintenance programmes; SLA management with vendors; continuous network optimisation and redundancy planning.
Supply chain disruption	Dependence on external suppliers exposes the business to disruptions due to global or local supply constraints.	Supply chain — risk	ST MT	Supply chain networks, tower infrastructure providers	1. Geographic supplier diversification. 2. Strategic inventory buffers. 3. Climate resilience assessments. 4. Supplier business continuity testing. 5. Dual sourcing agreements.
Sustainable supply chain	Increasing stakeholder expectations for ethical sourcing and responsible supply chain management.	Supply chain — Opportunity	MT LT	Nationwide supplier network	Supplier development programmes; implementation of local content policies; integration of ESG criteria into supplier selection and evaluation.

Time Horizon Key

Short-term (ST): 0 to 12 months

Medium-term (MT): 1 to 3 years

Long-term (LT): Beyond 3 years

Climate-Related Risks and Opportunities (CRROs)

Climate risks pose both challenges and opportunities for our business operations and service delivery. To maintain service reliability, business continuity, and long-term sustainability, we have taken proactive steps to understand and address these risks.

We are cognisant that we work with third-party partners to support our service delivery and manage our telecommunications infrastructure, their climate-related risks have direct implications for our operations, revenue, and long-term strategy.

We highlight our approach and methodology in our emissions journey and the tracking of Scope 3 GHG emissions. These insights guide our strategic investments and business operating model, enhancing our resilience to climate change. We classify climate risks as those arising from acute and chronic climate events, and transition risks, stemming from regulatory, technological, market, and reputational shifts associated with the global move toward a lower-carbon economy.

We have prioritised strategy development to address SRROs and CRROs. Our ongoing upgrades such as solar hybrid and energy-efficient systems help reduce carbon emissions and cut operating costs. Our sustainability strategy is shaped by SRROs and CRROs, considering market demand for greener telecom services, evolving regulatory requirements, and environmental challenges like extreme weather

Risks / Opportunities	Justification	Category	Time Mitigation/ Strategy Horizon	Operational concentration	Mitigation/Strategy
Extreme weather conditions impacting service delivery.	1. Damage to network infrastructure (e.g. towers, fibre, power systems). 2. Reduced employee productivity and safety risks. 3. Increased operational costs from repairs and downtime. 4. Disruptions across supply chain and service continuity. 5. Climate risks affect customer spending hence failure to meet top line.	Physical Risk (Acute)	ST MT	All operating locations, governance functions	▪ Conduct regular climate risk assessments to identify exposure hotspots. ▪ Strengthen infrastructure resilience (e.g. flood-proofing, elevated installations). ▪ Develop business continuity and disaster recovery plans. ▪ Deploy backup power solutions and redundancy systems.

Risks / Opportunities	Justification	Category	Time Mitigation/ Strategy Horizon	Operational concentration	Mitigation/Strategy
Renewable energy deployment	Opportunity to reduce operational costs from diesel dependency, improve energy security, and reduce emissions aligned with climate commitments.	Climate Opportunity (Energy transition)	ST MT	Nationwide customer base	- Scale transition to solar and hybrid power solutions for network sites. - Integrate renewable energy into infrastructure strategy. - Enhance energy efficiency and monitoring systems. - Strengthen transparent climate and energy reporting practices.
Green products and services	Growing customer demand for environmentally responsible digital solutions, including paperless services, e-waste solutions, and low-carbon digital services.	Climate Opportunity (Products & Services)	MT LT	Nationwide; high-traffic digital and fintech service areas	- Develop green digital solutions (e.g. paperless services, eco-friendly SIM/e-waste initiatives). - Optimise network energy use to reduce service emissions. - Leverage innovation to support customer sustainability outcomes.
Regulatory Changes (climate-related)	Evolving climate-related policies and disclosure requirements (e.g. mandatory ESG reporting, carbon regulations) may increase compliance costs and require operational adjustments.	Transition Risk (Policy & Legal)	ST MT	Enterprise-wide; regulatory, legal, and governance functions	- Engage proactively with regulators to anticipate changes. - Align internal reporting with IFRS S2 and global standards. - Strengthen internal ESG governance structures. - Build internal capacity for climate disclosures and compliance.

Risks / Opportunities	Justification	Category	Time Mitigation/ Strategy Horizon	Operational concentration	Mitigation/Strategy
Supply Chain Disruptions (climate-related)	Climate events may disrupt supplier operations, logistics, and infrastructure, affecting availability of equipment and service delivery timelines.	Physical Risk (Chronic & Acute) / Transition Risk	MT LT	Supply chain networks; tower and infrastructure suppliers	▪ Diversify supplier base and localise procurement. ▪ Integrate climate risk criteria into supplier selection and monitoring. ▪ Engage suppliers on ESG compliance and resilience building. ▪ Enhance supply chain visibility and risk mapping.
Transition to Renewable Energy (climate-related)	Dependence on fossil fuel-based power (diesel generators) exposes the business to rising fuel costs, carbon regulations, and reputational risks.	Transition Risk (Market & Technology) and Opportunity.	MT LT	Network infrastructure; energy-intensive operations	▪ Formalise energy transition roadmap aligned to net-zero ambitions. ▪ Invest in hybrid energy systems ▪ Establish energy efficiency targets and monitoring KPIs. ▪ Explore green financing for energy transition investments.
Technology Advancements (climate-related)	Adoption of new technologies enables energy efficiency, smarter networks, and climate innovation, improving resilience and reducing emissions.	Climate Opportunity (Technology & Innovation)	ST MT	Network infrastructure; IT systems; nationwide operations	1. Initiate pilot projects to support transition to low-carbon operations such as non-terrestrial coverage technology which would not require diesel generators. 2. Adopt energy-efficient network technologies (e.g. smart networks, AI optimisation). 3. Collaborate with technology partners to scale innovation.

Time Horizon Key

Short-term (ST): 0 to 12 months

Medium-term (MT): 1 to 3 years

Long-term (LT): Beyond 3 years



Impact of SRROs on our Financial Position, Performance and Cashflow

Sustainability-related risks and opportunities (SRROs) including climate-related risks and opportunities directly affect MTN Uganda's financial position, operational performance, and cash flow. Physical risks such as extreme weather events threaten network infrastructure and may result in unplanned capital expenditure and revenue disruption. Transition risks, including evolving environmental regulations, have the potential to increase compliance costs and affect access to capital. Conversely, strong ESG performance opens opportunities for sustainable financing, green product development, and ESG-aligned partnerships.

MTN Uganda is progressively integrating SRRO considerations into financial planning, risk management, and capital allocation. The qualitative financial impacts of our material SRROs are disclosed in the table below. Quantitative

disclosures will be incorporated in the subsequent reporting period as MTN Uganda advances its data governance and reporting maturity, consistent with IFRS S1 and S2 requirements.

The table below details the qualitative financial impacts of our material sustainability-related risks and opportunities

Risks / Opportunities	Category	Current Financial Effects	Anticipated Financial Effects	Impact on Financial Performance	Impact on Financial Position	Impact on Cash Flow
Emerging ESG regulations	Governance — Opportunity	Early adopter positioning costs	Access to sustainable financing	Competitive advantage and improved market positioning through early regulatory alignment.	Improved access to sustainable and green financing instruments	More predictable cash flows and financing opportunities resulting from regulatory certainty
ESG Regulatory compliance	Governance — Risk	Sustainability advisory/ compliance costs	Ongoing compliance obligations Potential liabilities from regulatory changes	Weak oversight and suboptimal decision-making may negatively affect long term profitability. Increased compliance costs, penalties, or operational constraints arising from non-compliance with evolving ESG regulations.	Stronger governance structures reduce the risk of value erosion from mismanagement or regulatory non-compliance. Potential recognition of new liabilities, provisions, or asset revaluations due to regulatory changes.	Incremental cash outflows for board development, succession planning, and governance enhancements. Short-term cash outflows for compliance systems, reporting processes, and transition activities.

Risks / Opportunities	Category	Current Financial Effects	Anticipated Financial Effects	Impact on Financial Performance	Impact on Financial Position	Impact on Cash Flow
Data privacy breach	Digital rights-Risk	IT and network security capex Financial loss from regulatory sanctions / litigation Uganda Personal Data Protection Act, 2023 compliance costs	Additional IT and network security Capex Potential penalties or liabilities	Potential fines, litigation costs, and revenue loss arising from data privacy breaches or cybersecurity incidents.	Potential recognition of provisions or contingent liabilities related to regulatory sanctions or legal claims	Short-term cash outflows for cybersecurity, compliance, and system upgrades.
Enhanced data governance	Digital rights Opportunity	Revenue retention from reduced churn	Premium pricing potential Enhanced market positioning	Improved customer trust, retention, and revenue growth from strong data protection and digital governance practices	Increased investment in secure IT systems and data governance, resulting in higher intangible assets.	Increased capital expenditure for climate resilient tower designs, cooling systems, and infrastructure protection
Network infrastructure failure	Operational resilience Risk	Outage-related revenue loss	Increased resilience Capex Maintenance to reduce outage-related revenue at risk and service impacts	Revenue loss, increased costs, and reputational damage.	Increased liabilities, unplanned capital and repair costs, and erosion of asset value.	Strain on cash flow through lost revenue, higher repair and operating costs, and unplanned capital Expenditure.
Supply chain disruption	Supply Chain Risk	Supplier compliance monitoring costs	Increased costs of sustainable alternatives	Increased operating costs and service disruptions due to supplier noncompliance or supply chain interruptions.	Risk of asset impairment where supplier failures delay network deployment or infrastructure expansion	Short-term cash outflows for supplier assessments, audits, and capacity building initiatives.
Sustainable supply chain	Supply chain Opportunity	Supply chain — Opportunity Supplier capacity building and development costs Supplier compliance monitoring costs	Reduced unexpected cash outflows Improved asset reliability	Improved operational efficiency and cost stability through responsible sourcing and supplier engagement.	Improved asset reliability through long-term engagement with compliant suppliers.	Reduced unexpected cash outflows and more stable capital expenditure planning over the long term.

Risks / Opportunities	Category	Current Financial Effects	Anticipated Financial Effects	Impact on Financial Performance	Impact on Financial Position	Impact on Cash Flow
Extreme Weather Conditions (Heat stress, flooding)	Climate — Physical Risk	Cooling infrastructure capex	Increased cooling costs Accelerated asset replacement	Increased operating expenses due to higher energy consumption for cooling during heatwaves and urban heat island effects. Revenue losses and service disruptions resulting from flooding, storms, and damage to network infrastructure. Direct repair and restoration costs arising from climate events, including damage to network sites.	Potential impairment of network assets exposed to flooding, extreme heat, and severe weather events. Increased capitalisation of resilience-related investments in network infrastructure and facilities.	Short-term cash outflows for emergency repairs, site restoration, and higher energy costs. Increased capital expenditure for climate resilient tower designs, cooling systems, and infrastructure protection.
Renewable energy deployment	Climate — Opportunity	Solar hybrid and Electric Vehicle (EV) charging capex Diesel cost savings	Long-term energy cost reduction Access to green financing	Reduced operating costs over time through renewable energy adoption and energy efficiency improvements	Improved access to ESG aligned and sustainability linked financing, supporting balance sheet strength.	Near-term cash outflows for renewable energy installations and sustainability initiatives.
Green products and services	Climate — Opportunity	No current financial impact for the year	Revenue growth from sustainable digital solutions, market differentiation	Revenue growth and market differentiation from green products, eco-friendly services, and sustainable digital solutions. Improved operational efficiency and cost management through sustainable procurement and supplier engagement	Enhanced asset resilience and long-term value preservation through sustainable infrastructure investments. Strengthened asset reliability through ESG integrated procurement and contractual requirements for third-party infrastructure providers.	Long-term cash flow stability from lower energy costs, reduced downtime, and improved operational resilience. Upfront cash outflows for supplier engagement, contract revisions, and ESG integration.

Metrics and Targets

- Doing for planet
- Doing for people
- Doing it right
- Doing for growth
- Future Outlook and Goals





Environmental Stewardship and Responsibility.

At MTN Uganda, the environment is fundamental to our ability to deliver long-term, sustainable value. Our operations rely on energy-intensive infrastructure and natural resources, while our activities generate emissions, waste, and resource demands that must be responsibly managed.

Our environmental strategy is guided by clear, measurable commitments aligned to MTN Group's Ambition 2025 and Net Zero pathway

We therefore position environmental stewardship not only as a compliance requirement, but as a strategic business priority supporting operational resilience, cost efficiency, regulatory alignment, and stakeholder trust.

Our approach is anchored in:

- 01 Understanding our climate and environmental impacts
- 02 Embedding sustainability into network design, operations, and expansion
- 03 Managing climate-related risks and opportunities across the business

Reduce Scope 1 and Scope 2 emissions through Project Zero.

Work with our suppliers and other value chain actors to **reduce Scope 3 emissions**

Develop a circular economy: Refurbish network equipment and manage e-waste responsibly

Use natural resources responsibly: Optimise water consumption and manage our waste effectively.

As a data-driven telecommunications provider, our most significant environmental impacts relate to:

- Climate change and greenhouse gas (GHG) emissions
- Energy consumption
- Resource use (water and materials)
- Waste generation

In response, we prioritise climate action, energy transition, and circular resource management, where we can deliver measurable impact.

45% **70%** **3,712**

reduction for Scope 1 and 2 against the 2021 baseline

of top suppliers by spend have pledged to our net-zero commitment

Sites Green sites (solar & hydropower)

85.12 tonnes of waste (2.46% decrease Y-o-Y)

54,593 m³ (15.2% reduction Y-o-Y)

Climate Governance and Assurance

Our climate strategy is supported by a robust governance and reporting framework that ensures accountability, transparency, and continuous improvement across all operations.

- Climate-related risks and opportunities are integrated into enterprise risk management processes *refer to the Risk Management section.*
- Emissions data is subject to independent external assurance by Ernst & Young, reinforcing data integrity and transparency
- Baseline recalculations are conducted annually in line with the GHG Protocol and SBTi requirements, ensuring consistency and comparability

This governance structure enables us to track performance, manage transition risks, and align with global best practice disclosures.

Statement from the Chief Technology and Information Officer

At MTN Uganda, building a resilient, future-ready network goes hand in hand with reducing our environmental impact. As a technology-led organisation, we recognise that how we power and operate our network is central to our climate footprint and to our long-term sustainability.

Through Project Zero, we have embedded climate action into our network strategy, delivering measurable progress, including a 45% reduction in Scope 1 and 2 emissions against our 2021 baseline and the expansion of over 3,712 green sites powered by renewable energy solutions. These efforts reflect our commitment to decarbonising operations while continuing to expand connectivity across Uganda.

We are also strengthening our value chain by engaging suppliers, with 70% of our top suppliers by spend now committed to our net-zero ambition, extending our impact beyond our direct operations. At the same time, we continue to improve resource efficiency, reducing both waste and water consumption year-on-year.

Our progress is the result of connected initiatives supported by our sustainability governance framework, which provides consistency, accountability, and alignment across all operations and divisions. Further to our belief that everyone deserves the benefits of a modern connected life, we are committed to contributing to the reduction of Green House Gas (GHG) emissions for a healthier planet. We aim for Net-Zero emissions by 2040 for Scopes 1, 2, and 3 emissions across all our operations.

3,712

green sites powered
by renewable energy
solutions.

45%

reduction in scope 1 & 2
emissions against 2021
baseline.



Thomas Motlepa
Chief Technology and
Information Officer

Our Roadmap to Net Zero Emissions

To propel our commitment, we launched the Project Zero initiative in 2021 with a target to reduce our GHG emissions by 50% come 2030, using our 2021 emission levels as the baseline.

MTN Uganda regards GHG assurance as being an essential part of good climate governance and has obtained assurance of certain aspects of its GHG data by Ernst & Young for the 2025 financial year, as detailed in appendices of this report. MTN Uganda has recalculated its baseline on an annual basis since 2022, reflecting various transitions and methodology changes, in accordance with its baseline recalculation policy published every year in the MTN Group Annual reporting. Subsequent external assurance has been obtained in respect of the latest recalculation of the 2022 baseline and current emissions profile.

Green House Gas (GHG) Accounting

In 2023, a MTN Group-wide GHG Reporting Guideline was developed to specify the collection and compilation methodology of the Group's GHG data in accordance with the GHG Protocol Corporate Accounting and Reporting Standard (2004) and the Greenhouse Gas Protocol Scope 3 Corporate Value Chain Standard. MTN Uganda is aligned with the MTN Group Guidelines on GHG emissions measurement which provide a framework approach for our GHG emissions calculation process. For a review of our emissions profile, MTN Uganda's emissions are caused by the following sources:

- **Mobile combustion:** combustion of fuel in transportation devices. This includes petrol used for MTN owned vehicles and forklifts.
- **Stationary combustion:** combustion of fuels in stationary equipment. These include diesel used at MTN's BTS sites, data centres, buildings and stores.
- **Fugitive emissions:** refrigerant refilling in offices and data centres. These include R22, HFC-134a, R407c, and R410a.
- MTN's Scope 2 emissions mainly come from purchased electricity from the national grid or gas-powered IPP (independent power plant) for BTS sites, data centres, buildings, and stores.
- Our scope 3 emissions are attributed to our value chain largely through our suppliers and partners. By working closely with our suppliers, we continue to support their progress and advance sustainability throughout our value chain.



Our Impact

2025 Performance: Scope 1 and 2 Emissions

Tracking and disclosing Scope 1 and Scope 2 greenhouse gas emissions is central to understanding the direct climate impacts of our operations and assessing progress against our emissions reduction pathway. These emissions arise primarily from fuel combustion for power generation and vehicle operations (Scope 1), and from purchased electricity consumed across our network sites, data centres, and facilities (Scope 2).

In 2025, total Scope 1 and 2 emissions amounted to 6,571 tCO₂e, **LA** comprising Scope 1 emissions of 5,976 tCO₂e and Scope 2 emissions of 594 tCO₂e. Although emissions increased in the previous year due to network expansion and diesel reliance, total emissions remain below the 2021 baseline.

↓ **45%**

Reduction in scope 1 & 2 emissions against 2021 baseline year

↑ **36.8%**

Increase in scope 1&2 between 2024 and 2025

To support delivery against our emissions reduction trajectory, we will intensify renewable energy deployment, expand the use of hydroelectricity, and further reduce diesel dependence across our operations.

2025 Performance: Scope 1 and 2 Emissions 2025

The table and chart present our target annual GHG emissions against actual Scope 1 and 2 emissions (tCO₂e), illustrating our performance trajectory relative to our Project Zero reduction pathway.

