



BLU LABEL UNLIMITED

2025 INTEGRATED ANNUAL REPORT

LEVEL
01

LEVEL
03

LEVEL
02

LEVEL
04



CONTENTS

About us

LEVEL 01

LEVEL UP: EXPANDING THE MAP

- 4 What we do and why we do it
- 5 Our purpose, vision and mission
- 7 Our values system
- 8 Our business model
- 11 Board of Directors
- 16 Operating structure
- 17 Executive Committee
- 18 Chairman's report
- 20 Material risks and opportunities
- 31 Stakeholder relations
- 36 The RITE strategy

Strategy and performance

LEVEL 02

NEW TACTICS, NEW TECH

- 40 Joint Chief Executive Officers' report
- 43 Financial Director's report
- 50 Ten-year review
- 51 Value added statement
- 52 Operational reviews
- 57 Leveraging technology
- 59 Social impact: Human capital
- 70 Social impact: Customer and supply chain responsibility

Corporate governance

LEVEL 03

SECURE SAFE. RELIABLE PLAY

- 74 Governance philosophy and approach
- 75 Effective and ethical leadership
- 78 Board composition, structure and report back
- 87 King IV functional areas
- 88 Combined assurance
- 89 Governance of risk
- 90 Governance of sustainability
- 92 Our environmental impact
- 95 Information and technology governance
- 97 Compliance report
- 99 Audit, Risk and Compliance Committee's report
- 103 Social, Ethics and Transformation Committee's report
- 105 Remuneration report

Shareholder information and administration

LEVEL 04

SPEED BOOST ACTIVATED

- 130 ESG Reporting Index
- 142 Notice of virtual Annual General Meeting
- 148 Form of proxy
- 149 Notes to the form of proxy
- 150 Glossary
- 153 Administration

HOW TO NAVIGATE THIS REPORT

This interactive and electronic format of our report provides readers with links to content within the report and external content on other websites, where additional information is considered. The navigation tool for this report is located at the top of each page and can be used to move to any report section that interests the reader.



OUR REPORTING SUITE



- 2025 Annual Financial Statements
- 2025 Notice of Annual General Meeting

FEEDBACK ON INTEGRATED ANNUAL REPORT

We welcome your feedback on this Integrated Annual Report. Please e-mail your comments to investor relations at investors@blts.co.za

Further information is available on our website at www.bluelabeltelecoms.co.za



CONNECT WITH US ON SOCIAL MEDIA

**WELCOME TO OUR 2025 INTEGRATED
REPORT THEMED "SAME GAME NEW PLAY"**



ABOUT THIS REPORT

BLUEPRINT FOR SUCCESS



Blu Label Unlimited Group's (Blu Label) integrated annual report offers a comprehensive overview of the Company's unique sustainable value creation model and its integrated approach to strategy implementation across the Group.

The report covers Blu Label's business segments and financial and operational performance for the financial year that ended 31 May 2025. It aims to enable stakeholders to assess the Company's ability to create and sustain value in the short, medium and long term.

By linking material information to strategy, governance, performance, remuneration, risk, opportunities and prospects, Blu Label provides stakeholders with a holistic understanding of the commercial, social and environmental context in which it operates.

REPORTING STANDARDS AND COMPREHENSIVE DISCLOSURE

This report has been compiled in line with prominent local and international frameworks, including:

- the King IV Report on Corporate Governance™ for South Africa, 2016* (King IV);
- JSE Listings Requirements; and
- the International Integrated Reporting Framework (<IR> Framework).

* Copyright and trademarks are owned by the Institute of Directors in South Africa NPC and all of its rights are reserved.

The report offers a balanced view of the material matters the Company is addressing and how these are managed in accordance with the six capitals defined by the <IR> Framework. Material matters are those that significantly impact the Company's ability to create shared value over the short, medium and long term. To determine the report's material content, Blu Label applies a risk-based model that considers risks, opportunities and stakeholder issues.

The annual financial statements are prepared in accordance with:

- IFRS® Accounting Standards as issued by the International Accounting Standards Board;
- JSE Listings Requirements; and
- the Companies Act of South Africa.

Furthermore, Blu Label aligns its environmental, social and governance (ESG) disclosures with the JSE Sustainability Disclosure Guidelines. This ensures the report keeps pace with evolving international reporting trends and stakeholder disclosure requirements.

TRANSPARENCY AND ACCOUNTABILITY

Blu Label is committed to the highest disclosure standards and providing meaningful, accurate, complete, transparent and balanced information to its stakeholders.

Blu Label's external auditor independently assures the annual financial statements. The Board of Directors acknowledges its responsibility for the integrity of this integrated annual report, with the Audit, Risk and Compliance Committee (ARCC) providing oversight.

The integrated annual report was approved by the Board on 30 September 2025, reflecting its collective commitment to transparent and accountable reporting.

DISCLAIMER

This document contains certain statements that are "forward looking" with respect to certain of the Group's plans, goals and expectations relating to its future performance, results, strategies and objectives. Words such as "may", "could", "will", "expect", "intend", "estimate", "anticipate", "aim", "outlook", "believe", "plan", "seek", "predict" or similar expressions typically identify forward looking statements. These forward looking statements are not statements of fact or guarantees of future performance, results, strategies and objectives, and by their nature involve risk and uncertainty because they relate to future events and circumstances which are difficult to predict and are beyond the Group's control, including but not limited to, domestic and global economic business conditions, market-related risks such as fluctuations in interest rates and exchange rates, the policies and actions of regulatory authorities, the impact of competition, inflation, deflation, the timing impact and other uncertainties of future acquisitions or combinations within relevant industries, as well as the impact of changes in domestic and global legislation and regulations in the jurisdictions in which the Group and its affiliates operate.

The Group's actual future performance, results, strategies and objectives may differ materially from the plans, goals and expectations expressed or implied in the forward looking statements. The Group makes no representations or warranty, express or implied, that these forward looking statements will be achieved, and undue reliance should not be placed on such statements. The forward looking statements in this document have not been reviewed and reported on by the Group's external assurance providers. The Group undertakes no obligation to update the historical information or forward looking statements in this document. It does not assume responsibility for any loss or damage arising as a result of the reliance by any party thereon.

LM NESTADT
Chairman

30 September 2025

HIGHLIGHTS

A snapshot overview of Blu Label's performance for the year ended 31 May 2025

Revenue of
R14.1 billion*

Increase in gross profit of 2% to
R3.38 billion

(2024: R3.30 billion)

* On inclusion of the gross amount generated on "PINless top-ups", prepaid electricity, ticketing and universal vouchers, the effective increase equated to 7% from R89.3 billion to R96 billion.

Increase in gross profit margin to
24.02%

(2024: 22.57%)

Increase in EBITDA of
**31% to
R1.60 billion**

(2024: R1.23 billion)

Core headline earnings of
**461.63 cents
per share**

(2024: 76.08 cents per share)

LEVEL 01

Expanding the map

- 4 → What we do and why we do it
- 5 → Our purpose, vision and mission
- 7 → Our values system
- 8 → Our business model
- 11 → Board of Directors
- 16 → Operating structure
- 17 → Executive Committee
- 18 → Chairman's report
- 20 → Material risks and opportunities
- 31 → Stakeholder relations
- 36 → The RITE strategy

REACH

LEVEL UP: EXPANDING THE MAP

Unlocking new opportunities, expanding digital footprints.

Expand our **distribution channels** in **banking, retail** and **independent markets**, while investigating new, **primarily digital channels**.

Add **innovative products and services** to our portfolio to increase volumes and margins in existing embedded channels.

NEXT LEVEL →

LOADING



WHAT WE DO AND WHY WE DO IT

ENABLING ACCESS, DRIVING INCLUSION THROUGH DIGITAL DISTRIBUTION

Blu Label is a leading digital distribution company that connects people to the products and services they need the most. Our extensive footprint and proprietary platforms enable the seamless delivery of prepaid essentials, virtual goods, and value-added solutions to South Africa's mass market.

Empowering partners with smart technology

Our platforms are trusted by mobile operators, utilities, financial institutions, and retailers to drive consumer engagement, power rapid product deployment, and enable scalable growth – all underpinned by secure, efficient, and resilient technology.

A virtual mall, not just a pipeline

We do more than distribute – we create ecosystems. Our virtual platform functions as a digital mall, empowering merchants to offer multiple services without the burden of physical inventory or the risk of product expiry.

The Blu approved mark of trust

The Blu approved seal stands for reliability, innovation, and customer centricity. It promises consistent quality and a commitment to putting the customer at the centre of everything we do.

Our mission: digital inclusion at scale

Since our JSE listing in 2007, we've leveraged deep-rooted partnerships and a culture of

innovation to bridge the digital divide. We bring essential services to underserved and remote communities, championing financial inclusion and economic empowerment.

Creating opportunity, one digital interaction at a time

Blu Label is a growth driver for small businesses and informal retailers, delivering secure, accessible fintech solutions built for scale. Our offering includes:

- flexible, plug-and-play technology;
- universal device compatibility;
- trusted, locally relevant services;
- seamless customer experience across platforms;
- fast and reliable transactions available anytime;
- payment solutions that reduce overheads for businesses; and
- data intelligence to enhance marketing and sales effectiveness.

Together, these capabilities position us to meet everyday needs, uplift communities, and unlock shared value through every transaction.

Learn more:



Visit www.bluelabeltelecoms.co.za for a comprehensive list of our products and services.



OUR PURPOSE, VISION AND MISSION

Blu Label Unlimited is an innovative, entrepreneurial and governed business and this is deeply embedded in our operations and corporate culture. Our inclusive leadership commitment supports our strategy to grow shareholder value, with our RITE strategy serving as our north star across operations.



OUR PURPOSE

Driving **financial inclusion, opportunities and convenience** for the **mass market** through **digital distribution and e-tech ecosystems**

OUR VISION

To be a **digital business** that **orchestrates distribution and e-tech ecosystems**

OUR MISSION

To be the **leading global distributor** of **secure fintech products and services** within **emerging markets**

WHAT DOES FINANCIAL INCLUSION MEAN TO US?

In the South African mass market where we operate, a significant proportion of our communities are traditionally unable to access formal financial services in a way that is convenient and cost effective. With the rise of technology, we can provide consumers and the informal trade sector access to e-commerce solutions that open a new world of economic opportunity.

