

# PURPOSE BEYOND INNOVATION



Sustainability Report  
April 2024 – March 2025





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# 1. INTRODUCTION







# Vodafone Egypt at a Glance

Founded in 1998 under the name Click GSM, Vodafone Egypt began its journey at a time when mobile communication was still a novelty in Egypt. From the outset, we pursued a clear vision: to enable reliable connectivity, reduce digital disparity, and ensure access to communication for individuals, businesses, and communities nationwide, leaving no one behind.

A new chapter began in December 2022, when Vodacom Group Limited, a purpose-led African leader in connectivity, digital solutions, and financial services, acquired a 55% controlling stake in Vodafone Egypt. With operations across South Africa, Tanzania, Kenya, Mozambique, The Democratic Republic of the Congo, Lesotho, Ethiopia, and Egypt, **Vodacom Group today serves more than 211 million customers across the continent. The remaining 45% ownership by Telecom Egypt reinforces our strategic national role and strong alignment with Egypt's development agenda.**

Since the acquisition, Vodafone Egypt has emerged as a central pillar within the Group's pan-African footprint, strengthening its position as a growth engine and innovation hub connecting North, East, and Southern Africa. Despite macroeconomic challenges during the integration period, Vodafone Egypt has demonstrated resilience and momentum, contributing exceptional local talent, operational expertise, and market insights that have enhanced knowledge sharing and collaboration across the Group. This has positioned Egypt as a key market supporting the Group's ambition to build a truly inclusive "Cape to Cairo" digital ecosystem.



**55%**  
VODACOM GROUP LTD

**45%**  
TELECOM EGYPT

**Today, Vodafone Egypt is the leading telecommunications operator in Egypt, with a subscriber base exceeding 51.5 million customers. As of 31 March 2025, we maintained market leadership in revenue share at 39.5%, with a fully integrated portfolio spanning mobile voice, data, enterprise solutions, digital services, and financial technology offerings that support national infrastructure as well as sustainable economic and digital growth.**







# In the Words of Our CEO

This year was about turning purpose into action. For Vodafone Egypt, our story goes beyond connecting people through technology; it's about connection that makes lives better, drives inclusion, and protects our planet for the generations to come.

Our journey was guided by our purpose that steer every decision we make: **Empowering People and Protecting the Planet, underpinned by Maintaining Trust.**

Along this journey, we brought essential digital services closer to communities by establishing notable partnerships across different sectors such as healthcare, education, SMEs, and agriculture. In healthcare, we expanded digital tools that help turn distance, time, and cost barriers into vital possibilities, supporting 12.5 million citizens across 626 healthcare facilities. Through Vodafone Cash, we continued to advance financial inclusion, enabling over 24 million wallet holders to gain better control of their finances and take part in Egypt's growing digital economy.

As Egypt moves forward in its digital transformation journey, we continue to invest in 5G, strengthening the country's digital infrastructure and enabling faster, more reliable connectivity that supports innovation, economic growth, and critical digital services nationwide. While achieving significant technological advancements, we also upheld our commitment to protecting the environment. This year, we reached a milestone that we are truly proud of by matching 100% of our electricity consumption with renewable energy. With solar-powered off-grid sites significantly reducing diesel usage, we took a firm step toward our Net Zero 2035 journey, because we believe progress must never come at the planet's expense.

At the heart of every breakthrough and every innovation is our people, they remain the driving force behind every achievement. Their passion and commitment to growth have created a culture where ideas thrive, diversity is celebrated, and all voices are embraced. This year saw more women stepping into leadership roles than ever before and our progress was recognized with prestigious honors, including the SHRM Gold Award for Excellence in Diversity and the Best Place to Work – Women Award.

**LOOKING AHEAD, WE WILL KEEP USING TECHNOLOGY AS A FORCE FOR GOOD; DEEPENING OUR IMPACT, DRIVING INCLUSION, AND SHAPING A MORE CONNECTED, EQUITABLE, AND SUSTAINABLE FUTURE FOR EGYPT.**

Guided by responsibility and driven by purpose, we remain committed to unlocking new opportunities to build a future where technology continues to advance economic prosperity and drive progress in people's lives.

**Mohamed Abdallah**

Chief Executive Officer of Vodafone Egypt and the International Markets of Vodacom







# Our Story

But our story transcends beyond commercial success. Vodafone Egypt, over the past 27 years, has been guided by a purpose-driven approach across its pillars: **Empowering People and Protecting the Planet, anchored by Maintaining Trust.** These pillars reflect our long-term commitment to inclusive growth, responsible business practices, and sustainable innovation.

This commitment is further reflected in Vodafone Egypt’s inclusive operating model, which prioritizes accessibility and equal opportunity. We made our headquarters fully accessible for employees with disabilities and launched Egypt’s first call center dedicated to serving the deaf and hard-of-hearing community, setting new industry standards in service inclusion. In parallel, Vodafone Egypt has led Egypt’s largest and most ambitious digital transformation projects in the healthcare sector. At the national level, **Vodafone Egypt continues to bridge the digital divide through sustained network investments** that extend coverage to rural and underserved regions.

As Vodafone Egypt enters a new era of advanced connectivity powered by 5G, we remain committed to delivering solutions driven by purpose as much as innovation. We continue to place our customers at the heart of every strategic priority, further enabling financial inclusion, and accelerating Egypt’s transition into a fully integrated digital economy.

**Vodafone Foundation, the first of its kind in Egypt’s Telecom sector, is not only a testament to our commitment, but the embodiment of social impact at scale.**





# Sustainability Timeline

2024-2025

Vodafone Egypt matched 100% of its electricity with renewables, making its network among the greenest in the market and supporting Egypt's clean energy transition.

Expanding our healthcare digital solutions to Primary Care Units (PCUs) nationwide.

2022

Embarked on two of the healthcare industry's largest digital transformation projects, the Ain Shams University Hospitals Project and Universal Health Insurance (UHI).

2022

Installed Solar panels in Vodafone Egypt's Smart Village headquarters, driving its shift to renewable energy.

2022

The principal partner for the UN's Climate Conference, COP 27.

2021

Launched VF Cash pension collection for seniors, reducing post office queues for 6 million monthly beneficiaries.

2021

Partnered with Hayah Karima to deliver connectivity, infrastructure, and educational tools to underserved villages.

2020

The Vodafone Egypt Foundation launched Ta3limy, a digital platform providing quality educational curricula for students, their parents and teachers.

2016

Established the Deaf and Hard of Hearing Call Center to support customers with disabilities for the first time in Egypt.

2013

Introduced the first IoT solution, named Machine to Machine (M2M).

2013

Vodafone Cash financial services platform is launched, driving financial inclusion across the country.

2011

First employee with a disability joins Vodafone Egypt.

2005

Integrated accessibility features into its Smart Village headquarters, cascading these designs into the remainder of its buildings over the following years.

2003

Vodafone Egypt creates the Vodafone Egypt Foundation, the first of its kind in Egypt.

1998

Vodafone Egypt enters the Egyptian telecom market under its former name, Click GSM.





# Reporting Period & Scope



We believe that transparency builds trust, which is why since 2014 we have voluntarily reported our sustainability progress. This report continues that commitment, documenting our performance and impact throughout the 2025 fiscal year, from 1 April 2024 to 31 March 2025. To ensure a complete and accurate picture, we have also included few notable or material developments that occurred up to September 2025.

The scope of this report covers all Vodafone Egypt operations and entities unless otherwise specified. Financial statements include the following subsidiaries: Vodafone for Data, Sarcom (Sarmady), and Vodafone for Trading, in addition to our non-profit organization: Vodafone Egypt Foundation. No information from previous reports has been restated unless explicitly noted.

The theme of this year's report, *"Purpose Beyond Innovation"*, captures our belief that technology and innovation create real impact, especially on our communities and environment, when driven by purpose.

In FY 2024-2025, we did not just innovate, we impacted millions of lives through new tech-driven services that enhanced connectivity across Egypt as we launched Wifi Calling and e-Sim technology. We also expanded our digital healthcare solutions, making essential healthcare more accessible to millions.

We supported thousands of entrepreneurs and SMEs through Vodafone Business Digital Store and Shark Tank Egypt. Through Ta3limy and other digital learning platforms, we extended accessible education to youth across the country, nurturing the next generation of innovators.

This year we celebrated a significant milestone in our environmental journey with the introduction of Solar Flower and Solar Cladding solutions, which not only cut emissions but also reduce operational costs and bring us one step closer in protecting our planet.

Every achievement featured in this report, and every story shared, stems from our belief that innovation must serve a greater purpose. Through innovation, we aim to build a more inclusive, connected, and sustainable Egypt for future generations.





Reporting Frameworks

Maintaining our track record of transparency and accountability, we have opted to release an annual Sustainability Report communicating our ESG progress. This FY 2024-2025 report marks our fourth consecutive year of voluntary reporting. This report has been prepared in accordance with the latest universal GRI Standards, the most widely used global standards for sustainability reporting, providing a common language for organizations to convey their impacts on the economy, environment, and people. We have applied the GRI Reporting Principles for defining report content and quality, such as stakeholder inclusiveness, materiality, sustainability context, completeness, balance, comparability, accuracy, timeliness, and reliability.

This report covers the economic, environmental, social, and governance aspects of our operations, products, and services, in addition to our contribution and alignment to the United Nations Sustainable Development Goals (SDGs), Egypt’s Vision 2030, Financial Inclusion Strategy (2022-2025), Digital Egypt Strategy, and Egypt’s National Climate Change Strategy (2050), which we refer to when contextualizing our contribution based on diverse internal and external initiatives.

Our ESG Approach

Vodafone Egypt’s ESG approach provides the foundation for our actions, built on our purpose statement “We connect for a better future”. Our purpose pillars, combined, form a mosaic of purpose, where every connection, innovation, and action adds a piece to the bigger picture of progress.

Forward-Looking Statements

This report contains statements that reflect our current expectations, assumptions, and projections about future events and trends that may affect our business, financial condition, results of operations, and prospects. Some statements and targets are considered forward-looking statements within the meaning of applicable securities laws and regulations. Forward-looking statements are not guarantees of future performance and involve risks and uncertainties that are difficult to predict. Therefore, actual outcomes and results may differ materially from what is expressed or forecasted in such forward-looking statements. This philosophy is embedded in our daily operations and our long-term strategy. Our ESG principles shape every decision we make, whether we are advancing digital transformation, reducing our carbon footprint, upholding ethical business conduct, or standing firmly against corruption.

Governance and Oversight

We have established a governance structure that guides our sustainability strategy, policies, and performance, as well as our material topics and management approach to these topics. Our CEO and Executive Committee lead our commitment, taking ultimate responsibility for our sustainable business performance and approving this sustainability report.

Assurance

Ernst & Young Inc conducted limited assurance on select ESG metrics on behalf of Vodacom Group, which encompassed Vodafone Egypt. The information relating to the scope and conclusions are in the independent limited assurance report published within Vodacom’s ESG addendum that is available on the website [Reporting Centre | Our purpose | Vodacom Group](#)

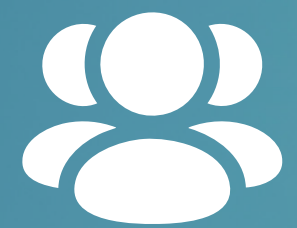
Contact Point

For further inquiries regarding the report and its content, please contact the sustainable business team at: [sustainable.business@vodafone.com](mailto:sustainable.business@vodafone.com), Vodafone Egypt, C2 Building, Smart Village, Giza, Egypt.

Memberships







## EMPOWERING PEOPLE



## PROTECTING THE PLANET

In line with the UN SDGs promise of leaving no one behind, we work to close digital divides, ensuring our customers benefit from digitalization, regardless of who they are or where they live.

### Closing the Digital Divide

- Enhancing coverage for all.
- Ensuring the affordability of our connectivity services, devices and platforms.
- Connecting and empowering women.

### Empowering Customers

- Supporting SMEs to thrive in a new digital world.
- Driving financial inclusion through digital financial services.
- Digitalising larger organisations and critical sectors.

### Supporting Communities

- Promoting diversity and inclusion.
- Improving learning and digital skills.
- Supporting those most in need.

We strive to reduce our carbon emissions and optimize our value chains, protecting the planet and enabling our customers to do the same.

### Delivering Net Zero Operations

- Driving energy efficiencies.
- Switching to renewables.
- Managing diesel use.
- Working with partners to reduce scope 3 GHG emissions.

### Promoting Circularity

- Circularity of devices and network waste.
- Managing general waste.
- Using water responsibly.

### Enabling the Green Transition

- Managing climate-related risks and opportunities.
- Advocating for change - helping customers reduce their planetary impacts.
- Reducing the environmental footprint of our products and services.



## MAINTAINING TRUST

We work to deliver our services responsibly and securely, earning our customers' trust in everything we do by:

### Developing Our Employees

- Fostering workplace equality.
- Developing employee Skills.
- Living the Spirit of Vodafone.

### Protecting People

- Creating a safe work environment.
- Respecting human rights.

### Protecting Data

- Managing data privacy.
- Protecting our network and systems through cybersecurity.

### Responsible Business Practices

- Complying with policies and controls.
- Responsible purchasing and inclusive procurement.
- Zero tolerance of bribery and corruption.
- Supporting local economic development.







# Global & Local Commitments

Vodafone Egypt aligns its sustainability efforts with global and national development frameworks. The United Nations Sustainable Development Goals (SDGs) and Egypt Vision 2030, specifically, serve as key guides for shaping the Company's initiatives and measuring their broader impact.

Each action taken is intentionally mapped to these frameworks, reinforcing the Company's commitment to delivering long-term, meaningful value to society. This includes initiatives that expand connectivity, advance digital innovation, and leverage partnerships to address shared challenges. Throughout this report, the relevant SDGs and Egypt Vision 2030 goals are referenced to demonstrate how Vodafone Egypt's work supports progress on national and global priorities.

## UN Sustainable Development Goals (SDGs)



## Egypt Vision 2030:





# Egypt Outlook

Egypt stands as one of the most promising and fast advanced economies in the Middle East and Africa. Strategically located at the crossroads of Africa, Asia, Europe, the country plays the central role in global trade and regional connectivity. **With a population of over 116 million people, projected to reach 125.2 million in 2030**, Egypt continues to be driven by its young ambitious and tech-savvy generation forming the basis of its national progress.

Under the guidance of **Egypt vision 2030** the nation is advancing a sustainable development agenda that promotes innovation, inclusion and resilience. Vision 2030 aims to build a diversified knowledge-based economy powered by technology in human capital. Despite ongoing global uncertainties and geopolitical instability, Egypt's annual **GDP growth rate increased significantly from 2.4% to 4.4%**, reflecting the nation's strong economic growth progression.

This transformation is powered by the *Digital Egypt Strategy*, a roadmap that seeks to digitize Egypt services, expand infrastructure and empower citizens and businesses through digital innovation. With a mobile **connection penetration rate exceeding 105% and 88% Smartphone adoption**, Egypt is entering a new phase of digital maturity, one that positions connectivity as an essential driver of national development.

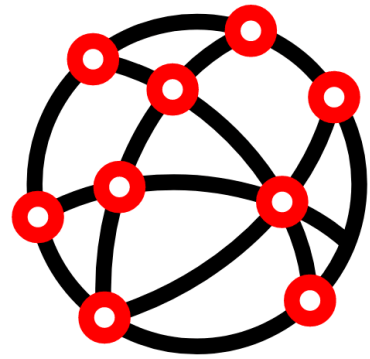


Current Population:

**116.3M**

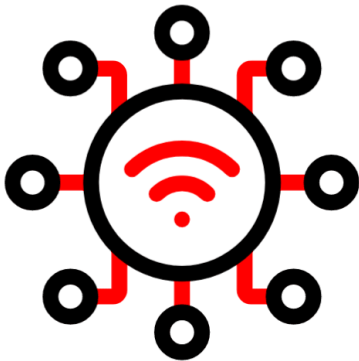
Projected 2030:

**125.2M**



Mobile connection penetration:

**105.6 %**<sup>2</sup>



Internet penetration:

**82 %**  
of population, with  
**96.3M users**<sup>3</sup>



GDP Annual Growth Rate  
2024/2025

**4.4%**<sup>1</sup>



Smartphone penetration:

**88.2 %**



Mobile Wallet  
holders in Egypt:

**47.8M**<sup>4</sup>

<sup>1</sup> Ministry of Planning, Economic Development, and International Cooperation

<sup>2</sup> ICT Indicators in Brief, April 2025 Publication, MCIT Egypt [https://mcit.gov.eg/Upcont/Documents/Publications\\_2952025000\\_ICT\\_Indicators\\_in\\_Brief\\_April\\_2025.pdf](https://mcit.gov.eg/Upcont/Documents/Publications_2952025000_ICT_Indicators_in_Brief_April_2025.pdf)

<sup>3</sup> ICT Indicators in Brief, April 2025 Publication, MCIT Egypt [https://mcit.gov.eg/Upcont/Documents/Publications\\_2952025000\\_ICT\\_Indicators\\_in\\_Brief\\_April\\_2025.pdf](https://mcit.gov.eg/Upcont/Documents/Publications_2952025000_ICT_Indicators_in_Brief_April_2025.pdf)

<sup>4</sup> Central Bank of Egypt <https://www.cbe.org.eg/-/media/project/cbe/listing/research/volumes/2024-2025/volume-65-no.-d.-1.pdf>





# Powering Egypt's Digital Transformation

Through the implementation of **Egypt Vision 2030**, the country has made remarkable progress in bridging the digital divide and extending connectivity to every corner of the country.

Individual Internet penetration now exceeds **82%** while **43%** of the population actively engages on social media platforms, highlighting the rise of a connected informed society. Financial inclusion continues to expand with **26.1%** of Egyptians holding informal financial accounts and digital wallets becoming increasingly common.