Comparison of Target Annual and Actual Scope 1 and 2 GHG Emission (tCO₂e)

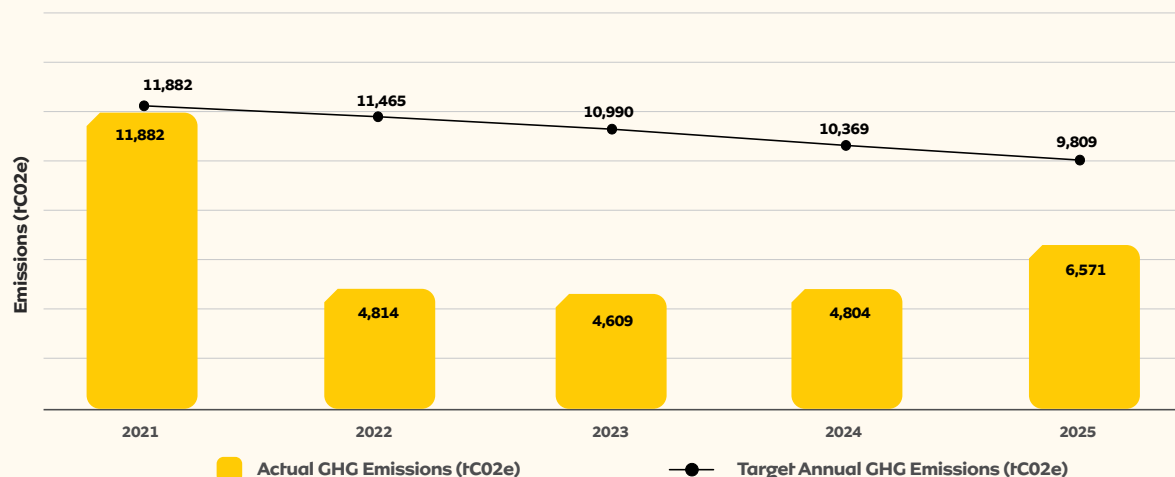
	2022	2023	2024	2025
Scope 1 Emissions (tCO ₂ e)	4,568	4,430	4,346	5,976
Scope 2 Emissions (tCO ₂ e)	246	179	459	594
Scope 1 and 2 Emissions (tCO ₂ e)	4,814	4,609	4,804.71	6,571
Baseline (2021)	11,882	11,882	11,882	11,882
YoY Targets	11,465	10,990	10,396	9,809
Targeted reduction per year	3.5%	7.5%	12.5%	17.5%
% reduction YoY against baseline	59%	61%	60%	45%
Achievement against annual target	Achieving	Achieving	Achieving	Achieving

*Restated 2024 Scope 1 and 2 from 4,947.54 tCO₂e to 4,804.71 tCO₂e in 2025, to improve data accuracy, ensure methodological consistency, and align with updated emission factors.

*It is worth noting that in 2024 scope 1 calculations did not include fugitive emissions.

Target Annual GHG Emissions and Actual Scope 1 and 2 GHG Emission (tCO₂e)

*Scope 1&2 boundary: MTN (U) excluding MTN MoMo



Scope 3 Emissions

Scope 3 emissions represent the majority of MTN Uganda's carbon footprint, accounting for approximately 90% of total emissions and arising primarily from our value chain. Managing our Scope 3 footprint is therefore central to achieving our Net Zero ambition and mitigating long-term transition risk.

Supplier engagement remains a central pillar of our approach, underpinned by clearer expectations and the integration of sustainability requirements into our procurement processes. At the end of 2025, 70% of suppliers by spend were committed to setting

climate-related targets, against our target of 50%. While progress has been made, we recognise that further work is needed to close this gap.

MTN Uganda's Scope 3 emissions decreased by approximately 16.2 % in 2025, from 54,253.11 tCO₂e to 45,458.40 tCO₂e driven largely by lower emissions from purchased goods and services, and logistics-related categories. The decrease was partially offset by higher capital goods emissions and additional value-chain coverage under franchises, reflecting improved completeness and/or changes in capital investment activity.



16.2%

Reduction
in Scope 3
emissions YOY

The inclusion of Category 11 reflects our continued commitment to improving the comprehensiveness and accuracy of our emissions reporting in line with the GHG Protocol Corporate Value Chain Standard.

Scope 3 Emissions by Category

Category	Description	2024 (tCO ₂ e)	2025 (tCO ₂ e)
Category 1	Purchased Goods and Services	37,463.35	24,289.90
Category 2	Capital Goods	1,472.21	11,696.54
Category 3	Fuel and Energy-Related Activities	3,965.95	4,451.07
Category 4	Upstream Transportation and Distribution	7,041.59	2,666.04
Category 5	Waste Generated in Operations	0.27	60.82
Category 6	Business Travel	1,916.60	153.22
Category 7	Employee Commuting	2,189.60	337
Category 9	Downstream Transportation and Distribution	-	5.01
Category 11	Use of Sold Products	192.31	304.12
Category 12	End-of-Life Treatment of Sold Products	11.2	13.31
Category 14	Franchises	-	1,481.37
Total		54,253.11	45,458.40

*Boundary: MTN (U) excluding MTN MoMo

Restatement of GHG emissions data

Our 2024 Scope 1 and 2 emissions were restated from 4,947.54 tCO₂e to 4,804.71 tCO₂e, 2.97% lower than previously reported. Our 2024 Scope 3 emissions were restated from 54,818.60 tCO₂e to 54,253.11 tCO₂e. The restatement was necessary to improve data accuracy, ensure methodological consistency, and align with updated emission factors.

Project Zero in the coming years: SBTi Target Reforecasting.

In 2022, MTN Group Limited, the ultimate parent company of MTN Uganda Limited, had its short-term greenhouse gas (GHG) reduction targets validated by the Science Based Targets initiative (SBTi), using 2021 as the baseline year. As an operating company within the MTN Group, the Group's emissions reduction pathway is aligned with these validated targets.

According to the SBTi Near-term Target Criteria, companies must recalculate their baseline emissions if structural changes result in a cumulative change of more than 5% relative to the baseline. Between 2021 and 2024, MTN Group underwent significant structural changes, primarily through business divestments, resulting in a slight deviation from the baseline and requiring a recalculation under the SBTi rules.

Consequently, a re-baselining process was conducted in accordance with SBTi guidance. The year 2024 was set as the new baseline, and revised near-term targets were submitted to SBTi in September 2025. Validation began within the standard review window following submission. The SBTi then issued a validation statement confirming the revised near-term targets for Scopes 1, 2, and 3, with 2024 as the baseline year, effective from the 2026 financial year onwards.

Implications for MTN Uganda

- **New Baseline Year:** 2024
- **SBTi Near Term Target:** The Group commits to reduce absolute Scope 1 and Scope 2 GHG emissions 42.0% by 2030 from a 2024 base year. The Group also commits to reduce absolute Scope 3 GHG emissions 25.0% within the same timeframe.
- **Total Emissions (2024 Baseline)** for Uganda: 4,805 tCO₂e

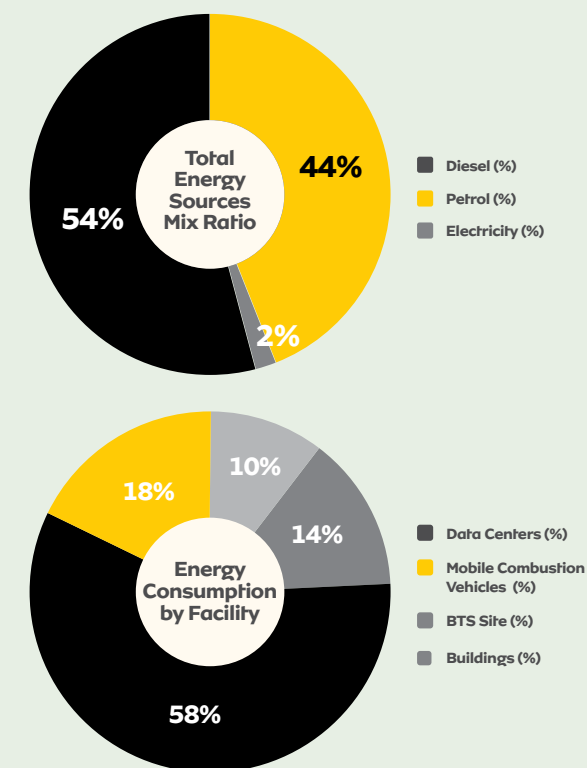
Current and planned initiatives include:

- Greening our energy supply through investment in renewable energy projects
- Reducing energy consumption through improved energy efficiency
- Investing in climate-resilient network infrastructure
- Engaging suppliers to reduce their GHG emissions and supporting them in setting targets
- Deploying technologies to reduce energy use and emissions in partnership with suppliers
- Adopting improved life cycle management practices to extend the life of our assets
- Collaborating across our sector to accelerate the transition to a lower-carbon economy.

Energy Management

Energy is the backbone of our operations, powering our base stations, switches, data centres, office buildings, and vehicle fleet. As an energy-intensive business, how we source, consume, and manage energy has a direct bearing on our operational efficiency, cost resilience, and environmental footprint.

In 2025, MTN Uganda's total energy consumption was 154,647GJ,  drawn from a diversified mix of sources including diesel, petrol, and grid electricity.



*Boundary: MTN (U) excluding MTN MoMo

Circular Economy and Waste Reduction

Waste generated across our operations arises from construction activities, and general workplace activities, and includes general/domestic, organic, paper, plastic, metal, glass.

Waste segregation bins are deployed across office floors to encourage separation at source. Waste is collected, weighed at designated disposal points, and disposed of in line with regulatory guidelines through government-approved providers.

Through **Project Infinity**, MTN Group's circular economy programme implemented across its operating companies, equipment is reused and redeployed across markets to maximise value and minimise waste. At Group level, this initiative has delivered significant financial benefits, including cost avoidance of US\$7.27 million, with a further US\$1.65 million realised through inter-OpCo collaboration. Additional value has been generated through equipment resale, contributing US\$1.28 million internally and US\$3.48 million from the external market, while recycling activities generated a further US\$2.29 million. These outcomes highlight the strong financial and environmental value of circularity, which MTN Uganda continues to support through its participation in Project Infinity.

In 2025, we generated a total of 85.12 tonnes ^{LA} of waste (2.46% decrease Y-o-Y), all classified as non-hazardous. Of this, 2.6% of this were diverted from disposal through recycling and recovery, while the remaining were disposed of through approved waste management channels in compliance with applicable environmental regulations.

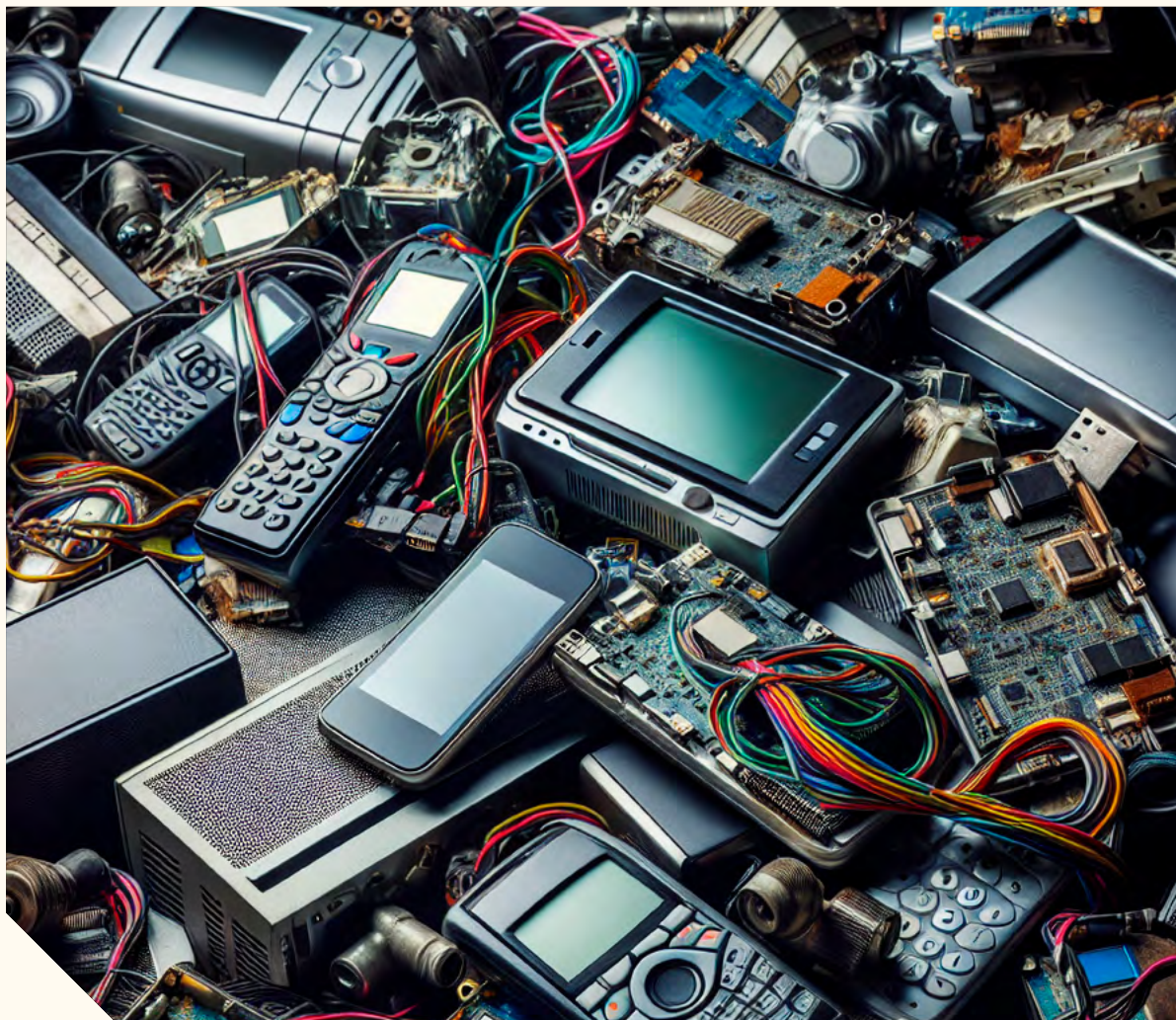


85.12
tonnes

Total Non-Hazardous
Waste Generated

2.6% Waste
reduced
YoY

*Boundary: MTN (U) and MTN MoMo



Case Study:

PachiPanda Innovation challenge

The Africa PachiPanda Challenge was created to address the increasing climate risks, including resource scarcity, food insecurity, land degradation, and habitat loss, all of which directly threaten economic growth and community wellbeing. MTN Group and WWF designed the Africa PachiPanda Challenge initiative to empower young innovators and youth-led SMEs to develop entrepreneurial solutions that could meaningfully respond to these urgent climate challenges.

MTN viewed these challenges as strategic opportunities to nurture local, green-economy enterprises. By focusing on youth who make up over 60% of Africa's population, the initiative leveraged a demographic capable of shaping a resilient, low-carbon future. The top three teams were awarded cash prizes of UGX 15,000,000, UGX 10,000,000, and UGX 5,000,000, respectively. The cash prizes became seed funding for the winning teams to carry their solutions forward and earned them spots to represent Uganda at the Pan-African PachiPanda finals in Johannesburg, South Africa, competing alongside innovators from Zambia, Nigeria, Cameroon, and beyond.

The Bottle For Cash project (third runner up in Uganda), an innovation that seeks to transform how communities collect and manage plastic waste, won the Bayobab special category award.

This award was meant to recognise a project that had the potential to create a significant impact in the communities it serves. Participants described the boot camp as both demanding and transformative; a process that tested their ideas rigorously and returned them with sharper thinking, stronger

confidence, and networks they had not previously had access to. **Ruth Kyobutungi, Uganda's top winner, captured the spirit of the experience:**

Thank you to MTN and WWF for believing in climate-smart solutions and for creating a platform that pushes us to build sustainable impact.

MTN Uganda's partnership with WWF will remain the backbone of this work, combining corporate resources with environmental expertise to ensure that Uganda's most promising green innovations find the support, visibility, and funding they need to grow.



Ruth Kyobutungi,
Uganda's top winner.





Water Management

Our core telecommunications activities are not water intensive. Water is used across our facilities for drinking, sanitation, cleaning, fire suppression, landscaping, and general operational purposes. Water is sourced primarily from by municipal supply supplemented by groundwater. Water consumption is measured in accordance to GRI 303.

In 2025, total water withdrawal was 54,593 m³ LA (15.2% reduction). It is worth noting that:

- Water consumption measured and recorded does not include underground water used at the MTN HQ premises.
- Efficiency measures implemented during the year include sensor taps, low-flush sanitation systems, and water flow meters.
- The boundary of the reporting only considers water consumed at MTN Uganda's owned premises this includes MTN MoMo and data centers and retail shops.

The telecommunications industry is not considered a high water-intensive industry however, we recognise the importance of conserving water. We continue to implement initiatives to limit our impact within the communities in which we operate.



Doing for people

At MTN Uganda, people are central to advancing our sustainability commitments and we integrate the impact on people and the communities in which we operate, live and work within our decision making and operational strategies. We strive to empower every Ugandan to enjoy the benefits of a modern, connected life. As the leading telecommunications provider, we recognize our immense responsibility to lead society wide initiatives that provide opportunities and access to all, regardless of their background or location. We aim to contribute to fostering sustainable communities through our products and expanding network coverage that enable people to thrive.

Our commitment to social impact is reflected as well in our operations and amplified through the work of our MTN Foundation. Through targeted Corporate Social Investment initiatives, we uplift underserved communities and contribute to sustainable development.

Our Workforce

Fostering a skilled, diverse, and inclusive workforce

1368 Total workforce LA

52.4% female employees Representation

33.3% female representation at the executive committee level

47.1% of female representation at the Board level

Our Customers

Accelerating digital and financial inclusion through:

- CHASE Framework
- Financial Inclusion through MTN MOMO
- Customer Experience and Satisfaction

96.2% 3G population coverage LA

14.7 million active MoMo subscribers (wallets) LA

Our community

Uplifting our communities through the:

- MTN Foundation
- **Y'ello** Care

UGX 5.1bn invested in Corporate Social Investment programmes

Our Workforce

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. We know that real progress is only possible when we work together. Our collective success depends on the dedication and collaboration of our teams, together we aim to create a positive and lasting impact.