OUR PURPOSE, VISION AND MISSION CONTINUED

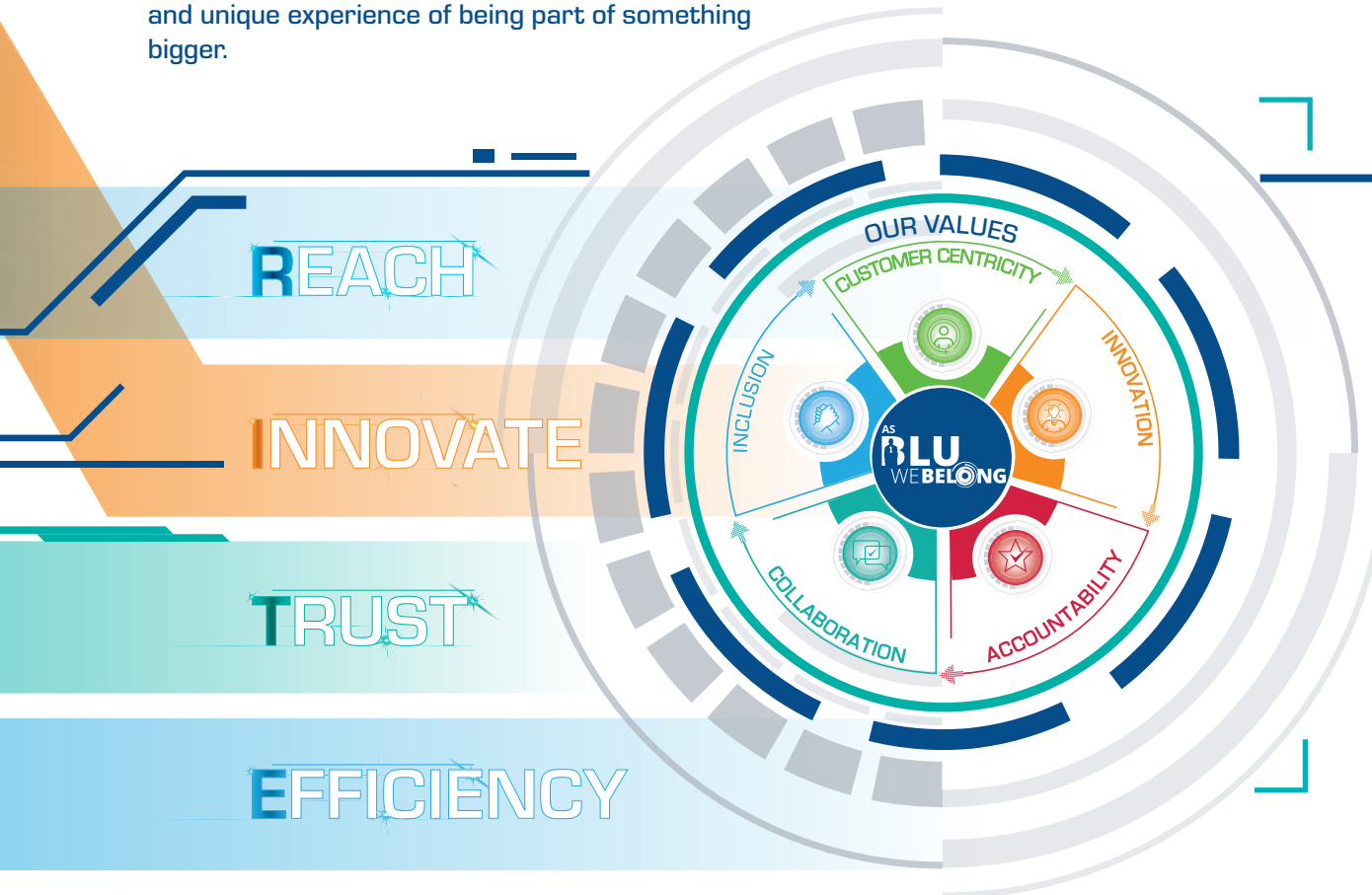


OUR VALUES SYSTEM

Blu Label's purpose and strategy rely on the unity and purpose of our people. It is essential that each of our employees feels part of an inclusive Company culture with a clear vision for the future.

#AsBluWeBelong reflects the vibrant culture and unique experience of being part of something bigger.

We believe in the power of collaboration, and we're committed to creating an environment where inclusion and belonging are not merely values, but lived experiences.



COLLABORATION

We work together to achieve our business goals for the Company, customers, partners and individuals.

INCLUSION

Creating a culture where everyone feels they belong, can perform well and have fun.

CUSTOMER CENTRICITY

Placing the customer at the centre of everything we do to create value and impact.

INNOVATION

Looking for opportunities to learn new ways of doing things to drive growth while protecting our core business.

ACCOUNTABILITY

Owning our actions and results, committing to celebrating, correcting, and connecting to drive continuous improvements.

OUR BUSINESS MODEL

INPUTS



Financial capital

- Equity capital
- Debt capital
- Working capital
- Capital expenditure: R492 million



Manufactured capital

- Property, plant and equipment to the value of **R49 million**, including:
 - R7 million vending machines and terminal devices;
 - R15 million computer equipment;
 - R5 million media equipment;
 - R6 million motor vehicles; and
 - R16 million leasehold improvements.



Intellectual capital

- Additions to intangible assets: R250 million
- Software development spend: R193 million
- Market insight and data
- Entrepreneurial culture and agile practices
- Operating systems, policies, processes and procedures
- Reporting and communication
- Proprietary technology, software and IT systems
- Targeted analytical processes, machine learning and artificial intelligence (AI)



Human capital

- Employees: 1 119
- Salaries and benefits spend: R1.053 billion
- Experienced Board, executive and senior management
- Performance management system
- Leadership development programme



Social and relationship capital

- Relationships with all stakeholder groups, including:
 - Employees, customers, shareholders, government and regulators, partners and suppliers and media.
 - SED spend: R6.1 million



Natural capital

- Refer to Our environmental impact – page 92

Blu Label Unlimited resources are divided into six capitals by the <IR> Framework, which considers how an organisation's operations and results impact or change these resources. We weigh the trade-offs between the various value drivers and every choice we make aims to maximise benefits and minimise drawbacks.

OUTPUTS: Our Products and Services

ACTIVITIES

Blu Label's diverse product and service offering enables us to bring mainstream products and services to the mass market:

- Wholesale distribution
- Network operator
- Consumer data validation and verification
- Technology and development
- Electricity/municipalities

- PREPAID ELECTRICITY SERVICES
- DATA AND LEAD GENERATION
- STARTER PACKS
- PREPAID AIRTIME
- MOBILE HANDSETS
- TICKETING SERVICES
- VALUE-ADDED SERVICES
- POST-PAID CONTRACT SERVICES
- FINANCIAL SERVICES
- DATA

In 2025, the Group intensified its transition towards a paperless environment, reducing reliance on physical documentation and enhancing digital processes across operations. Energy efficiency initiatives, including optimisation of office power usage and improved equipment management, contributed to lower electricity consumption. Water efficiency programmes, such as responsible usage practices and monitoring systems, ensured consumption remained within sustainable levels.

OUR BUSINESS MODEL CONTINUED

OUTCOMES

A strong balance sheet and sufficient working capital to fund the operations that support long-term sustainability

- Revenue: R14.1 billion
- Gross profit: R3.4 billion

Economic benefits for stakeholders:

- Finance activities: R692 million inflow
- Lease payments: R30 million
- Taxes paid: R321 million
- Employee salaries and benefits: R1.053 billion

- Ability to deliver valuable services and solutions in response to changing consumer demands

- Strategically located outlets offering convenient customer access to products and services

- Proprietary systems/solutions add value and secure sophisticated contracts
- Accelerating our digitisation projects to fast-track our ability to be responsive to our new environment
- Improved responses to changing consumer needs

- Brand reinforcement and market communication
- Accelerated deployment of new technologies
- Effective controls and processes
- Creative solutions increase productivity, cost savings and synergies

- Building an organisation that is future fit, an inclusive business with a growth mindset
- Employee well-being is part of our strategy to succeed
- Employee engagement is more centred around creating meaningful jobs and creating an environment that creates purpose

- A vibrant, diverse and flexible workforce committed to the long-term success of Blu Label:
 - 46% female;
 - 81% of recruits are black; and
 - 74% appointed in managerial roles are black.
- Inclusive leadership that promotes innovation, teamwork and job satisfaction

- Building sustainability programmes that impact communities and youth development
- Initiatives aimed to build entrepreneurs and SMMEs
- Supporting flagship beneficiaries that align with our shared socio-economic values through the Trust Blu Foundation

- Business efficiency through collaboration with producers and suppliers
- Building trust and respect
- Social relevance in the communities we operate in
- Brand reinforcement and market communication
- Sustained confidence from shareholders and investors

- We are aware of the environmental impacts of our operations and activities. We pursue the responsible management of waste and emissions, with a focus on the sustainable use of our resources

- Blu Label views digital products and services as having significant potential to deliver positive environmental outcomes

Our business model and the use of the capitals to create value for all our stakeholders are underpinned by robust corporate governance, as outlined on page 130.

TRADE-OFFS

Short-term investment vs long-term benefit

An essential trade-off between short and long-term investment is associated with financial capital.

It is important to balance the interest of short-term benefits with those of long-term sustainable growth objectives. While both are important for different stakeholders at different times, they are also key to our strategic decision-making process.

Automation and human capital

Automation of routine tasks through technology may reduce human capital in the long term. Blu Label's approach is to find value-creating opportunities in new and evolving technologies that support our employees and our communities in their work.

Fast-paced innovation

Our technical innovation and entrepreneurial drive are central to effectively serving the unbanked market segment and those without access to technology. The adoption of new technologies, as well as processes and systems that are faster and more efficient, requires effective change management with employees and subsidiaries.

Responding to social and environmental issues

Climate change is increasingly in the spotlight as the effects of global warming start to show up in severe weather events worldwide. At the same time, social challenges and inequality are thrown into sharp relief, especially in developing countries. In choosing where to allocate Blu Label's financial resources to improve the world, we consider solving social issues focusing on our material suppliers' value chains.