## Vodafone's Alignment to National Priorities

At Vodafone Egypt, our journey is deeply integrated with this national transformation. We are proud to be a key partner in advancing Egypt's digital ecosystem; investing in high quality infrastructure, enhancing coverage, and introducing innovative digital financial solutions that empower people and businesses alike. Since our inception, we have **invested 12.05 billion EGP** in network development, ensuring a strong and reliable connectivity that supports Egypt's growing digital economy.

Our efforts go beyond connectivity. We are committed to enabling digital inclusion for all expanding access to affordable devices, connecting underserved communities and supporting small businesses and entrepreneurs through technology driven solutions. By doing so Vodafone Egypt contributes directly to the economic empowerment goals conveyed in the Egypt Vision 2030.

Aligned with Vision 2030's focus on human development, health and education are central to Vodafone Egypt ESG priorities. We believe that technology can be a powerful enabler of progress bridging and improving access to essential services.

Through initiatives like Ta3limy, our free educational platform, we provide high-quality digital learning resources to students, teachers, and parents nationwide. Our Instant Network Schools

(INS) program extends educational access to refugee and underprivileged communities offering over 100,000 Students opportunities to learn, connect, and grow.

In healthcare, we continue to collaborate with national partners to support the digitalization of health services, helping to build a more connected and accessible healthcare system that meets international standards by serving **12.5 million citizens across 626 healthcare facilities** through our healthcare digital solutions. These efforts reflect our strong belief that this transformation can drive sustainable prosperity, social inclusion, and lasting well-being.

## Our Commitment to Egypt's Future

Egypt digital transformation represents more than technological advancement, it symbolizes a shared vision for a connected inclusive and sustainable future. As Egypt advances towards its 2030 goals, Vodafone Egypt remains committed to being a trusted partner in this journey; empowering communities, advancing innovation, and enabling every Egyptian to thrive in digital age.

Together building a digital Egypt, a future where technology and purpose move in harmony to shape a more thriving and resilient nation.











# 2. EMPOWERING PEOPLE







# Empowering People

At the core of Vodafone Egypt's strategy is a clear purpose: to harness digital technology to empower people, enabling them to connect, grow, and thrive.

This purpose drives every action, from expanding access to smartphones and data, to creating opportunities for women and youth to participate fully in Egypt's growing digital economy.

Over the past year, we advanced this mission by launching **innovative digital solutions, promoting financial inclusion, and building impactful partnerships**. Each initiative is designed to equip Egyptians with the skills, tools, and access they need to seize opportunity and shape a brighter, more inclusive digital future.

# 174

New sites in rural areas

# 2.5M

Total Beneficiaries on Ta3limy

# 11.4

Active Vodafone Cash Users

# 36.5K

Requests Handled through the Deaf and Hard-of-Hearing Call Centre

# 158K

Devices Sold on Financing Programmes

# 12.5M

Citizens Served Through Digital Healthcare Solutions

INDIRECT SDGs INTERLINKAGES

1 NO POVERTY



3 GOOD HEALTH AND WELL-BEING



4 QUALITY EDUCATION



5 GENDER EQUALITY



8 DECENT WORK AND ECONOMIC GROWTH



9 INDUSTRY, INNOVATION AND INFRASTRUCTURE



10 REDUCED INEQUALITIES



11 SUSTAINABLE CITIES AND COMMUNITIES





# HERO story

**In just 10 days, Vodafone Egypt and its community mobilized over 6 million EGP to support the people of Gaza.**

The Vodafone Egypt Foundation launched a donation campaign, matching customer contributions made through Vodafone Cash, with all funds directed to the Egyptian Red Crescent for urgent aid. Beyond financial support, Vodafone Egypt employees volunteered to help pack relief kits demonstrating how collective generosity and swift action can empower people and communities in times of need.







# BRIDGING THE DIGITAL DIVIDE

Building on last year's momentum, Vodafone Egypt continued to advance digital inclusion in FY 2024-2025, with a strong focus on reaching communities that were marginalized. Expanding connectivity remained a strategic priority, not just as a business objective, but as a national responsibility. This year, we **reached 98.47% 4G Population coverage, as we built 174 new rural network sites**, raising our total to 4,245 rural sites, each one bringing us closer to full nationwide coverage and equal opportunity.



ALIGNMENT WITH UN SDGS

8 DECENT WORK AND ECONOMIC GROWTH

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

10 REDUCED INEQUALITIES

17 PARTNERSHIPS FOR THE GOALS

ALIGNMENT WITH EGYPT VISION 2030

DIGITAL TRANSFORMATION

TECHNOLOGY & INNOVATION

Well-Developed Infrastructure







# Enhancing Access and Digital Equity

A significant part of this progress came through our contribution to the Hayah Karima (Decent Life) initiative, under which 1,060 rural sites have now been established. These network expansions are more than infrastructure, they are lifelines. They enable people to stay connected with family, manage their finances, and pursue education and business online. With every new site, we are opening doors to participation in an increasingly digital Egypt.

Similarly, Vodafone Egypt invested in future-ready technologies that elevate the customer experience to global standards. In June 2025, we officially launched 5G services, now available across Egypt's governorates, offering the widest 5G coverage in Egypt. This milestone marks a new era of high-speed connectivity that will power innovation, entrepreneurship, and growth across Egypt's evolving digital economy.





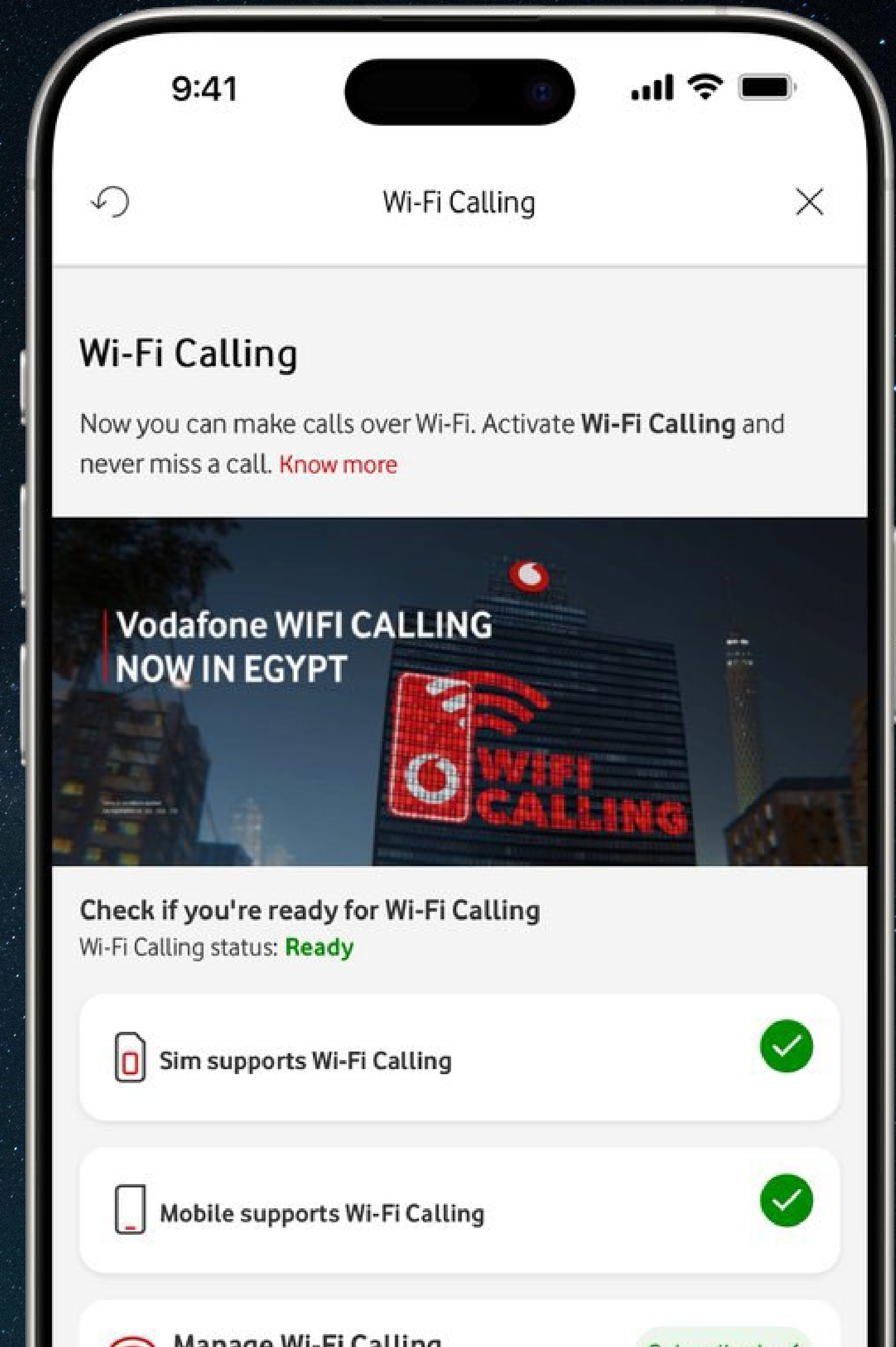
## Bridging the Digital Divide

We also introduced **WiFi Calling**, to further enhance seamless communication, allowing customers to make voice calls over WiFi networks, improving indoor connectivity and ensuring uninterrupted calls, especially in dense urban areas.

Additionally, we rolled out eSIM technology, giving customers a simpler, more secure, and environmentally friendly alternative to traditional SIM cards.

Together, these advancements reflect Vodafone Egypt's evolving approach to digital inclusion, combining coverage with smarter technology which empowers every customer for a future-ready digital life.

# WiFi





# HERO story

**Strategic Partnership with the Ministry of Youth & Sports**  
Vodafone Egypt turned partnership into progress through a strategic MoU with the Ministry of Youth and Sports. By transforming youth centers and sports facilities across the country into connectivity hubs, **Vodafone built 80 new cell sites** in regions that had long suffered from limited digital access. This strategic partnership was more than a network expansion, it opened new possibilities for young people to learn, communicate, and participate in the digital economy. At the same time, it delivered strong business value through higher customer penetration, increased data usage, and enhanced infrastructure efficiency, all while reinforcing Vodafone's role as a trusted partner in national development.



*Through this collaboration, Vodafone brought its vision of a digitally inclusive Egypt to life, creating real social impact while unlocking sustainable business growth.*



# Making Smartphones Accessible

For millions of Egyptians, a smartphone is more than a device. It is a bridge to possibility as it connects students to virtual classrooms, families to essential healthcare, and entrepreneurs to online markets. Yet for millions, the cost of ownership remains a barrier to participation in the digital world.

Guided by its purpose of accelerating digital inclusion, Vodafone Egypt continued to expand access to affordable smart devices, ensuring that opportunity is not defined by income. Building on the success of last year's collaboration, Vodafone Egypt deepened its partnership with Samsung Egypt to introduce the **Samsung Galaxy A05s**, a next-generation 4G-enabled smartphone designed to deliver quality, reliability, and performance at an accessible price point.

Affordability, however, is about more than retail cost. It is about financial accessibility. That is why Vodafone Egypt offers flexible installment plans and financing programs, empowering customers to upgrade from older 3G devices to modern smartphones that unlock the full potential of Vodafone's growing network and digital services. In FY 2024-2025 alone, 157,766 affordable smartphones were made accessible through these programs, bringing thousands of individuals and families into the digital economy, many for the first time.

**BY BREAKING DOWN  
THE BARRIERS TO  
CONNECTIVITY,  
VODAFONE EGYPT  
IS UNLOCKING NEW  
POSSIBILITIES, GIVING  
EVERY PERSON THE  
TOOLS TO LEARN, EARN,  
AND THRIVE IN AN  
INCREASINGLY DIGITAL  
WORLD.**

ALIGNMENT  
WITH UN SDGS

8 DECENT WORK AND  
ECONOMIC GROWTH



9 INDUSTRY, INNOVATION  
AND INFRASTRUCTURE



10 REDUCED  
INEQUALITIES



ALIGNMENT WITH  
EGYPT VISION 2030



DIGITAL  
TRANSFORMATION



Diversified,  
Knowledge-based, and  
Competitive Economy





# Making Data Affordable

Connectivity does not stop at coverage or devices; without affordability, it can not drive real inclusion or impact. For many Egyptian households, the cost of mobile data remains a deciding factor in how often, or even whether, they can stay connected. For this reason, Vodafone Egypt has made affordability a central pillar of its digital inclusion strategy.

Throughout the year, Vodafone Egypt focused on making connectivity practical and inclusive for every household. Tailored data bundles supported the daily needs of students, young professionals, and low-income families, while dedicated discounts ensured that people with disabilities remained connected without financial strain.

## AnaVodafone App

This impact comes to life in everyday moments, when someone holds an affordable smartphone and with a single tap manages their bills, subscriptions, and financial needs through our app, bringing simplicity and empowerment into their hands.

The AnaVodafone App is now a gateway to everyday connectivity, where it has successfully evolved beyond a basic utility to become an essential digital partner for **18.4 million customers** by March 2025. The 18.4 million customers actively using the platform are a testament to its relevance, simplicity and value.

AnaVodafone brings together everything customers need in one intelligent interface, managing bundles, paying bills, accessing exclusive rewards, shopping online, and using the full suite of Vodafone Cash financial services.

From students topping up data for online learning to small business owners using mobile payments to grow their livelihoods, the app has become an enabler of empowerment. As a result, we have ensured that customers can manage their essential digital needs efficiently and seamlessly, by leveraging connectivity in their daily lives.

## MoneyBack Guarantee

To strengthen customer trust, the MoneyBack Guarantee helped users stay in control of their spending, tracking subscriptions, cancelling unwanted services, and receiving refunds with ease. As more Egyptians come online, Vodafone Egypt continues to develop its solutions to keep data affordable and accessible, ensuring that connectivity remains a right, not a privilege.

### MoneyBack Guarantee Impact Since Launch

**1.6M**

Customers Have  
Used the Program

**107M**

EGP

Returned to  
Customers

**13.2M**

Customers Viewed  
their Deduction  
History

**33%**

Year over Year Reduction in  
Complaints received through  
Customer Care calls

ALIGNMENT  
WITH UN SDGS

8 DECENT WORK AND  
ECONOMIC GROWTH



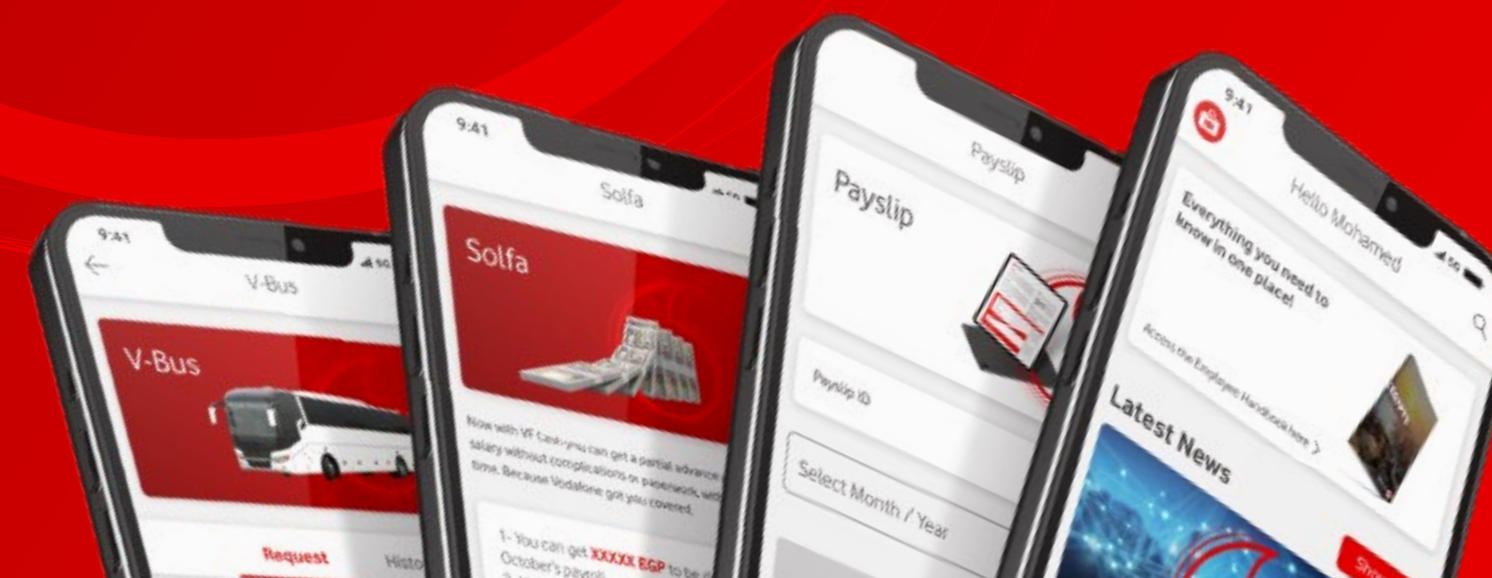
ALIGNMENT WITH  
EGYPT VISION 2030



Well-Developed  
Infrastructure



DIGITAL  
TRANSFORMATION







# EMPOWERING MORE WOMEN

Access to mobile technology has the power to unlock pathways to education, employment, entrepreneurship, and financial independence for women in Egypt. Guided by its commitment to bridging the digital divide, Vodafone Egypt is investing in programmes that equip women and girls with the tools to participate fully in a digital society.

Among Vodafone Egypt's flagship efforts is **Code Like a Girl**, a programme that introduces young women to the world of technology through real, hands-on training coding, digital tools, and web development. In FY 2024-2025 60 girls joined the journey, bringing the total to **203 future technologists**. Many women are stepping confidently into careers they once thought impossible.





### Empowering Women through Vodafone Cash

Vodafone Egypt has also advanced digital financial inclusion by providing free Vodafone Cash wallets to women registered under the government's Social Fund for Development, empowering nearly **2,400 women to access secure mobile payments and participate in the digital economy for the first time**. Through these efforts, Vodafone Egypt is not only expanding access, it is expanding possibilities, helping women build the skills, independence, and confidence to shape their own futures in a connected world.