Statement from the General Manager Human Resources

We are committed to building a workplace where our people feel valued, supported, and empowered to succeed. We believe that a diverse, inclusive, and engaged workforce is fundamental to delivering sustainable value and driving long-term organisational success.

Our focus is to continually strengthen a culture that promotes fairness, respect, and equal opportunity for all, while fostering an environment where employees can perform at their best and grow both personally and professionally. We are equally committed to ensuring that employee wellbeing, health and safety, and responsible labour practices remain at the centre of how we operate.

As the workspace continues to evolve, we will deepen our investment in developing a future-ready workforce equipping our people with the skills, leadership capabilities, and resilience required to thrive in an increasingly digital and dynamic environment.

MTN Uganda 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 Uganda'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.

Through these commitments, MTN Uganda aims to create a workplace that is inclusive, agile, and high-performing positioning our people to drive innovation, deliver exceptional service, and contribute meaningfully to the communities we serve.

1368

Total workforce
(MTN U & MoMo)

52.4%

female employees
Representation
(MTN U & MoMo)

33.3%

Women in senior
Management
(MTN U & MoMo)



Michael Sekadde
GM Human Resources

Talent Development and Labour Practices: Building a Future-Ready Workforce

At MTN Uganda, talent development is central to our human capital strategy and long-term value creation. By investing in continuous learning, leadership development, and responsible labour practices, we strengthen operational resilience, enhance service delivery, and position our workforce to thrive in a rapidly evolving digital economy.

In 2025, we delivered a comprehensive and structured learning programme combining instructor-led training, technical upskilling, leadership development, and self-paced digital learning through MTN ULearn. Employees collectively completed over 22,500 ^{LA} learning hours excluding external in-person trainings, reflecting strong engagement across all business functions.

Learning was embedded across the organisation, with participation spanning operational, customer-facing, and technical teams. Through MTN ULearn, employees accessed more than 16,000 learning resources, demonstrating a strong culture of continuous and self-directed learning.

Our training programmes are aligned to business priorities and evolving industry needs. In 2025, over 570 structured training participations were recorded across key programmes.

These included large-scale leadership initiatives such as *Self Leadership* (275 participants), *Situational Leadership* (104 participants), and the MTN Uganda LEAP programme (54 participants), which strengthened leadership capability across all organisational levels.

We also prioritised technical, digital, and emerging skills development, with specialised training in network engineering, cloud technologies, cybersecurity, data analytics, artificial intelligence, and ESG. These programmes ensure that our workforce remains agile and equipped to support MTN Uganda's digital and sustainability ambitions.



In line with our commitment to responsible labour practices, we maintained a strong focus on compliance, health, safety, and ethical conduct, with programmes such as Fire Marshals Training reaching 34 employees and reinforcing a culture of safety and accountability across the organisation.

Our investment in people extends beyond short-term training to long-term professional development. In 2025, we supported employees pursuing advanced academic qualifications, including MBA programmes, further strengthening leadership capacity and specialised expertise within the business.

Beyond measurable outputs, our talent development initiatives have delivered meaningful outcomes, including improved employee performance, a stronger leadership pipeline, and increased employee engagement. These efforts reinforce our commitment to creating a workplace where employees are empowered to grow, contribute, and lead.

Key Talent Development Highlights 2025 ^{LA}

22,500+ learning hours delivered across the organisation excl. external in-person trainings

16,000+ digital learning resources accessed via MTN ULearn

570+ training participations across leadership, technical, and compliance programmes

Scaled leadership development, including:

275 employees in Self Leadership

104 employees in Situational Leadership

54 employees in MTN Uganda LEAP

- Enterprise-wide reach across all business units
- Strong compliance and safety training coverage, including Fire Marshals training

USD 200,434
invested in in-person training programmes

UGX 21.1 million
invested in postgraduate (MBA) sponsorships

Employee Engagement and feedback.

We recognise the important role our workplace plays in effecting real change and achieving our sustainability strategy. Reflecting this, all MTN Uganda business units conduct confidential and anonymous employee engagement surveys covering topics such as motivation, culture, leadership and personal development. Senior management reviews this feedback to understand strengths and issues highlighted by employees, and to plan improvement actions. Managers also discuss findings and potential changes with their teams. This is complimented by our employee engagement programs that encourage our employees to interact with our strategy, track their development and contribute to our collective impact fostering a strong sustainability culture bringing us closer to achieving our goals.



Case Study:

MTN Uganda's Group Culture Audit 2025.

The Group Culture Audit is an annual employee engagement survey through which MTN measures how it treats its people. The 2025 audit came at a moment when employee wellbeing, organisational culture, and workplace inclusion had become priorities across the telecoms sector. MTN Uganda recognised that sustaining high performance required knowing whether its people felt genuinely supported, respected, and motivated to give their best to the company. The Group Culture Audit facilitated that honest conversation, conducted twice annually in June and October, advancing SDG 8 (Decent Work and Economic Growth) and SDG 10 (Reduced Inequalities).

In 2025, 1,074 MTN Uganda employees responded across two survey cycles, answering eleven questions designed to measure sustainable engagement. The sustainable engagement framework measures the degree to which employees are energised, committed, and able to perform at their best over time. The survey covered aspects including employees' pride in the organisation, willingness to go beyond what the role requires, belief in MTN's goals, team cohesion, workload pressures, and whether they felt treated with respect regardless of their position.

Results from both survey cycles produced an annual average, giving MTN Uganda a comparable understanding of where its culture was strong and where it needed attention.

MTN Uganda recorded an overall sustainable engagement score of 92%, a significant achievement. Every respondent said they were proud to work for MTN Uganda, and 99% said they were willing to work

beyond what their role required to help the organisation succeed. Sixty-one percent of employees were classified as highly engaged. Employees also scored high on being treated with respect regardless of role, and on sustaining energy throughout the working day. The area identified for continued focus was ensuring that all employees felt adequately supported to meet work challenges, a signal the organisation took seriously as a target for the year ahead.

MTN Uganda will use the 2025 GCA findings to inform targeted interventions across departments with lower scores, with particular attention to reducing workplace obstacles and strengthening team-level support structures. The audit will continue as a biannual practice, ensuring that the conversation between MTN Uganda and its people remains open and consistent.

1,074

employees surveyed across two engagement cycles

92%

sustainable engagement score achieved

100%

employee pride in MTN Uganda

02

survey cycles conducted (June and October)



Case Study:

MTN Women@Work: Advancing Inclusion, Leadership and Economic Empowerment.

In 2025, MTN Uganda's Women@Work platform delivered a structured programme of initiatives across three key pillars Mentorship & Coaching, Financial Literacy, and Outreach designed to address both professional and personal barriers faced by women.

The programme was anchored by flagship activities during Women's Month, including the Breaking Barriers, Building Bridges keynote, which encouraged women to challenge systemic constraints, and the Unstoppable Woman cocktail, which celebrated leadership journeys and created space for peer learning and inspiration. Complementary interventions such as financial literacy training (including wills and estate planning), parenting and leadership sessions, and the CEO's Book Club supported continuous learning, personal development, and holistic wellbeing.

Beyond internal engagement, Women@Work extended its impact into communities through targeted outreach. Initiatives such as mentoring girls during ICT programmes and supporting a women-led bakery business under the **Yello** Care initiative demonstrated MTN Uganda's commitment to economic empowerment and inclusion. The bakery initiative alone created a direct market opportunity, enabling the entrepreneur to sell over 100 loaves of bread and expand her business visibility.



Case Study:

212 Men

The 2025 Father of the Year event, themed Nurturing Resilience and Shaping Futures, brought together between 200 and 250 men from across MTN Uganda for a day of honest conversation, storytelling, and reflection. Twelve participants submitted videos sharing their fatherhood journeys, which were scored by a five-member panel of judges drawn from MTN Foundation, MTN MoMo, and MTN Telco.

The event featured keynote addresses from Daniel Musasizi of World Vision International and Elder Stephen Langa of Family Life Network, men who spoke from decades of lived experience about the importance of presence, patience, and unconditional love.

Michael Sekadde, 212Men Patron and MTN Uganda General Manager of Human Resources, delivered a speech that drew reflection from the room, calling on fathers to fully embrace their responsibilities and support their spouses and children. Nicholas Beijuka, General Manager of Capital Projects, acknowledged the outgoing Father of the Year 2024, Mr. Alex Paul Ntambi, and spoke about the role of love and patience in parenting.

Employee Wellbeing.

Employee wellbeing is an important part of the employee value proposition, supporting attraction and retention of talent as well as an inclusive workplace. Business units have a range of programmes in place to support their employees' mental, physical, and financial wellbeing. These often include access to gym facilities, memberships and classes; workplace changing facilities; healthy and varied catering options; access to counselling services; and ongoing workplace enhancements enabling more social interaction during the working day.

Employee Health and Safety

Employee health, safety, and wellbeing are integral to our employee value proposition and play a critical role in attracting and retaining talent, enhancing productivity, and fostering an inclusive workplace. Our holistic approach supports employees' mental, physical, and financial wellbeing, with initiatives including access to wellness facilities, counselling services, healthy workplace environments, and programmes that promote social interaction and work-life balance. In recent years, our approach to Health and Safety (H&S) has evolved from a traditional compliance-led model to a proactive, systems-driven framework grounded in accountability, continuous learning, and shared responsibility. This shift enables us to anticipate risks, strengthen preventative measures, and embed safety into everyday operations across the business and value chain.

We maintain a strong commitment to transparency and accountability in H&S management. Incidents are openly reported, investigated, and used as opportunities to identify root causes and implement corrective actions. This approach has strengthened organisational learning and reinforced a culture where safety is prioritised by both employees and contractors. In 2025, MTN Uganda continued to advance its H&S performance while maintaining a strong focus on

awareness, compliance, and behavioural change. A total fleet of 198 vehicles was managed under structured safety controls, and 672 road safety alerts and tips were issued to promote responsible driving practices. Despite these efforts, 58 road incidents and 2 fatalities were recorded, underscoring the continued need for vigilance and targeted interventions. In addition, 37 cases of over-speeding were identified and addressed through monitoring and corrective action, while 3 third-party reported incidents were recorded, reinforcing the importance of extending safety oversight across the value chain.

To strengthen prevention and preparedness, a range of H&S activities were conducted throughout the year, including:

- ➔ Facility audits and weekly housekeeping inspections
- ➔ Fire evacuation and incident marshal drills
- ➔ Firefighting equipment inspections
- ➔ Safety roadshows and awareness campaigns
- ➔ Targeted safety training sessions for employees and contractors

These initiatives support our broader ambition to build a resilient and safety-conscious organisation, while enhancing compliance and reducing incident risk.

Looking ahead, we are focused on further strengthening its H&S systems by automating data collection and reporting, enhancing real-time insights, and expanding safety awareness across employees and third-party partners. These efforts will support our journey towards ISO 45001 readiness and certification, reinforcing a culture of continuous improvement and sustainable safety performance.





Key highlights:

- Ongoing H&S training and awareness programmes delivered to employees and contractors
- 3 third-party incidents reported, reinforcing value chain safety oversight
- Regular safety drills and audits conducted across facilities and operations
- Progress towards ISO 45001 readiness, strengthening systems and continuous improvement
- Progress towards ISO 45001 readiness, strengthening systems and continuous improvement

198

vehicles managed under structured road safety controls

672

road safety alerts issued to promote responsible driver behaviour

58

road incidents recorded, informing targeted risk reduction actions

02

fatalities recorded, with learnings integrated to strengthen safety measures

37

over-speeding cases identified and addressed through monitoring and enforcement

Creating value for our Customers through Digital Inclusion.

Our initiatives reflect our purpose that everyone deserves the benefits of a modern, connected life. Our commitment to more sustainable societies stems from the understanding that everyone, regardless of background or location, should have access to the opportunities provided by digital connectivity. We are committed to ensuring our objectives and approach are aligned with the UNSDGs and National Legislation. This underscores our ability to deliver long-term value to our consumers and stakeholders.

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.

MTN Uganda 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 Uganda'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 Uganda has invested extensively in network infrastructure deploying 27,037.0 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 Uganda's pivotal role in advancing connectivity and digital empowerment across the nation.

CHASE Framework

At MTN Uganda, 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 & Ease of access*—we are dedicated to advancing digital inclusion and creating lasting value by breaking down barriers to mobile internet adoption. Our strategic efforts are focused on connecting those who are not yet connected, especially in rural areas, and expanding digital to spark economic growth and empower communities across Uganda.

Fulfilling the connectivity and communication needs of our customers



Coverage

Ensure sufficient and affordable data coverage in rural and low-income areas



Handsets

Increase affordability and access to data-enabled devices



Affordability

Increase data services affordability



Service bundling

Create service offerings that are relevant, simple and meaningful to customers



Education and ease of access

Enhance digital literacy and ease with which data can be accessed

2025 Achievements

Coverage:

We expanded network coverage to 99.1% (2G), 96.2% (3G) **LA**, 88.6% (4G), and 19.0% (5G) of the population. Our fibre network expanded to 27,037km, increasing penetration to 24.8%, a 3.2 pp rise year-on-year.

Handsets:

We invested extensively in smartphone penetration by enhancing the affordability of devices through our Pay Mpola Mpola programme and device purchase subsidies through our various partners. We also launched a new entry level smartphone Kabode Supa which, in addition to our network investments, will continue to support data subscriber and revenue growth.

Affordability and Access:

The MyMTN App is the cornerstone of MTN's digital transformation agenda, serving as the primary digital customer engagement platform that consolidates digital selfservice and sales journeys for example, airtime, data purchases and account management, while leveraging MoMo into a single, intuitive digital experience.

Service Bundling

Zigi, MTN's AI powered digital assistant is our flagship AI enabled customer support and self service channel, designed to accelerate digital transformation by shifting high-volume customer queries and transactions from assisted channels like the call center, to always-on, conversational support on the customer's preferred digital touchpoint, WhatsApp messaging service.

Education and Ease of Access

Through the numerous MTN Foundation skilling programs we have invested approximately UGX 3.1 bn in digital skilling programs impacting over 60,000 youth including women.

Broadband coverage is determined using an asset planning tool by TEOC which utilises the Myrid propagation model. It is worth noting that the model is approved by the International Telecommunications Union (ITU).

Case Study:**MTN Bus - Digital Skilling and Training Camps**

The MTN Foundation partnered with Maendeleo Foundation to equip youth and women in underserved communities with practical digital skills, creating pathways to education, employment and entrepreneurship. This collaboration advances

MTN Uganda and Maendeleo Foundation delivered the digital skills using the MTN Bus, bringing the classroom to the women and youth in the underserved communities. The MTN Internet Bus is a fully equipped and solar-powered mobile digital classroom. Before each training camp opened, Maendeleo Foundation worked with local host partners, namely, libraries, vocational schools, and community centres, selected because of their close ties to the communities with digital access gaps.

The local partners mobilised beneficiaries, primarily women and youth interested in foundational digital skills. Trained facilitators then guided the participants through ten days of structured, hands-on instruction in safe internet use, email communication, and digital productivity tools. Participants with secondary education were introduced to continuous learning opportunities through the MTN Skills Academy. On the tenth day, the participants who completed the training received certificates in a public ceremony attended by community stakeholders, government representatives, MTN Uganda and civil society organisations, demonstrating community ownership of the programme.

Since 2022, MTN Foundation has held 44 training camps across 44 communities, reaching 5,933 participants. Of these participants, 48% were women and 99% were youth. 91% of participants completed the full programme and received certificates. An additional 511 learners enrolled in the MTN Skills Academy, continuing their learning independently, while the leading performers of three regional skills competitions were gifted laptops and devices. The project targets to deliver 10 digital skills training camps across 10 districts annually, to reach at least 1,000 youth and women from underserved communities each year.

Our tracer study revealed that participants were utilising the digital skills they had acquired through the training: marketing products online, designing materials for local businesses, and sharing skills with neighbours. Local leaders also began exploring ways to expand digital access within their own institutions.

The training camps were routinely oversubscribed, with nearly 200 applicants for every 100 places, and some learners walked more than ten kilometres to attend. Future plans centred on longer training cycles, Training of Trainers workshops to build host partner capacity, and post-training support through mentorship and online learning connections. Accessibility for persons with disabilities and improved bus ventilation were identified as priorities for redesign.

44 communities reached

5,933 participants

99% Youth participation

48% Women participation



Our Community.

Doing More through MTN Foundation.

MTN Uganda, through its Foundation, delivers significant value to communities via a comprehensive range of Corporate Social Investment (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 National Development Plan (NDP), and the United Nations Sustainable Development Goals (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-Government Organizations, and other partners to ensure its interventions are relevant and impactful.

The MTN Uganda Foundation, established and guided by its “Together We Can” principle, and MTN Uganda's Corporate Social Investment Policy, commits at least 1% of its Net Profit After Tax annually to community investment. This investment is grounded in the belief that MTN's success is closely linked to the wellbeing of the communities it serves. The Foundation works across four strategic pillars, namely, Economic Empowerment, Education, Health, and Humanitarian Response, priorities aligned with Uganda's National Development Plans and the UN Sustainable Development Goals.



Our Impact.

At MTN Uganda, our unwavering commitment to Doing for People is reflected through our programmes at the MTN Foundation, that are designed to create positive impact across Uganda. We believe that our true progress is measured by the extent to which we empower individuals and uplift communities; expanding the vision and impact on the benefits of a modern, connected life. Our impact and targets are reflected in the appendices to this report.

In 2025, we invested over UGX 5.1 billion ^{LA}, positively impacting over 60,000 individuals across 95 districts. Our impact is rooted in fostering economic empowerment, promoting digital inclusion, digital literacy, creating a path towards a future where every Ugandan can thrive in the digital world. This is achieved through our targeted initiatives of the MTN Foundation that address critical needs.

Our impact is rooted in fostering economic empowerment, promoting digital inclusion, digital literacy, creating a path towards a future where every Ugandan can thrive in the digital world. This is achieved through our targeted initiatives of the MTN Foundation that address critical needs.

UGX 5.1 bn
Investment

60,000+
people impacted
across Uganda

MTN Foundation CSI Spend for 2025

Thematic Area	Targets and Purpose.	2025 Impact	UNSDG Alignment
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.	UGX 3.1bn Total expenditure in education	  
		23,120 Total student beneficiaries	
		45 Number of learning institutions supported	
Health	Efforts were directed towards contributing to the improvement of Health Services.	UGX 107.9m Total expenditure in health	  
		27,100 Direct beneficiaries (number of live births)	
		03 Number of health facilities supported	
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.	UGX 1.2bn Total expenditure on youth empowerment programmes	 
		9,156 Direct beneficiaries (number of youths impacted)	
		95 Number of districts impacted	
		55 Have transitioned to formal employment through the Smart Girls program	
Y'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.	UGX 1.6bn Total expenditure on refugee support	  

MTN Uganda Foundation's Social Investment Impact Assessment 2022–2024

Uganda's most pressing development challenges, including education, poor healthcare, and vulnerability to natural disasters, are interconnected. This means that exposure to one development challenge increases the vulnerability of affected communities to other social issues. MTN Uganda operates in communities where these challenges are most acute.