OUR BUSINESS MODEL CONTINUED

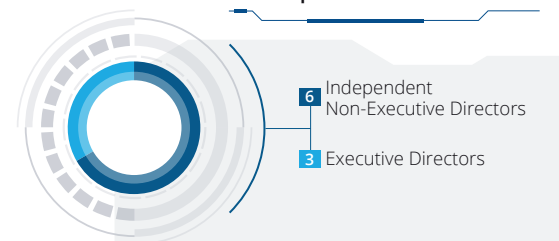
CLARITY AND FOCUS: WHAT EACH SOLUTION SET DELIVERS

BUCKET	VALUE DELIVERED						
BLU Platform Solutions	'X-Tech (Aeon)	Advances	IOT	Transport	Payments	Ticketing	Product
					  		   
BLU Energy Solutions	Revenue assurance, metering and vending			Green Energy			
							
BLU Distribution Solutions	Physical distribution			Virtual distribution			
							
BLU Media Solutions	Physical and digital						
							
BLU Data and AI Solutions	Data analytics			Lead generation			
							
BLU Training Solutions	Training for employment						
							
BLU Telco Solutions							
							

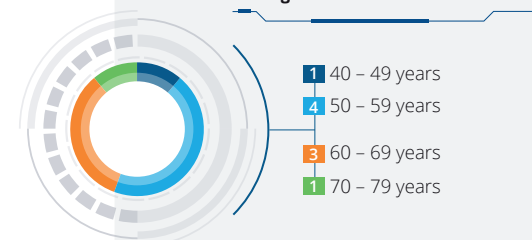
BOARD OF DIRECTORS



Independence



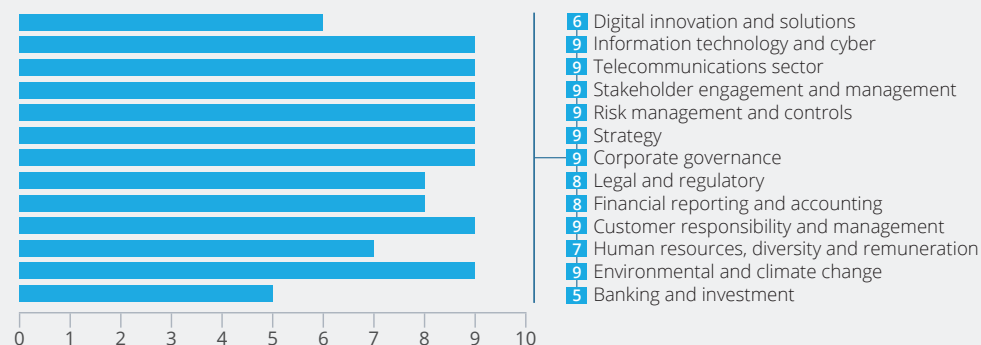
Age



Committee key

- Investment Committee
- Social, Ethics and Transformation Committee
- Remuneration and Nomination Committee
- Audit, Risk and Compliance Committee

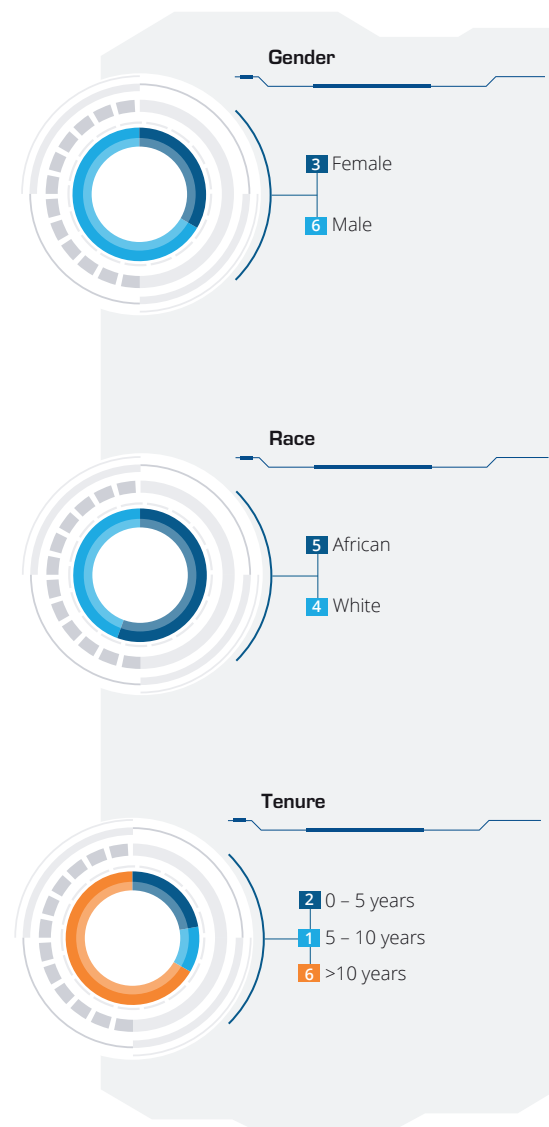
Board skills and experience



BOARD OF DIRECTORS CONTINUED



* Resigned 29 August 2025



BOARD OF DIRECTORS CONTINUED



Larry is a co-founder and former executive director of Investec Bank Limited and has been instrumental in the creation and strategic development of several listed companies including Capital Alliance Holdings Limited (Capital Alliance Life – acquired by Liberty Life; Capital Alliance Bank – now Brait), Super Group Limited, Hosken Consolidated Investments Limited, SIB Holdings Limited, CorpGro Limited and Global Capital Limited. He also served as the past chairman of the boards of these companies. Previously, Larry sat on the boards of Softline Limited, JCI Limited and Abacus Technologies Holdings Limited and was a former chairman of a number of non-listed company boards both in South Africa and abroad, including Stenham Limited (UK) and Prefsure Life Limited (AUS).

Larry is the current executive chairman of Global Capital Proprietary Limited and the current Chairman of Blu Label Unlimited Group Limited, Dis-Chem Pharmacies Limited, Morecorp Group and Selldirect Marketing Proprietary Limited. He also serves as Non-Executive Deputy Chairman of Cell C Limited.



Brett has an impressive entrepreneurial record of founding and operating many businesses across various industries. These include the sale and distribution of fast-moving consumer goods and electronics.

He currently serves as a director of various Blu Label companies and plays a key role in developing Blu Label's strategy and is instrumental in structuring and negotiating all of Blu Label's strategic corporate finance transactions.

His achievements have earned him a number of prestigious nominations, accolades and awards. These include the Absa Bank Jewish Entrepreneur of the Year Award (2003) and the Absa Jewish Business Achiever Non-Listed Company Award (2007), which he won jointly with his brother Mark. Brett was nominated as an Ernst & Young World Entrepreneur SA finalist for 2007.

In 2010 he received the Liberty Life Award for a Remarkable Success Story in the David Awards. He was a finalist in the Top Young Entrepreneur category of the African Access National Business Awards. In 2011, he shared the Top Entrepreneur accolade in the African Access National Business Awards with Mark.



After several years as a successful commodities trader, Mark became an entrepreneur, operating various small businesses across different industries.

Serving as a director of various Blu Label companies, Mark is responsible for Blu Label's technology and digital strategy and spearheads the execution of Blu Label's growth strategy, the integration of acquisitions and the development of the IT architecture.

The business community has frequently recognised his leadership capabilities. Mark received the Absa Jewish Business Achiever Non-Listed Company Award (2007), together with his brother, Brett. He was also an Ernst & Young World Entrepreneur SA finalist for 2007.

In 2010, Mark was voted Top IT Personality of the Year by ITWeb and was a finalist in the Top Young Entrepreneur category of the African Access National Business Awards. In 2011, he shared the Top Entrepreneur accolade in the African Access National Business Awards with Brett.

BOARD OF DIRECTORS CONTINUED



Happy is a senior corporate lawyer with over 25 years' experience, offering specialist skills in public interest law, constitutional law, renewable energy projects, information technology, corporate governance, regulatory advisory services and public-private partnerships. She has advised many clients, including private and public companies, state-owned entities, energy companies, financial institutions, construction and engineering firms, listed organisations, telecommunications companies, and information and technology firms.

Happy was a partner for nearly 10 years at Werksmans Attorneys. She currently serves as a non-executive capacity on several boards including Bright Light Solar VCC, ProfitShare Partners, Dis-Chem Pharmacies Limited, and as a Trustee for the Investec Entrepreneurship Development Trust. As a member of these boards, she also sits on various subcommittees such as the Remuneration, Audit and Risk, Nominations, Social and Ethics committees. She serves as the Chairperson of the Momentum Group Foundation. She also serves as a Senior Consultant in the Energy, Infrastructure and Corporate departments at CMS-RM Partners.



Nomavuso is a Chartered Accountant (SA). She spent one year at Deloitte before joining SizweNtsaluba VSP (formerly Nkonki Sizwe Ntsaluba).

While at SizweNtsaluba, she specialised in consulting, internal auditing and attest functions. Following the introduction of the Public Finance Management Act, Nomavuso identified an opportunity and then started the corporate governance division which housed the internal audit services. Nomavuso was also involved in staff development and training as a staff partner for five years. She later joined the Imperial Group as the Group Audit and Risk Executive. While there, she introduced Training Outside Public Practice (TOPP). When Nomavuso left Imperial, her 11 TOPP trainees were spread across the group. She continued consulting for Imperial to ensure they receive adequate training.

Nomavuso was appointed to serve on the board of Imperial Bank as a non-executive director representing Imperial until the bank surrendered its banking licence in September 2010.



Joe qualified as a Chartered Accountant (SA) in 1993. In 1996, he co-founded Gobodo Incorporated alongside eight partners, which subsequently evolved into SizweNtsalubaGobodo Grant Thornton Inc., one of South Africa's leading accounting firms.

In 1999, he successfully led the management buy-out of Gobodo Corporate Finance, which he rebranded as aloeCap Proprietary Limited. He currently serves as Executive Chairman of aloeCap, a boutique investment and advisory firm with interests in several private businesses.

Joe holds directorships across a portfolio of unlisted companies within the aloeCap investment stable. In addition, he serves as an Independent Non-Executive Director of Dis-Chem Pharmacies Limited, where he also chairs the Audit and Remuneration Committees. He is the Chairman of Cell C Limited and sits on the Remuneration Committee of Cell C.

BOARD OF DIRECTORS CONTINUED



DR LINDIWE MTHIMUNYE

Independent Non-Executive Director

Age: 51

Lindiwe is a Chartered Accountant (SA) with extensive governance, finance and business experience. Having worked in investment banking – property and infrastructure finance – and also as Chief Financial Officer, she is an experienced Non-Executive Director having previously served on the boards of various listed and unlisted companies including Woolworths, Massmart, Group 5, Torre, Sea Harvest, Cell C Limited and PetroSA.

Lindiwe is committed to sustainable business practices and ethical governance underpinned by her doctoral studies on ESG integration and decarbonisation strategies.