Through Vodafone Cash, Vodafone Egypt is advancing digital inclusion and empowering women with access to essential financial services. **Today, 7.7 million women hold Vodafone Cash wallets, representing 32% of our total Vodafone Cash customer base.** By enabling women to securely manage and grow their finances, Vodafone Cash is helping drive economic participation and shift financial independence from possibility to reality.

#### Ma3aki Program

Believing in the vital role women play at the heart of Egyptian society, Vodafone Egypt launched Ma3aki to empower rural women and unlock their economic potential. The program creates income-generating opportunities while closing the rural gender digital divide through access to digital tools, skills, and financial services. In partnership with **MSMEDA, Samsung Electronics Egypt, and CARE Egypt Foundation, Ma3aki aims to transform the lives of one million rural women.**

**BY ENABLING  
WOMEN TO CONNECT,  
LEARN, EARN, AND  
LEAD, VODAFONE  
IS INVESTING IN  
INCLUSIVE GROWTH  
AND ADVANCING  
GENDER EQUALITY  
ACROSS EGYPT.**







# UNLOCKING POTENTIAL FOR OUR CUSTOMERS

Every product, platform, and partnership reflects a clear purpose - to harness technology in service of people, powering businesses, enabling financial inclusion, and simplifying access to essential services.

Over the past year, Vodafone Egypt strengthened this purpose across all customer segments, from individuals managing their finances through Vodafone Cash, to entrepreneurs receiving digital guidance via V-Hub (rebranded to Vodafone Business Digital Store) and large institutions accelerating transformation through strategic partnerships. By delivering solutions that are inclusive, practical, and scalable, Vodafone Egypt continues to shape a digitally empowered future, one where every customer has the tools to thrive in a connected world.





# Driving Inclusion, Enabling Growth

Access to finance remains one of the most powerful enablers of opportunity. Vodafone Egypt continues to lead this transformation by extending digital financial services to millions across the country through Vodafone Cash, a secure, inclusive, and flexible platform that helps people manage money, send and receive payments, and access essential financial tools.

Vodafone Cash reached new milestones, serving 24.8 million wallet holders, including 11.4 million active users. These numbers underscore the growing role of digital finance in meeting everyday needs, particularly in communities where traditional banking remains limited.

Marking a first in Egypt, Vodafone Cash introduced instant international remittances, enabling customers to receive money from abroad securely and in real time. Delivered in partnership with Banque Misr and major exchange houses across the UAE, Qatar, Kuwait, Jordan, and Saudi Arabia, the service reflects Vodafone's commitment to financial inclusion on a regional scale.

The year also saw the expansion of VF Cash Deals, connecting customers with personalized discounts and merchant offers. Nearly **20,000 customers** joined the service, benefitting from exclusive value-added deals tailored to their needs.

Beyond convenience, Vodafone Cash continues to drive social impact, empowering customers to give back. By March 2025, users could donate directly to **145 NGOs**, making charitable giving simple, transparent, and just a click away.



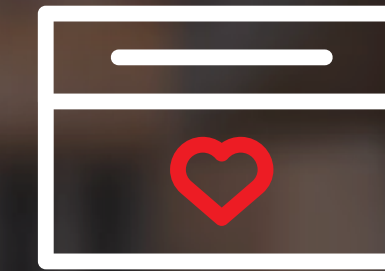
**24.8M**

Vodafone  
Cash wallet  
holders



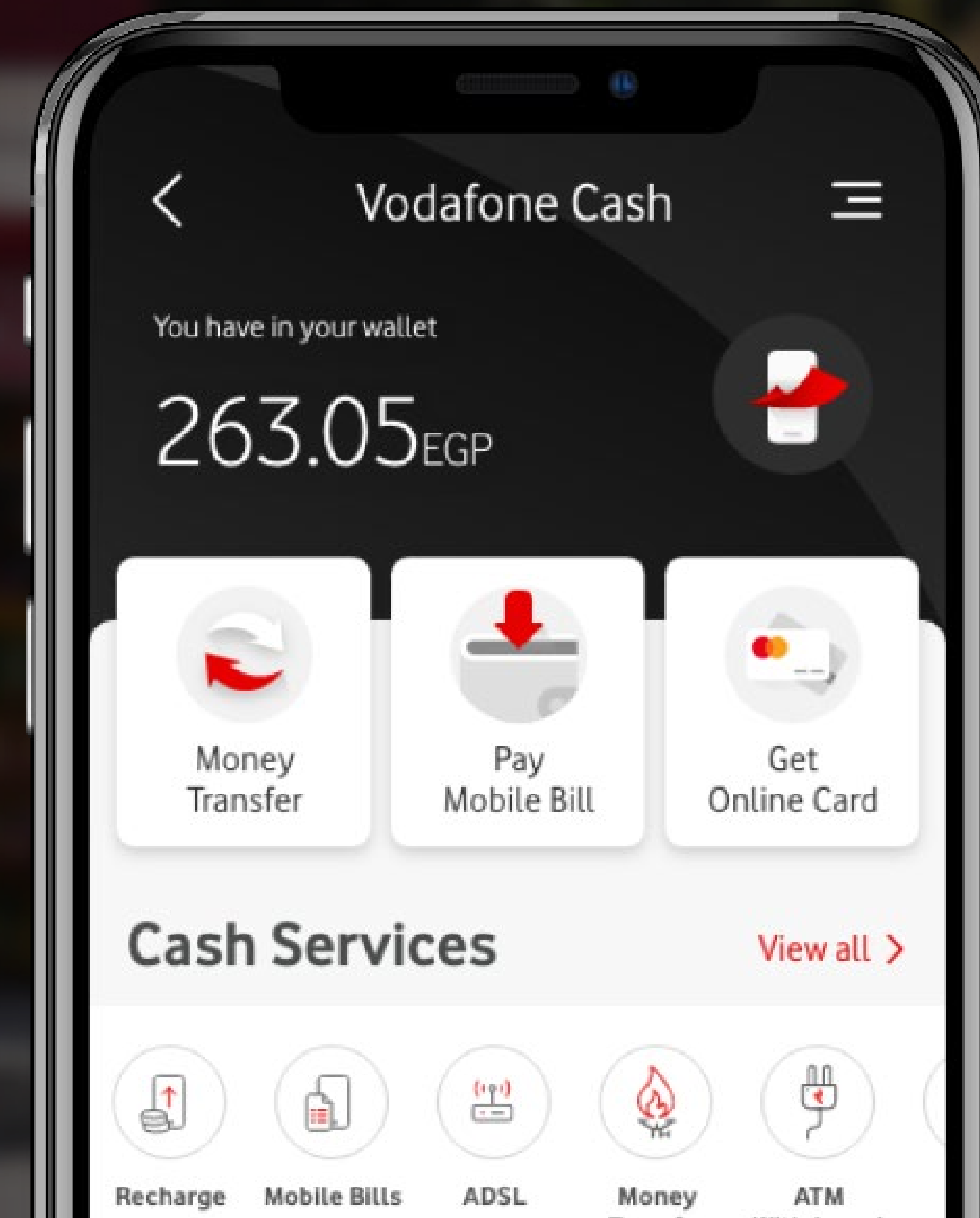
**11.4M**

Active  
Users



**145 NGOs**

Available on the  
VF Cash platform  
for donation



ALIGNMENT  
WITH UN SDGS

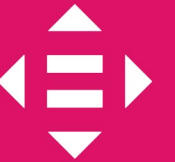
**5** GENDER  
EQUALITY



**8** DECENT WORK AND  
ECONOMIC GROWTH



**10** REDUCED  
INEQUALITIES



ALIGNMENT WITH  
EGYPT VISION 2030



FINANCE



FINANCE





# Powering Egypt's Business Ecosystem

Our business ecosystem initiatives create a powerful pipeline of growth for Egypt's enterprises.

66

## Testimonial

As a young startup, we often felt the digital world was moving faster than we could keep up. Then we connected with Vodafone's Business's advisory team. It wasn't just about taking our business online. It was about reshaping how we operate. The guidance was practical, tailored, and rooted in real understanding of our challenges. With every session, we grew more capable: our marketing became smarter, our customer base expanded, and our operations became measurable and predictable. Vodafone Business Digital Store didn't simply give us tools; it unlocked our potential and helped turn ambition into growth.

- Flextock, A startup benefiting from Vodafone Business



## Vodafone Business Next Summit

Vodafone Egypt hosted the second Vodafone Business Next Summit under the theme "The Future of Business." The event brought together the nation's leading CIOs and IT decision-makers to explore how integration, innovation, and resilient digital infrastructure are redefining business in Egypt. Through an interactive Experience Zone and a series of insightful panel discussions, participants discovered practical strategies and firsthand insights across Vodafone's portfolio, from connectivity, cloud, AI, and IoT to digital healthcare and integrated solutions. The summit reaffirmed Vodafone Business's role as a trusted partner in helping SMEs, enterprises, and government entities harness technology to enhance efficiency, drive growth, and stay future-ready.



## Vodafone Business Digital Store | Vodafone Egypt's SME Growth

Vodafone Business Digital Store (previously known as V-Hub) continues to serve as a cornerstone of the company's commitment to empowering small and medium-sized enterprises. In FY 2024-2025, the platform engaged over 44,000 unique users, connecting business owners with best-fit digital solutions, and tailored resources to help them thrive in an increasingly digital economy. Through the Vodafone Business Digital Store we are strengthening the digital backbone of Egypt's SME sector, by offering a one-stop-shop comprehensive solutions catalogue enabling business owners to grow confidently and compete in a connected world.

ALIGNMENT WITH UN SDGS

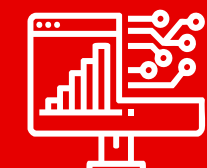
8 DECENT WORK AND ECONOMIC GROWTH



9 INDUSTRY, INNOVATION AND INFRASTRUCTURE



ALIGNMENT WITH EGYPT VISION 2030



DIGITAL TRANSFORMATION



Diversified, Knowledge-based, and Competitive Economy





## Vodafone Business Innovation Lab

The Vodafone Business Innovation Lab stands as a strategic hub driving Egypt's digital transformation journey. Designed to inspire and enable progress, the Lab offers an immersive showcase of the full portfolio of our business solutions. From connectivity and cloud to IoT and AI, through interactive, hands-on demonstrations. Serving as a one-stop destination for clients, it guides businesses from consultation to implementation and beyond, ensuring seamless execution and ongoing support. Backed by a strong ecosystem of solution partners, the Lab positions Vodafone as the partner of choice for organizations navigating their digital future. To date, the Lab has welcomed over **300 visits** from government institutions, private enterprises, and medium-sized businesses, each exploring new ways to innovate, scale, and lead through technology.



## Rise-Up Summit 2024

Vodafone Business proudly served as the Technology Partner for RiseUp Summit 2024, reaffirming its commitment to advancing Egypt's entrepreneurship and technology landscape and growing start-up ecosystem. The summit brought together innovators, startups, and industry leaders to explore the future of digital transformation. As part of the collaboration, Vodafone Business hosted an engaging Tech Stage session featuring its Vodafone Cash Marketing Manager, who shared insights on financial inclusion and digital empowerment.

## Shark Tank: Fueling Egypt's Next Big Ideas

For the third consecutive year, Vodafone Business renewed its sponsorship of Shark Tank Egypt, a platform that empowers young entrepreneurs to bring their ideas to life. More than a sponsorship, this partnership reflects Vodafone's enduring commitment to turning innovation into impact. At the heart of this collaboration lies the "Golden Ticket", a distinctive award granting a selected contestant access to digital tools, expert consultations, and technical support to help them scale their ventures. We have also introduced for the first season a series called "Tank Tips" to provide advisory insights for entrepreneurs based on the experiences of Shark Tank Egypt participants. Alongside it, **Beyond the Tank** goes deeper, creating inspiration and delivering valuable insights on successful business leaders, highlighting their journeys, challenges, and paths to success. Through these initiatives, Vodafone Business continues to support and enable Egyptian SMEs with the tools, insights, and connectivity they need to grow and scale with confidence.



## Empowering Green SMEs in Partnership with the UNDP

Vodafone Business signed an MoU with UNDP Egypt to empower SMEs and startups through the Green Growth and Jobs Accelerator Program. The partnership brings Vodafone's digital expertise, advisory support, and mobility solutions to help entrepreneurs accelerate their digital transformation. By offering free assessments and tailored guidance to **20 SMEs**, Vodafone Business and UNDP are driving inclusive, sustainable growth and shaping a more connected future for Egypt's business community.





# Forging Partnerships for Real Impact

Vodafone Egypt continues to work hand in hand with its valuable partners and stakeholders from national institutions, and private sector leaders to deliver large scale impact through digital transformation. These partnerships go beyond technology, shaping more inclusive, efficient, and sustainable systems across healthcare, agriculture, and transportation.

INDIRECT SDGs  
INTERLINKAGES

2

ZERO  
HUNGER

3

GOOD HEALTH  
AND WELL-BEING

9

INDUSTRY, INNOVATION  
AND INFRASTRUCTURE

11

SUSTAINABLE CITIES  
AND COMMUNITIES

17

PARTNERSHIPS  
FOR THE GOALS

ALIGNMENT WITH  
EGYPT VISION 2030

Improve Egyptians' Quality of Life and Raise their Living Standards

Well-Developed Infrastructure

Governance and Partnerships





# Digitizing Healthcare for a Healthier Egypt

Vodafone Egypt continues to play a pivotal role in transforming Egypt's healthcare ecosystem through national initiatives that enhance access, efficiency, and digital integration. From its long-standing collaboration with the Universal Health Insurance (UHI) to the digitization of university hospitals, Vodafone is helping build the foundation of a connected healthcare system powered by real-time data and smarter patient management.

In FY 2024-2025, Vodafone Egypt expanded its impact through a landmark agreement with the Ministry of Health to digitize **500 Primary Care Units (PCUs) nationwide**, bringing digital solutions directly to the community level. As part of our solutions rollout, **25,000 healthcare professionals received training** to maximize the use of Vodafone's platforms. By the end of FY 2024-2025, **626 medical facilities** were operating with Vodafone technology, supporting 12.5 million citizens. **With a new target of 26 million citizens by 2026**, Vodafone Egypt continues to advance its vision of a digitally empowered, accessible, and efficient national healthcare system.





# Vodafone Business Solutions



Vodafone Business offers a comprehensive IoT solution tailored for each vertical, encompassing everything from field devices and robust connectivity to advanced data visualization and analytics, all built on a powerful IoT platform. By integrating these elements, Vodafone ensures seamless operation and insightful decision-making for businesses across various industries.

Vodafone Business delivers a scalable and highly customizable and best practice IoT platform, along with tailored applications that empower customers with unparalleled adaptability. This flexibility allows businesses across various industries to address their unique needs and challenges effectively, ensuring that they can scale and evolve seamlessly in today's dynamic environment.



Vodafone Business Fleet Management Solution is transforming how organizations manage transportation, delivering real-time visibility, route optimization, and performance insights through a fully digital platform. By enabling smarter logistics and data-driven decisions, the solution helps businesses improve efficiency, enhance driver safety, and reduce both fuel use and emissions. In FY 2024-2025, **9,000 vehicles** were equipped with Vodafone's technology, leading to an average **15% reduction in fuel consumption**, cutting costs while contributing to a more sustainable future for Egypt's business sector.

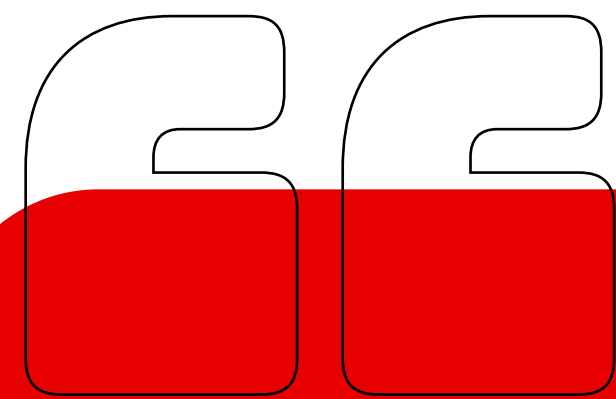


Vodafone Business continues to support the transformation of Egypt's urban infrastructure by partnering with leading real estate developers to integrate smart home solutions and triple play services, delivering high-speed internet, voice, and television through a single seamless experience. The company had **46 strategic partnerships covering 98 compounds across Egypt**. By introducing **fiber-to-the-room technology with speeds of up to 1000 Mbps, the fastest in the market** Vodafone Business is setting a new benchmark for digital living, transforming residential compounds into connected, future-ready communities.



Vodafone Business is driving digital transformation in Egypt's vital agricultural sector, partnering with AgriTech SMEs to deploy IoT-powered Smart Agriculture and Irrigation solutions. These technologies enable farmers to monitor soil conditions, control irrigation remotely, and analyze daily data to optimize productivity. Through connected sensors and smart platforms, farmers can track soil moisture, temperature, and fertilizer levels, triggering precise irrigation actions that maximize water efficiency, reduce waste, and promote sustainability.

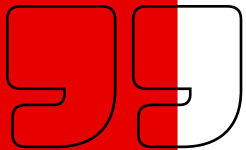
Beyond agriculture, Vodafone Business's **Cold Chain solution** safeguards food, medicine, and perishable goods by continuously monitoring temperature and humidity. Real-time alerts ensure that products remain within safe conditions, minimizing losses and ensuring quality from source to shelf. Meanwhile, Digital Signage solutions empower organizations to communicate and advertise dynamically through centralized, targeted digital displays, enabling instant, data-driven engagement across locations.



## Testimonial

“Before partnering with Vodafone, efficiency always felt just out of reach. Their fleet management solution helped us streamline “location” and cut fuel use, but what truly made the difference was their continuous guidance. It wasn't only about the technology, it was about being supported, challenged, and empowered to operate with greater responsibility and agility. Today, we don't just run a better fleet; we run a smarter, more sustainable one.”