In 2025, Deloitte Uganda conducted an independent impact assessment of MTN Foundation's work between 2022 and 2024. The impact assessment of MTN Uganda Foundation's projects implemented between 2022 and 2024, was conducted by applying the OECD Development Assistance Committee (DAC) evaluation criteria. The results showed that the Foundation reached over 950,000 people over this period, with approximately 53% female coverage across all four pillars, demonstrating its deliberate strategy of placing gender equity at the centre of every programme. 88% of youth project participants under the economic empowerment pillar found employment after completing their training, 93% reported improved business performance, and over 22 startups were supported. Given the Foundation's diverse project portfolio, a sampling design was employed to ensure representation across all direct and indirect beneficiaries. We are pleased to share that the Foundation's efforts have made a meaningful contribution to communities and Uganda's development objectives, advancing education, healthcare, and economic opportunities across the country as captured in the impact above.

Between 2022 and 2024, the MTN Foundation invested UGX 9.8 billion across 24 of Uganda's districts. 76% of this investment, worth UGX 7.1 billion, was channelled into ICT focused economic empowerment programmes. Under this pillar, the Foundation collaborated with implementing partners, including

Maendeleo Foundation, Smart Girls Foundation, Centenary Technology Services, Makerere University Business School, Engage Consult, and Code Campus, to deliver digital skills training, vocational education, entrepreneurship support, and youth incubation programmes across all of Uganda's regions.

In education, the Foundation invested UGX 1.6 billion into classroom construction, ICT labs, internet connectivity, and inclusive technology for learners with disabilities across partner schools, including PEAS Uganda and Sense International.

A UGX 190 million health investment, delivered through partnerships with Kawempe National Referral Hospital, Butabika Hospital, and Nawansenga Health Centre, focused on maternal health equipment, sanitation infrastructure, and neonatal care.

After the devastating Kiteezi landfill disaster in Kampala in August 2024 that killed at least 35 people, the Foundation deployed UGX 886 million in humanitarian response. This intervention was made in partnership with the Uganda Red Cross Society and involved the provision of essential household items to families who had lost their homes and livelihoods, with particular focus on pregnant mothers, lactating women, and children under five.

Under the education pillar, 86% of beneficiaries reported a more conducive and better equipped learning environment, and 46% reported improved grades following project implementation, with 193 computers donated and 11 classroom blocks constructed across underserved schools. In health,

the Foundation's investment in maternal wards contributed to a 75% reduction in maternal mortality rates and a 73% reduction in infant mortality rates at supported facilities, reaching over 70,000 mothers. Across all programmes, community satisfaction stood at 93%, reflecting the quality of both programme delivery and the relationships the Foundation has built with the communities it serves.



Core Impact**UGX 9.8bn**

invested

965,000

people reached

24

districts covered

53%

women reached

Economic Empowerment**UGX 7.1bn**

(76%) invested

88%

employed after training

250,000+

youth upskilled

93%

improved business performance

Education**UGX 1.6bn**

invested

82%

improved learning environment

20,000+

learners reached

46%

improved academic performance

Health**UGX 190bn**

invested

70,000+

people reached

75%

maternal mortality

Case Study:**Girls in Tech**

MTN Uganda implemented the Girls in Technology project in partnership with Smart Girls Uganda. The project was designed to equip young people with marketable digital skills, increase female representation in technology spaces, and create pathways to employment and civic engagement. The project also aligned with SDG 4 (Quality Education), SDG 5 (Gender Equality) and SDG 8 (Decent Work and Economic Growth) and MTN Uganda's strategic pillars on digital inclusion, youth empowerment, and sustainable communities, while contributing to national priorities on digital skilling and youth employment. The programme supported high-performing participants, notably facilitators Hajara Namayega and Emmanuel Kikomeko, to transition from trainees to facilitator roles within the project, thereby creating a culture of training local talent and reinforcing peer learning and knowledge-sharing. The initiative also linked skilling to national opportunities. Emmanuel applied his digital skills in service to his country, providing technical election support during Uganda's 2026 national elections. This, and alumni engagement in the national ID registration process, demonstrated the project's relevance to civic engagement, national service and development. Other participants who completed the Girls In Tech programme secured employment as teachers and secretaries in different places.

Girls In Technology has enrolled at least 500 participants per cohort, comprising 80% girls and women and 20% boys, aged 15 to 30.

The project drew participants from schools, communities, and among school dropouts and survivors of gender-based violence. This selection criterion ensured that the most marginalised young people were not excluded from the opportunity to advance in vital digital skills.



We have learned that intentional gender inclusion, when combined with applied learning and mentorship, significantly improved outcomes for young women and youth in technology. Additionally, clear progression pathways from trainee to employment enhanced participant motivation and the sustainability of the programme. Future phases of Girls in Tech will scale partnerships with more rural schools, government processes, private sector actors, and strengthen outcome tracking for employment and civic engagement.

Case Study:

**Inclusive ICT Resource Centres:
Unlocking Digital Access for Learners
with Deaf-blindness**

As education increasingly shifted towards digital platforms, learners with deafblindness in Uganda continued to face significant barriers to accessing quality education due to a lack of accessible ICT infrastructure and assistive technologies. Traditional learning methods, including braille-based systems, often required intermediaries and were costly, slow, and limiting. This restricted independent learning, reduced classroom participation, and reinforced exclusion. The initiative aimed to bridge this gap by providing inclusive ICT resource centres that allowed learners with visual and hearing impairments to independently access digital content, improving education outcomes and advancing inclusive learning. This directly contributed to SDG 4 (Quality Education) and aligned with MTN's commitment to digital inclusion and equitable access to the benefits of a modern connected life.

To address this challenge, MTN Foundation Uganda partnered with Sense International, under the leadership of Regional Director Edward Otim, to establish Inclusive ICT Resource Centres in 10 schools supporting learners with deafblindness. The schools were carefully selected from a network of 44 institutions, prioritising those with the greatest need. The project was implemented in two phases, each covering five schools. Each centre was equipped with specialised ICT infrastructure, including computers, internet connectivity, printers, scanners, and assistive technologies such as Job Access With Speech (JAWS) and Duxbury software. Classrooms were upgraded to ensure accessibility and usability. In addition, 50 teachers were trained in inclusive digital literacy and specialised teaching approaches, equipping them to support learners more effectively.

The project delivered significant outcomes in improving digital inclusion and education quality. A total of 6,561 learners gained access to ICT resources, including 787 learners with disabilities who could now independently use computers tailored to their needs. Learners transitioned from dependent, manual braille systems to digital platforms that enabled faster learning, independent research, and improved participation in classroom activities. Assistive technologies allowed learners to access digital braille books, interact with content in real time, and collaborate with peers without relying on intermediaries. Schools also realised cost efficiencies, as reliance on expensive braille printing materials reduced significantly. Early academic indicators showed improved performance, with increased progression rates and more learners advancing to higher education institutions such as Kyambogo and Makerere Universities.

The human impact of the initiative was profound. Innocent, a visually impaired student at Gulu High School, shared:

I can now type my documents with ease using both the Orbit Reader and a computer... I am able to communicate with my colleagues and take part in activities like robotics. ICT has changed how I learn and what I can achieve.

His experience reflected a broader shift from exclusion to empowerment, as learners gained confidence, independence, and new opportunities for engagement.

Key lessons emerged from the project. While the

infrastructure significantly improved access, there remained a need for deeper specialised training for ICT teachers to better support learners with deafblindness. Device availability also needed scaling to meet demand, and accessibility gaps persisted where not all equipment had assistive software installed. Security and sustainability of infrastructure required strengthening. Going forward, the project planned to expand to additional schools, build stronger partnerships with government and school leadership, enhance teacher capacity, and develop regional inclusive ICT hubs. These steps aimed to ensure long-term sustainability, scale impact, and further embed inclusive digital learning across Uganda.



Accelerating Youth-Led Innovation: The MTN ACE Programme Driving Digital Solutions

As Uganda's youth population continued to grow, so did the need for innovative, locally driven solutions to address pressing social challenges such as mental health, unemployment, and access to essential services. At the same time, many promising early-stage startups lacked the technical capacity, mentorship, and ecosystem support required to scale their ideas into sustainable digital solutions. Recognising this gap, MTN Uganda, through the MTN ACE (Accelerator and Capacity Enhancement) Programme, aimed to empower youth-led enterprises with the skills, networks, and resources needed to drive inclusive digital innovation. This initiative aligned with MTN's Ambition 2025 of leading digital solutions for Africa's progress and contributed to SDG 8 (Decent Work and Economic Growth), SDG 9 (Industry, Innovation and Infrastructure), and SDG 3 (Good Health and Wellbeing).

To deliver this impact, the MTN ACE Programme—implemented by Engage Consult in partnership with ecosystem players—provided structured mentorship, capacity building, and innovation support to selected youth-led startups addressing real community challenges. Through competitive selection, high-potential enterprises were onboarded into a cohort-based programme where they received training in business development, digital innovation, and sustainability. The programme also created opportunities for startups to build partnerships, refine digital platforms, and strengthen operational systems. By combining entrepreneurial training with practical exposure and ecosystem linkages, MTN ACE enabled startups to transition from early-stage concepts to scalable, impact-driven ventures.



The programme delivered tangible outcomes by strengthening the capacity and scalability of participating enterprises. One such example was MindLyfe Limited, a youth-led digital mental health startup that leveraged the programme to refine its teletherapy platform and expand its partnerships. Through MTN ACE, the startup transitioned from an early-stage initiative with limited systems into a more structured and sustainable digital solution, improving access to mental health services for young people and communities. Across the cohort, startups enhanced their innovation capabilities, broadened outreach, and increased readiness to attract partnerships and scale their solutions, contributing to a more vibrant digital innovation ecosystem. Reflecting on the impact, Douglas Kawekwa, Founder of MindLyfe Limited, noted:

The MTN ACE program gave us the structure and confidence to scale our innovation... and expand our vision of reaching young people and communities with accessible support.

Key lessons from the programme highlighted the importance of holistic ecosystem support in unlocking the potential of youth-led innovation. Capacity building, mentorship, and strategic partnerships were critical in transforming ideas into scalable solutions with real social impact. Going forward, MTN ACE aimed to expand its reach, deepen engagement with startups, and strengthen collaboration with innovation partners to support a new generation of digital entrepreneurs. By investing in youth innovation, the programme continued to position MTN as a key enabler of inclusive digital transformation and sustainable economic growth in Uganda.

Yello Care 2025: Connecting to the Roots

In 2025, MTN Uganda implemented its flagship employee volunteerism initiative, **Y'ello Care**, under the theme "Connecting Our Roots," aimed at bridging the digital divide and strengthening resilience in underserved communities across Uganda. The campaign responded to persistent socio-economic challenges, including youth unemployment, limited digital access, and inadequate skills development, through a community-led and partnership-driven approach.

At the core of the initiative was a focus on digital inclusion as a catalyst for opportunity. MTN Uganda deployed connectivity, computer labs, and digital infrastructure to schools, youth skilling centres, and health facilities, enabling access to online learning, e-commerce, and digital health services. Beneficiaries were supported with digital and financial literacy training, including access to the MTN Skills Academy, equipping young people and communities with the practical skills needed to participate in the digital economy.

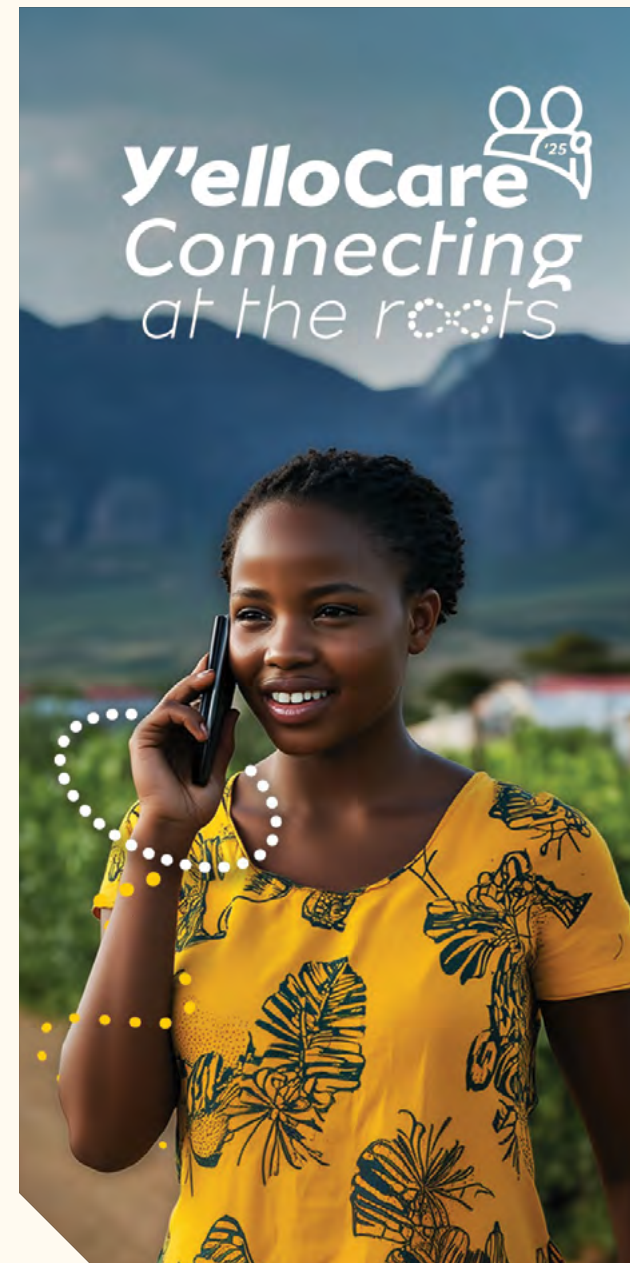
The campaign adopted a holistic model that extended beyond connectivity to address priority community needs identified through stakeholder engagement. This included improving health service delivery through

digital tools, rehabilitating infrastructure, and supporting livelihoods and environmental initiatives. Through these interventions, the campaign delivered direct impact to 2,560 beneficiaries and reached an additional 68,126 indirectly through improved services and community-wide benefits.

Y'ello Care 2025 was driven by strong employee volunteerism and multi-stakeholder partnerships, with MTN staff leading project design, skills transfer, and on-the-ground implementation. Over 40 partners contributed financial, technical, and in-kind support, enabling the campaign to scale its impact and mobilise resources efficiently.

To ensure long-term sustainability, MTN Uganda provided one year of internet connectivity to beneficiary institutions and formalised support through Memorandums of Understanding, enabling continued use and maintenance of infrastructure beyond the campaign period. Partnerships with development organisations further support the ongoing utilisation and expansion of digital hubs.

Through **Y'ello Care** 2025, MTN Uganda demonstrated how purposeful investment, employee engagement, and strategic partnerships can accelerate digital inclusion, enhance community wellbeing, and create sustainable shared value.



Key Impact Highlights (Y'ello Care 2025)

2,560

direct beneficiaries
reached

68,126

indirect beneficiaries
impacted

7+ institutions

supported with digital
infrastructure

50 computers

deployed across communities

1 year

of internet connectivity provided to
beneficiary institutions

40+ partners

mobilised across government, private
sector and NGOs

UGX 318.9 million+

raised in contributions (7.5%
increase YoY)

5 regions

covered across Uganda

1 integrated campaign

delivering digital, financial and
community support



Looking at Ethics

At MTN Uganda, we recognise that operating a responsible business requires a solid foundation in ethics and compliance. These principles are deeply embedded in our operations, guiding our engagements with customers, partners, employees, and regulators. By prioritising transparency, accountability, and compliance, we foster trust and long-term sustainability in everything we do.

We work to uphold the highest standards of ethical conduct, ensuring that our business decisions are made with integrity and due diligence. Our governance framework is designed to mitigate risks associated with non-compliance and promote transparency, reinforcing our dedication to responsible business practice. Through strict adherence to regulatory requirements and internal policies, we maintain an ethical work environment that supports both compliance and accountability across our value chain. Protecting customer data is fundamental to maintaining and building trust with our stakeholders. We continuously invest in initiatives and measures to safeguard personal information, aligning with international standards and regulatory requirements.

By integrating these governance and compliance measures into our daily operations, we reinforce our commitment to ethical leadership, regulatory excellence, and long-term stakeholder trust.

Our Commitments

Safeguarding our people and customers

- Safeguarding Customer Privacy and Data Protection.
- Respecting digital human rights

Embedding ethical and responsible business practices

- Promoting ethical conduct
- Committing to compliance

Performance

80%

Reputation Index, 5.2% above the target benchmark of, $\geq 75\%$

99%

staff completed Conflict-of-Interest Declaration (%)

100%

100% regulatory compliance

Key Highlights

Data Privacy & Trust

- Renewed ISO certifications to reinforce Information security ISO/IEC 27001:2022.
- Launched staff and customer awareness campaigns to clarify our privacy practices, especially following protests and misinformation.

Ethical Accountability

- Extended code-of-conduct training to third-party staff and contractors.

Fraud Prevention

- Enhanced systems for fraud prevention among staff and third parties.

Safeguarding Customer Privacy and Data Protection.

MTN Uganda recognises the importance of protecting customer privacy and data security in today's digital landscape. The company operates under the umbrella of the MTN Group's Data Privacy and Protection Policy. This policy, aligned with international standards such as ISO 27001 and NIST cybersecurity standards, guides all MTN operations in the collection, storage, processing, transfer, and disposal of personal information. Aligned with MTN Group's Ambition 2025 strategy, we are committed to leading digital solutions while upholding the highest standards in safeguarding customer data privacy and security which has become a pivotal element of our business in a world where personal data is integral to maintaining a competitive edge and meeting customer expectations as well as regulatory demands. Our proactive approach to customer data privacy is rooted in building trust and confidence among our users, ensuring their data is protected per applicable privacy regulations and responsible practice. Data protection is governed by our Data Privacy and Protection Policy. This protection policy establishes clear guidelines which include:

- Lawful data collection and processing, ensuring that all customer information is obtained with appropriate consent.
- Data security controls, including encryption and secure storage mechanisms.
- Strict compliance with the Uganda Data Protection and Privacy Act 2019
- Customer information handling procedures, which define the lawful basis for data retention and disposal. Our data protection and privacy policy also serve as a guiding document for our employees. It emphasises compliance with privacy principles and regulations to protect customer data effectively. The policy comprehensively outlines how we collect, store,

process, transfer, and dispose of personal information and empowers customers to enforce their rights. Through this integrated approach combining regulatory compliance, international best practice, and continuous improvement MTN Uganda continues to strengthen its data protection capabilities. This positions us to respond effectively to evolving cyber risks, meet rising stakeholder expectations, and uphold the highest standards of trust in an increasingly data-driven digital economy.