JERRY VILAKAZI

Independent Non-Executive Director

Age: 64

Jerry has held various executive positions in government and the business sector, including that of Director for Commerce and Industry at SAICA and Managing Director of the Black Management Forum (BMF), where he also served on the board of the BMF investment company. He was later appointed as the CEO of Business Unity South Africa (BUSA). He has also served as chairman of the SADC Employer Group and the EU-Southern African Business Council. In addition to representing business at Nedlac, he served as a member of the King Committee on Corporate Governance, the National Anti-corruption Forum and the SADC Business Forum.

In 1998, he was appointed Public Service Commissioner. He later served as a member of the National Planning Commission which developed the country's first National Development Plan and as a member of the Presidential BBBEE Advisory Council. Jerry served as Chairman and director of several SOEs, including the Mpumalanga Gambling Board, Mpumalanga Economic Growth Agency, and the State Information Technology Agency Proprietary Limited. He previously served on the boards of PPC Limited and Goliath Gold Limited and held the position of Chairman of Netcare Limited and adviser to Citibank. He is an Adjunct Professor in the Department of Business Management, Unisa.

Jerry is currently executive chairman of Palama, an investment company he co-founded, and also serves on the boards of Cell C Limited and Sibanye-Stillwater Limited.



DEAN SUNTUP

Financial Director

Age: 48

Dean completed his articles at PwC where he continued working after qualifying as a Chartered Accountant (SA), participating in the audits of various large corporations and multinational companies.

In 2003, he joined BSC Technologies, a business established by the Levy brothers, where he later became the financial director. In 2005 he transferred to The Prepaid Company in the role of Financial Director. In heading up finance at Blu Label, Dean serves as director of various Blu Label companies and contributes significantly to the governance and reporting systems across Blu Label.

OPERATING STRUCTURE

By opening up new channels to the market, our organisational structure aims to enhance customer service significantly. This includes effective procedures and technologies designed with the needs and values of the consumer in mind, making sure that agility is ingrained in and embraced by Blu Label. We can harness both skill and scalability throughout Blu Label thanks to this structure, which also assists in rapidly rolling out new products and services across all channels.



Brett Levy oversees key strategic areas within the organisation, including Africa Distribution, Wholesale, Retail and Network Operator functions. His leadership focuses on expanding the Company's distribution network and retail presence, managing wholesale operations and ensuring the efficiency and growth of network operator partnerships.



Mark Levy leads the Company's efforts in solutions, technology and development and electricity/municipalities sectors and oversees Blu Label Ventures. His role emphasises driving technological innovation, developing solutions for various industries, managing relationships with municipalities and electricity providers and fostering growth through venture initiatives.



Dean Suntup manages the organisation's financial health, managing corporate services. His responsibilities include overseeing financial planning, reporting and ensuring that corporate services align with the Company's strategic goals and providing a strong financial foundation for growth and operations.

EXECUTIVE COMMITTEE



MARK LEVY

Joint Chief Executive Officer
(Chairman)



BRETT LEVY

Joint Chief Executive Officer



DEAN SUNTUP

Financial Director

GRANT LEVIN *
Chief Operating Officer
of Comm Equipment Company

MODISE NYAWANE
Chief Executive Officer
of Cigicell

DEELAN RAMA
Chief Executive Officer
of SA Distribution

SUVEER RAMDHANI **
Chief Executive Officer
of BluNova

AINE ARMSTRONG
Group HR Director
Human Capital and Transformation

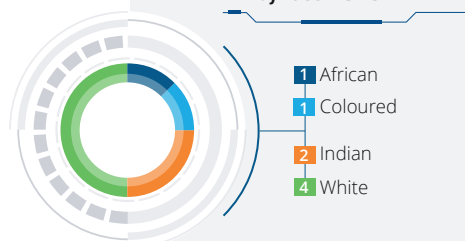
MAHOMED SHAIK
Chief Technology and
Information Officer

DESIREE SIMBA
Chief Financial Officer
of SA Distribution

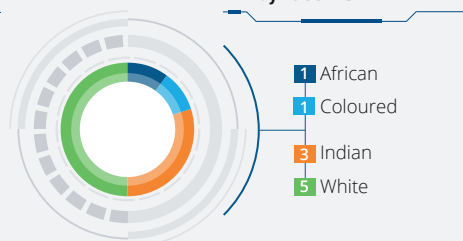
* An agreement was reached wherein it was resolved that GB Levin would exit the Group on 30 November 2024.

** Resigned – 28 July 2025

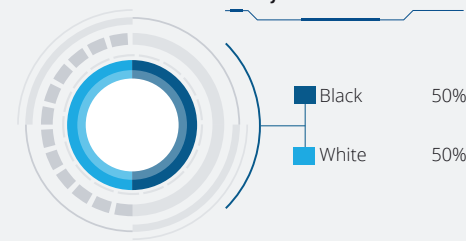
Executive Committee
by race 2025



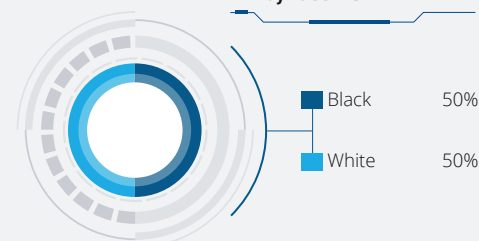
Executive Committee
by race 2024



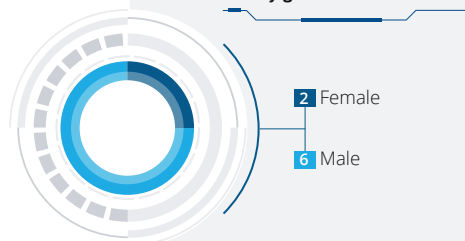
Executive Committee
by race 2025



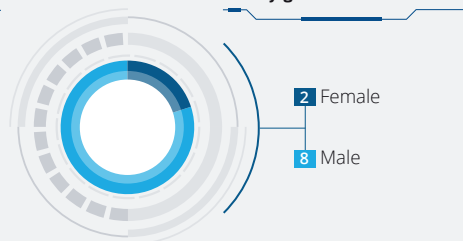
Executive Committee
by race 2024



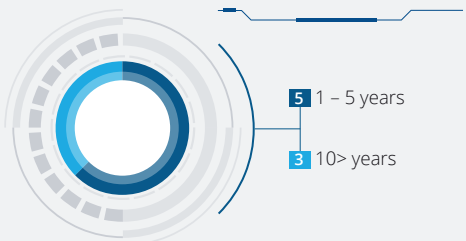
Executive Committee
by gender 2025



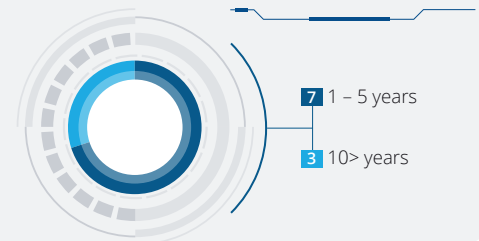
Executive Committee
by gender 2024



Executive Committee
tenure 2025



Executive Committee
tenure 2024



CHAIRMAN'S REPORT



DEAR SHAREHOLDERS,

FY25 was a defining year for Blu Label – a period of strategic repositioning and resilience, laying the foundation for long-term shareholder value creation. Amid ongoing macroeconomic challenges, we remained focused, agile, and disciplined in our execution.

A key highlight of the year was significant progress towards the potential listing of Cell C. This would be a milestone event, unlocking value for Cell C and Blu Label, and marking the culmination of years of stabilisation, investment, and governance-led transformation.

This pending transaction is not just a financial event – it’s a strategic inflection point that positions Blu Label for the next phase of its evolution: a focused, capital-light, high-margin business with strong fundamentals and scalable platforms.

NAVIGATING CHALLENGES, STAYING TRUE TO OUR PURPOSE

The operating environment remained difficult across South Africa and many emerging markets. Inflationary pressures, high interest rates and structural unemployment continued to affect consumer spending, particularly in the lower-income segments we serve. Additional macro challenges in the first three-quarters of the financial year further disrupted economic activity and dampened demand.

Nevertheless, Blu Label remained steadfast. The general suspension of loadshedding in the year is a hopeful sign for the economy, and a welcome development for our partners, vendors and consumers. Throughout, we continued to prioritise stability, customer relevance and platform innovation.

STRATEGIC EXECUTION AND FUTURE POSITIONING

Over the past several years, we’ve laid the groundwork for a leaner, more focused Blu Label – and FY25 was the year in which that vision began to materialise. As Cell C stabilises and charts its own course under an experienced and revitalised executive team, Blu Label is increasingly well positioned to thrive as a standalone digital platform business.

We have sharpened our focus on scalable, asset-light technologies that serve the mass market precisely and efficiently. Our proprietary platforms – spanning fintech, value-added services, and merchant enablement – are delivering growing transaction volumes and deepening partner engagement. The capital released from the reduced funding requirements of Cell C will allow us to accelerate our investment into these digital capabilities, while maintaining a strong and liquid balance sheet.

CHAIRMAN'S REPORT CONTINUED

Looking ahead, our focus is clear:

- Expanding our **virtual ecosystem** across payment, product and platform services;
- Enhancing **proprietary technology** to enable faster, smarter deployment;
- Leveraging **data and analytics** to deliver personalised, omnichannel customer experiences; and
- Forming **strategic partnerships** that bring more South Africans into the digital economy.

We will continue to serve the mass market with integrity, innovation and reliability – delivering value for our customers, partners and shareholders through every transaction.

GOOD GOVERNANCE AS OUR FOUNDATION

Corporate governance remains a cornerstone of our business. This year, we strengthened our governance and risk frameworks to ensure alignment with our evolving business model. Cybersecurity remains a strategic priority, and our ISO 27001 certification reflects our continued commitment to data protection and system integrity.

We also continued to benefit from active, engaged oversight from our Board of Directors, whose input and stewardship has been invaluable during this period of strategic transformation.

INCLUSION, EMPOWERMENT, AND SOCIAL IMPACT

Blu Label's mission has always been rooted in inclusion – connecting people to services, opportunities and livelihoods. We continue to play a critical role in enabling small and informal businesses to grow their operations, access digital tools, and transact securely. Our platforms support thousands of township-based entrepreneurs, mobile vendors and informal traders.

Our internal culture, too, has been a source of strength. In FY24 we introduced #AsBluWeBelong – a unifying commitment to belonging, collaboration and shared

purpose. Our updated corporate values – accountability, collaboration, inclusion, customer centricity and partnership – emerged from a company-wide process reflecting who we are and want to be.