- Infinity Company







# SUPPORTING COMMUNITIES



Vodafone Egypt's commitment to society transcends technology and innovation. Through long-standing programmes and new partnerships, we work to uplift communities by widening access to education and supporting vulnerable groups in ways that truly matter.

From the Vodafone Egypt Foundation's flagship initiatives to services designed for persons with disabilities, and the hands-on efforts of our employee volunteers, our purpose is clear: to leverage our capabilities, resources, and partnerships in driving a more inclusive and resilient Egypt.





# HERO story

In a first for the telecom sector, Vodafone Egypt Foundation partnered with the nation's four leading hospitals - Al Nas Hospital, 57357, Magdi Yacoub Foundation, and Baheya Cancer Hospital - to support cancer and heart patients through Vodafone Cash donations. During Ramadan, every customer contribution was matched by the Vodafone Foundation, raising a remarkable **EGP 50 million** and reaffirming Vodafone's commitment to using technology for social good.



شارك معنا في مبادرة لحظة بالدنيا من مؤسسة فودافون مصر



# Enabling a Future Ready Workforce

## Quality Education for All

Vodafone Egypt remains committed to expanding equitable access to education through digital platforms that make learning more inclusive and future-ready. At the heart of this mission is Ta3limy, the Vodafone Egypt Foundation’s flagship digital learning platform, offering free educational resources to learners nationwide.

“Before Ta3limy, studying felt like walking uphill. I couldn’t afford private tutoring, and every exam season reminded me of what I lacked. The day I joined the platform, everything shifted. For the first time, I could learn freely, at my own pace, with lessons and practice tools available whenever I needed them. Slowly, the fear of falling behind disappeared, replaced by real progress and a belief that my studies were easily accessible. Ta3limy didn’t just support my education; it restored my confidence and revived dreams I thought weren’t achievable”

— Mohamed, Student in Hayah Karima School

In FY 2024-2025, 182,379 new learners joined Ta3limy, bringing total beneficiaries to 2.5 million across Egypt. With its growing library of interactive lessons, tutorials, and exam tools, the platform continues to serve as a vital academic support system, particularly for students in underserved communities.

In the heart of Africa, since 2013, a profound transformation has been unfolding in classrooms that once struggled with limited resources, challenging the potential of young minds.

This was the issue the Vodafone Foundation and the United Nations High Commissioner for Refugees (UNHCR) decided to tackle with the launch of the Instant Network Schools (INS). More than just an injection of technology, it was a mission to build a complete digital learning ecosystem for both refugee and host community students. INS equipped these spaces with critical tools: reliable internet connectivity, dynamic multimedia resources, context-specific digital content, and, most importantly, continuous teacher training. In Egypt, by the end of FY 2024-2025 the impact was undeniable: **903 educators** elevated their skills through comprehensive INS training, mastering modern pedagogy and transforming their classrooms into dynamic hubs. This commitment also extended to **1,458 students**, who broadened their horizons with extracurricular activities like Akelius Languages, Arab coding, AI, and communication clubs, demonstrating that the right support can turn a resource-scarce classroom into a powerful gateway to opportunity.

SEPTEMBER

In September 2024 Vodafone Egypt Foundation also launched Summers in Ancient Egypt, a five-day summer camp at the Grand Egyptian Museum, where young attendees were able to experience the life of ancient Egyptians through an immersive experience enriched with AI, robotics and digital technology.



ALIGNMENT WITH UN SDGS

4 QUALITY EDUCATION

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

17 PARTNERSHIPS FOR THE GOALS

ALIGNMENT WITH EGYPT VISION 2030

Improve Egyptians' Quality of Life and Raise their Living Standards

Social Justice and Equality

Governance and Partnerships





Supporting Communities

Additionally, through Vodafone Egypt’s Foundation’s partnership with Hayah Karima, we brought digital learning to underserved communities in **4 governorates**, transforming **137** schools into gateways of opportunity. Vodafone learning trucks acted as mobile classrooms where trained ushers introduced the Ta3limy app and raised digital awareness. Inside the schools, we provided computers and free internet to ensure ongoing access to digital education. In total, we supported **41,700 students and teachers** and reached **another 46,700 community members through the trucks**, helping build a more inclusive and digitally confident future. We also continued our collaboration with the National Telecommunication Institute, offering hands-on training for postgraduates in emerging technologies to prepare them for the job market.



INSTANT NETWORK SCHOOLS

182.4K

Ta3limy Registrations During FY 2024- 2025

550K

Cumulative Ta3limy Registrations

2.5M

Total Beneficiaries on Ta3limy

48

INS Centers

101.4K

INS Pupil Beneficiaries

2795

Teacher Benficiaries

22

Centres refurbished with solar solutions

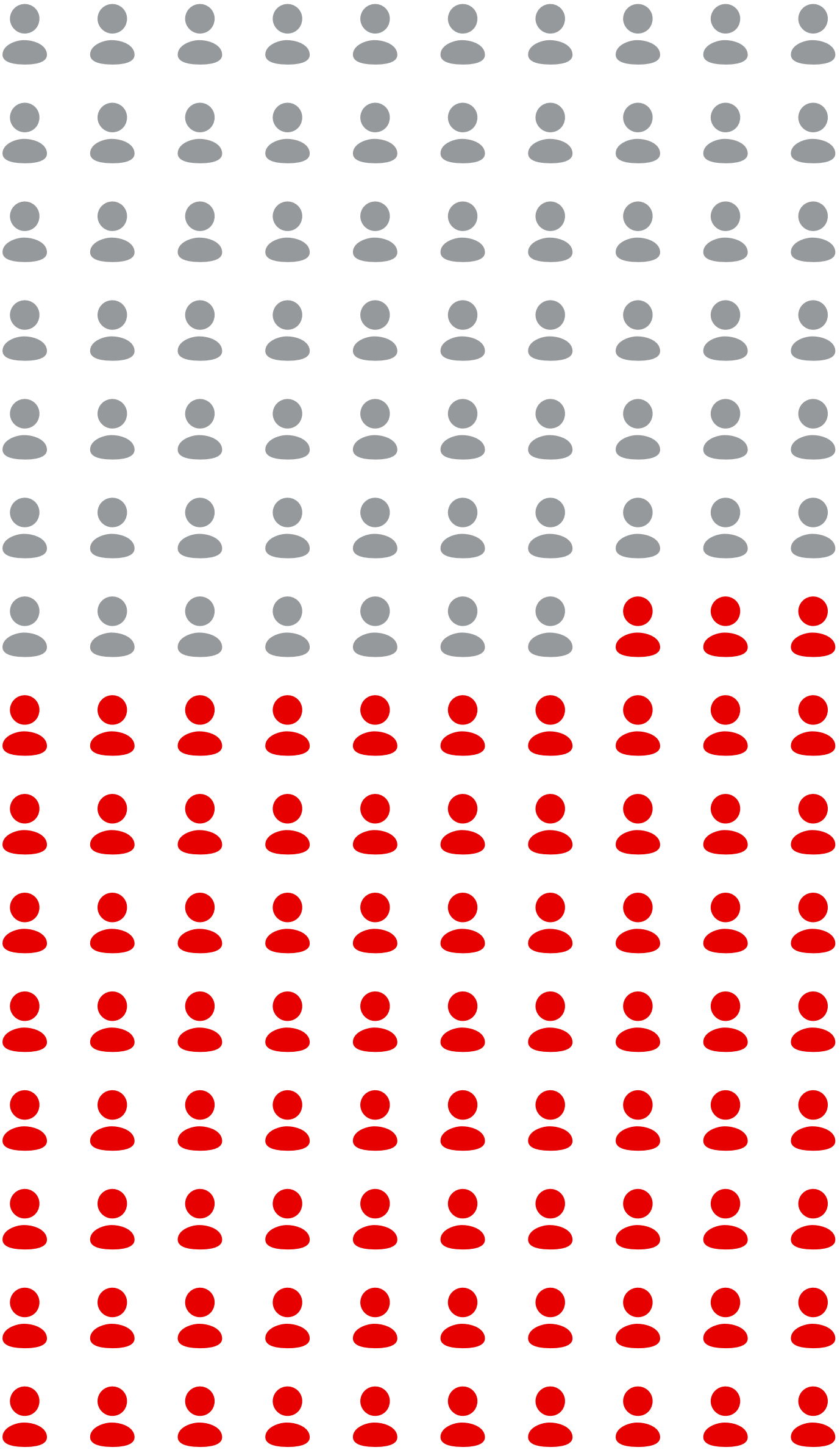




# Future-ready Talent

Alongside its education initiatives, Vodafone Egypt continues to open pathways into the workforce, with a focus on empowering young people and women.

**The She Works Wonders program** remains a cornerstone of this commitment, offering mentorship and skills training to help women build confidence, develop expertise, and advance their careers. In FY 2024-2025, Vodafone Egypt also welcomed **150 summer interns**, providing university students with hands-on experience in the digital and telecommunications sector. Notably, **55% of applicants were women**, reflecting growing inclusion and interest in technology-driven fields. To meet the demands of the future economy, the company relaunched its Big Data Academy as the **AI Academy**, equipping early-career professionals with advanced skills in artificial intelligence, data analytics, and machine learning. The program's second cohort began in January 2025, reinforcing Vodafone Egypt's role in shaping a digitally skilled, future-ready workforce.



150

Candidates Interned with Vodafone Egypt

55%

Applicants were Women





# Promoting Accessibility

## Inclusive and Accessible Customer Support

Vodafone Egypt continues to embed accessibility across its services and spaces, not just as a requirement, but as a commitment to serve every customer with dignity and ease. Whether online or in-store, the Company's goal is to create experiences that feel supportive, responsive, and inclusive.

At the core of this commitment is the Deaf and Hard-of-Hearing Call Centre, where trained agents provide real-time video assistance in sign language. In FY 2024-2025, the centre handled over **36,500 customer requests**, helping users manage their services independently. To make the journey even smoother, Vodafone Egypt introduced a new **TOBi Chat** experience designed specifically for customers with disabilities. The platform includes a series of sign language videos answering top customer questions, along with a seamless option to connect with a live agent, ensuring that support is always just a click away.

To ensure vital services remain affordable and accessible, the company also offers discounted plans and bonus benefits for customers with disabilities, alongside special promotions such as the RED post-paid offer introduced on People with Disabilities Day 2024. Recognizing that accessibility also extends across Vodafone's physical store network, with over half of company-owned stores and at least one in every governorate fully equipped for accessibility. More than **900 retail agents across 75 stores were trained in sign language** to better serve customers with hearing disabilities, ensuring that inclusion is not just a policy but a daily practice.



ALIGNMENT WITH UN SDGS

4 QUALITY EDUCATION



10 REDUCED INEQUALITIES



ALIGNMENT WITH EGYPT VISION 2030



Social Justice and Equality



# Our People in Action

At Vodafone Egypt, volunteering is integral to how employees live the company's purpose. Through **Yalla Sharek**, Vodafone's digital philanthropy platform, employees contribute their time and skills to support some of Egypt's most impactful NGOs. From packing Ramadan boxes and donating blood to supporting education and seasonal drives, employees actively give back to the communities they serve. Through Yalla Sharek, volunteers collaborate with partners such as the Egyptian Red Crescent, Egyptian Food Bank, Egyptian Clothing Bank, and Al Manfaz.

For the third consecutive year, the Vodafone Egypt Foundation partnered with Al Manfaz on the Back-to-School campaign, packing **20,000** boxes of school supplies and sponsoring **4,000 students** through tuition and uniforms to ensure children could return to class. In total, **1200 employees and their children** participated in volunteer activities this year, demonstrating Vodafone Egypt's enduring culture of purpose-driven engagement and social responsibility.







# 3. PROTECTING THE PLANET







# PROTECTING THE PLANET

Protecting the planet begins with the choices we all make today. At Vodafone Egypt, this responsibility is reflected in a clear commitment to **achieving Net Zero operations by 2035** and reducing the Company's environmental impact across its business.

Vodafone Egypt's approach focuses on decarbonizing its operations, advancing circular practices across the value chain, and enabling Egypt's green transition through technology. In FY 2024-2025, the Company delivered strong progress, including a significant reduction in Scope 1 and 2 emissions, expanded use of solar energy solutions, and responsible reuse and recycling of network equipment.

As climate change increasingly affects businesses and communities, Vodafone Egypt continues to assess and mitigate environmental risks while embedding sustainability across its network, facilities, and operations.

**54%**

Year-on-Year  
Reduction in Scope  
1 and 2 Emissions

**100%**

Electricity Matched  
With Renewable  
Sources

**500K**

**Litres**

Year-on-Year  
Reduction of Diesel  
Consumption

**3**

Cutting-Edge Solar  
Solutions Introduced at  
Network Sites to Expand  
Solar Footprint

**100%**

Network  
Waste Sent  
for Recycling

**Gold LEED  
Certified**

C3 Building in  
Smart Village  
Headquarters

**32,784**

**tCO<sub>2</sub>e**

Saved from  
our sold  
IoT solutions

INDIRECT SDGs  
INTERLINKAGES

**6** CLEAN WATER  
AND SANITATION



**7** AFFORDABLE AND  
CLEAN ENERGY



**9** INDUSTRY, INNOVATION  
AND INFRASTRUCTURE



**11** SUSTAINABLE CITIES  
AND COMMUNITIES



**12** RESPONSIBLE  
CONSUMPTION  
AND PRODUCTION



**13** CLIMATE  
ACTION



**15** LIFE  
ON LAND



**17** PARTNERSHIPS  
FOR THE GOALS





# HERO story

**Our Operations are powered by 100% matched renewable energy!** A leap not only for Vodafone Egypt but for the entire telecom sector, and proudly achieved one year ahead of schedule: as of April 2025, our operations are powered by 100% matched renewable energy. We now lead cleaner connections and connectivity countrywide. This milestone marks another bold step forward in our commitment to protecting the planet and where our purpose extends far beyond innovation.







# POWERING DECARBONIZED OPERATIONS

Vodafone Egypt continued to accelerate its journey toward decarbonization in FY 2024-2025, achieving a remarkable 54% year-on-year reduction in direct operational emissions (Scope 1 and 2). This milestone reflects a cut of 62,452 tonnes of CO<sub>2</sub>e, an amount equivalent to the annual electricity use of more than 13,000 homes.

As a result, Vodafone Egypt’s market-based Scope 1 and 2 emissions now stand at **54,125 tonnes of CO<sub>2</sub>e**, underscoring the company’s unwavering commitment to operational efficiency, renewable energy integration, and its long-term pathway to net-zero emissions by 2035.

116,577.4  
tCO<sub>2</sub>e

2023-2024

54,125.08  
tCO<sub>2</sub>e

2024-2025

Scope 1 & 2 emissions  
(Market-based)





# Utilizing Energy Smarter

Vodafone Egypt continued to strengthen its energy management across both its network infrastructure and corporate headquarters, driving greater efficiency through **utilizing energy smarter**. These efforts are advancing operational efficiencies while minimizing the company's environmental footprint.

## Data Infrastructure

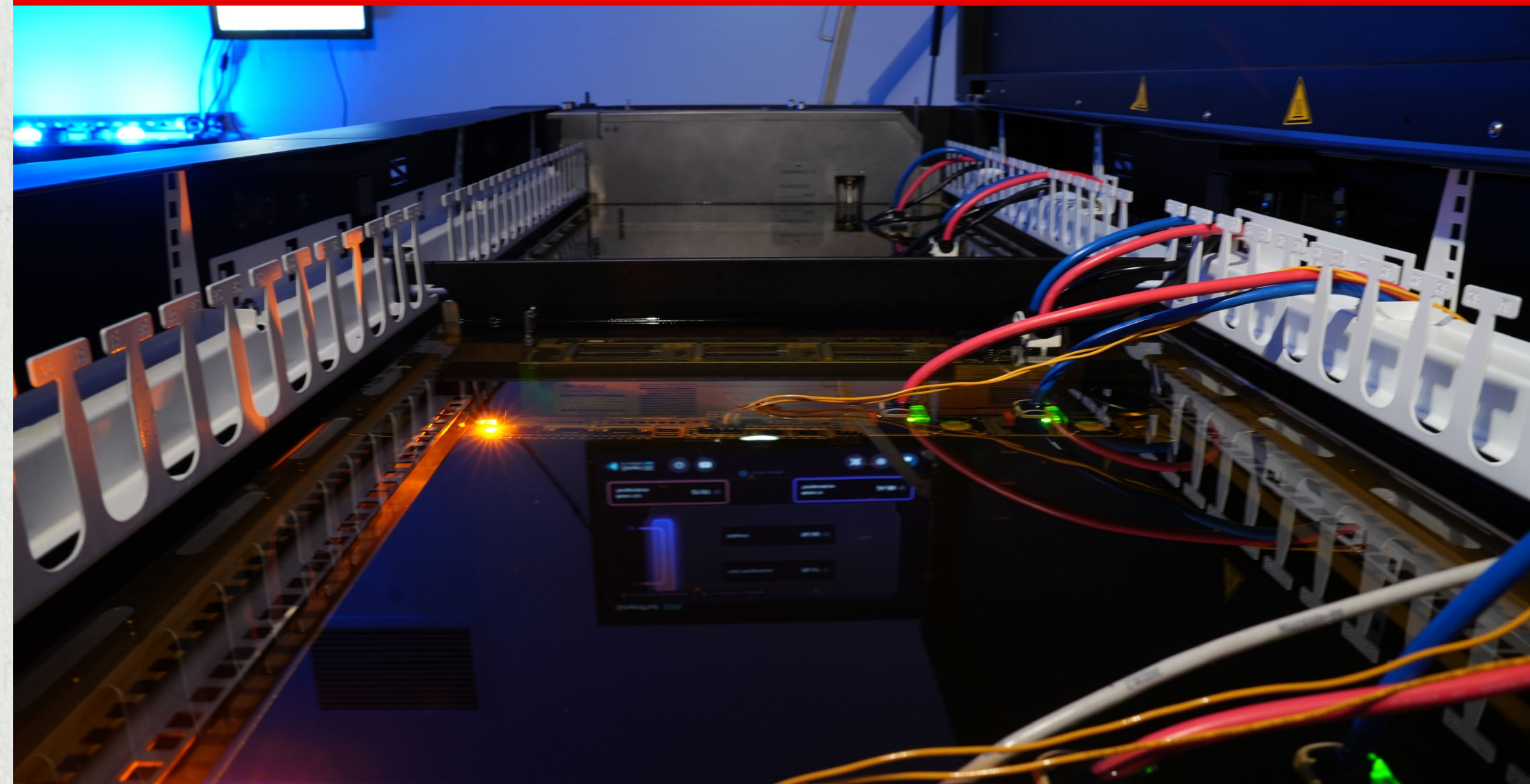
Within its network operations, Vodafone Egypt continued to invest in smarter, data-driven energy solutions to enhance performance and reduce consumption. The company expanded the deployment of **Building Management Systems (BMS)** to optimize the operation of heating, ventilation, and air-conditioning (HVAC) systems across key sites. During the year, new BMS integrations were completed at the Alexandria and Tanta Mobile Telephone Exchanges, further strengthening operational oversight. In parallel, Dynamic Thermal Management (DTM) was introduced at Vodafone Egypt's technology centres to regulate HVAC performance, a system that accounts for nearly 7.7% of total energy use in these facilities.