Certified Standards:



**Information
Security
Management**



**Compliance
Management**



**Business
Continuity**

Key achievements in 2025



Governance and Framework

- Our approach is guided by the MTN Group Data Privacy and Protection Policy, aligned with the Uganda Data Protection and Privacy Act (2019), ISO 27001, and NIST standards.
- It defines lawful data processing, security controls, retention practices and customer rights across operations.



Training and Awareness

- We continue to strengthen a culture of data responsibility across employees and partners through structured awareness programmes.
- Training covers lawful data handling, incident response and personal data protection obligations across our value chain.



Performance and Accountability

- We enhanced fraud detection systems, strengthened data protection controls, and embedded compliance into operational processes.
- Our approach ensures strong governance, accountability and protection of customer information



Privacy Week: Project Guardian

- Project Guardian translated policy into practice through Data Privacy Week, focusing on behaviour change.
- **217 employees completed data protection assessments**
- **110+ third-party providers trained**
- Sessions delivered with the Personal Data Protection Office
- A Privacy Pledge reinforced shared accountability across the organisation.



Challenges

- Increasing digital and AI adoption continues to elevate risks related to data breaches, misinformation and misuse of personal information.
- We remain focused on strengthening controls and awareness to address evolving threats.



Key Initiatives

- Strengthening privacy-by-design across systems
- Ongoing engagement with the Personal Data Protection Office
- Continuous staff and supplier awareness
- Embedding data protection in business processes

Business Ethics and Compliance

We place strong emphasis on governance, ethics and risk management as foundations for building and maintaining trust in a dynamic operating environment. This is particularly critical amid rapid digital adoption, increasing data usage and heightened public sensitivity around privacy, misinformation and responsible technology use. In 2025, these priorities were reinforced by emerging risks on digital platforms, including data protection, online safety and responsible technology use during key national events such as the electoral cycle. Recognising our role as a critical digital infrastructure provider, we strengthened controls to safeguard network integrity, mitigate misinformation and support responsible communication.

We advanced our commitment to child online protection by promoting safer digital experiences through awareness, enhanced safeguards and stakeholder collaboration. Throughout the year, we enhanced fraud detection, strengthened data protection controls and expanded ethics and compliance training across employees and partners, reinforcing trust, integrity and accountability across our operations. By embedding these measures into our operations, MTN Uganda continues to uphold high standards of ethical leadership while proactively managing risks and sustaining long-term stakeholder confidence.

Respecting Digital Human Rights.

Respecting human Rights across all aspects of our operations is a key priority at MTN Uganda. We are committed to supporting the United Nations Guiding Principles on business and human rights. We have embedded human rights into governance, ensuring leadership accountability and we are actively engaging with stakeholders, customers and businesses on digital human rights and best practices at all levels of our value chain. MTN Uganda operates under the MTN Group Position Statement on Human Rights, committing

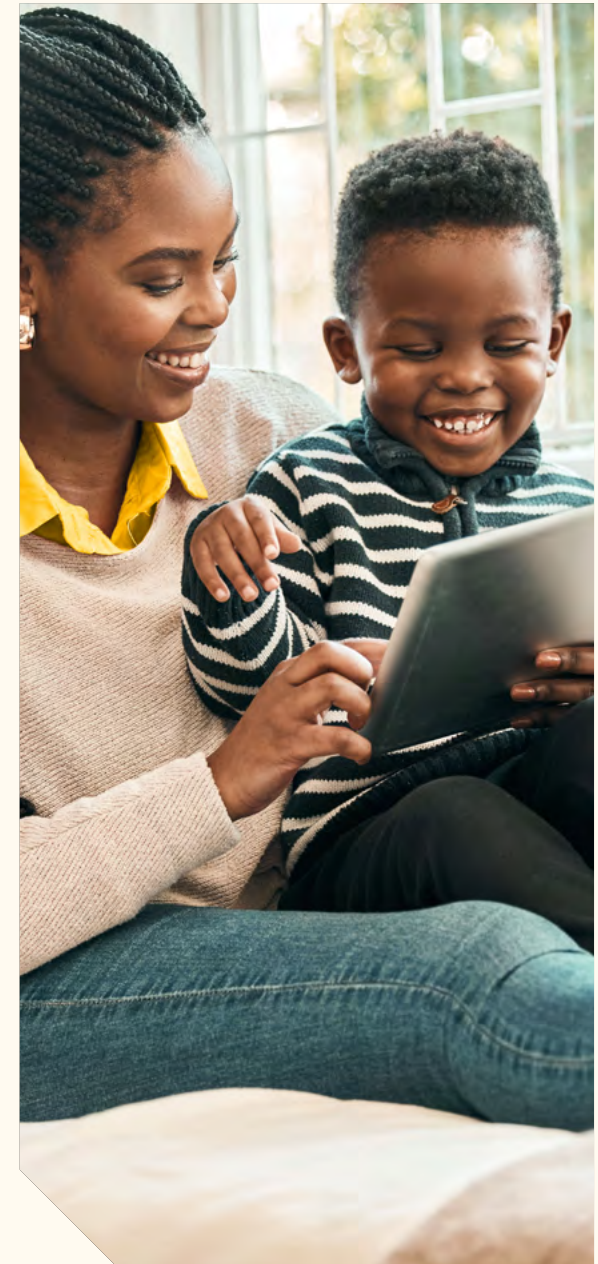
to respect international human rights, including freedom of expression and privacy. While upholding digital rights, the company complies with local laws and aims to protect users' rights to expression and privacy particularly in the digital sphere.

Our commitment to sound principles of corporate governance and ethics sets the foundation of our digital human rights initiatives. Furthermore, our reputation for integrity and fair dealing is vitally important in winning and retaining the trust of our stakeholders. When we are clearly seen to behave in an ethical manner, we enhance our reputation, which helps us attract and retain customers and employees. Our Code of Conduct defines us as a company, how we behave toward others and how we approach our work. The MTN Uganda Code of Conduct applies to all employees, partners and contractors. It is designed to help us handle business situations professionally and fairly. Our Code of Conduct also explains how individual actions reflect on the company and how the company is, therefore, the sum of our actions.

As the number of services offered to our stakeholders continues to increase, we ensure MTN customers are treated fairly and protected as they enjoy our service offering. This policy is effectively enforced through our contracts with our partners, ensuring that fair treatment principles are adhered to across all services we provide.

Advancing Online Child Protection.

As digital adoption accelerates, children and young people are increasingly exposed to both opportunities and risks online. MTN Uganda recognises its responsibility to protect vulnerable users and ensure that digital environments remain safe, inclusive and empowering.



Through the Help Children Be Children (HCBC) campaign, MTN is driving a comprehensive approach to online child protection combining awareness, education, technology, reporting mechanisms and partnerships, aligned with SDG 16 (Peace, Justice and Strong Institutions) and SDG 8 (Decent Work and Economic Growth).

Leveraging technology and reporting to safeguard children

Technology and reporting mechanisms are central to MTN's approach to protecting children online. Through collaboration with the Internet Watch Foundation (IWF), MTN strengthens protections against harmful content, including the blocking of Child Sexual Abuse Material (CSAM). MTN also promotes practical reporting tools that empower users to take action:

- Child Online Protection Portal: <https://www.mtn.com/child-online-protection/>

These platforms enable users to report harmful content, access safety resources and contribute to collective safeguarding efforts, reinforcing trust, accountability and effective response.

A collaborative ecosystem approach

MTN's approach is ecosystem-driven, working with, Educators and schools, Parents and caregivers, Regulators and child protection agencies, Technology and civil society partners. This ensures that online child protection is embedded across the digital value chain — from awareness and prevention to reporting and response.

Impact and commitment

MTN remains committed to ensuring that every child can safely explore, learn and thrive in the digital world. Through this integrated approach, MTN Uganda is:



Empowering young people to become responsible digital citizens



Strengthening safeguards and reporting mechanisms



Expanding access to safer digital participation



Driving collaboration to scale child protection efforts



Case Study:

Help Children Be Children Campaign (Advancing Online Child Protection).

MTN partnered with MTV Base to co-create a 10-part short-form series for Youth creators, influencers and experts shaped the scripts and storylines to ensure authenticity, relatable language and realistic online dilemmas. Each episode addressed themes including online harms, digital peer pressure, AI companions, positive digital behaviours and available reporting mechanisms. Audiences were directed to national reporting portals, child helplines and MTN's Help Children Be Children platform. MTN Uganda collaborated on amplification to refine messaging and understand youth behaviour by hosting a series of X Spaces to discuss online safety.

In Uganda, engagement was strengthened through two X Spaces discussions, attracting 509 listeners in the first session and 1,762 in the second.

This growth reflects increasing awareness and the impact of peer-led conversations in promoting safer digital behaviours. The quality and relatability of the conversation largely drove this increase in engagement and interest. In addition, the consolidated support across MTN's X channel, influencer platforms, and the amplifier team amplified visibility and significantly contributed to the improved performance of the second session. The series equipped young people with the practical tools needed to recognise risks, report harmful behaviour and make safer choices online. Educators and caregivers also noted that the campaign opened conversations about online safety at home and in schools. The initiative enhanced awareness of child-protection portals and reinforced MTN's leadership role in advancing online safety and digital human rights.

Promoting ethical conduct

During FY25, we strengthened our ethics and compliance culture through targeted training programmes and awareness initiatives.

Our flagship “Do the Right Thing” programme continued to embed ethical decision-making across all levels of the business, supported by interactive learning tools and leadership engagement.

Key highlights included:

Anti-Corruption Corrective Measures



Annual ethics training completed by 98%[^] of staff (reaching our FY25 target), covering anti-corruption, conflict of interest, and workplace integrity.



Ethics quiz rolled out to reinforce learning through practical dilemmas and everyday decision-making scenarios.



Staff webinar hosted under the “Do the Right Thing” theme, aligned to International Fraud Awareness Week.



Leadership-led broadcasts with EXCO members reinforcing expectations on ethical behaviour and accountability.



Updated Code of Conduct training extended to suppliers and third-party staff.

MTN Uganda continues to prioritise robust anti-corruption and fraud risk management as a critical pillar of its governance framework. Our approach is designed to promote ethical conduct, safeguard stakeholder trust, and ensure the integrity of our operations, in line with the MTN Code of Conduct and international best practice.

We adopt a proactive and risk-based approach to fraud prevention and detection, combining targeted fraud risk assessments, internal audits, and investigative reviews to identify vulnerabilities and implement timely corrective measures. This integrated approach enables early detection of emerging risks while reinforcing a culture of accountability across the organisation.

Fraud risk management and oversight

In the reporting period, MTN Uganda conducted five proactive fraud reviews, consistent with prior years, reflecting a sustained focus on continuous monitoring and control effectiveness.

A total of 67 fraud-related cases were investigated during the year, resulting in 24 employee dismissals and three cases escalated to law enforcement authorities. These actions demonstrate the organisation’s zero-tolerance stance on fraud and corruption and its commitment to enforcing consequences where misconduct is identified.

Nature of fraud risks and emerging trends

The fraud cases investigated highlight a diverse risk profile across operational, digital, and financial processes, reflecting both traditional and evolving threat areas within the telecommunications and fintech ecosystem.

Key risk areas included:

- Unauthorized access and system misuse (9 cases), indicating continued exposure to internal and external system access vulnerabilities
- PIN reset and access credential manipulation (6 cases), reflecting risks associated with customer account security and insider compromise
- SIM-related fraud, including SIM swap and registration fraud (7 cases combined), a known industry risk linked to identity theft and financial fraud
- Asset misappropriation (4 cases) and conflict of interest (3 cases), highlighting governance and ethical conduct risks
- Cybercrime-related incidents (3 cases), reflecting the increasing digitisation of services and associated cybersecurity risks
- Float theft (20 cases), representing a significant concentration of fraud risk within mobile money operations
- Additional cases included negligence of duty, illicit gratification, recruitment fraud, and falsified reporting, which continue to be monitored and addressed through strengthened controls

Overall, the total number of cases increased to 67 in FY25, compared to 41 in FY24 and 29 in FY23, reflecting both enhanced detection capabilities and the evolving complexity of fraud risks in an increasingly digital operating environment.

Corrective measures and control enhancements

In response to identified risks, MTN Uganda continues to strengthen its control environment through:

- Enhanced system access controls and monitoring mechanisms, particularly for customer-facing and financial systems.
- Strengthened controls within Mobile Money operations, including agent and float management oversight.
- Ongoing employee awareness and ethics training, reinforcing accountability and adherence to the Code of Conduct.
- Improved investigative and reporting processes, including escalation to law enforcement where appropriate.
- Integration of technology-enabled monitoring tools to support real-time detection and response to fraud risks.



Regulatory Excellence and Compliance: Driving Responsible Operations

Operating in a highly regulated environment, MTN Uganda recognises that robust regulatory engagement and compliance are fundamental to long-term sustainability, operational resilience, and stakeholder trust. Our approach goes beyond adherence to legal requirements, embedding transparency, accountability, and proactive policy engagement into how we operate and create value.

In 2025, MTN Uganda continued to strengthen its regulatory and public policy engagement, aligning its operations with evolving national frameworks while actively contributing to Uganda's digital transformation agenda. This approach supports both the integrity of our business operations and the development of an inclusive, secure and resilient digital ecosystem.

Our approach to regulatory engagement

MTN Uganda maintains constructive, transparent, and continuous engagement with regulators and policymakers to:

- Ensure full compliance with applicable laws and regulatory requirements
- Anticipate and respond to emerging regulatory trends and risks
- Contribute to policy development that supports digital inclusion, innovation, and investment
- Strengthen consumer trust through responsible business practices

This engagement is supported by robust internal governance structures, policies, and controls.



Engagement on spectrum management, quality of service, and industry standards to ensure reliable, high-quality connectivity and support sector growth.



Collaboration on mobile money operations, including transaction security, consumer protection, financial inclusion, and compliance with evolving digital financial services regulations.



Continuous alignment with national data protection laws, supported by MTN Group's data privacy frameworks and international standards, including ISO-aligned approaches to safeguarding customer data.



Integrating environmental compliance into operational processes, including infrastructure deployment and energy use.



We comply fully with taxation requirements and work with URA on policies that influence telecommunications and financial services.



Driving responsible industry development

MTN Uganda actively participates in multi-stakeholder platforms, policy consultations, and industry engagements to address shared challenges and opportunities within Uganda's digital ecosystem.

Our engagement focuses on:

- ➔ Advocating for enabling regulatory environments that support affordable connectivity and infrastructure expansion
- ➔ Contributing to national digital transformation priorities, including digital inclusion and financial inclusion
- ➔ Supporting sustainable infrastructure development, including discussions on energy efficiency and cost pressures affecting network operations
- ➔ Through these engagements, MTN Uganda helps shape policies that balance commercial sustainability, consumer protection, and national development objectives.

Looking ahead, we will continue to strengthen its governance, risk management, and compliance capabilities to ensure that our operations remain secure, transparent, and trusted by all stakeholders. Our future focus is centred on embedding responsible digital transformation and enhancing our ability to anticipate and respond to an evolving regulatory and technological landscape.

Doing for growth

MTN Uganda 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.

We will continue our trajectory and diligently measure our economic impact through job creation as well as dedicated support for local enterprises. Our community investments will be strengthened through strategic Corporate Social Investment (CSI) and expanded MTN Foundation programming, focusing on initiatives like digital skills development. Much of the work that drives MTN Uganda's commercial performance also delivers long term positive benefits far beyond the company.

Our Commitment



Enabling the economy

- Contributing to the economy through tax
- Investing in network and IT infrastructure to unlock growth



Unlocking local ownership

- Driving localisation
- Contributing towards job creation and satisfaction



Empowering local enterprises

- Enterprise and supplier development
- Enabling local supply chains

Performance

UGX 1.6 tn

in taxes, duties and levies paid to the government, up 33.8%

UGX 549.4 bn

in capital investment (capex), up 31.4%

Zero regulatory sanctions and instances of non-compliance

UGX 643.7 bn

(+27.2% from UGX 506.0bn)
Total dividends paid out

UGX 1.0 tn

local procurement spend up 2.0%

Statement from the Chief Finance Officer

In 2025, MTN Uganda delivered strong financial performance while deepening its contribution to Uganda's economic development. Our growth was driven by continued investment in digital infrastructure, expansion of our data and fintech ecosystem, and disciplined capital allocation, enabling more individuals and businesses to participate in the digital economy.

We strengthened our national impact through responsible taxation, contributing UGX 1.6 trillion, while also ensuring that value creation is shared broadly through UGX 643.7 billion in dividends and strong local participation in our ownership structure, with 94.5% local shareholding by nationality.

At the same time, we advanced inclusive growth across our value chain from supporting local enterprises through UGX 1.0 trillion in local procurement to enabling MSMEs through our digital platforms. These efforts are complemented by a responsible supply chain approach that enhances resilience while retaining economic value within Uganda. As we continue to execute our strategy, we remain focused on delivering sustainable growth that balances strong financial performance with long-term value creation for our stakeholders and the country.

UGX 1.6 tn

Tax Contribution

UGX 3.6 tn

Service Revenue

UGX 1.3 tn

Voice Revenue

UGX 1.1 tn

Fintech Revenue

UGX 1.0 tn

Data Revenue

UGX 678.8 bn

Profit after Tax

UGX 643.7 bn

in dividends



Andrew Bugembe
Chief Finance Officer

Enabling Uganda's economy through responsible tax leadership

Tax is a core mechanism through which MTN Uganda contributes to national development and creates shared value. Our tax approach is governed through a structured control framework with oversight by the Board, the Audit Committee and the Chief Finance Officer. We are committed to full compliance with Ugandan tax laws, timely settlement of obligations, and transparent engagement with the Uganda Revenue Authority. In 2025, MTN Uganda maintained its position as one of the country's largest taxpayers, contributing UGX 1.6 trillion in taxes, levies and duties a 33.8% increase year-on-year. This contribution continues to support government capacity to deliver critical public services and infrastructure. Our collaborative and transparent relationship with the Uganda Revenue Authority remains central to our tax philosophy. This approach was recognised through the Highest Revenue Contribution Award, reflecting sustained compliance, transparency and leadership in responsible taxation.