We also remain committed to inclusive procurement, transformation and enterprise development, with a focus on enabling black- and female-owned businesses to thrive.

A year of transformation, A future of opportunity

LOOKING AHEAD

The potential Cell C listing will unlock significant value: freeing up capital, reducing debt, and enabling sharper strategic focus for both businesses. For Blu Label, it represents the acceleration of our evolution into a platform-led growth business, underpinned by sound governance and financial discipline.

We confidently enter the next chapter – ready to unlock new growth opportunities and extend our impact across South Africa's digital economy.

APPRECIATION

On behalf of the Board, I would like to thank our shareholders for your continued trust and support.

A special word of thanks goes to Mr Joe Mthimunye, who stepped down after year-end to focus on his role as Independent Chairman of Cell C. His departure forms part of the managed Board renewal process we previously communicated – a deliberate effort to rotate and refresh long-serving members in alignment with evolving governance best practices. Joe has been an invaluable contributor to Blu Label for over a decade, playing a key role in shaping our strategy and governance frameworks. The Board is actively considering new appointments to ensure continued diversity, independence, and depth of expertise as we enter our next growth phase.

Finally, thank you to my fellow Board members, our executive team, and all Blu Label employees for your dedication, resilience, and belief in our shared vision.



LARRY NESTADT
Chairman

30 September 2025

MATERIAL RISKS AND OPPORTUNITIES

“The main purpose of risk management is to position the organisation to understand adequately and respond to potential risks and opportunities that could materially impact the execution of our strategy and our ability to create value.”

Blu Label's primary risks and opportunities are identified within the context of our strategy to proactively respond to ever-changing internal and external operating environments. In pursuing our goals toward creating, preserving and realising value for our stakeholders, we are strengthening the link between our strategy and the Group's risks and opportunities by applying our Enterprise-wide Risk Management (ERM) process within the context of key business requisites.

Our ERM process ensures the adequacy, appropriateness and effectiveness of our responses, mitigating potential significant negative business impacts to deliver on our business targets.



1

INCREASED THREAT OF CYBERCRIME

Strategic link:



TRUST

Description

Since most of the Group's inventory is of a virtual nature, defence against cybercrime will remain a top priority. Cyber-attacks can lead to reputational damage, business disruption and ultimately loss of revenue.

The Group is dependent on the systems and platforms that enable its products and services on which it manages its merchant base. Blu Label's technology spend has increased in recent years in support of its importance to both organic and inorganic growth, as well as simultaneously to improve system availability and resilience as the volumes of both the number and types of transactions increase.

Strategic response and mitigating measures

- Blu Label places significant focus on the security of all systems, both production and enterprise to pre-emptively detect, prevent and manage security threats and recover expediently in the event of a cybersecurity breach.
- Independent third parties continually conduct periodic vulnerability scans and penetration tests to ensure that Blu Label's systems are secure, and new threats are actively monitored and appropriately addressed through our 24/7 security operations centre.
- A Security Operations Centre (SOC) has been implemented and is now fully operational. The SOC provides real-time threat detection and analysis of our environment and assists in countering cybercrime risks. The optimisation of the SOC is also currently ongoing. Furthermore, the SOC is being used for threat intelligence and is assisting in developing and rolling out assurance programmes that incorporate internal and external reviews of our data storage practices.
- Our National Institute of Standards and Technology (NIST) Cybersecurity Framework is structured or aligned to the three lines of defence model. This allows for a dynamic approach focusing on assembling and arranging capabilities that allow for quicker response and optimising our cybersecurity initiatives. Our maturity scores are independently assessed by internal audit for factual accuracy.
- We have appointed the appropriate skills set to manage our IT security. To bolster our cyber security, we have outsourced the entire function to a capable, highly skilled and adequately resourced service provider.
- An advanced cloud-native platform has been implemented to counter malware threats.
- A data loss prevention tool has been implemented, which provides real-time visibility, threat protection and data security for cloud services and websites.
- All Blu Label staff members are mandated to participate in an ongoing cybersecurity awareness training programme, as part of cybersecurity culture and posture.
- Cyber insurance cover is in place to protect the Group in the event of a breach.
- We monitor the Group's cyber incident response and containment in real time.
- Blu Label has achieved full certification on ISO 27001:2022 for its main trading platform/system.
- ISO 27001:2022 provides a recognised framework for information security and outlines best practices for establishing, implementing, maintaining, and continually improving an Information Security Management System (ISMS). ISO 27001:2022 assists companies to achieve many benefits such as digital trust with clients and other key stakeholders. Achieving this certification demonstrates our commitment to maintaining stringent standards for information security. It represents a resounding endorsement for digital security in the highly competitive telecoms and fintech industries in which we participate.

MATERIAL RISKS AND OPPORTUNITIES CONTINUED



2

ECONOMIC OUTLOOK

Strategic link:



EFFICIENCY

Description

Unfavourable economic conditions and heightened inflation are negatively impacting on consumer disposable income. Consumers are forced to prioritise their buying habits based on needs, leaving less or no disposable income to buy discretionary products (e.g. universal vouchers and event tickets).

South Africa faces a dynamic set of material risks and opportunities shaped by domestic and global geopolitical developments. Heightened geopolitical tensions, shifts in global trade alliances, and volatility in commodity prices could create uncertainty for investment flows and currency stability. The balance between risk and opportunity will be influenced by the outcome of local political stability, policy direction, and the country's ability to maintain investor confidence amid a shifting global landscape.

Strategic response and mitigating measures

- We have brought innovative products to market to assist economically distressed consumers in purchasing essential services.
- The Group is currently assessing the potential impact of these geopolitical risks on our value chain.

MATERIAL RISKS AND OPPORTUNITIES CONTINUED



3

UNETHICAL BEHAVIOUR, FRAUD AND POTENTIAL THEFT OF E-TOKENS

Strategic link:



TRUST

Description

Due to the nature of its digital inventory, the Group is vulnerable to fraudulent activities. Blu Label maintains zero tolerance for fraud and irregularities. All incidents are investigated, irrespective of the size or value.

The ongoing rollout of new products/solutions increases our exposure to potential fraud-related activities.

E-tokens are a form of electronic cash utilised for secure transactions. The Group relies on the high-volume, low-margin distribution and sale of these e-tokens of value. Therefore, Blu Label must protect its virtual stock from theft and cybercrime.

Strategic response and mitigating measures

- We continue to refine operational controls, security and our infrastructure to mitigate the risk of fraud.
- Fraud and ethics are discussed at Board level by both the Social, Ethics and Transformation Committee (SETC) and the Audit, Risk and Compliance Committee (ARCC).
- Our ethics hotline, hosted by Deloitte, remains available for anonymous reporting of any instances or suspicions of fraud.
- Staff are mandated to participate in digital programmes that enhance awareness relating to fraud and ethics. A code of conduct, disciplinary and fraud policies are in place.
- We have developed a Fraud Management Framework that addresses the risk of fraud within the Group.
- The confidentiality, integrity and availability of virtual stock is managed through role-based access control, secure transfer of supplier/customer files and encryption with hardware security modules.
- The internal audit function performs independent assurance on these controls' design adequacy and effectiveness.
- A robust set of automated internal controls assists in timeous detection and prevents the theft of voucher pins and related digital products.
- Insurance cover is in place to protect the Group in case of a breach.

MATERIAL RISKS AND OPPORTUNITIES CONTINUED



4

CUSTOMER AND REVENUE CONCENTRATION

Strategic link:



REACH



INNOVATE

Description

Certain prominent financial institutions and retailers rely on Blu Label to process their substantial transaction volumes. A lapse in the Group's service delivery to these stakeholders could negatively impact its profitability and/or reputation.

Strategic response and mitigating measures

- Blu Label maintains long-standing relationships with these parties and has an impressive track record of service delivery.
- Mature failover and business continuity mechanisms provide a high degree of certainty that we maintain uptime beyond 99%, even as transaction volumes continue to grow.
- As part of our operational resilience framework and practices, we actively monitor and enhance our business continuity and disaster recovery plan (DRP).



5

MARGIN COMPRESSION IN PREPAID PRODUCTS

Strategic link:



EFFICIENCY

Description

The prepaid airtime and data market in South Africa — led by Vodacom, MTN, Telkom Mobile, and Cell C — continues to face margin compression. The environment is highly competitive, with all major networks targeting the same consumer segment. To retain market share, networks offer increased value to consumers (more data and airtime for the same or lower spend), leading to lower adequate margins.

The entry and growth of Mobile Virtual Network Operators (MVNO) has further intensified competition, while ongoing economic pressure is reflected in declining recharge trends across the sector.

In addition, the prepaid electricity market also continues to face margin compression.

Strategic response and mitigating measures

- Long-term agreements with network operators are in place to secure revenue continuity.
- The Group diversifies into adjacent product categories to reduce reliance on high-volume, low-margin lines.
- Continued engagement with suppliers to preserve margin where possible.
- Ongoing product diversification and innovation to offset structural margin pressure.

MATERIAL RISKS AND OPPORTUNITIES CONTINUED



6

SUCCESSFUL EXECUTION OF THE CELL C STRATEGY AND BUSINESS PLAN

Strategic link:



TRUST



INNOVATE

Description

The failure of Cell C's strategy and execution of its business plan would not only negatively impact the investment. Still, it would also have a knock-on effect on the Blu Label Group, in that there is substantial credit risk exposure and a portion of its profitability stems from its trading relationship with Cell C.

Strategic response and mitigating measures

- The Cell C recapitalisation transaction, in September 2022, achieved the deleveraging of its balance sheet, providing it with liquidity to operate and position itself to achieve long-term success for the benefit of its customers, employees, creditors, shareholders and other stakeholders.
- Cell C implemented a turnaround strategy, focusing on operational efficiencies, reducing operational expenditure and optimising traffic. This included significantly reducing capital expenditure and converting a fixed-cost infrastructure-based network to a variable operational expenditure model. This, together with the recapitalisation of the debt structure, resulted in a significant improvement of its liquidity and enabled Cell C's long-term sustainability.
- Cell C has taken a capital-light approach to its mobile network, utilising its spectrum assets and physical network infrastructure owned by other mobile network operators. Cell C will leverage the flexibility that comes with its capital-light model and the ability to roam across partner networks. It will invest further to enhance customer offerings and experience. Over the past 24 months, the strengthened Cell C executive management team has successfully returned the Cell C business to a strong growth trajectory with significant improvement in both operational and financial metrics, driving the sustainable growth and profitability of Cell C going forward.
- The proposed restructure of Cell C is expected to encompass various ancillary transactions, aimed at optimising Cell C's capital structure and balance sheet in preparation for a potential separation and future listing on the JSE. Should Blu Label elect to implement the proposed restructure, it is envisaged that the various restructuring steps will be inter-conditional and contingent upon the potential listing of Cell C. Implementing of the restructure and potential listing will remain subject to, among other conditions, approval by the boards of Blu Label and Cell C, requisite shareholder and regulatory consents, and favourable market conditions.
- To contribute to the success of Cell C, Blu Label is represented on the Board of Directors, affording it complete oversight of the performance of the Company.