In parallel, Vodafone Egypt successfully pioneered the use of immersion cooling technology in its data centers, becoming the first operator in Egypt and across Vodafone markets to deploy this advanced solution. As the demand for data processing grows, particularly with the rise of AI, traditional cooling systems are increasingly challenged by high heat densities. The new immersion cooling approach delivers a breakthrough in efficiency, reducing energy consumption by **30% and eliminating F-gases in line with Vodafone Egypt's Net Zero Plan and Egypt's 2050 Climate Goals**. Beyond immediate energy savings, the solution has the potential

to **lower the Power Usage Effectiveness (PUE) to below 1.1, representing a major leap** toward next-generation, sustainable data center operations.

Vodafone Egypt also advanced its energy efficiency initiatives through the continued rollout of cold-aisle containment and a new proof of concept at a technical site, where flexible roof tiles were installed to improve airflow management and cooling performance.

**The Property and Facility Management team received the Vodacom CEO Award for Excellence for the innovation of Immersion Cooling for Data centers.**



ALIGNMENT WITH UN SDGS

7 AFFORDABLE AND CLEAN ENERGY



9 INDUSTRY, INNOVATION AND INFRASTRUCTURE



ALIGNMENT WITH EGYPT VISION 2030





# Our Headquarters: Built on Sustainability

At its Smart Village headquarters, Vodafone Egypt continues to set the benchmark for sustainable workplace design. The C2 building, already LEED Gold-certified, is partially powered by on-site solar energy and supported by smart lighting systems and high-efficiency HVAC technologies. In FY 2024-2025, Vodafone Egypt further strengthened its sustainability leadership by earning LEED Gold certification for its C3 building under the LEED v4.1 Operations and Maintenance for Existing Buildings category—also located within the Smart Village campus.

**These achievements not only reduce Vodafone Egypt’s environmental footprint but also reaffirm its commitment to leading by example in corporate sustainability.** Complementing these efforts, the company’s use of AI-driven tools to optimize power consumption across stations and networks saved 1.2 GWh of electricity in FY 2025, equivalent to the greenhouse-gas emissions avoided from consuming **85,000 gallons of gasoline.**

30%

reduction in Energy  
consumption in our HQ  
Data Center

ISO  
50001

Global standard for setting up  
energy management systems  
for improved energy efficiency

1.2 GWh

electricity saved due to AI  
power optimization tools



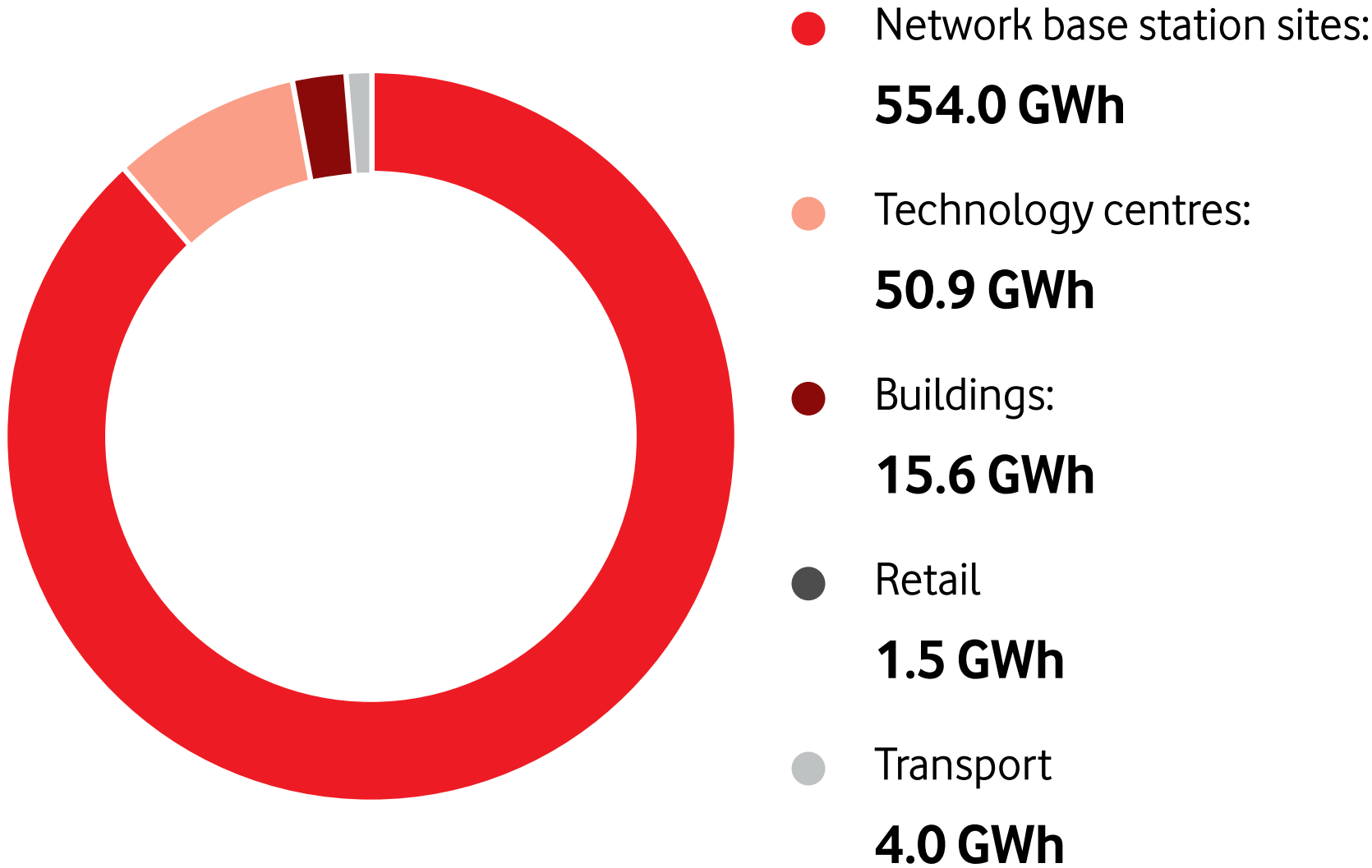


# Powering Our Network Responsibly

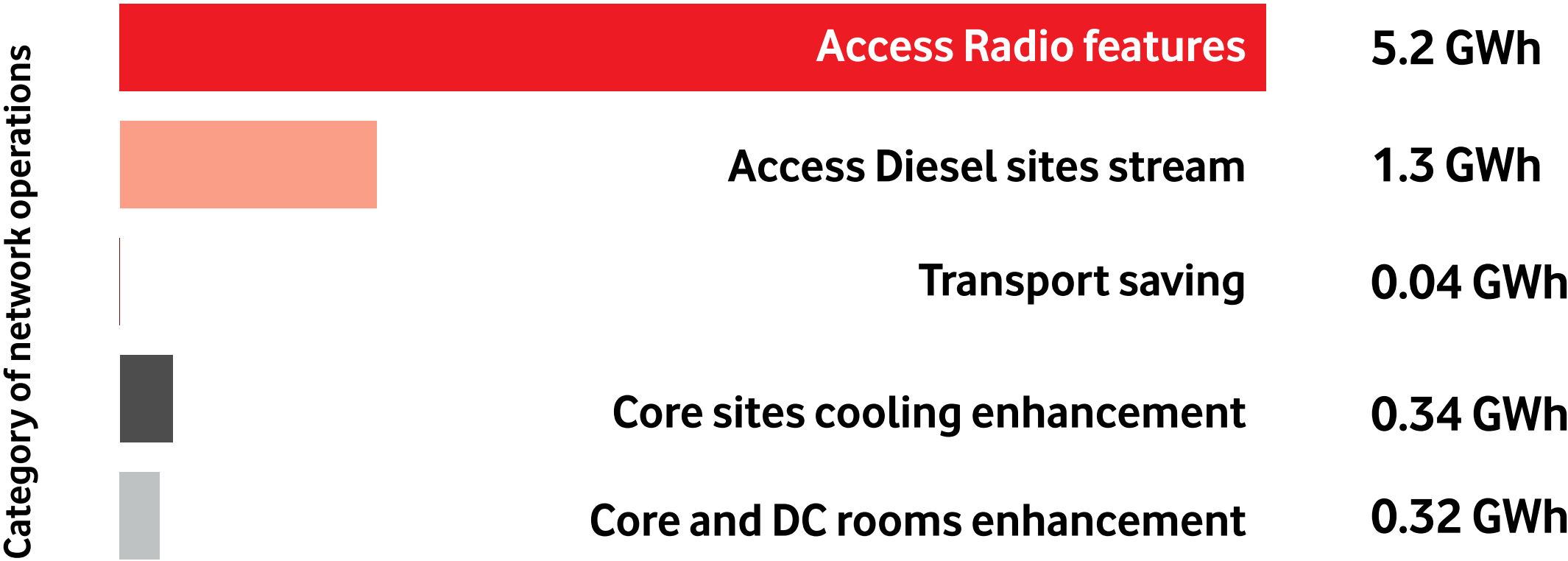
Vodafone Egypt advanced its commitment to clean energy and responsible operations throughout FY 2025, reinforcing its strategy to power a more resilient and environmentally responsible network. From expanding the use of renewable energy across on-grid operations to reducing diesel dependency in off-grid sites, Vodafone Egypt is embedding sustainable practices across every layer of its infrastructure.

Energy use across the company’s operations is primarily concentrated in its base station network (89.1%), followed by technology centres (7.7%), office and warehouse buildings (2.4%), retail stores (0.2%), and transport (0.6%). While grid-supplied electricity remains the main power source, diesel generators and batteries continue to play a critical role in areas with limited grid access, ensuring network reliability and uninterrupted connectivity.

## FY 2024-2025 Energy Consumption



### Energy saved in our network operations



ALIGNMENT WITH UN SDGS

7 AFFORDABLE AND CLEAN ENERGY

13 CLIMATE ACTION

ALIGNMENT WITH EGYPT VISION 2030





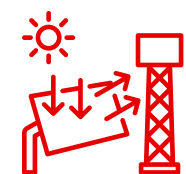
# Matching 100% of our Electricity with Renewable Energy

In FY 2025, Vodafone Egypt achieved a major milestone, matching 100% of its electricity consumption with renewable sources.

This success was made possible through a strategic Power Purchase Agreement (PPA) with the New and Renewable Energy Authority (NREA), which continues to anchor Vodafone Egypt's clean energy transition and support Egypt's 2050 Climate Goals. This achievement demonstrates Vodafone Egypt's commitment to decoupling operational growth from environmental impact, ensuring that every new connection contributes to a more sustainable energy future.

Beyond on-grid operations, Vodafone Egypt advanced solar-powered innovations to reduce reliance on diesel in off-grid network sites. As a result, **diesel consumption fell by 0.5 million litres year-on-year, reaching 19.5 million litres**, in line with the company's ongoing Diesel Reduction Programme. Our efforts have lowered emissions, reduced fuel dependency, and improved operational efficiency, reaffirming Vodafone Egypt's leadership in sustainable network operations.

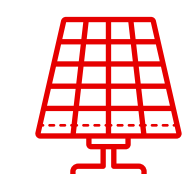
**Key initiatives driving this progress include:**



**Solar on Tower:** panels integrated directly onto network structures without requiring additional land or space.



**Solar Flower:** modular systems designed for compact sites.



**Solar Cladding:** a world-first innovation enveloping network sites with flexible solar panels.





# Integrating Alternative Fuels

As an integral part of Vodafone Egypt’s Diesel Reduction Programme, the Company is advancing the use of renewable and alternative fuels to further cut reliance on diesel generators. In the short term, battery systems are being prioritized to enhance efficiency and reduce emissions, while long-term efforts focus on connecting off-grid sites to the national grid, deploying solar and wind solutions, and exploring next-generation technologies such as microturbines and hydrogen fuel cells. Building on the success of a biofuel hybrid proof of concept at three network sites, Vodafone Egypt expanded the initiative to seven sites in FY 2025, reinforcing its commitment to a cleaner and more resilient energy future.



## Testimonial

For years, our remote towers depended on diesel generators that were noisy, polluting, and requiring high maintenance. We knew there had to be a better way. The innovative Solar Flower altered our understanding, entirely. With solar panels unfolding seamlessly across the tower structure, we transformed a tight, resource-heavy site into a clean power source. Now the generators are quieter, emissions are lower, and we feel proud knowing we are powering connectivity through the sun. It’s proof that even the toughest environmental challenges can be solved with innovation and a genuine desire to do better for our planet.

Ahmed Arnous

Solar Design Engineer - Vodafone Egypt





# Expanding Electric Mobility Footprint

Vodafone Egypt strengthened its clean energy transition by introducing electric vehicles (EVs) across its fleet and encouraging management adoption.

By the end of FY 2024-2025, 54 EVs were in operation, supported by 19 solar-powered charging stations at the Smart Village headquarters. These initiatives represent a significant step in reducing transport-related emissions and advancing operational efficiency across Vodafone Egypt’s network and facilities.



500K

Litres reduced in year-on-year diesel consumption

54

Electric Vehicles introduced into Vodafone Egypt fleet

19

Free-of-charge solar-powered charging stations installed at our headquarters





# Reducing the environmental footprint of our products and services

Our commitment to Carbon Enablement tells a powerful story of sustainability, showcasing how technology and policy are actively reducing our carbon footprint towards enabling a green transition. These initiatives, driven by both innovative IoT solutions sold during the year and smart internal policies, **successfully prevented 38,273 tonnes of CO<sub>2</sub>e emissions**. The majority of these savings came from our Mixed Fleet Management and our Working from Home policy.

By achieving this total reduction, we effectively gave the atmosphere a rest **equivalent to the annual carbon-absorbing work of over 1.7 million trees**, proving the substantial, measurable impact of our commitment to sustainability.

| IoT Solution / Internal Policy | tCO <sub>2</sub> e |
|--------------------------------|--------------------|
| Mixed Fleet Management         | 31,783             |
| Smart Meter Mixed metering     | 913                |
| E-scooter                      | 83                 |
| Working from Home              | 5,489              |
| Total                          | 38,273             |





# TACKLING VALUE CHAIN EMISSIONS

Vodafone Egypt understands that achieving lasting environmental impact means addressing emissions beyond its own operations. In FY 2024-2025, **Scope 3 emissions, those generated across the broader value chain, totaled 213.5 thousand tonnes of CO<sub>2</sub>e, with purchased goods and services, capital goods, fuel, and energy-related activities accounting for nearly 68% of the total.**

To address these indirect emissions, Vodafone Egypt is deepening collaboration with suppliers, enhancing transparency across its value chain, and identifying joint opportunities to reduce carbon intensity. These actions reinforce the company's wider decarbonization strategy and its commitment to building sustainable partnerships that drive shared progress.







# DRIVING CIRCULARITY FOR A COMPLETE LIFECYCLE

Vodafone Egypt champions a circular approach to sustainability, focusing on reuse, digital innovation, and responsible end-of-life management of assets across its operations.





# Rethinking Network Infrastructure

In FY 2024-2025, and for several consecutive years, Vodafone Egypt ensured that **100%** of its decommissioned network equipment, including base station components, routers, batteries, and cables, was recycled through certified local partners. Each item is carefully collected, processed, and reintroduced into the value chain, minimizing landfill waste and enabling the responsible recovery of valuable materials. By recycling what can no longer be redeployed, Vodafone Egypt is extending the lifecycle of its assets and reducing environmental impact, reinforcing its commitment to embedding circularity across every stage of network operations.

# Reducing Waste Through Digital Innovation

The shift to digital solutions is accelerating Vodafone Egypt’s circularity journey. Through the expansion of eSIM technology, the company is eliminating the need for physical SIM cards, cutting plastic waste, and reducing material dependency across its value chain, while enhancing customer convenience and digital experience.

# Vodafoners As Agents of Change

On World Environment Day, Vodafone Egypt partnered with Dawarha to launch reverse vending machines at its headquarters, rewarding employees with points for recycling plastic bottles. In parallel, the company eliminated single-use plastic bags across all food outlets, reinforcing its commitment to a more sustainable workplace.

66

# Testimonial

This year, working with Vodafone felt different from any previous experience. Their team went far beyond the usual process, personally collecting waste from every warehouse and ensuring each pick-up was organized, clean, and on time. This hands-on approach improved efficiency across the board, so much so that it contributed to a 30% year-on-year increase in selling prices. Vodafone’s willingness to take ownership on the ground didn’t just streamline operations. It set a new benchmark for what true impactful environmental collaboration could be.

