Vodacom Group

JP Davids



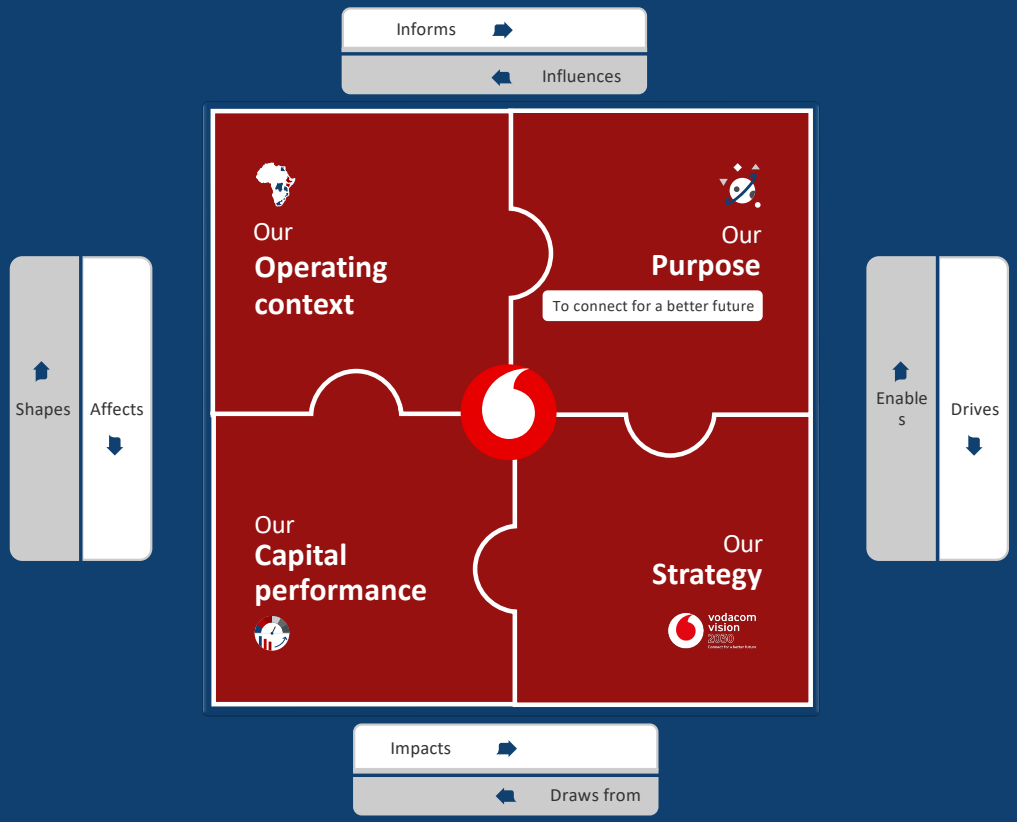
INTEGRATED REPORTING
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Vodacom Group: How we think about value creation



Our key ambitions for our shareholders

Early-teens EBITDA growth

Hard currency earnings growth potential

ROCE to remain stable/improve, 23.5% baseline (FY25 to FY30)

ESG leader through Social Contract

*Normalised growth presents performance on a comparable basis. This adjusts for trading foreign exchange, foreign currency fluctuation on a constant currency basis and excludes the impact of M&A, to show a like-for-like comparison of performance.

C2 General