MATERIAL RISKS AND OPPORTUNITIES CONTINUED



7

MATURITY OF BUSINESS CONTINUITY/DISASTER RECOVERY MANAGEMENT

Strategic link:



TRUST

Description

Business continuity management plans (BCM) and DRP ensure that the business is prepared for severe interruptions and that business processes continue with minimum downtime during cases of emergency or disaster.

If the business continuity plans (BCP) are misinterpreted or not correctly in place, the potential breakdown of critical business processes could harm the Group's profitability and reputation.

Strategic response and mitigating measures

- Blu Label's business continuity management steering committee meets bi-annually to ensure the Group is prepared to counter any risk.
- We are currently reviewing the effectiveness of our business continuity management system to ensure that we manage our continuity risks effectively.
- Business continuity simulation testing was performed in certain material subsidiaries during FY25 which validated the effectiveness of our recovery strategies and ensured team readiness.
- We have engaged with an external service provider to review the content of our BCP and they will be tested during 2025 via practical scenario tests.

MATERIAL RISKS AND OPPORTUNITIES CONTINUED



8

ELECTRICITY SUPPLY INTERRUPTION AND ITS IMPACT ON REVENUE GENERATION

Strategic link:



REACH



INNOVATE

Description

Electrical power is an essential input in all modern-day economies and a large part of Blu Label's business involves the vending of airtime and electricity products. The power crisis had a two-fold impact on our business; namely, many of our merchants do not have back-up power resources to continue to vend during power outages, and secondly, consumers no longer buy products at the same level due to the lack of electricity/back-up resources in their domestic environments.

Strategic response and mitigating measures

- We will continue to maintain and enhance back-up power at our centres around South Africa for the medium to long term.

MATERIAL RISKS AND OPPORTUNITIES CONTINUED



9

CHANGING EMPLOYMENT EQUITY LEGISLATION

Strategic link:



INNOVATE

Description

The new employment equity (EE) regulations in South Africa, particularly the introduction of sectoral targets for designated groups, pose a risk of potential penalties for employers who fail to meet these targets. Designated employers, which include the Group, must align their EE plans with these sectoral targets.

Failure to meet these targets, without justifiable reasons, can result in penalties and potential legal action.

Strategic response and mitigating measures

- A focused employment equity plan (2025–2030) is under review for alignment with the revised Ministerial Information and Communication Technology (ICT) sector targets.
- Quarterly tracking of progress across occupational levels in the Group.
- Executive dashboards have been produced and monitored indicating EE targets and performance.
- EE Forum functioning across divisions documenting progress and challenges to assist the Group in achieving its diversity goals, which the Social and Ethics Committee oversees.
- Bursary, learnership, and internship pipelines targeting designated groups to assist in meeting sector targets.

MATERIAL RISKS AND OPPORTUNITIES CONTINUED



10

CLIMATE CHANGE

Strategic link:



EFFICIENCY

Description

Blu Label has an opportunity to play a role in climate change mitigation, both in terms of its own carbon footprint efficiency and decarbonising the supply chain for products and services that are digitally distributed.

Strategic response and mitigating measures

- Integrate climate risks and opportunities into the risk management framework, including considering renewable energy sources for our operations.
- Digitally connecting consumers and businesses in the supply chain significantly reduces the carbon associated with travel and maintaining physical retail establishments. The more volumes built and products and services transacted through our digitised distribution channels, the greater the positive impact made.
- Reaching out to our material suppliers, via questionnaires, to gauge the extent of their environmental responsibilities, including:
 - Greenhouse gas (GHG) emissions;
 - Energy efficiency;
 - Renewable energy;
 - Water quality, consumption and management;
 - Sustainable resources management;
 - Waste reduction; and
 - Reuse and recycling.

MATERIAL RISKS AND OPPORTUNITIES CONTINUED



11

INEFFECTIVE GOVERNANCE OF EMERGING TECHNOLOGIES

Strategic link:



TRUST

Description

Our gradual progress in implementing AI technologies, aimed at driving efficiencies and improving business performance, is underpinned by a strong commitment to responsible data use. This includes carefully considering AI's ethical implications and ensuring data is used responsibly and ethically.

Strategic response and mitigating measures

- We have defined and implemented a generative AI governance framework and policy to manage the adoption and implementation of AI.
- A central AI repository is maintained to track all AI usage within the Group.
- Implement robust data governance policies, a set of rules and procedures for managing data, that comply with privacy regulations in line with the Protection of Personal Information Act, 2013 (POPIA).
- Implement security measures which include data protection, continuous monitoring and detection of threats.

MATERIAL RISKS AND OPPORTUNITIES CONTINUED



12

FINANCIAL AND DIGITAL INCLUSION

Strategic link:



TRUST

Description

A significant portion of South Africa's population is underserved in terms of its ability to access formal financial services. Following the substantial increase in access to cellular phones and data, Blu Label can offer consumers and informal businesses access to low-cost digital means of e-commerce transactions.

The rapid expansion of mobile phone and data penetration presents an opportunity for Blu Label to play a significant role in facilitating digital inclusion. Our low-cost, accessible e-commerce and financial transaction platforms enable consumers and informal businesses to participate more efficiently in the digital economy, reducing cash dependency, expanding market reach, and enhancing transactional convenience.

Strategic response and mitigating measures

- Creating financial inclusion for communities through our innovative products and services that digitally connect consumers to anywhere-anytime products and services that would ordinarily be out of reach to many consumers.
- Increase connectivity to drive economic participation within underserved communities.

STAKEHOLDER RELATIONS



REINFORCING TRUST THROUGH CONSISTENT AND TRANSPARENT DIALOGUE

Cultivating and preserving robust, trusted relationships with all our stakeholders remains a cornerstone of Blu Label's long-term value creation strategy. In 2025, this principle took on renewed significance as we repositioned the Group, restructured our operating model, and prepared for the proposed listing of Cell C on the JSE.

We continue to view engagement as a two-way process not simply to inform, but to listen, involve, and respond. As such, our stakeholder approach is rooted in openness, accountability and partnership, ensuring we remain aligned with the expectations and interests of all parties who influence or are affected by our business.

Stakeholder identification and engagement are guided by our Group Stakeholder Engagement Policy and decentralised across Blu Label's business units, each responsible for managing their key stakeholder relationships and reporting to executive leadership and the Board.

We maintain our commitment to:

- frequent, consistent and transparent communication;
- two-way dialogue to strengthen mutual understanding;
- regular reassessment of stakeholder materiality and priorities; and
- responsible management of stakeholder risks and opportunities through our enterprise-wide risk framework.

STAKEHOLDER RELATIONS CONTINUED

STAKEHOLDER ENGAGEMENT MATRIX

WHY WE ENGAGE



Employees

Our people are the drivers of our strategy and the foundation of our culture. We engage to foster a values-based, inclusive and high-performance environment where every employee is empowered, recognised and supported.

NEEDS AND EXPECTATIONS

- Clear alignment to Group strategy and individual performance goals.
- Career development, mentoring, and promotion pathways.
- A healthy, inclusive, and engaging workplace culture.
- Support for mental well-being, financial wellness and work-life integration.
- Opportunities for recognition and participation in company culture.

METHODS OF ENGAGEMENT

- Monthly “#AsBluWeBelong” values activation sessions.
- Intranet, e-mail and employee engagement campaigns.
- Lunch-time wellness quizzes and Wellness Day initiatives.
- On-site GP and nurse consultations; financial hot desks.
- Leadership town halls, team building events, and internal surveys.
- Birthday breakfasts and employee recognition programmes.

STRATEGIC OUTCOMES AND RESPONSES

- Cultural momentum gained through experiential values rollout.
- Enhanced wellness offering and emotional safety initiatives.
- Increased internal promotions with stronger ACI representation.
- Launch of revised performance management framework and IDP rollout.
- Targeted retention interventions in high-turnover business units (e.g. BluNova).
- Development of a refreshed five-year employment equity plan for submission to the Department of Labour.



For more information about our human capital, visit page 59.

WHY WE ENGAGE



Investors

Capital providers are essential to our growth trajectory. Through transparent and consistent engagement, we build confidence, ensure our strategic direction is understood, and maintain trust during periods of significant change.

NEEDS AND EXPECTATIONS

- Timely and accurate financial and operational performance updates.
- Clarity around Cell C's value unlock, capital structure and future listing.
- Insights into free cash flow generation, governance and capital allocation.
- Transparent responses to queries around strategic transformation.

METHODS OF ENGAGEMENT

- Virtual meetings.
- Annual and interim results announcements and roadshows.
- Annual General Meeting.
- Integrated annual report.
- Meetings with executive and senior management.

STRATEGIC OUTCOMES AND RESPONSES

- Positive market response to the Cell C listing strategy.
- Enhanced investor understanding of Blu Label's revised Group structure.
- Increased interest in Cell C's standalone investment case.
- Strengthened institutional and international investor relationships.

STAKEHOLDER RELATIONS CONTINUED

STAKEHOLDER ENGAGEMENT MATRIX

WHY WE ENGAGE



Media

The media is critical in shaping Blu Label's public narrative and reputation. We aim to proactively manage coverage, provide accurate information and ensure our strategic progress is communicated clearly and credibly.

NEEDS AND EXPECTATIONS

- Timely access to accurate and relevant information.
- Clarity on financial results, Group restructuring, and Cell C developments.
- Responsive media relations and access to key spokespeople.
- Storytelling around innovation, strategy and governance.

METHODS OF ENGAGEMENT

- Pre-briefings with financial and tech media during results cycles.
- Interviews and commentary from executive leadership.
- Media packs, press releases and co-ordinated content.
- Ad hoc responses to enquiries and story development.

STRATEGIC OUTCOMES AND RESPONSES

- Broad, favourable coverage of Cell C's potential listing and recapitalisation.
- Proactive media relationships established with top-tier outlets.
- Enhanced public understanding of Blu Label's repositioning.