**Energy Co for Recycling - accredited recycler by the Ministry of Environment**

ALIGNMENT WITH UN SDGS

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

ALIGNMENT WITH EGYPT VISION 2030

Integrated and Sustainable Environmental System

99



eSIM Cards Issued

152,968





## Optimizing Water Consumption

Although telecommunications is not considered a water-intensive sector, we recognize the increasing scarcity of this vital resource and are committed to managing it responsibly.

Guided by this mindset, we have proactively developed digital and IoT-based solutions that enable our enterprise customers to monitor and reduce their water usage, supporting more sustainable operations beyond our own footprint.

Within our facilities, we introduced a water control system aligned with the Water Usage Effectiveness (WUE) sustainability metric to enhance monitoring and efficiency. To strengthen this further, traditional water meters were installed across all buildings and core network sites to ensure accurate measurement and transparent reporting of our consumption.

To reinforce data integrity and continuously improve our performance, we maintain a comprehensive audit trail that includes evidence, documented data, and retention records, guaranteeing that our reporting remains accurate, reliable, and fully verifiable.

Vodafone Egypt recognizes that true environmental stewardship extends beyond operations to the ecosystems surrounding its network. As the company expands connectivity nationwide, it remains focused on minimizing ecological impact and safeguarding biodiversity.

In FY 2024-2025, Vodafone Egypt ensured that all new network sites were developed with environmental consideration, incorporating screening processes to avoid locations near protected areas or sensitive habitats.

When construction near sensitive areas is required, Vodafone Egypt works closely with government authorities to secure permits and conduct impact assessments, ensuring responsible site deployment.

ALIGNMENT  
WITH UN SDGS

4 QUALITY  
EDUCATION



6 CLEAN WATER  
AND SANITATION



14 LIFE  
BELOW WATER



15 LIFE  
ON LAND



ALIGNMENT WITH  
EGYPT VISION 2030



Integrated and  
Sustainable  
Environmental  
System





# 4. MAINTAINING TRUST







# MAINTAINING TRUST

Maintaining trust begins with how we care for people, our employees, our customers, and the communities we serve. At Vodafone Egypt, this commitment is reflected in how we invest in our people’s growth, safeguard their wellbeing, protect customer data with the highest security standards, and uphold responsible business practices across every part of our operations. By fostering a culture built on integrity, accountability, and respect, we ensure that every connection is not only innovative, but also safe, ethical, and worthy of the trust placed in us.

In FY 2024-2025, we continued to deepen this foundation by fostering an inclusive, ethical, and transparent workplace, one where employees feel valued, data remains secure, and customer respect is paramount.

Our ongoing commitment was reflected in external recognition: Vodafone Egypt was named **Best Place to Work for Women** and received the **Female Friendly Workplace Award by Techhub Women**, alongside the **SHRM Silver Award for Health and Well-being**.

Equally, to ensure organization-wide alignment on ethics, 100% of employees completed the “Doing What’s Right” training, covering data privacy, cybersecurity, and the code of conduct.



**Best Place to Work for Women**



**Female-friendly Workplace Seal**



**SHRM Silver Award for Health and Well-being**



**Second-highest Global Score within the Vodafone Group for IT Infrastructure (IT4C)**



**57.4 Average Employee Training Hours**

**100%**

**100% Completion Rate for “Doing what’s Right” Training**

INDIRECT SDGs INTERLINKAGES

5 GENDER EQUALITY

8 DECENT WORK AND ECONOMIC GROWTH

9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

10 REDUCED INEQUALITIES

12 RESPONSIBLE CONSUMPTION AND PRODUCTION

17 PARTNERSHIPS FOR THE GOALS





# HERO story

Integrity and security remain the backbone of how we operate. This year, our teams pushed standards even higher, earning the rigorous PCI DSS v4 certification and securing the second-highest global IT infrastructure rating (IT4C) within the Vodafone Group, as evaluated by Gartner. These achievements reflect more than compliance; they validate what we do which is protect our customers by design, every day.







# BUILDING A PURPOSE-LED AND INCLUSIVE CULTURE

Our people are the driving force behind our purpose to connect Egypt for a better future. We have built a culture grounded in shared values, authentic engagement, and continuous growth, a culture where diversity, inclusion, and well-being fuel collective success.

To keep our values are at the core of how we work, we take a holistic approach that combines leadership engagement, continuous learning, and clear governance frameworks. We encourage open dialogue and accountability through multiple channels that support ethical behavior and inclusive ways of working. Through our **Speak Up platform**, employees, contractors, and suppliers can safely and confidentially raise concerns, strengthening transparency, integrity, and trust across the organization.



INDIRECT SDGs  
INTERLINKAGES

5 GENDER  
EQUALITY

8 DECENT WORK AND  
ECONOMIC GROWTH

9 INDUSTRY, INNOVATION  
AND INFRASTRUCTURE

16 PEACE, JUSTICE  
AND STRONG  
INSTITUTIONS

ALIGNMENT WITH  
EGYPT VISION 2030

Social Justice  
and Equality

Governance  
and Partnerships





# Core Values Shaping How We Work

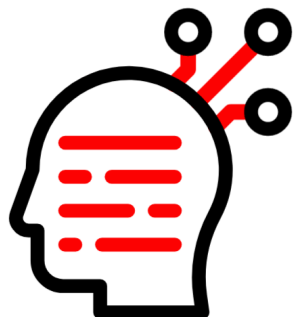
At Vodafone Egypt, our shared values shape how we think, collaborate, and serve. They are more than principles; they are **the spirit of Vodafone Egypt**, guiding daily decisions, inspiring purposeful action, and uniting our people behind one mission. In FY2024 -2025, these values continued to anchor our culture, steering priorities and empowering every employee to drive Vodafone's success.



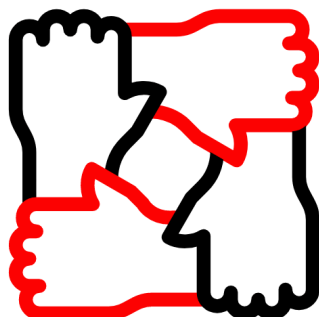
Earn Customer Loyalty



Experiment and Learn Fast



Create the Future



Get it Done Together





# A Smarter, More Connected Workforce

Vodafone Egypt continues to invest in innovative tools that strengthen connection and engagement across its workforce, ensuring every employee feels supported and aligned with the company's purpose. Through the VodaFoners App, **our 7,688** employees stay connected to Vodafone's culture, updates, benefits, and learning opportunities, making it the central hub for communication and growth.

Each year, the platform evolves to enhance the employee experience. In FY 2024-2025, new AI features were introduced, enabling personalized insights into top-visited sections, simplified access to benefits, a clearer overview of payslips, room and V-Car bookings, and seamless integration with connected learning platforms. By blending technology with human connection, Vodafone Egypt continues to create a workplace where engagement, empowerment, and purpose come together.

**Innovation thrives when people come together to solve real challenges. This approach is reflected in the Vodafone Hackathon, HackFest, an innovation challenge that brings employees from different markets together to share ideas and develop practical solutions.**

HackFest goes beyond competition by encouraging collaboration, building skills, and turning ideas into outcomes that support business growth, operational efficiency, and customer experience. In June 2025, Vodafone Egypt's Purpose Team, InTouch, won the HackFest Global Competition after qualifying at both the Egypt and Vodacom levels. **The competition centered on four pillars: Customer, Growth, Simplicity, and Purpose**, where Egypt's Latent Traffic Miners team distinguished itself by winning the Africa Growth award.

## Testimonial

Winning the Global Purpose Champion title with such a diverse team became one of those defining moments that stay with you. It showed me what happens when people are empowered to innovate with purpose. We created solutions that can open doors for People with Disabilities and that impact is the part of the story, both personally and professionally, I'm most proud of.

**Lauraine Habib**, InTouch Team member, HackFest Purpose Winner

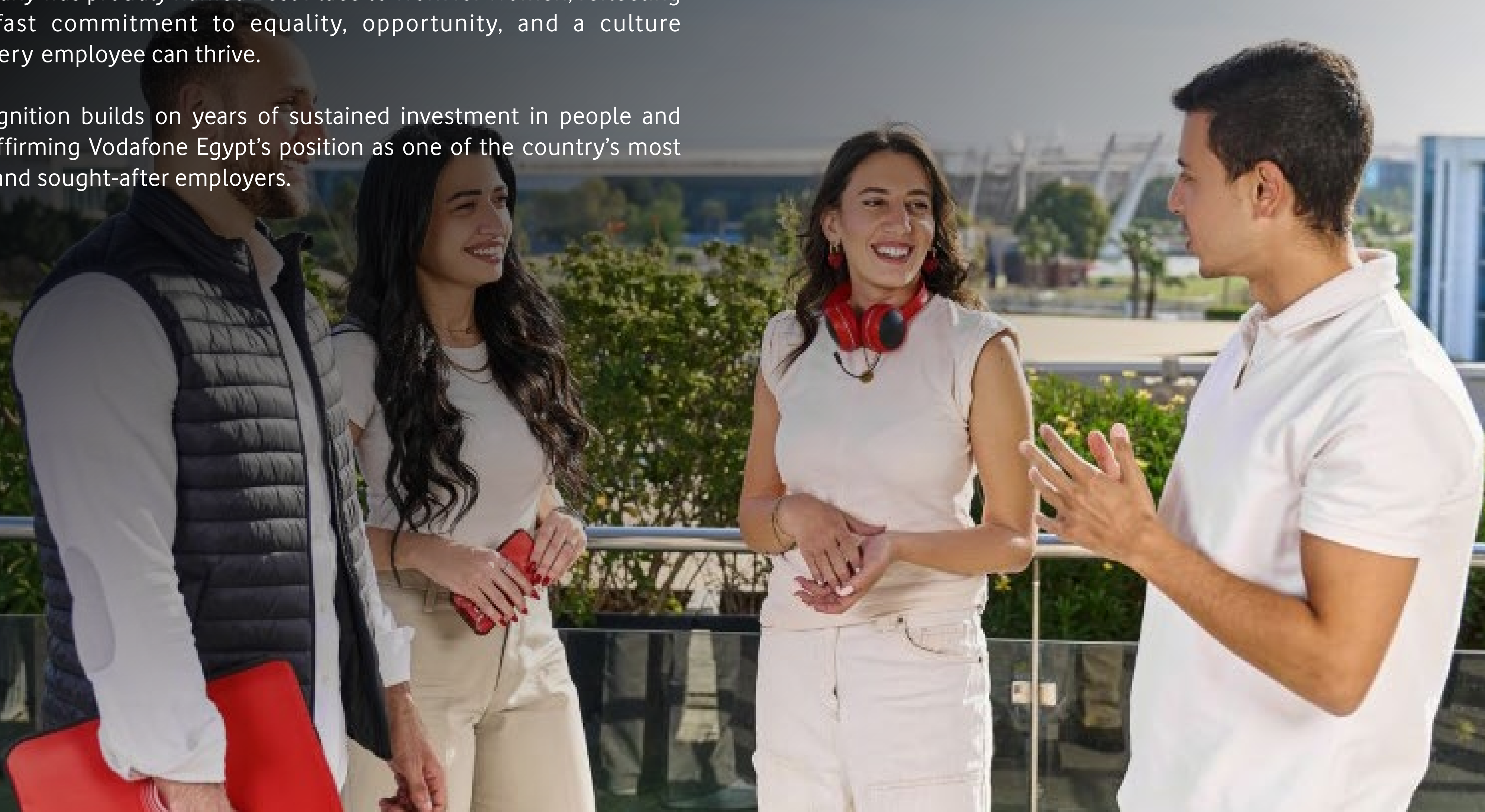




# Recognition of Success

Vodafone Egypt's dedication to creating an empowering and inclusive workplace continues to earn international recognition. In FY 2024-2025, the Company was proudly named Best Place to Work for Women, reflecting its steadfast commitment to equality, opportunity, and a culture where every employee can thrive.

This recognition builds on years of sustained investment in people and culture, affirming Vodafone Egypt's position as one of the country's most inspiring and sought-after employers.







# Recognition of Success



**Best Place to Work for Women**  
[Read More...](#)



**SHRM Gold Award for Diversity and Inclusion**  
[Read More...](#)



**Business Excellence Award for Sustainability - Trainnovation**  
[Read More...](#)



**Umlaut – Best in Test Fixed and Mobile Networks**  
[Read More...](#)



**Best Customer Centric Culture Award - ICXA by Awards International**  
[Read More..](#)



**Best Digital Transformation Strategic Approach - ICXA by Awards International**



**Athar Award for Best Practices in Sustainability and CSR - Egypt CSR & Sustainability Forum**  
[Read More..](#)







# DRIVING WORKPLACE EQUALITY

At Vodafone Egypt, equality is more than a value. It's a daily practice woven into how we work, lead, and grow together. We are committed to creating a workplace that celebrates diversity and ensures equal opportunity for all. By FY 2024-2025, **women** represented **34.2% of management and senior leadership roles** and **32% of the total workforce**, reflecting steady progress driven by deliberate and measurable action.

Policies promoting gender balance, flexible parental leave for both mothers and fathers, and structured return-to-work programs have helped employees continue advancing their careers with confidence.

INDIRECT SDGs  
INTERLINKAGES

5 GENDER  
EQUALITY



8 DECENT WORK AND  
ECONOMIC GROWTH



10 REDUCED  
INEQUALITIES



ALIGNMENT WITH  
EGYPT VISION 2030



Social Justice  
and Equality



Diversified,  
Knowledge-based, and  
Competitive Economy





Driving Workplace Equality

In FY 2024-2025, **101 employees took maternity leave and 316 took paternity leave**, and most of them returned to work and resumed their responsibilities., reflecting **a culture that supports balance, belonging, and growth.**

Our focus on inclusion also continues to open doors for women returning to their careers. After the success of the first cohort of our **Returnship Program**, a second group is now joining, receiving tailored mentorship, professional guidance, and a supportive environment to help them rebuild confidence and advance their careers.

We are proud of **LEAP, Egypt's first private-sector, two-year graduate program for people with disabilities.** This year, **four associates** joined the program, rotating across business units, gaining hands-on experience, and contributing to projects that shape the future of telecom in Egypt. Through LEAP, and every similar initiative, Vodafone Egypt turns inclusion into action, empowering talent to grow, lead, and thrive.

LEAP

Testimonial

Joining the LEAP programme was a turning point for me. The cross-sector exposure opened doors I have never imagined, and collaborating with teams from different backgrounds made me feel genuinely included and empowered. Every workshop, challenge, and exchange pushed me to grow. I discovered new strengths, gained confidence, and learned that my voice has impact far beyond my functional role. LEAP didn't just shape my career. LEAP reshaped the potential I see in myself.

- Youssef Yehia, LEAP Associate

”







# FOSTERING HUMAN CAPITAL GROWTH

At Vodafone Egypt, developing people is an investment in the Company's future. Our learning and growth initiatives are designed to equip employees with the skills, experiences, and networks needed to thrive in an ever-evolving industry. From early career development to leadership readiness, learning remains a constant throughout every employee's journey.

Through the **Leaders Lab** program, management teams gain immersive, hands-on experience that builds confidence, sharpens decision-making, and strengthens team cohesion under pressure. In FY 2024-2025, Vodafone Egypt's Executive Committee and their direct reports completed a three-day intensive session focused on leadership, team management, and performance excellence later extended across all management and associate manager levels.

Complementing this, **Top Talent programs** such as **Accelerate G** and **Accelerate F** nurture high-potential employees through tailored coaching, helping them expand their leadership impact and prepare for future roles in an increasingly dynamic market.





Discover Program

Vodafone Egypt’s **Discover Programme** serves as a gateway for graduates to launch their careers and gain comprehensive exposure across the business. Through structured rotations, participants build diverse skills, develop cross-functional understanding, and establish strong foundations for long-term growth. In FY2025, the programme onboarded **12 graduates**, continuing to serve as a vital pipeline for future leaders. It provides early-career professionals with the opportunity to learn from experienced mentors while contributing to projects that drive Vodafone Egypt’s innovation and performance.



Youth Committee

Vodafone Egypt’s annual Youth Committee (YCO) connects the company’s young professionals with executive management, fostering dialogue, mentorship, and shared learning. Representing every department, 7 YCO members shadow leaders, engage in one-on-one mentorship, and exchange insights on emerging technologies, market trends, and innovation. This two-way collaboration allows senior leaders to benefit from the agility and digital fluency of younger talent, while YCO members gain exposure to strategic thinking and leadership practices. Throughout the year, participants embark on an intensive leadership and innovation journey, developing projects that address real workplace challenges and help shape Vodafone Egypt’s future

direction.

Learning & Development

At Vodafone Egypt, continuous learning is integral to growth—both for our people and the business. Employees have access to a diverse range of opportunities, from technical workshops to leadership tracks and digital learning platforms.

In FY 2024-2025, Vodafone Egypt delivered 57.4 hours of training, supporting 6259 employees through structured development programs. These initiatives empower our people with the skills, confidence, and agility to grow, strengthening the collective capabilities that drive the Company’s long-term success.

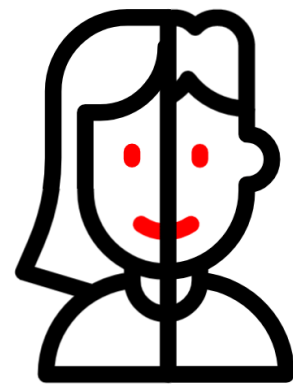






# Fair Pay Principles

Vodafone Egypt’s pay practices are guided by clear principles that ensure fairness, consistency, and transparency across the organization.



**FY 2024-2025**

Gender Pay Gap

**1.5%**

(FY 2023-2024: 2.13%)



**FY 2024-2025**

People with Disabilities  
Pay Gap

**0%**

(FY 2023-2024: 0%)

Pay Principles



## Rewarding Talent Fairly

The pay we award our people reflects their skills, role, function, and the external market. We annually review, revisit, and revise each employee’s pay making sure we never fall behind market competitive ranges.