To strengthen tax certainty and long-term value protection, we adopted a settlement-focused approach to resolving tax matters, including the conclusion of a longstanding transfer pricing review. In parallel, we submitted an Advance Pricing Agreement application to align future treatment of inter company transactions and enhance predictability. Tax considerations are embedded across business operations through robust internal controls, defined governance structures and financial systems aligned to statutory requirements. This ensures consistency, accountability and integrity in how we manage our fiscal responsibilities.

Business growth powering digital inclusion and value creation

MTN Uganda delivered strong commercial performance in 2025, supported by disciplined execution, continued network investment and improving macroeconomic stability.

We expanded our customer base to:

24.2 m total subscribers
(up 10.0%)

12.0 m active data subscribers
(up 18.8%)

12.7 m fintech subscribers
(up 6.5%)

Service revenue increased by 13.4%, anchored by strong data and fintech growth. Data revenue rose by 28.8% to UGX 1.1 trillion, while fintech revenue increased by 17.3% to UGX 1.1 trillion, with fintech now contributing 31.2% to total service revenue.

The continued expansion of our digital financial ecosystem drove a 23.3% increase in transaction value to UGX 195.5 trillion, reinforcing our role as a key enabler of financial inclusion and digital commerce.

These outcomes were supported by sustained investment in network quality, capacity expansion and service reliability strengthening MTN Uganda's position as critical digital infrastructure underpinning economic growth and inclusion.





Local Content:

Unlocking local ownership and participation

Our commitment to inclusive growth is reflected in a deliberate approach to broadening local participation in MTN Uganda's ownership and value chain.

As at FY2025, 94.5% of shareholding by nationality is held locally, demonstrating strong Ugandan participation in our ownership structure and alignment with national economic priorities. Our shareholder base is anchored by MTN Group and the National Social Security Fund, complemented by institutional, individual and retail investors, with a free float of approximately 20% on the Uganda Securities Exchange.

This structure enables broad-based participation in value creation, allowing Ugandans to directly benefit from the company's financial performance through dividend distributions. In 2025, continued dividend payouts contributed to household incomes and long-term savings through pension funds, reinforcing MTN Uganda's role in supporting financial wellbeing and capital markets development.

Beyond ownership, we continue to strengthen local economic participation:

- 87% of executive management roles are held by Ugandan nationals, supporting leadership continuity and talent development
- Our operations support livelihoods across the value chain, including agents, distributors and suppliers
- Our digital platforms enable MSMEs to access financial services and digital tools, enhancing productivity and market access

This integrated approach positions local ownership not only as a governance outcome, but as a key enabler of resilience, economic inclusion and long-term value creation.

Empowering local enterprises through Responsible Supply Chain

MTN Uganda is committed to building a responsible, inclusive and resilient supply chain that supports local enterprise growth and long-term economic development. We recognise that our operations have a significant impact across social, environmental and economic dimensions, and we are deliberate in ensuring that this impact contributes positively to the communities in which we operate.

We work closely with suppliers and partners who share our commitment to ethical business practices and value creation. These expectations are formalised through the MTN Uganda Supplier Code of Conduct, which is communicated across employees, subsidiaries and suppliers. We require all partners to uphold high standards of integrity, compliance, and responsible environmental and social practices, including ensuring that their employees and subcontractors are trained and aligned to these requirements.

Our supply chain approach is guided by robust internal frameworks that strengthen governance, performance and accountability. These include the Supply Chain Policy 2025, which incorporates supplier performance management, the Local Content Policy 2025, and the Local Content Strategy launched in July 2025. These frameworks collectively enable MTN Uganda to embed sustainability across procurement decisions, supplier engagement and enterprise development initiatives.

We actively engage suppliers through structured sustainability-focused sessions to promote alignment with these policies, strengthen capacity, and drive continuous improvement across our value chain.

MTN Uganda's supply chain is a critical enabler of network reliability, service continuity and long-term

business resilience. Our procurement strategy is intentionally designed to retain economic value within Uganda, deepen local supplier participation, and manage sustainability-related risks across the value chain. This approach aligns with national development priorities and supports the growth of local industries.

As part of our sourcing strategy, we prioritise locally available goods and services that are essential to network operations and service delivery. Key categories of locally sourced spend include: site leases and infrastructure support; network installation and commissioning; airtime distribution and channel support; telecommunications materials and equipment leasing; system support and consulting services.

These categories reflect areas where procurement has the greatest impact on operational continuity and economic value creation. In line with our localisation agenda, we continue to strengthen both the depth and quality of our local supplier base, ensuring that Ugandan enterprises are increasingly integrated into our value chain. Local suppliers are defined as entities that are registered and operating in Uganda, with an established physical presence and delivering goods or services within the country.

Our procurement approach serves as a strategic lever for:

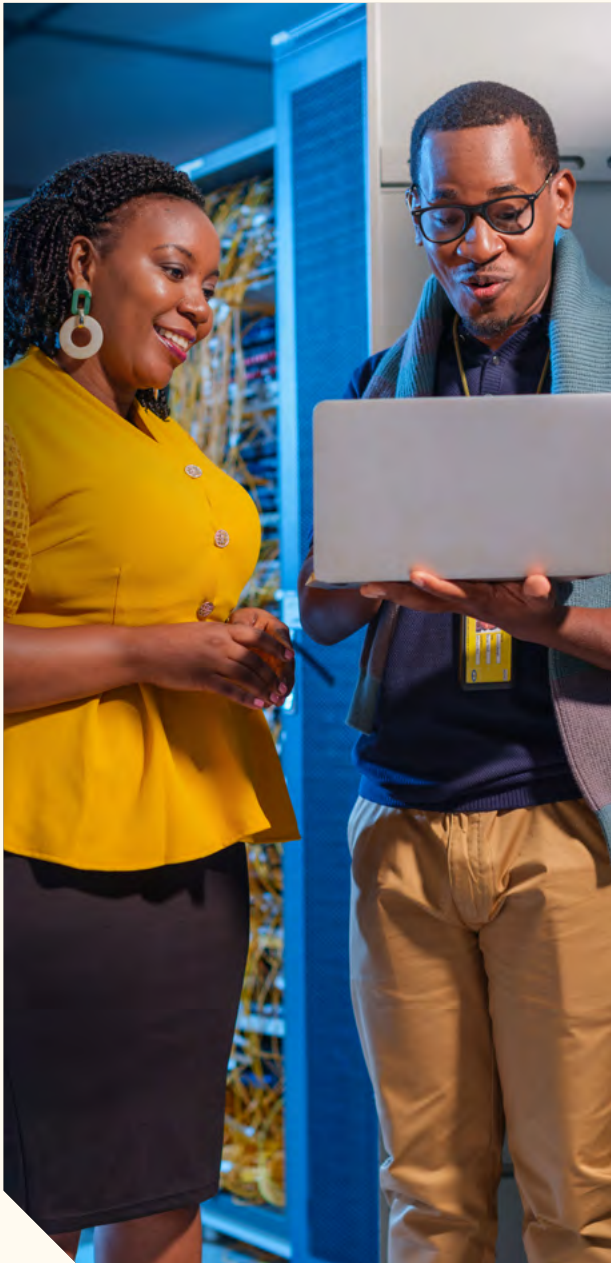
- Retaining economic value within Uganda
- Reducing exposure to foreign exchange volatility
- Enhancing supply chain resilience
- Reducing dependency on imports and external markets
- Through this approach, MTN Uganda is not only strengthening its operational resilience but also enabling the growth of local enterprises, supporting job creation, and contributing to a more self-sustaining digital economy.

Procurement Spend and Localisation

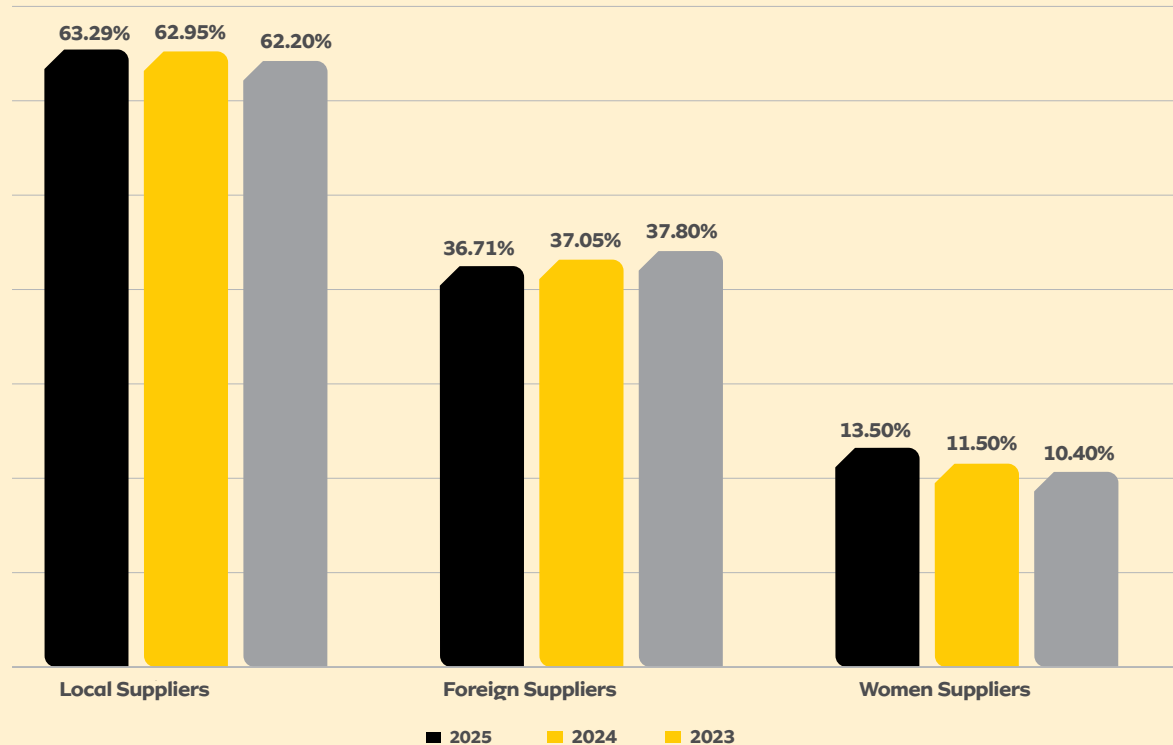
In 2025, 63.3% of our total procurement spend was directed towards local suppliers, amounting to UGX 1.0 trillion. This reflects our continued efforts to invest in Ugandan businesses, fostering economic resilience and self-sufficiency.

This approach strengthens local enterprise capacity, reduces supply chain risks and contributes to broader economic self-sufficiency.





Supplier Profile



SUPPLIER SPEND

	2025	2024	2023
Local Supplier Spend	UGX 1.0tn(67.13%)	UGX 980 bn (71.9%)	UGX 804bn (73.9%)
Foreign Supplier Spend	UGX 501.8bn (32.80%)	UGX 383 bn	UGX 284 bn (26.1%)
Women Supplier Spend	UGX 62.3bn(4.08%)	UGX 73.6 bn	UGX 42bn (3.9%)

Case Study:

Mtn Advancing Women Entrepreneurs 2.0 (Awe)

Driving Inclusive Growth Through Supplier Diversity

MTN Uganda's Advancing Women Entrepreneurs (AWE) programme is a flagship ESG initiative that drives inclusive growth by integrating women-led enterprises into high-value opportunities across the telecom ecosystem. Delivered in partnership with MTN Mobile Money Uganda, American Tower Corporation (ATC) Uganda, DFCU Bank, and The Innovation Village, AWE demonstrates how supplier diversity strengthens value creation, supports resilient supply chains, and contributes to inclusive economic development.

Headline Impact

UGX 62.3 billion

spend on women suppliers in 2025
(4.08% of total spend)

118 enterprises

onboarded into MTN's supply chain

UGX 1.6 billion

in financing unlocked through DFCU Bank

13.4% of suppliers

are women-led (up from 11.35% in 2024)
within MTN's ecosystem



The programme enhances enterprise competitiveness through targeted training in procurement readiness, financial management, ESG compliance, and technical delivery, enabling women-led businesses to participate in complex sectors such as telecom infrastructure, digital services, and renewable energy.

Aligned with SDG 5 (Gender Equality) and SDG 8 (Decent Work and Economic Growth), AWE promotes equitable access to economic opportunities, supports job creation, and enables women entrepreneurs to scale sustainable businesses. By strengthening supplier diversity and enterprise development, the programme also enhances MTN Uganda's ability to manage supply chain risks and capture opportunities associated with inclusive growth consistent with the principles of IFRS S2 on sustainability-related risks and opportunities.

Through AWE, MTN Uganda is embedding inclusive growth into its core business—strengthening supply chains, advancing gender equality, and delivering sustainable economic value.

The programme enhances enterprise competitiveness through training in procurement readiness, financial management, ESG compliance and technical delivery enabling participation in complex sectors such as telecom infrastructure, renewable energy and digital services. By strengthening supplier diversity, MTN Uganda is embedding inclusive growth into its core business, advancing gender equality and creating sustainable economic value across the country.



Voices of Impact

Over the past three years, AWE has proven that deliberate inclusion of women entrepreneurs generates measurable business and social value. By integrating women into strategic projects, we are advancing our sustainability ambitions while driving inclusive economic growth across Uganda.

Sylvia Mulinge,
Chief Executive Officer, MTN Uganda

Through AWE, we secured major contracts and strengthened our technical and operational capacity. Our revenue has grown, we have created jobs, and we are now delivering impactful renewable energy projects that contribute to Uganda's sustainability goals.

Linkuse Stella,
Solar Nation SMC Ltd

AWE has increased our business visibility and unlocked access to contracts and financing. It has strengthened our service delivery and positioned us to expand beyond Kampala into new markets.

Rita Sanyu Nakyanzi,
Kevmark Investments Ltd

Future Outlook and Goals

Vision for Sustainability Impact

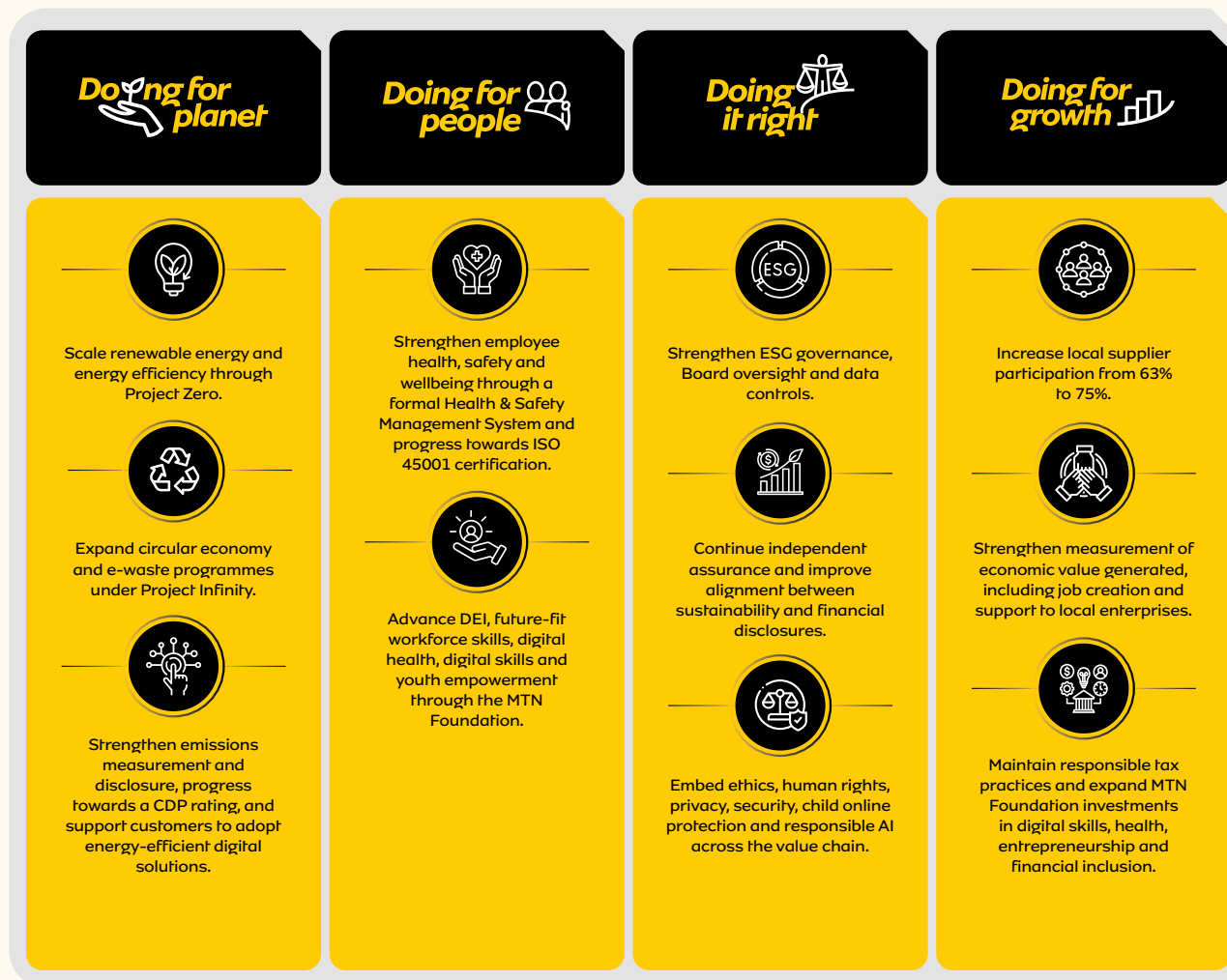
MTN has achieved significant growth, but our continued success depends on offering a sustainable future for stakeholders and embedding sustainability as a core business tenet. This commitment underpins our operating strategy centered on creating value and accountability to customers beyond financial interactions. Our approach guides strategic direction, refines stakeholder engagement, and reinforces operational accountability. It outlines evolving ESG commitments, articulates our future vision, and presents actionable priorities aligned with Uganda's national development goals and international sustainability frameworks.

Our outlook provides an honest assessment of our current position, identifies improvement areas, and reaffirms our unwavering commitment to stakeholders and the broader ecosystem.