WHY WE ENGAGE



Regulators

We engage with regulators to ensure compliance, preserve our operating licences, and maintain transparent relationships that support transformation and market integrity.

NEEDS AND EXPECTATIONS

- Compliance with legislation, licensing and competition requirements.
- Clarity on ownership, operational structures, and governance.
- Transparent reporting of material transactions and merger activity.
- Responsible conduct in the public interest.

METHODS OF ENGAGEMENT

- Formal submissions and filings with Independent Communications Authority of South Africa (ICASA), Competition Commission and Tribunal.
- Direct meetings with regulatory officials and legal advisers.
- Participation in industry forums and consultations.
- Collaboration with policy stakeholders where relevant.

STRATEGIC OUTCOMES AND RESPONSES

- Approval granted by ICASA and the Competition Tribunal for control of Cell C.
- Sustained regulatory trust during complex transactions.
- Demonstrated compliance and open dialogue across regulatory engagements.

STAKEHOLDER RELATIONS CONTINUED

STAKEHOLDER ENGAGEMENT MATRIX

WHY WE ENGAGE



Customers and consumers

Our customers are at the heart of our purpose and business model. Engagement enables us to deliver relevant, affordable and accessible solutions tailored to diverse consumer needs across South Africa.

NEEDS AND EXPECTATIONS

- Simple, secure and cost-effective prepaid and value-added services.
- Responsive customer support and issue resolution.
- Innovative and evolving product offerings.
- Greater access to essential services across informal and formal markets.

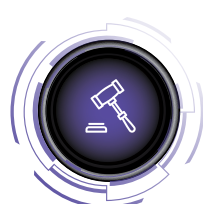
METHODS OF ENGAGEMENT

- Customer contact centres and field agents.
- Face-to-face engagement and community activations.
- In-app support and social media channels.
- Customer feedback surveys and issue escalation protocols.

STRATEGIC OUTCOMES AND RESPONSES

- Continued resilience in customer uptake across our product suite.
- Improved service delivery and channel support across geographies.
- Greater inclusion of informal traders in digital product distribution.
- Ongoing product innovation aligned to consumer preferences.

WHY WE ENGAGE



Government

Government remains a key partner in driving national development, digital inclusion and employment. Engagement supports shared value creation, alignment with national goals, and the sustainability of our licence to operate.

NEEDS AND EXPECTATIONS

- Job creation and transformation impact.
- Contribution to the digital economy and access to telecommunications.
- Support for public sector initiatives.
- Responsible corporate behaviour and compliance.

METHODS OF ENGAGEMENT

- Direct engagement with national and provincial departments.
- Collaboration on job creation and inclusion initiatives (e.g. YES Programme).
- Participation in development forums.
- Ad hoc consultations on public-private sector alignment.

STRATEGIC OUTCOMES AND RESPONSES

- Youth employment and digital inclusion advanced through YES and informal market engagement.
- Consistent contribution to transformation and enterprise development.
- Reinforced position as a responsible and compliant corporate citizen.
- Sustained alignment to public sector development priorities.

STAKEHOLDER RELATIONS CONTINUED

STAKEHOLDER ENGAGEMENT MATRIX

WHY WE ENGAGE



Business partners, merchants and suppliers

Our partners, merchants and suppliers enable the seamless delivery of our products and services. Engagement ensures continuity, operational alignment and shared responsibility for quality and performance.

NEEDS AND EXPECTATIONS

- Efficient procurement and transparent processes.
- Training, product knowledge and access to support.
- Commercial reliability and equitable partnership.
- Digital tools to improve operations.

METHODS OF ENGAGEMENT

- Supplier education, trade shows and one-on-one negotiations.
- Integration into service planning and innovation forums.
- Contractual reviews and performance feedback loops.
- Technical assistance and product training.

STRATEGIC OUTCOMES AND RESPONSES

- Strengthened collaboration across the value chain.
- Continued support of informal merchants and local distribution networks.
- Reduced friction in procurement and supply.
- Aligned expectations on performance and delivery.

WHY WE ENGAGE



Society and Communities

We are committed to making a tangible contribution to the communities in which we operate. Our engagement focuses on inclusion, wellness and upliftment, which are aligned with our broader social licence to operate.

NEEDS AND EXPECTATIONS

- Access to economic opportunity, skills and wellness support.
- Active participation in social upliftment and national causes.
- Corporate accountability and ESG leadership.
- Meaningful, authentic engagement at grassroots level.

METHODS OF ENGAGEMENT

- Community programmes and GBV awareness campaigns.
- Trust Blu Foundation partnerships.
- Employee volunteerism and giving drives.
- Participation in national campaigns and wellness initiatives.

STRATEGIC OUTCOMES AND RESPONSES

- Broadened reach of GBV and mental health programming (e.g. "Wellness on the GO!").
- Employee-led activations across subsidiaries and community platforms.
- Increased alignment to SDG themes and ESG impact.
- Expanded wellness and inclusion efforts across the Group.

THE REACH, INNOVATE, TRUST AND EFFICIENCY (RITE) STRATEGY

REACH

We aim to broaden our **distribution channels** and networks across **banking, retail and informal markets** while exploring new **digital avenues**. We strive to increase volumes and margins within our established channels by introducing innovative products and services.

[NEXT LEVEL →](#)

INNOVATE

We focus on delivering **world-class customer-centric solutions** across our businesses through platform renewal, enhancement and technological transformation. We continuously **build and refine** our offerings through digitisation and innovation, ensuring **agile systems** that **support** our entrepreneurial **spirit** and **enhance** our speed to market.

[NEXT LEVEL →](#)

TRUST

Leveraging **economies of scale** with proven **technology**, we provide **accessible, reliable** and always-on platforms. Our commitment to a **customer-centric** approach ensures **exceptional service** tailored to the needs of our **merchants and customers**, fostering **trust** and **long-term relationships**.

[NEXT LEVEL →](#)

EFFICIENCY

We prioritise **efficient execution** in all aspects of our **business**. By advancing the **digitisation** of our processes, we continually work to reduce the **cost of doing business** for ourselves, our **customers, merchants and consumers**.

[NEXT LEVEL →](#)

Blu Label Unlimited's **approach to creating and sustaining value** for all stakeholders – whether in the short, medium, or long term – is anchored in four fundamental pillars: **Reach, Innovate, and Trust and Efficiency**. These principles are **deeply integrated** into our operations and corporate culture

THE RITE STRATEGY CONTINUED

Developed in 2018, this strategy remains the cornerstone of our growth, innovation and optimisation efforts, driving our sustainable value creation model even in uncertain and volatile environments.

Expanding our reach, fostering innovation, building trust and enhancing efficiency are not just guiding principles — they are the foundation of our continued growth and success.

RITE STRATEGY: EMBEDDING OUR VALUES IN A NEW ERA OF GROWTH

FY25 marks a pivotal chapter in the Blu Label journey, defined by clarity, reinvention and strategic momentum. As we evolved into **BLU**, we remained firmly anchored in the core values that have shaped our culture and success: **Reach, Innovate, Trust and Efficiency**. These principles continue to guide every decision, every relationship and every milestone.

This year, the RITE values served as both compass and catalyst as we restructured our business, repositioned our brand, and reimagined the future of the Group.

The culmination of a multi-year transformation, our refreshed identity as **BLU** reflects a clear strategic transition. We have moved from a traditional holding company to a streamlined digital solutions platform – underpinned by scalable infrastructure, shared purpose, and an integrated go-to-market model. This evolution enhances operate, partner and how we deliver value to customers, communities and shareholders.

Our **purpose** is now more sharply defined: **To bridge the digital divide through an empowered ecosystem of digital enablement.**

RITE IN ACTION: ALIGNING CULTURE WITH STRATEGY

Our revised business structure – built around **seven solution buckets** – is designed to simplify operations, sharpen customer focus and unlock synergies across the Group.

These include:

- **BLU Platform Solutions:** A scalable, secure, and adaptable digital backbone powering products, services, payments, transport, IoT and beyond.
- **BLU Energy Solutions:** Streamlining municipal revenue collection through prepaid vending, arrears recovery, and assured bill payments, advancing scalable solar and battery projects.
- **BLU Distribution Solutions:** Physical and virtual access to digital products and services delivered via an unrivalled distribution network.
- **BLU Media Solutions:** Platforms and tools to monetise audiences through advertising, content, and engagement.
- **BLU Data and AI Solutions:** Turning transaction flows into intelligence, monetisation, and strategic decision-making tools.
- **BLU Training Solutions:** Skills development and digital upskilling for employability and economic inclusion.
- **BLU Telco Solutions:** Strategic telecoms play a part in enhancing connectivity and financial inclusion.

THE RITE STRATEGY CONTINUED

Each bucket is a growth engine, but the power of BLU lies in the **ecosystem effect**: data informs targeting, media enables engagement, and distribution activates reach.

A CULTURE OF RESPONSIBILITY AND EXCELLENCE

Responsibility continues to guide our role in society – from extending access to energy and digital tools to developing fintech solutions that support underserved communities and small businesses. Integrity remains central to our governance, stakeholder engagement and capital allocation discipline. Our team-first culture supports collaboration across business units, now aligned under a single, coherent strategy. And our commitment to excellence – in execution, innovation and customer service – remains unwavering.

UNLOCKING VALUE THROUGH TRANSFORMATION

FY25 was a year of deliberate value creation. We simplified our operating model, consolidated our brand architecture, and introduced greater accountability through clearer leadership structures. These changes have enhanced capital efficiency, improved market understanding and created a stronger foundation for sustainable growth.

The progress made at **Cell C** further demonstrates the impact of this transformation. With a restructured cost base, asset-light model and renewed strategic focus, Cell C has stabilised and is positioned to deliver long-term value. The

potential listing of Cell C represents a significant milestone for both BLU and Cell C itself - providing a platform for capital formation and growth while unlocking shareholder value.

FOCUSED EXECUTION FOR A DIGITAL FUTURE

Looking ahead, our strategy is built on clear goals and disciplined execution. We are focused on:

- accelerating monetisation across key verticals such as fintech, energy, data and training;
- deepening integration across our platform to enhance operating leverage;
- exploring strategic adjacencies aligned to our digital enablement vision; and
- unlocking further value through capital market participation where appropriate.

Our new brand and structural clarity allow each business unit to operate with focus and agility, while remaining aligned through shared values and a common purpose.