## Free from Discrimination and Bias

Each year, we review pay equity across gender, age, disability, ethnicity, and other factors, comparing compensation by market benchmark, grade, and function to identify and address any disparities. This approach ensures transparency, fairness, and equal opportunity for all employees.

## Ensuring a Good Standard of Living

Vodafone Egypt works with the Fair Wage Network, an independent organization, to assess how our employee pay measures against living wage standards across our markets. Through this partnership, we reaffirm our commitment to ensuring every employee and their family can enjoy a fair income and a dignified quality of life.

## Sharing Our Successes

Through performance-based rewards, including bonuses, shares, and sales incentives, we foster a culture of ownership and recognition, where employees feel their impact and share in the success they help create.

## Providing Benefits for All

We offer comprehensive benefits that support the well-being of our people, including life and health insurance, parental leave, and a range of programs designed to promote balance, security, and care for every employee.

- Life Insurance
- Health Insurance
- Disability and Invalidity Coverage
- Parental Leave
- Retirement Provision
- Stock Ownership
- Other Benefits

## Open and Transparent

At Vodafone Egypt, we are committed to clarity and openness in how we reward our people. Through user-friendly guides, dedicated webpages, the Vodafooners App, and an annual Reward Statement, employees can easily access and understand their pay, ensuring full transparency and confidence in our reward practices.







# PROTECTING DATA

At Vodafone Egypt, protecting customer data is more than a compliance requirement. It's a cornerstone of trust. As our digital ecosystem expands, we apply the highest standards of data privacy and security to ensure that every interaction remains safe and confidential. Guided by the Egyptian Data Protection Law and global best practices, our governance frameworks and advanced security technologies work around the clock to prevent unauthorized access or misuse. Regular training empowers employees across all functions to recognize their shared responsibility in keeping information secure. By embedding privacy and protection into every layer of our operations, Vodafone Egypt continues to earn the confidence of customers and partners who trust us with their most valuable asset, their data.

To safeguard our digital ecosystem, Vodafone Egypt applies a unified global framework, **the Cyber Health and Adaptive Risk Method (CHARM), formerly known as the Cyber Security Baseline**. Rooted in international cybersecurity standards, CHARM defines clear success metrics and performance indicators that are monitored across all levels of the organization. Our dedicated cybersecurity experts, together with trusted external partners, continuously enhance our defenses, ensuring our practices remain adaptive, compliant, and aligned with the latest global best standards.

Vodafone Egypt has achieved its annual target of 50/56 (89%) of CHARM (Cyber Health & Adaptive Risk Method) control effectiveness

INDIRECT SDGs INTERLINKAGES



ALIGNMENT WITH EGYPT VISION 2030







# PROTECTING PEOPLE

At Vodafone Egypt, the safety and well-being of our people, including employees, contractors, and partners, stand at the core of everything we do.

Every site, project, and operation is guided by rigorous health and safety standards designed to prevent millioincidents and ensure secure workplaces.

**20K+**

Health and Safety Audits & inspections

**ISO 45003**

Verification for psychological health and safety at work

**ISO 45001**

Certified for 7 years

**12**

Wellness Ambassadors

**8**

Health and safety specialists

**828**

Registered employees to iAssist well-being program

**32**

SLT tours (Senior Leadership Tours)

**300+**

Suppliers SLT

**3.5M+**

Safe Working hours







Regular risk assessments, safety audits, and continuous monitoring are embedded across our operations, while targeted training empowers teams to follow best practices whether in offices, technical sites, or the field. In FY 2024-2025, we achieved **3.5 million safe working hours** and recognized **150 suppliers** for exemplary safety performance, with more than **100,000 training and awareness hours**. Through ergonomic awareness sessions reaching 1,500 employees, we strengthened everyday safety habits and deepened our culture of prevention.

At Vodafone Egypt, safety goes far beyond the physical. We continue to safeguard our people's mental and emotional well-being through meaningful support.



Our iAssist programme, created with O7 Therapy, has already guided **828 employees** through more than **1,100 hours of confidential counseling**, giving them a trusted space to heal, cope, and grow. Alongside this, our C.A.R.E. initiative, built on compassion, acceptance, respect, and empathy, creates an environment where employees feel understood and supported, reinforced by flexible work policies and enhanced benefits, especially for compassionate, miscarriage, and stillbirth leave.

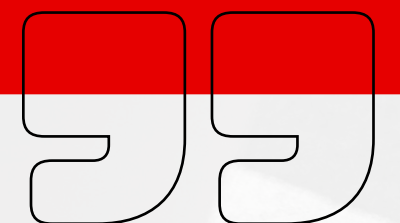
These efforts underscore our belief that a culture of safety and care is not only essential to protecting our people but also to sustaining performance and leadership excellence.

## Testimonial

Among all the companies we collaborate with, Vodafone stands out for treating health and safety as a true shared responsibility. Their consistent follow-up, clear guidance, and firm commitment to high standards encouraged us to further strengthen our own practices. Vodafone did not merely enforce requirements; they actively supported the development of a culture where safety is integrated into daily operations rather than treated as a procedural obligation.

This approach reflects strong leadership and a genuine partnership mindset. By working collaboratively and constructively, Vodafone set a clear benchmark for how clients and service providers should align on health and safety; driving accountability, continuous improvement, and a shared commitment to the wellbeing of all stakeholders.

Option Travel Company, one of Vodafone Egypt's Health & Safety vendors





## Promoting Safety Beyond the Workplace

Our commitment to safety extends beyond the workplace and into the heart of the community. Community safety, especially road safety for students and summer travelers, remains a shared responsibility that demands awareness and preventative action.

Vodafone Egypt brought this mission to life through an interactive activation at the Arab Academy in Alexandria, **where over 200 students attended safety seminars and experienced a driving simulator that generated personalized behavior reports.** The success of the day encouraged the university to request the activation again at their Cairo campus.

To protect customers traveling to popular summer destinations, Vodafone also launched a targeted awareness campaign, **sending SMS reminders on safe driving habits and sharing educational content across social media.** The campaign received strong positive engagement, reinforcing the community's commitment to safer roads.







# EFFECTIVE GOVERNANCE & CONTROLS

## Our Board of Directors

Vodafone Egypt's Board of Directors is made up of nine members, five representing Vodacom Group and four representing Telecom Egypt.

The nomination and selection process for the Board aims to ensure that board members are qualified for their position, promoting a diverse selection capable of overseeing the company's strategy, performance, governance, and sustainability practices.





Effective Governance and Controls

The Board of Directors is responsible for the overall direction, supervision, and control of the company, in addition to compliance with applicable laws and regulations. The Board meets at least **four times each year** to discuss and approve the company’s budget, strategy performance, and other material topics. The board may meet in excess of four times annually should material topics arise.

The company also holds a regular Ordinary **General Meeting (OGM)** each year. The OGM is attended by company shareholders, each with a right to vote on strategic and financial decisions, including, but not limited to, the approval of the annual report, the distribution of dividends, and the appointment and remuneration of board members and external auditors.

The Board of Directors is comprised of the following members:


| MEMBER                      | REPRESENTING  |
|-----------------------------|---------------|
| Hani Mahmoud                | Vodacom       |
| Maged Osman                 | Telecom Egypt |
| Mariam Cassim               | Vodacom       |
| Mohamed Kamal Abdallah      | Vodacom       |
| Mohamed Nasr                | Telecom Egypt |
| Mohamed Shameel Aziz-Joosub | Vodacom       |
| Rasibe Kgomaraga Morathi    | Vodacom       |
| Shereen Ahmed Awad          | Telecom Egypt |
| Wael Hanafy Mahmoud         | Telecom Egypt |

Executive Management

Vodafone Egypt relies on a world-class management team with experience in a diverse set of fields, including technology, sales and retail, finance, law, human resources, and more. Vodafone Egypt’s executive committee is responsible for the company’s day-to-day operations, and the implementation of Board-approved strategies and policies.



**Mohamed AbdAllah**  
CEO of Vodafone Egypt and the International Markets of Vodacom




**Rasha E-Iazhary**  
Finance Director



**Kareem Eid**  
Consumer Business Unit Director




**Catalin Buliga**  
Technology Director




**Nagla Kinawy**  
Human Resources Director




**Mahmoud El-Khateeb**  
Vodafone Business Unit Director



**Shahinaz Ghazy**  
Customer Operations Director




**Mohamed Moaz**  
Strategy & Business Development Director



**Islam Maamoun**  
Financial Services Director



**Ahmed Mandour**  
Wholesale, Transformation & Data Management Director



**Ayman ElSaadany**  
External Affairs Director<sup>5</sup>



**Rasha Mahmoud**  
Legal & Compliance Director<sup>6</sup>

5 Effective 1st of October 2025.  
6 Effective 1st of October 2025.





# Resilient Governance: Anticipating and Managing Risks

At Vodafone Egypt, effective risk management is central to sustainable growth and stakeholder confidence. Guided by our Risk and Compliance Committee, we proactively identify, assess, and mitigate strategic, operational, financial, and regulatory risks, ensuring transparent oversight and reporting to the Board and shareholders.

Leveraging digital tools such as Riskonnect, we enhance monitoring and analysis, enabling early detection and prevention of potential disruptions. Our evolving risk framework is designed to stay ahead of emerging challenges and align with our long-term business strategy and digital transformation agenda.

Looking ahead, Vodafone Egypt anticipates a wide range of risks, including operational, regulatory, cyber, and climate-related challenges, in which will be addressed through alignment with Egypt Vision 2030 and the UN SDGs to strengthen resilience and support long-term sustainable growth.



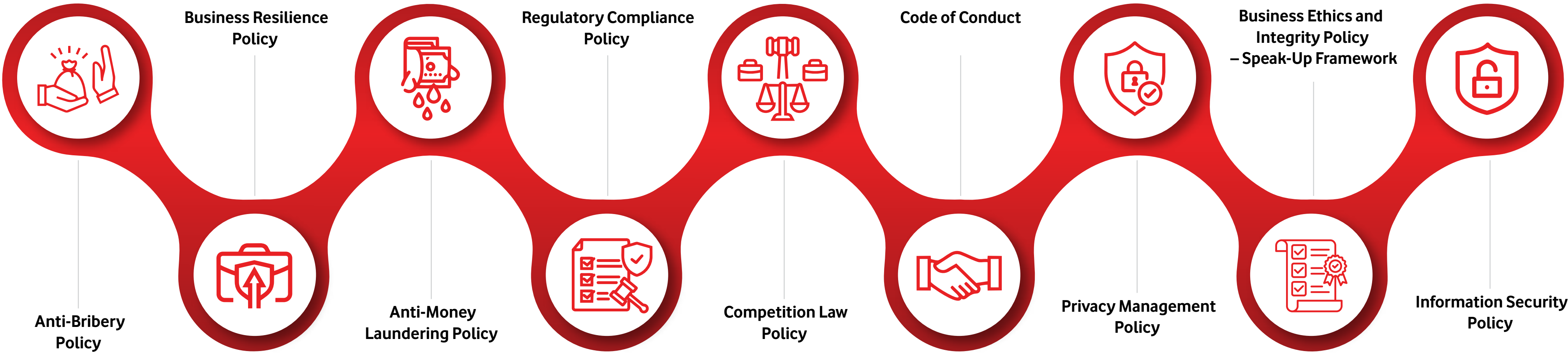


# Integrity in Action: Embedding Ethical Governance

At Vodafone Egypt, integrity and accountability are embedded in the way we do business. Guided by the highest standards of ethics, compliance, sustainability, and governance, the Company has established comprehensive control frameworks and policies to manage high-risk areas and ensure transparent, responsible operations. Through continuous training on anti-corruption, anti-bribery, and ethical business conduct, employees are empowered to act with integrity across all functions.

This culture is reinforced by Vodafone Group’s “Doing What’s Right” programme, which provides e-learning courses covering the Code of Conduct, health and safety, cybersecurity, and responsible procurement. Regular internal audits and compliance reviews further ensure effective implementation, with all employees required to complete these training annually or following any significant policy updates.

## High-Risk Policies







# RESPONSIBLE BUSINESS PRACTICES

## Adopting Responsible and Inclusive Procurement

Vodafone Egypt's supplier management framework is built to ensure responsibility, transparency, and strong performance at every step. From the outset, suppliers are assessed against Vodafone's global social, environmental, and ethical standards, with high-risk partners undergoing deeper reviews to protect our integrity and reputation. Regular audits reinforce compliance with our health, safety, environmental, and quality requirements.

But our approach goes beyond oversight. We see our suppliers as partners in progress. Through targeted training and annual workshops that bring together health and safety professionals from across our supply chain, we address key risks, share best practices, and unlock opportunities for improvement. Insights from these collaborations have directly shaped enhancements to our Supplier Health, Safety, and Well-being Policy, turning continuous improvement into a shared responsibility





# Fueling Growth Through Local Manufacturing

To advance local value creation, we facilitate collaboration between suppliers and domestic manufacturers. By localizing telecom equipment production, we reduce the environmental impact of imports, strengthen local supply chains, and contribute to Egypt's industrial growth and economic resilience.

In 2024, Vodafone Egypt has launched key partnerships to localize telecom manufacturing, strengthen financial sustainability, and drive community development. In a **first-of-its-kind agreement for Egypt and Africa**, Vodafone Egypt partnered with **ElSewedy Electric** to produce critical telecommunications infrastructure components locally, a milestone in advancing Egypt's digital and industrial transformation.

Under this partnership, Vodafone Egypt will source essential equipment such as batteries, cables, and routers from Egyptian manufacturers, supporting national goals to boost local supply chains, reduce imports, and stimulate industrial growth. Complementing this, Vodafone Egypt also partnered **with Al-Safy Group and Green Packet** to localize the manufacturing of high-speed home routers, enhancing the electronics industry, creating jobs, and transferring technology to the local market.

These initiatives reflect Vodafone Egypt's broader belief that a sustainable digital future begins with investing in local capabilities. By strengthening Egyptian industry, creating jobs, and advancing technical expertise, the company is helping to build a more resilient and competitive local economy.





# Driving Growth, Powering Egypt's Digital Future

Vodafone Egypt closed the fiscal year starting April 2024 and ending March 2025 with strong performance that reflects operational excellence and continued leadership in Egypt's digital transformation. **Revenue reached EGP 82.9 billion, a 49.7 percent increase driven by rising demand for data, digital services, and enterprise solutions.**

Our customer base grew to **51.5 million**, reaffirming Vodafone Egypt as a trusted partner for individuals and businesses nationwide.

To sustain this momentum, we invested **EGP 12.05 billion** in network infrastructure, strengthening capacity, expanding coverage, and preparing for next-generation technologies.

These results demonstrate a strategy grounded in performance, fueled by innovation, and focused on long-term value creation, positioning **Vodafone Egypt** to continue powering connectivity and enabling an inclusive digital economy.



Revenue reached  
**EGP 82.9B**



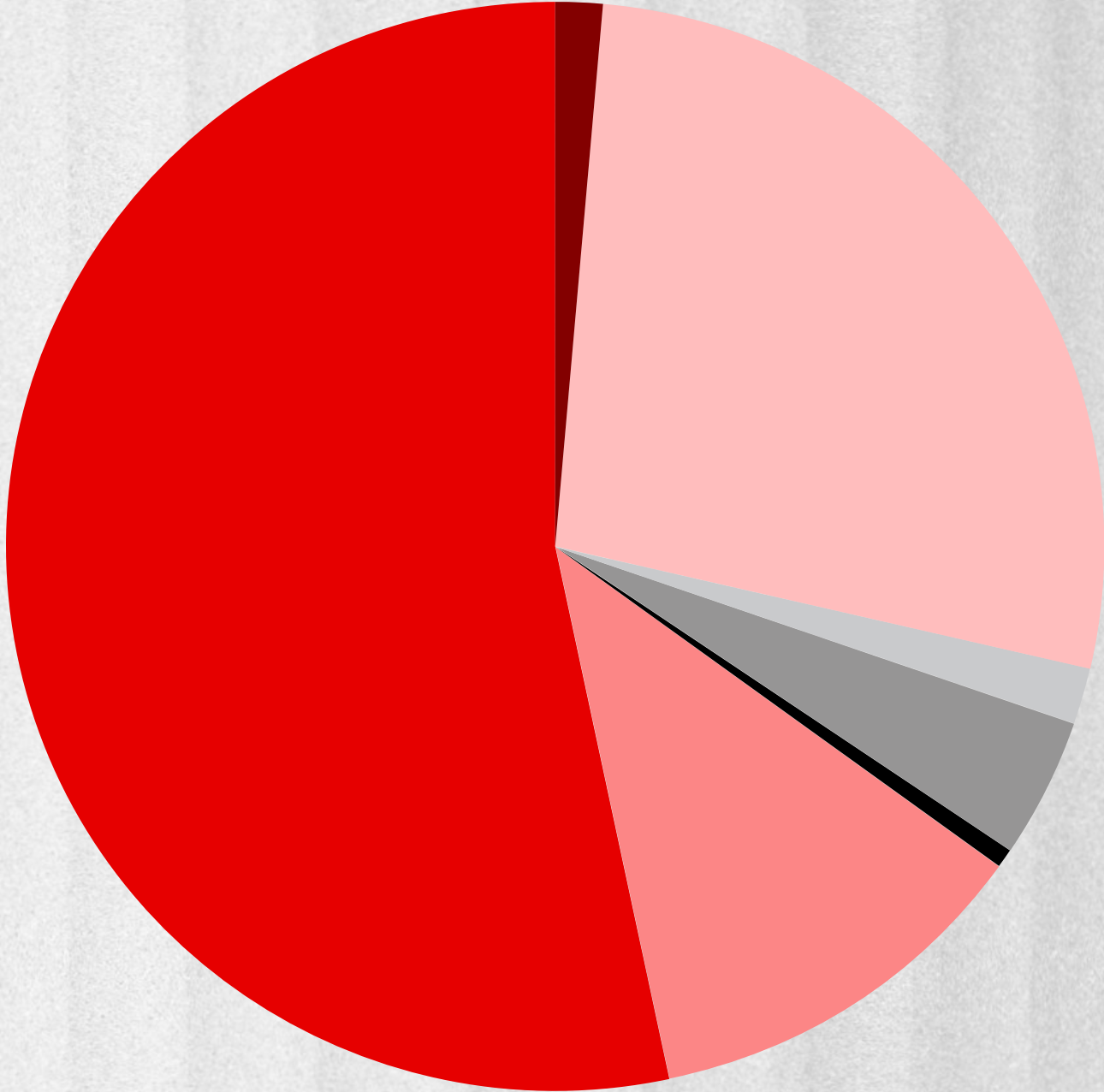
Invested in network  
infrastructure  
**EGP 12.05B**