Future Goals and Targets

Future Goals and Priorities (2025–2030): Actioning Our Commitments

Looking towards the 2025–2030 horizon, MTN Uganda has identified a clear set of future goals, strategically aligned under the MTN Group's four core ESG pillars: Doing for Planet, Doing for People, Doing it Right, and Doing for Growth. These priorities reflect our ambition





Appendix

- Sustainability data sheet
- GHG accounting methodology
- Report Content Index
- Assurance statement
- Key definitions and glossary



a. Sustainability data sheet (YoY performance)

ESG Material Topics	Metric/Unit	FY 23	FY 24	FY25	YoY Change (FY24-FY25)
Doing for Planet					
GHG emissions – Total (Scope 1 and 2)	tCO2e	4,609	4,804.71	6,571	+36.8%
GHG emissions – Scope 1	tCO2e	4,430	4,346	5,976	+37.5%
GHG emissions – Scope 2	tCO2e	179	459	594	+29.4%
GHG emissions – Scope 3	tCO2e	-	54,253.11	45,458.40	-16.2%
Total energy consumption	Gigajoules (GJ)	130,403.5	135,434.7	154,647	+14.2%
Total waste generated and disposed of (includes paper, plastic, iron, cans, wood, e-waste, liquid, and composite materials)	Tonnes	53.75	87.26	85.12	-2.5%
Total water consumption	Cubic meters(m3)	49,909	64,363	54,593	-15.2%
Doing for People					
Network coverage (3G population coverage)	Percentage	92.6	94.6	96.2	+1.6 pp
Overall Mobile subscribers	Number (Millions)	19.5	22.0	24.2	+10.0%
Data subscribers	Number (Millions)	8.2	10.1	12.0	+18.8%
Active MoMo subscribers	Number (Millions)	14.7	13.8	14.7	+6.5%
Total employees	Number	1,349	1,323	1,368	+3.4%
Male employees	Percentage	49	51.6	48	-3.6 pp
Female employees	Percentage	51.0	48.4	52	+3.6 pp
Percentage of females at Board level (MTN U)	Percentage	55.5	55.5	55.5	0.0 pp
Total CSI investment (Through MTN Foundation)	Ush Billion	4.4	4.6	5.1	+10.9%

ESG Material Topics	Metric/Unit	FY 23	FY 24	FY25	YoY Change (FY24-FY25)
Doing right					
Reputation Index Score	Percentage	84	85.2	82.1	-3.1 pp
Supplier endorsement of supplier code of conduct	Percentage	100%	100%	100%	100%
Total number of suppliers	Number	1,796	1,973	2,111	+7.0%
Portion of local suppliers	Percentage	62.2	63.0	63.3	+0.3 pp
Total procurement spend - Local	Ush Billion	804.7	980.2	1,024.7	+4.5%
Percentage spend on local suppliers	Percentage	73.9	71.9	67.1	-4.8 pp
Portion of women-owned suppliers	Percentage	10.4	11.4	13.5	+2.1 pp
Amount spent on women suppliers	Ush Billion	42.4	73.6	62.3	-15.3%
Portion of women spend to total spend	Percentage	3.9	5.4	4.1	-1.3 pp
Doing for growth					
Overall mobile subscribers	Number (Millions)	19.5	22.0	24.2	+10.0%
3G population coverage	Percentage	92.6	94.6	96.2	+1.6 pp
4G population coverage	Percentage	85.1	87.9	88.6	+0.7 pp
5G population coverage	Percentage	0.3	15.3	19.0	+3.7 pp
Voice revenue	Ugx Billion	1,117.2	1,259.6	1,272.6	+1.0%
Data revenue	Ugx Billion	622.0	811.8	1,045.6	+28.8%
Fintech revenue	Ugx Billion	771.6	947.5	1,111.7	+17.3%
Total revenue	Ugx Billion	2,669.1	3,172.7	3,604.1	+13.6%
Taxes paid	Ugx Billion	1,107.8	1,273.2	1,591.0	+24.9%

b. Greenhouse Gas (GHG) Accounting

MTN Uganda measures and reports its greenhouse gas (GHG) emissions in accordance with the GHG Protocol Corporate Accounting and Reporting Standard and the GHG Protocol Corporate Value Chain (Scope 3) Standard, which together provide the internationally recognised framework for quantifying and disclosing emissions. Our approach is aligned with the MTN Group GHG Reporting Guideline, ensuring consistency and comparability across the Group whilst reflecting the specific characteristics of MTN Uganda's operations.

MTN Uganda applies the operational control approach in defining its emissions boundary. Under this approach, the Company accounts for emissions arising from all operations over which it has operational control, including network infrastructure, offices, data centres and other operational facilities. This encompasses emissions classified under Scope 1, Scope 2 and relevant Scope 3 categories, providing a comprehensive view of our carbon footprint.

Our emissions inventory covers the greenhouse gases most relevant to MTN Uganda's activities, namely carbon dioxide (CO₂), methane (CH₄), nitrous oxide (N₂O) and hydrofluorocarbons (HFCs). Emissions are calculated using emission factors and methodologies derived from the Intergovernmental Panel on Climate Change (IPCC) 2006 and 2019 Guidelines for National Greenhouse Gas Inventories, alongside other internationally recognised sources where appropriate.

As part of MTN Group's climate commitments, MTN Uganda contributes to the Group's Science Based Targets initiative (SBTi)-validated emissions reduction pathway, which is aligned to a 1.5°C climate scenario. Emissions reductions are measured against the Group's approved baseline year and support our ambition to achieve Net Zero greenhouse gas emissions by 2040 across Scopes 1, 2 and 3.

Scope 1 Emissions

Scope 1 emissions represent direct greenhouse gas emissions from sources owned or controlled by MTN Uganda. These arise primarily from:

- **Mobile combustion:** fuel consumed by MTN-owned vehicles and operational transport used across our business activities.
- **Stationary combustion:** diesel consumed by base transceiver stations (BTS), network facilities, data centres, office locations and backup power generation equipment.
- **Fugitive emissions:** refrigerant losses from air conditioning and cooling systems used in offices and technical facilities, including refrigerants such as R22, HFC-134a, R407c and R410a.

Scope 2 Emissions

Scope 2 emissions comprise indirect emissions associated with purchased electricity consumed by MTN Uganda's operations. These emissions primarily arise from electricity supplied through Uganda's national grid, independent power producers and other purchased energy sources supporting network operations, offices, data centres and technical facilities.

Scope 3 Emissions

Scope 3 emissions arise across MTN Uganda's value chain and represent the largest proportion of our overall emissions footprint. These emissions include activities associated with purchased goods and services, capital investments, transportation and logistics, business travel, employee commuting, waste management and the use of products and services by customers.

To improve the completeness and accuracy of our Scope 3 reporting, MTN Uganda applies a combination of estimation approaches aligned with the GHG Protocol. These include supplier-specific, hybrid, average-data and spend-based methodologies, depending on the type and quality of data available.

The principal methods used to calculate Scope 3 emissions are summarised below.

Main Method	Description
Supplier-specific method	Uses emissions data provided directly by suppliers and business partners.
Hybrid method	Combines supplier-specific activity data with secondary data sources where direct information is unavailable.
Average-data method	Applies industry-average emission factors to units of activity such as distance travelled, weight, volume or quantity.
Spend-based method	Uses the financial value of purchased goods and services together with environmentally extended input-output (EEIO) emission factors to estimate emissions.

Specific methods for Scope 3 categories used by MTN:

Scope 3 Category	Category Definition	Relevance to MTN Uganda	Approach, Calculation and Emission Factors
Category 1 – Purchased Goods and Services	Emissions from the extraction, production and transportation of goods and services purchased or acquired by the company, not otherwise included in Categories 2–8.	Includes emissions associated with goods and services procured to support MTN Uganda's operations, including network services, technology platforms, customer devices, professional services, supplier activities and other operational procurement.	Emissions are estimated using the spend-based method where supplier-specific data is not available, in line with the GHG Protocol. Procurement spend is mapped to appropriate emission factors to estimate associated upstream emissions. Supplier-specific or hybrid approaches may be used where more detailed supplier data is available.
Category 2 – Capital Goods	Emissions from the extraction, production and transportation of capital goods purchased or acquired during the reporting period.	Includes emissions associated with long-term assets such as network equipment, fibre infrastructure, technology assets, vehicles, buildings and other capital investments supporting MTN Uganda's operations.	Emissions are calculated using a spend-based methodology aligned with the GHG Protocol. Reported emissions may vary year-on-year depending on capital expenditure and network investment activity.

Scope 3 Category	Category Definition	Relevance to MTN Uganda	Approach, Calculation and Emission Factors
Category 3 – Fuel and Energy-Related Activities	Emissions from the extraction, production and transportation of fuels and energy purchased or acquired, not already included in Scope 1 or Scope 2.	Covers upstream emissions associated with fuels and purchased electricity used across MTN Uganda's network sites, data centres, offices and operational facilities.	Emissions are calculated using Scope 1 and Scope 2 activity data and relevant emission factors. This category captures upstream lifecycle emissions linked to fuel and electricity consumption, including transmission and distribution-related losses where applicable.
Category 4 – Upstream Transportation and Distribution	Emissions from transportation and distribution of products and services purchased by the company.	Includes emissions from inbound logistics and transportation of goods, equipment, devices and operational materials procured by MTN Uganda.	Emissions are estimated using transportation activity data where available, including distance, weight and mode of transport. Where complete activity data is not available, proxy or spend-based estimates may be used in line with the GHG Protocol.
Category 5 – Waste Generated in Operations	Emissions from disposal and treatment of waste generated in the company's operations.	Includes emissions from waste generated across offices, technical facilities, network operations and project activities, including general waste, recyclable waste and e-waste where applicable.	Emissions are calculated using waste-type and treatment-specific emission factors, based on available data on waste quantities and disposal or treatment routes.
Category 6 – Business Travel	Emissions from employee business travel in vehicles, aircraft or other transport not owned or controlled by the company.	Includes emissions from employee business travel undertaken for operational, stakeholder engagement, training and other business-related purposes.	Emissions are calculated using activity-based travel data where available, supported by distance-based or spend-based estimates where necessary.
Category 7 – Employee Commuting	Emissions from employee travel between homes and work locations.	Includes emissions associated with employees commuting to MTN Uganda offices, technical sites and other work locations.	Emissions are estimated using commuting activity data, distance assumptions and mode-of-transport assumptions, aligned with GHG Protocol guidance.
Category 9 – Downstream Transportation and Distribution	Emissions from transportation and distribution of products sold by the company, where not paid for or controlled by the company.	Includes emissions linked to downstream movement of MTN Uganda products, devices or related materials to customers, retail channels or distribution partners, where applicable.	Emissions are estimated using distribution activity data, transport mode and distance travelled where available. Where direct data is incomplete, proxy assumptions may be applied.

Scope 3 Category	Category Definition	Relevance to MTN Uganda	Approach, Calculation and Emission Factors
Category 11 – Use of Sold Products	Emissions from the use of goods and services sold by the company.	Includes emissions associated with the use of customer devices and equipment that enable access to MTN Uganda's services, such as mobile devices, routers or other connectivity equipment, where relevant data is available.	Emissions are calculated using available product-level energy consumption data, manufacturer information or conservative proxy assumptions where detailed product data is not available.
Category 12 – End-of-Life Treatment of Sold Products	Emissions from disposal and treatment of sold products at the end of their useful life.	Includes emissions from end-of-life treatment of customer devices, equipment and related products associated with MTN Uganda's services, where applicable.	Emissions are estimated using average-data methods and available product lifecycle information. Proxy assumptions may be applied where product-specific disposal data is unavailable.
Category 14 – Franchises	Emissions from the operation of franchises not included in Scope 1 or Scope 2.	Includes emissions associated with franchise or retail partner operations supporting MTN Uganda's customer service and distribution network, where applicable.	Emissions are estimated using available operational data and average-data methods. Where direct energy or activity data is unavailable, reasonable proxy assumptions may be applied.

**The Scope 3 categories reported reflect those considered relevant to MTN Uganda's value chain and for which data was available for the reporting period. The methodology will continue to evolve as data quality improves, supplier engagement deepens, and emissions reporting matures in line with the GHG Protocol and IFRS S2 expectations.*

c. Report Content Index

IFRS S1 and S2: General requirements for disclosures of sustainability-related financial information

This index provides a cross-reference to disclosures within the MTN Uganda Sustainability Report that address the requirements of IFRS S1 General Requirements for Disclosure of Sustainability-related Financial Information and IFRS S2 Climate-related Disclosures. The index is intended to support stakeholder navigation and transparency regarding MTN Uganda's sustainability-related disclosures.

IFRS S1 Requirement	Disclosure Topic	SECTION
IFRS S1 3-10	General Requirements – Reporting boundary, reporting period, reporting frameworks and basis of preparation	Introduction
IFRS S1 27	Governance – Board oversight, management accountability, sustainability governance structure and oversight of sustainability matters	Governance
IFRS S1 30-31	Strategy – Sustainability-related risks and opportunities, material topics and stakeholder priorities	Sustainability Context & Strategy
IFRS S1 32	Strategy – Business model and value chain impacts, supplier engagement and value chain considerations	Strategy; Metrics & Targets; Growth
IFRS S1 33-40	Strategy – Sustainability strategy, commitments, strategic pillars and future outlook	Strategy

IFRS S1 Requirement	Disclosure Topic	SECTION
IFRS S1 41	Strategy – Organisational resilience and preparedness for sustainability-related risks and uncertainties	Risk Management; Future Outlook
IFRS S1 43-45	Risk Management – Sustainability risk identification, assessment, monitoring and integration into ERM	Risk Management
IFRS S1 46-52	Metrics & Targets – Sustainability performance indicators, targets and progress against commitments	Metrics & Targets
IFRS S1 54	Strategy – Materiality assessment and stakeholder engagement process	Sustainability Context
IFRS S1 62	Governance – External assurance and transparency mechanisms	Introduction & Appendix
IFRS S2 6	Governance – Climate governance, Board oversight, management responsibilities and climate target oversight	Governance; Metrics & Targets

IFRS S1 Requirement	Disclosure Topic	SECTION
IFRS S2 9-12	Strategy – Climate-related risks and opportunities, including physical and transition risks	Risk Management
IFRS S2 13	Strategy – Climate impacts on the business model and value chain, including Scope 3 and supplier engagement considerations	Risk Management; Metrics & Targets
IFRS S2 14	Strategy – Climate strategy, transition planning and Net Zero pathway	Strategy; Metrics & Targets
IFRS S2 15-21	Strategy – Financial effects of climate-related risks and opportunities	Risk Management
IFRS S2 22-24	Strategy – Climate resilience and scenario analysis	Risk Management
IFRS S2 25-26	Risk Management – Climate-related risk identification, assessment and monitoring processes	Risk Management
FRS S2 29-32	Metrics & Targets – Climate-related metrics including GHG emissions, energy, waste and water	Metrics & Targets
IFRS S2 29(a)	Metrics & Targets – Scope 1, Scope 2 and Scope 3 GHG emissions	Metrics & Targets
IFRS S2 29(b)	Metrics & Targets – Climate-related physical and transition risks	Risk Management

IFRS S1 Requirement	Disclosure Topic	SECTION
FRS S2 29(c)	Metrics & Targets – Climate-related opportunities including renewable energy and climate innovation	Risk Management; Metrics & Targets
IFRS S2 33-36	Metrics & Targets – Climate targets, Net Zero commitment and performance against targets	Strategy; Metrics & Targets

GRI/UNSDGS Content Index

Statement of use

MTN Uganda has reported the information cited in this GRI content index for the reporting period from 1st January 2025 and end 31st December 2025 with reference to the GRI Standards.

GRI 1 used

GRI 1: Foundation 2021

GRI STANDARD	DISCLOSURE	UNSDGs	SECTION
GRI 2: General Disclosures 2021	2-1 Organizational details		Who We Are
	2-2 Entities included in the organization's sustainability reporting		About Our Report
	2-3 Reporting period, frequency and contact point		About Our Report
	2-4 Restatements of information		About Our Report
	2-5 External assurance		Assurance Statement (Appendix)
	2-6 Activities, value chain and other business relationships		Who We Are; Sustainability Strategy
	2-7 Employees	UNSDG 8	Doing for People
	2-8 Workers who are not employees	UNSDG 8	N/A
	2-9 Governance structure and composition		Governance; Annual Report
	2-10 Nomination and selection of the highest governance body		Annual Report
	2-11 Chair of the highest governance body		Executive Statements; Governance
	2-12 Role of the highest governance body in overseeing the management of impacts		Governance
	2-13 Delegation of responsibility for managing impacts		Governance; Annual Report
	2-14 Role of the highest governance body in sustainability reporting		Governance; Annual Report
	2-15 Conflicts of interest	SDG10	Annual Report
	2-16 Communication of critical concerns		Ethics and Compliance
	2-17 Collective knowledge of the highest governance body		Governance

GRI/UNSDGS Content Index (cont.)

GRI STANDARD	DISCLOSURE	UNSDGs	SECTION
	2-18 Evaluation of the performance of the highest governance body		Governance; Annual Report
	2-19 Remuneration policies		Annual Report
	2-20 Process to determine remuneration		Annual Report
	2-21 Annual total compensation ratio	SDG8	Annual Report
	2-22 Statement on sustainable development strategy	SDG 16 & 17	Sustainability Strategy
	2-23 Policy commitments		Sustainability Strategy
	2-24 Embedding policy commitments		Sustainability Strategy
	2-25 Processes to remediate negative impacts	SDG 8	Risk Management & Compliance
	2-26 Mechanisms for seeking advice and raising concerns		Ethics and Compliance
	2-27 Compliance with laws and regulations		Doing it Right
	2-28 Membership associations		N/A
	2-29 Approach to stakeholder engagement		Stakeholder Engagement
	2-30 Collective bargaining agreements		N/A
GRI 3: Material Topics 2021	3-1 Process to determine material topics		Materiality Assessment;
	3-2 List of material topics		Materiality Assessment
	3-3 Management of material topics		Materiality Assessment; Sustainability Strategy
GRI 101: Biodiversity 2024	101-1 Policies to halt and reverse biodiversity loss		N/A
	101-2 Management of biodiversity impacts		N/A
	101-3 Access and benefit-sharing		N/A
	101-4 Identification of biodiversity impacts		N/A
	101-5 Locations with biodiversity impacts		N/A

GRI/UNSDGS Content Index (cont.)