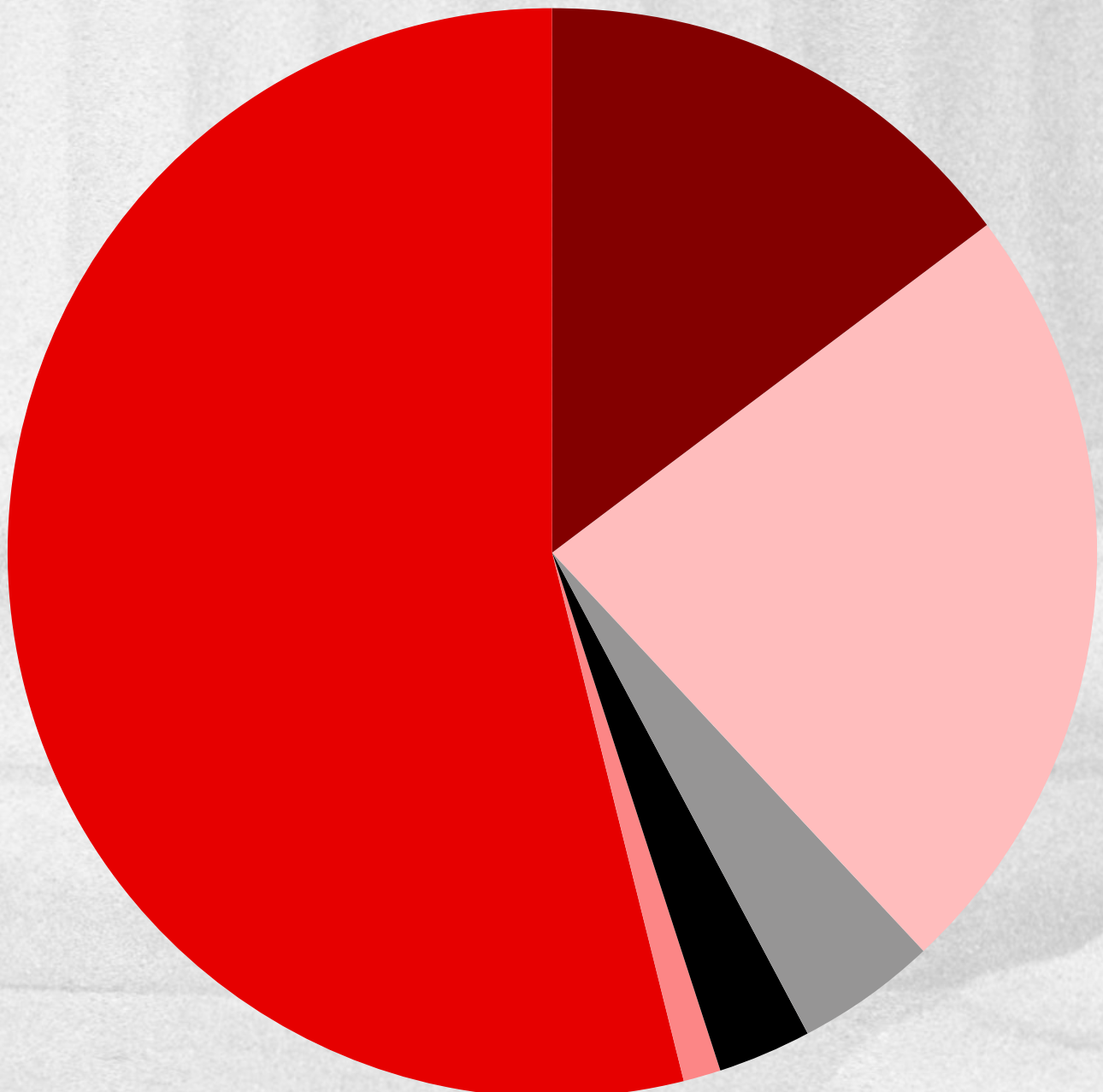
# Tax Contribution

Total Tax Contributions:  
VFE  
FY 2024-2025  
16,953,206,473.53



|               |                  |
|---------------|------------------|
| Salary        | 270,257,862.63   |
| Corporate     | 4,616,339,258.88 |
| Stamp Tax     | 290,498,149.07   |
| State Dev lev | 684,553,478.25   |
| WHT-Local     | 105,143,770.62   |
| Royalties     | 1,952,572,302.36 |
| Real Estate   | 21,018,571.42    |
| Sales/VAT     | 9,012,823,080.30 |

Total Tax Contributions:  
VFE Subsidiaries  
FY 2024-2025  
582,707,133.97



|               |                |
|---------------|----------------|
| Salary        | 86,972,643.83  |
| Corporate     | 135,615,083.79 |
| Stamp Tax     | -              |
| State Dev lev | 24,903,694.56  |
| WHT-Local     | 15,448,850.96  |
| Royalties     | 6,397,506.70   |
| Real Estate   | -              |
| Sales/VAT     | 313,369,354.13 |





# 5. ANNEX







# Materiality Assessment

## ENVIRONMENTAL (E)

| Material topics                     | Scope                                                                                                                                                                                                                                                                                                                     | Material to Business Score |
|-------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------|
| Climate impact & energy             | <p>Our goal is to become a net-zero company powered by renewable energy by 2035. Our digital innovations and connectivity efforts contribute to a more efficient and climate-resilient society.</p> <p>We are also committed to transitioning our electricity consumption to renewable sources by the end of FY24-25.</p> | Most Material +            |
| Circular economy, resources & waste | <p>A circular economy revolves around minimising waste generation and promoting more efficient practices. Aligned with our net-zero goals, we have developed initiatives to enhance circular practices within and beyond our operations.</p>                                                                              | Material                   |







## SOCIAL (S)

| Material topics               | Scope                                                                                                                                                                                                                                                                                             | Material to Business Score |
|-------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------|
| Diversity & inclusion         | Active employee involvement in diverse initiatives and activities, coupled with targeted outreach to marginalised communities allows us to uphold our corporate citizenship duties. Additionally, our commitment to gender diversity and inclusion remains a fundamental aspect of these efforts. | Most Material +            |
| Network resilience            | Within our industry, network resilience stands as a crucial factor, underpinning our capacity to uphold inclusivity and seamless connectivity. We have invested heavily in having a strong and resilient network.                                                                                 | Most Material +            |
| Community engagement & impact | Our steadfast commitment to giving back to the community has remained a core focus throughout the year. To uphold human rights within these communities, we undertake various inclusive initiatives.                                                                                              | Most Material              |
| Financial & digital inclusion | Realising the transformative potential of financial and digital inclusion, we are committed to championing accessible financial services and digital connectivity. By enabling all individuals to access financial and digital platforms, we empower them to partake in the modern economy.       | Most Material              |







# SOCIAL (S)

| Material topics                              | Scope                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Material to Business Score |
|----------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------|
| Enabling Education & digital skills          | To enhance education and empower digital literacy, we have launched several flagship initiatives. Our commitment to advancing social and economic progress has resulted in the seamless integration of digital education across various sectors.                                                                                                                                                                                                              | Most Material              |
| Employee retention, training, & satisfaction | Central to our operations is the satisfaction and retention of our employees. We recognise that our employees are fundamental to the success of our operations, and we are dedicated to fostering a strong and healthy work environment for them.                                                                                                                                                                                                             | Most Material +            |
| Employee health and safety                   | We are dedicated to ensuring the safety and wellbeing of all our stakeholders. Employees are trained in health and safety measures and educated on the importance of physical and mental wellbeing.                                                                                                                                                                                                                                                           | Material                   |
| Digitalization                               | We have placed a particular focus on the digitalisation of our activities and infrastructure for many years. This reporting year saw significant progress through the provision of IoT solutions and the optimisation of digital interactions. We work to empower critical sectors through digital solutions, effectively bolstering economically vital SMEs. These advancements resonate across a diverse spectrum of stakeholders and various demographics. | Material                   |







# GOVERNANCE (G)

| Material topics                             | Scope                                                                                                                                                                                                                                                                                                                                                                           | Material to Business Score |
|---------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------|
| Business ethics & transparency              | Upholding the values of ethical conduct and transparency not only reinforces the company’s reputation, but also contributes to responsible business practices that impact the broader society. This commitment echoes throughout our business conduct and ethics, extends to our corporate governance practices, and is woven into our approach to supply chain responsibility. | Most Material+             |
| Cybersecurity & data privacy                | Amidst swift technological progress and digitalisation, organisations face an ongoing threat of cyber-attacks and data loss. We diligently establish and consistently update robust mitigation measures to address these risks effectively.                                                                                                                                     | Most Material+             |
| ESG risk management and business continuity | We incorporate ESG risks and considerations in our proactive risk management, circularity initiatives, and environmental endeavours that are aimed at achieving net-zero by 2035. Our focus on enhancing employee and customer satisfaction underscores the pervasive influence of ESG risks across various facets and stakeholders associated with our operations.             | Most Material              |







# STAKEHOLDER ENGAGEMENT

Vodafone Egypt’s sustainability approach starts with meaningful connection and effective communication. By engaging directly with the people and communities it serves, the company ensures its initiatives remain relevant, inclusive, and responsive to real needs.

Through ongoing dialogue, from community activations and focus groups to industry forums and partnerships, Vodafone Egypt builds alignment on shared priorities and drives action where it matters most. Transparency and accountability guide this journey. Regular reporting reflects both immediate progress and long-term ambitions, while continuous feedback shapes a sustainability strategy that evolves with its stakeholders and strengthens its impact over time.

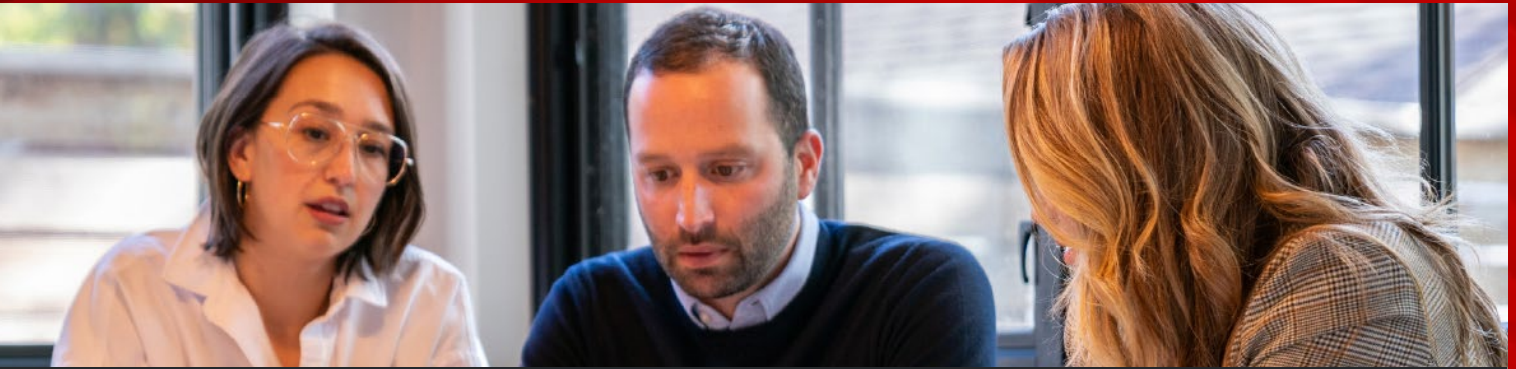




The table below presents Vodafone Egypt’s stakeholder engagement model and the key communication channels used to remain connected.



**Employees**



**Customers**



**Suppliers and Partners**

**Channels of Engagement**

- Daily Interactions
- Digital Workspaces
- Surveys
- Events
- Newsletters
- Viva Engage

- Digital Channels
- Call Centers
- Surveys
- Website
- Social Media
- Marketing and Sales Channels
- Retail Stores
- Apps
- Ads

- Directly
- Events
- Training and Campaigns
- Evaluations
- Surveys

**Measures Undertaken**

- Volunteering and Social Activities
- Comprehensive Policy, System, and Training on Health and Safety
- Competitive, Fair, Reviewed, and Benchmarked Remuneration and Benefits
- Supporting Professional Development, Growth, Framework, and Merit-Based Recognition of Staff
- Open-Door, Confidential, Channels (e.g. Speak Up)
- Flexible, Trust-Based, and Accountable Working Arrangements
- Online and Offline Training Opportunities
- Digital Literacy and Advanced Skill Training

- Comprehensive Data Security Policies
- Customer Experience Optimization
- Customized Services
- Streamlined Resolution of Complaints
- New Apps and Functions
- Extended IoT Business Solutions

- Transparent Policies and Criteria
- Direct Feedback and Negotiations
- Supplier Engagement Events
- Considering Environmental and Ethical Conditions



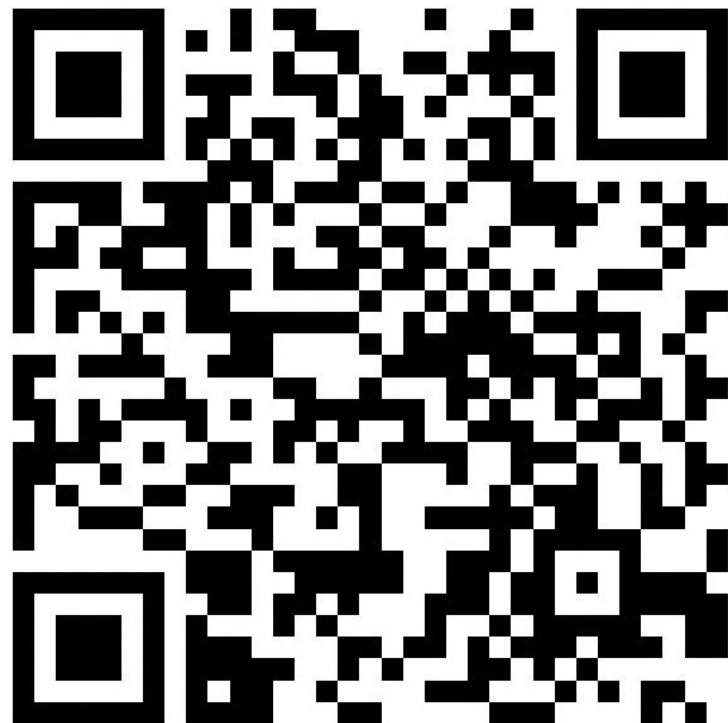
The table below presents Vodafone Egypt’s stakeholder engagement model and the key communication channels used to remain connected.

|                        | <div><br/>Communities and NGOs</div>                                                                                                                                                                                                                | <div><br/>Government and Regulatory Bodies</div>                                                                                                                                                                                                                                                                                                                             | <div><br/>Shareholders and Investors</div>                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Channels of Engagement | <ul style="list-style-type: none"><li>• Social Initiatives</li><li>• Volunteering</li><li>• Partnerships</li><li>• Public Participation</li><li>• Social Media</li><li>• Events</li><li>• Word of Mouth</li></ul>                                                                                                                     | <ul style="list-style-type: none"><li>• Public Forums</li><li>• Bilateral Meetings</li><li>• Industry Consultations</li><li>• Financial Disclosures</li><li>• Audits</li><li>• Participation in Public Policies</li></ul>                                                                                                                                                                                                                                       | <ul style="list-style-type: none"><li>• Financial Disclosures</li><li>• Annual Reports</li><li>• Quarterly Updates</li><li>• General Assembly Meetings</li><li>• Website</li><li>• Governance Committees</li></ul>                                                                                                                                                                                                                                                                                                                                                                 |
| Measures Undertaken    | <ul style="list-style-type: none"><li>• Local Engagement</li><li>• New Projects and Partnership Development</li><li>• Adjustment of Ongoing Initiatives</li><li>• On-Ground Implementation</li><li>• Monitoring &amp; Evaluation by Vodafone Egypt Foundation</li><li>• Regular Audits by the Ministry of Social Solidarity</li></ul> | <ul style="list-style-type: none"><li>• Ensuring Ongoing Compliance</li><li>• Timely Disclosures</li><li>• Elimination of non-conformities</li><li>• Collaborative Initiatives</li><li>• Contributing to Egypt Vision 2030</li><li>• Digitalization of All Relevant Touchpoints</li><li>• Active Contribution to Digital Egypt Strategy</li><li>• Active Recruitment and Training of Industry Professionals</li><li>• Positive Public Policy Lobbying</li></ul> | <ul style="list-style-type: none"><li>• Alignment Across Strategy and Brand Positioning Projects</li><li>• Maintaining a Strong Brand, Loyal Customers, Diversified Products, and Driving Innovation</li><li>• Robust Business Model, Efficient Cost Structure, Effective Pricing</li><li>• Comprehensive Risk Management Framework, Policy, Process, and Reporting</li><li>• Well-Defined Governance Structure, Roles, Responsibilities, Oversight, and Communication</li><li>• Code of Conduct, Policies, Procedures, Principles, Trainings, and Compliance Monitoring</li></ul> |





**GRI INDEX**



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**ESG ADDENDUM**



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Together we can