GRI STANDARD	DISCLOSURE	UNSDGs	SECTION
	101-6 Direct drivers of biodiversity loss		N/A
	101-7 Changes to the state of biodiversity		N/A
	101-8 Ecosystem services		N/A
GRI 102: Climate Change 2025	102-1 Transition plan for climate change mitigation		Doing for Planet; Climate Strategy
	102-2 Climate change adaptation plan		Risk Management; Climate Risks & Opportunities
	102-3 Just transition		Sustainability Strategy
	102-4 GHG emissions reduction targets and progress	SDG 13	Doing for Planet
	102-5 Scope 1 GHG emissions	SDG 13	Doing for Planet
	102-6 Scope 2 GHG emissions	SDG13	Doing for Planet
	102-7 Scope 3 GHG emissions	SDG13	Doing for Planet
	102-8 GHG emissions intensity	SDG13	Doing for Planet
	102-9 GHG removals in the value chain	SDG13	Doing for Planet
	102-10 Carbon credits		N/A
GRI 103: Energy 2025	103-1 Energy policies and commitments	SDG7	Doing for Planet
	103-2 Energy consumption and self-generation within the organization	SDG7	Doing for Planet
	103-3 Upstream and downstream energy consumption		N/A
	103-4 Energy intensity		Doing for Planet
	103-5 Reduction in energy consumption	SDG7	Doing for Planet
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	SDG 8 &9	Economic Value Creation; True Value Assessment
	201-2 Financial implications and other risks and opportunities due to climate change	SDG 13	Risk Management
	201-3 Defined benefit plan obligations and other retirement plans		N/A

GRI/UNSDGS Content Index (cont.)

GRI STANDARD	DISCLOSURE	UNSDGs	SECTION
	201-4 Financial assistance received from government		N/A
GRI 202: Market Presence 2016	202-1 Ratios of standard entry level wage by gender compared to local minimum wage		N/A
	202-2 Proportion of senior management hired from the local community		N/A
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	SDG 5 &9	Doing for Growth
	203-2 Significant indirect economic impacts	SDG 1,3,8	Doing for Growth
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	SDG 8	Doing for Growth
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	SDG 16	Doing Right
	205-2 Communication and training about anti-corruption policies and procedures	SDG 16	Doing Right
	205-3 Confirmed incidents of corruption and actions taken	SDG 16	Doing Right
GRI 206: Anti-competitive Behaviour 2016	206-1 Legal actions for anti-competitive behaviour, anti-trust, and monopoly practices	SDG 16	Doing Right
GRI 207: Tax 2019	207-1 Approach to tax	SDG 1,10,17	Doing for Growth
	207-2 Tax governance, control, and risk management	SDG 1,10,17	Doing for Growth
	207-3 Stakeholder engagement and management of concerns related to tax	SDG	Doing for Growth
	207-4 Country-by-country reporting		N/A
GRI 301: Materials 2016	301-1 Materials used by weight or volume		Doing for Planet
	301-2 Recycled input materials used	SDG 7	Doing for Planet
	301-3 Reclaimed products and their packaging materials		N/A
GRI 302: Energy 2016	302-1 Energy consumption within the organization	SDG 7	Doing for Planet
	302-2 Energy consumption outside of the organization		N/A

GRI/UNSDGS Content Index (cont.)

GRI STANDARD	DISCLOSURE	UNSDGs	SECTION
	302-3 Energy intensity	SDG 7	Doing for Planet
	302-4 Reduction of energy consumption	SDG 7	Doing for Planet
	302-5 Reductions in energy requirements of products and services	SDG 7	Doing for Planet
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	SDG 6	Doing for Planet
	303-2 Management of water discharge-related impacts	SDG 6	N/A
	303-3 Water withdrawal		Doing for Planet
	303-4 Water discharge		N/A
	303-5 Water consumption	SDG 6	Doing for Planet
GRI 304: Biodiversity 2016	304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas		N/A
	304-2 Significant impacts of activities, products and services on biodiversity		N/A
	304-3 Habitats protected or restored		N/A
	304-4 IUCN Red List species and national conservation list species with habitats in areas affected by operations		N/A
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	SDG 7	Doing for Planet
	305-2 Energy indirect (Scope 2) GHG emissions	SDG 7	Doing for Planet
	305-3 Other indirect (Scope 3) GHG emissions	SDG 7	Doing for Planet
	305-4 GHG emissions intensity	SDG 7	Doing for Planet
	305-5 Reduction of GHG emissions	SDG 7	Doing for Planet
	305-6 Emissions of ozone-depleting substances (ODS)		N/A
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions		N/A
GRI 306: Effluents and Waste 2016	306-3 Significant spills		N/A

GRI/UNSDGS Content Index (cont.)

GRI STANDARD	DISCLOSURE	UNSDGs	SECTION
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	SDG 12	Doing for Planet
	306-2 Management of significant waste-related impacts	SDG 12	Doing for Planet
	306-3 Waste generated	SDG 12	Doing for Planet
	306-4 Waste diverted from disposal	SDG 12	Doing for Planet
	306-5 Waste directed to disposal	SDG 12	Doing for Planet
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria		N/A
	308-2 Negative environmental impacts in the supply chain and actions taken	SDG 7, 12	Doing for Planet
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	SDG 5,8,10	Doing for People
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	SDG 5,8,10	Doing for People
	401-3 Parental leave	SDG 5,8,10	Doing for People
GRI 402: Labor/Management Relations 2016	402-1 Minimum notice periods regarding operational changes		N/A
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	SDG 8	Doing for People
	403-2 Hazard identification, risk assessment, and incident investigation	SDG 8	Doing for People
	403-3 Occupational health services	SDG 8	Doing for People
	403-4 Worker participation, consultation, and communication on occupational health and safety	SDG 8	Doing for People
	403-5 Worker training on occupational health and safety	SDG 8	Doing for People
	403-6 Promotion of worker health	SDG 3	Doing for People
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	SDG 8	Doing for People

GRI/UNSDGS Content Index (cont.)

GRI STANDARD	DISCLOSURE	UNSDGs	SECTION
	403-8 Workers covered by an occupational health and safety management system	SDG 8	Doing for People
	403-9 Work-related injuries	SDG 8	N/A
	403-10 Work-related ill health		N/A
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee		Doing for People
	404-2 Programs for upgrading employee skills and transition assistance programs		N/A
	404-3 Percentage of employees receiving regular performance and career development reviews	SDG 5,8,10	Doing for People
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	SDG 5,8,10	Doing for People
	405-2 Ratio of basic salary and remuneration of women to men	SDG 5,8,10	N/A
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken		N/A
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk		N/A
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor		N/A
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor		N/A
GRI 410: Security Practices 2016	410-1 Security personnel trained in human rights policies or procedures		N/A
GRI 411: Rights of Indigenous Peoples 2016	411-1 Incidents of violations involving rights of indigenous peoples		N/A
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	SDG 8	Doing for People
	413-2 Operations with significant actual and potential negative impacts on local communities		N/A
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	SDG 8 & 9	Doing for Growth
	414-2 Negative social impacts in the supply chain and actions taken	SDG 5&8	Strategy
GRI 415: Public Policy 2016	415-1 Political contributions		N/A

GRI/UNSDGS Content Index (cont.)

GRI STANDARD	DISCLOSURE	UNSDGs	SECTION
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	SDG 16	Doing for People
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	SDG16	N/A
GRI 417: Marketing and Labelling 2016	417-1 Requirements for product and service information and labelling	SDG 12	N/A
	417-2 Incidents of non-compliance concerning product and service information and labelling	SDG 16	N/A
	417-3 Incidents of non-compliance concerning marketing communications	SDG 16	N/A
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data		Doing Right

d. External Independent Assurance Statement

Scope

We have been engaged by MTN (Uganda) Limited (the "Entity") to perform a 'limited assurance engagement', as defined by International Standards on Assurance Engagements, here after referred to as the engagement, to report on the entity's selected Key Performance indicators (KPIs) (the Subject Matter) contained in MTN (Uganda)'s Sustainability Report for the year ended 31 December 2025 (the "Report"). The selected KPIs are

Pillar	SN	Key Performance Indicators (KPIs) for the period covering 1 January 2025 to 31 December 2025	Unit of Measurement	Page No.
Environmental	1	GHG emissions (Scope 1 and 2)	tCO2e	66
	2	Total energy consumption	Gigajoules	68
	3	Total energy sources mix ratio	Percentage	68
	4	Total water withdrawal	Megalitres	71
	5	Total general waste collected	Tonnes	69
Social	1	Population Broadband coverage	Percentage	81
	2	Women's representation on the Board	Percentage	73
	3	Women's representation on EXCO	Percentage	73
	4	Women's representation the employee workforce	Percentage	73
	5	Number of active MOMO subscribers	Percentage	73
	6	Community investment programs and impact foundation	Percentage	83
Governance	1	Number of training hours	Number	75

The selected information prepared and presented in accordance with selected evaluation criteria are marked with the symbol LA ("Limited Assurance") in the Sustainability Report to indicate that the information has been covered by our limited assurance procedures.

Other than as described in the preceding paragraph, which sets out the scope of our engagement, we did not perform assurance procedures on the remaining information included in the Report, and accordingly, we do not express a conclusion on this information.

Criteria applied by MTN (Uganda) Limited

In preparing the selected KPIs in this Sustainability Report, the entity applied Management's criteria which is derived from the Global Reporting Initiative (GRI) Standards, Sustainability Accounting Standards Board (SASB) Standards, and regulatory definitions (together, the "Criteria"). Such Criteria were specifically designed for use by the entity's Sustainability Reporting; as a result, the subject matter information may not be suitable for another purpose.

MTN Uganda Limited's responsibilities

The entity's management is responsible for selecting the Criteria, and for presenting the Subject Matter in accordance with that Criteria, in all material respects. This responsibility includes establishing and maintaining internal controls, maintaining adequate records, and making estimates that are relevant to the preparation of the subject matter, such that it is free from material misstatement, whether due to fraud or error.

EY's responsibilities

Our responsibility is to express a conclusion on the presentation of the Subject Matter based on the evidence we have obtained. We conducted our engagement in accordance with the International Standard on Assurance Engagements (ISAE) 3000 Revised, Assurance Engagements Other Than Audits or Reviews of Historical non-Financial Information ['ISAE 3000 (Revised)'], and the terms of reference for this engagement as agreed with the entity.

Those standards require that we plan and perform our engagement to express a conclusion on whether we are aware of any material modifications that need to be made to the Subject Matter in order for it to be in accordance with the Criteria, and to issue a report.

External Independent Assurance Statement (cont.)

The nature, timing, and extent of the procedures selected depend on our judgment, including an assessment of the risk of material misstatement, whether due to fraud or error. We believe that the evidence obtained is sufficient and appropriate to provide a basis for our limited assurance conclusion.

Our independence and quality management

We have maintained our independence and confirm that we have met the requirements of the Code of Ethics for Professional Accountants issued by the International Ethics Standards Board for Accountants and have the required competencies and experience to conduct this assurance engagement.

EY also applies International Standard on Quality Management 1, Quality Management for Firms that Perform Audits or Reviews of Financial Statements, or Other Assurance or Related Services Engagements, which requires that we design, implement and operate a system of quality management including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

Description of procedures performed

Procedures performed in a limited assurance engagement vary in nature and timing from and are less in extent than for a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed.

Our procedures were designed to obtain a limited level of assurance on which to base our conclusion and do not provide all the evidence that would be required to provide a reasonable level of assurance.

Although we considered the effectiveness of management's internal controls when determining the nature and extent of our procedures, our assurance engagement was not designed to provide assurance on internal controls. Our procedures did not include testing controls or performing procedures relating to checking aggregation or calculation of data within IT systems.

A limited assurance engagement consists of making enquiries, primarily of persons responsible for preparing the specified KPIs in the Sustainability Report and related information and applying analytical and other appropriate procedures.

Our procedures included:

- Conducting interviews with the entity's personnel to understand the business and reporting process including understanding the process for collecting, collating, and reporting the subject matter during the reporting period.

- Checking that the calculation criteria have been correctly applied in accordance with the methodologies outlined in the Criteria.
- Checking that the amounts and inputs used in the computations agree to the entity's non-financial records such as the reports, schedules and registers.
- Checking the accuracy of the arithmetic calculations in the schedules and evaluating the evidence obtained.
- Undertaking analytical review procedures to support the reasonableness of the amounts and inputs into the subject matter and evaluating the explanations of significant fluctuations between periods and from expected amounts, trends and relationships.

We also performed such other procedures as we considered necessary in the circumstances.

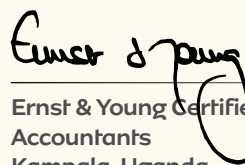
The limited assurance procedures do not relate to future periods and our conclusion on the subject matter is for the period ended 31 December 2025 only.

Conclusion

Based on our procedures and the evidence obtained, we are not aware of any material modifications that need to be made to any selected Key Performance Indicator for MTN (Uganda) Limited in the sustainability Report for the period ended 31 December 2025, in order for the report to be in accordance with the Criteria.

Restricted use

This report is intended solely for the information and use of MTN (Uganda) Limited for the specified KP/s in the Sustainability Report for the year ended 31 December 2025 and is not intended to be and should not be used by anyone other than this specified party. Maintenance and Integrity of MTN Uganda Limited's website is the responsibility of MTN Uganda Limited's management. Our procedures did not involve consideration of these matters and accordingly, we accept no responsibility for any changes to either the selected key performance indicators as reported or our independent assurance report that may occur subsequent to the initial date of publication of the Sustainability Report on MTN (Uganda) Limited's website.



Ernst & Young Certified Public
Accountants
Kampala, Uganda
03 August 2026

e. Key Definitions

Carbon Footprint	Total amount of greenhouse gases (like carbon dioxide and methane) released into the atmosphere by a person, organisation, event, or product.
Circular Economy	An economic system designed to eliminate waste and regenerate natural systems. By continually reusing, repairing, refurbishing, and recycling materials.
Corporate Governance	The system of rules, practices, and processes by which a company is directed and controlled.
Corporate Social Investment	The practice of allocating a company's resources—such as cash, services, products, or employee time toward community, social, and environmental initiatives.
Data Privacy	The principle that individuals should have control over how their personal information—such as names, addresses, financial details, and online behaviour—is collected, stored, and shared by organisations. It ensures that data is handled ethically, transparently, and in compliance with the law
Data Security	The practice of protecting digital information throughout its entire lifecycle from unauthorised access, corruption, theft, or loss.
Data Protection	The set of laws, policies, and procedures designed to safeguard sensitive information from unauthorised access, corruption, or loss. Its primary goal is to ensure personal privacy, maintain data integrity, and dictate how organizations must responsibly collect, store, and process personal data.
Digital Inclusion	The practice of ensuring all individuals and communities have equitable access to and the skills to use modern information and communication technologies. It requires addressing core barriers like affordability, device availability, and digital literacy.
ESG	A framework used to assess a company's business practices and performance on various sustainability and ethical issues.
Externality	A cost (negative side effect) or benefit (positive side effect) of an economic activity experienced by an unrelated third party.
Greenhouse Gas (GHG) Emissions	The release of gases—like carbon dioxide (CO ₂), methane (CH ₄), and nitrous oxide (N ₂ O) into the atmosphere. These gases act like a blanket, trapping solar heat and warming the planet.
Materiality Assessment	A strategic process used by organizations to identify, evaluate, and prioritize the most significant Environmental, Social, and Governance (ESG) topics.
MoMo	A secure digital wallet and financial technology service provided by the telecom operator MTN Uganda.
Net Zero	Balancing the greenhouse gases we put into the atmosphere with the amount we remove. The goal is to reach a state where human activity adds no extra planet-warming gases to the atmosphere.
Renewable Energy	power derived from natural sources that are continuously and rapidly replenished by nature.
Risk Management	The systematic process of identifying, evaluating, and mitigating threats or uncertainties that could impact an organization's objectives

Key Definitions (cont.)

Scope 1 emissions	Direct greenhouse gas (GHG) emissions from sources that are owned or controlled by an organization
Scope 2 emissions	Indirect greenhouse gas (GHG) emissions from the generation of energy an organization purchases, such as electricity
Scope 3 emissions	All indirect greenhouse gas emissions that occur in a company's value chain, excluding indirect emissions from purchased energy
Sustainable development	The practice of meeting the needs of the present without compromising the ability of future generations to meet their own needs.
Social Return on Investment	A framework that seeks to measure and account for the social, environmental and economic value generated by an organisation's activities.
Social Value of Employment	An impact valuation that quantifies how much employee values their Employment, over and above their salaries.
True Value Bridge	A visual representation to compare, contrast and assess a company's impact on the economy, society and the environment.
United Nations Sustainable Development Goals	A universal call to action to end poverty, protect the planet, and ensure that all people enjoy peace and prosperity.
Value Creation	The positive impact a company has on people, the environment and the economy.
Value Erosion	The negative impact a company causes which results in harm or costs to society or the environment.
Waste Management	The systematic handling, collection, transportation, processing, and disposal of waste materials.

f. Glossary

AGM	Annual General Meeting
AI	Artificial Intelligence
BTS	Base Transceiver Station
CHASE	Coverage, Handsets, Affordability, Service Bundling, and Ease of Access
CRROs	Climate Related Risks and Opportunities
CSI	Corporate Social Investment
DEI	Diversity, Equity and Inclusion
ERM	Enterprise Risk Management
ESG	Environmental, Social and Governance
EXCO	Executive Committee
FY	Financial Year
GDP	Gross Domestic Product
GHG	Greenhouse Gas
GRI	Global Reporting Initiative
IFRS	International Financial Reporting Standards

IPP	Independent Power Producer
ISO	International Organisation for Standardisation
ISSB	International Sustainability Standards Board
KPIs	Key Performance Indicators
MoMo	Mobile Money
MSMEs	Micro, Small and Medium Enterprises
MW	Megawatts
NDP	National Development Plan
NDCs	Nationally Determined Contributions
NPS	Net Promoter Score
NEMA	National Environmental Management Authority
PEAs	Promoting Equality in African Studies
REMCO	Remuneration, Human Resources, Social and Ethics Committee
RIS	Reputation Index Survey

SBTi	Science- Based Targets Initiative
SDGs	Sustainable Development Goals
SMEs	Small and Medium sized Enterprises
SRROs	Sustainability Related Risks and Opportunities
TCF	Treating Customers Fairly
tCO2e	Tonnes of carbon dioxide equivalent
UGX	Ugandan Shilling
URA	Uganda Revenue Authority
UN SDGs	United Nations Sustainable Development Goals
USSD	Unstructured Supplementary Service Data
VoIP	Voice over Internet Protocol
WWF	World Wide Fund for Nature



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