BLU is well positioned to scale, grow, and remain relevant in a fast-changing digital landscape. Guided by Reach, Innovate, Trust and Efficiency, we are building a future-ready business – focused on impact, driven by innovation, and committed to inclusive growth.



INNOVATE

NEW TACTICS, NEW TECH

We've changed the controller. But we're still in control.

Deliver world-class customer-centric solutions across our businesses through platform renewal, improvement, innovation and transformation.

Build and improve the competence of our offerings through digitisation and technological innovation.

Maintain agile systems to support our entrepreneurial culture and flexibility that increases our speed to market.

NEXT LEVEL →

LOADING



LEVEL



New tactics, new tech

- 40 → Joint Chief Executive Officers' report
- 43 → Financial Director's report
- 50 → Ten-year review
- 51 → Value added statement
- 52 → Operational reviews
- 57 → Leveraging technology
- 59 → Social impact: Human capital
- 70 → Social impact: Customer and supply chain responsibility

JOINT CHIEF EXECUTIVE OFFICERS' REPORT



“ Our rebrand was a strategic repositioning grounded in clarity and alignment reflecting our evolution from a legacy telecommunications distribution group into a dynamic, multi-dimensional digital solutions platform. ”

MARK LEVY
Co-Chief Executive Officer

BRETT LEVY
Co-Chief Executive Officer

We now go to market through seven clearly defined solution buckets:

- Blu Platform Solutions
- Blu Energy Solutions
- Blu Distribution Solutions
- Blu Media Solutions
- Blu Data and AI Solutions
- Blu Training Solutions
- Blu Telco Solutions

Each of these is underpinned by shared values, a common purpose, and a distinctive entrepreneurial DNA, one that embraces bold thinking, celebrates innovation, and delivers real-world impact for individuals, businesses, and communities across South Africa and beyond.

STRATEGIC HIGHLIGHTS: RESTRUCTURING FOR RESILIENCE AND UNLOCKING VALUE

A significant focus for the year was the continued optimisation of our operating model and group structure - designed to enhance focus, enable scalability, and sharpen execution. This included the consolidation of key subsidiaries under the BLU master brand and progressing with simplifying our portfolio through operational rationalisation and renewed discipline in capital allocation.

POWERING A DIGITAL FUTURE, UNLOCKING UNLIMITED POTENTIAL

FY25 marks a defining chapter in the Blu Label story. Over the past year, our transformation has been substantive, strategic, and future-facing. With the launch of our refreshed brand identity, now simply Blu Label Unlimited, we've moved from a diverse telco business to a unified ecosystem of digital enablement that is easier to understand, engage with, and invest in.

Our rebrand was a strategic repositioning grounded in clarity and alignment reflecting our evolution from a legacy telecommunications distribution group into a dynamic, multi-dimensional digital solutions platform. Through this lens, our purpose is more apparent than ever: to bridge the digital divide by creating an empowered ecosystem of digital enablement. This is the promise at the heart of every business unit, every innovation, and every stakeholder interaction.

JOINT CHIEF EXECUTIVE OFFICERS' REPORT CONTINUED

Central to this strategy is our relationship with Cell C, a business we have worked tirelessly to reposition for sustainability and future growth. Over the past 18 months, Cell C has undergone a far-reaching financial and operational turnaround, supported by an asset-light operating model, aggressive cost containment, and renewed management focus. The result is a leaner, more agile mobile operator well positioned to compete in a capital-intensive telco industry without replicating infrastructure costs.

In line with our strategic intent to realise value for shareholders, Blu Label is exploring a potential listing of Cell C. Should this initial public offering (IPO) proceed, it would be a seminal event, unlocking value both for Cell C and the broader Blu Group. For Cell C, it would create access to direct capital markets participation, enhance governance structures, and provide a platform for long-term capital formation and growth. For BLU, it would crystallise value, provide optionality in capital deployment, and affirm the success of our turnaround-led investment thesis.

While market conditions will ultimately determine timing, we are confident in the long-term fundamentals underpinning Cell C and its ability to deliver sustainable returns, either as a listed entity or within the private domain.

OPERATIONAL REVIEW: A DIVERSIFIED, RESILIENT, INTEGRATED ECOSYSTEM

Our core Distribution business continues to perform robustly, maintaining its market-leading position in physical and virtual airtime, electricity and digital vouchers, products and services. Growth was supported by ongoing improvements in channel execution and retail partnerships.

Our Platform and Data and AI businesses demonstrated meaningful traction during the year. We are particularly encouraged by the early results from our data-driven fintech solutions and our investment in AI-powered lead generation capabilities. These are scalable platforms with significant cross-sell potential into our merchant, consumer and enterprise bases.

Our entry into the Energy and Training verticals represents a natural adjacency to our core ecosystem. Both divisions are aligned to national priorities: enabling energy resilience and creating pathways to employment through skills development. While still in early stages, they hold long-term potential to drive inclusive growth and deepen our societal impact.

Importantly, we continued to embed sustainability and governance into every facet of our operations, linking non-financial metrics to performance, risk and incentive structures.

JOINT CHIEF EXECUTIVE OFFICERS' REPORT CONTINUED

LOOKING AHEAD: CLEAR STRATEGY, CLEAR EXECUTION, CLEAR VALUE

The year ahead is about deepening the gains we have made. We focus on executional excellence, profitable growth, and unlocking latent value across the group. The clarity afforded by our new brand architecture enables each solution bucket to operate with strategic focus while benefiting from the collective strength of the BLU ecosystem.

We will continue to pursue strategic partnerships, explore adjacencies that align with our digital enablement thesis, and, where appropriate, unlock value through monetisation of underlying assets.

To our employees, thank you for believing in the vision and living the BLU values daily. To our Board and shareholders, thank you for your continued support as we transition into this next era. And to all our stakeholders, we remain committed to building a resilient, inclusive, and relevant business, now and into the future.

Because at BLU, we don't believe the sky is the limit, as there are footprints on the moon. It's only the beginning.



MARK LEVY

Joint Chief Executive Officer



BRETT LEVY

Joint Chief Executive Officer

30 September 2025



FINANCIAL DIRECTOR'S REPORT



Revenue growth remained firm, with total effective turnover expanding to R96 billion on the inclusion of PINless top-ups, prepaid electricity, ticketing and universal vouchers. Notably, gross profit margins improved to 24.0%, supported by efficiencies and a shift in revenue mix. This margin expansion and disciplined cost management, translated into an increase in EBITDA to R1.6 billion. At the bottom line, net profit attributable to equity holders rose to R2.5 billion, with accumulated capital and reserves strengthening to R7.6 billion.

The reversal of the Cell C impairment, together with Blu Label's share of Cell C's earnings marked a turning point in the Group's investment in the business, while simultaneously underscoring the resilience of our balance sheet. Beyond Cell C, our financial position reflects deliberate steps to balance growth investments with prudent capital management.

Looking ahead, we focus on driving operating leverage, unlocking further efficiencies across our ecosystem, and creating value from our investments.

The 2025 financial year demonstrated Blu Label's ability to deliver resilient results in a challenging operating environment. During the period we strengthened our balance sheet in a year, supported by strong operational delivery, disciplined financial management and significant strategic progress. Despite the prevailing market conditions the Group delivered pleasing results, with core headline earnings and profitability metrics strengthening across the business.

FINANCIAL DIRECTOR'S REPORT CONTINUED

SUMMARISED GROUP INCOME STATEMENT

	Group May 2025 R'000	Extraneous contributions* May 2025 R'000	Remaining May 2025 R'000	Group May 2024 R'000	Growth remaining R'000	Growth remaining %
Revenue	14 050 177	—	14 050 177	14 598 444	(548 267)	(4%)
Gross profit	3 375 003	—	3 375 003	3 295 038	79 965	2%
EBITDA	1 604 090	176 313	1 427 777	1 225 475	202 302	17%
Finance costs	(1 090 314)	—	(1 090 314)	(1 121 356)	31 042	3%
Finance income	803 857	—	803 857	901 884	(98 027)	(11%)
Reversal of impairments in associates	1 555 042	1 558 621	(3 579)	—	(3 579)	
Share of (loss)/profit from associates and joint ventures	(55 376)	(1 606 557)	1 551 181	15 416	1 535 765	9 962%
– Group's share of Cell C's accumulated net losses from 1 June 2019 to 31 May 2024	(1 606 557)	(1 606 557)	—	—	—	
– Group's share of profits from Cell C from 1 June 2024 to 31 May 2025	1 507 904	—	1 507 904	—	1 507 904	
– Group's share of profits from other associates and joint ventures	43 277	—	43 277	15 416	27 861	181%
Net profit after tax	2 484 243	128 375	2 355 868	647 386	1 708 482	264%
Headline earnings adjustment	1 612 163	1 584 653	27 510	10 311	17 199	167%
Headline earnings	4 096 406	1 713 028	2 383 378	657 697	1 725 681	262%
Core headline earnings	4 147 296	1 713 028	2 434 268	679 488	1 754 780	258%
Gross profit margin (%)	24.02%		24.02%	22.57%		
EBITDA margin (%)	11.42%		10.16%	8.39%		
Weighted average shares ('000)	898 408		898 408	893 117		
Share performance						
EPS (cents)	276.52		262.23	72.49	189.74	262%
HEPS (cents)	455.96		265.29	73.64	191.65	260%
Core HEPS (cents)	461.63		270.95	76.08	194.87	256%

FINANCIAL DIRECTOR'S REPORT CONTINUED

- * The net positive extraneous contributions to Group earnings for the year ended 31 May 2025 were all attributable to the Group's successful investment in Cell C, a testament to our strategic decisions and can be broken down as follows:
- Fair value movements amounted to R176 million, comprising fair value gains of R223 million and R149 million on the Gramercy and SPV1 derivative instruments respectively, partially offset by a fair value loss of R196 million on the Class B Preference Shares.
 - Reversal of investment impairment of R1.559 billion relating to the initial impairment of R2.5 billion on Blu Label's investment in Cell C, recognised initially as at 31 May 2019. Of the total impairment, R962.5 million was reversed in November 2022, with the balance of R1.559 billion reversed in the current year, in line with an improvement in Cell C's equity valuation.
 - Recognition of the Group's share of Cell C's accumulated net losses of R1.607 billion for the period from 1 June 2019 to 31 May 2024. As at 31 May 2025, the Group has fully recognised its share of all previously unrecognised historical losses associated with Cell C.
 - Positive headline earnings adjustments of R1.585 billion, attributable to the reversal of the Group's share of historical impairments recognised by Cell C of R3.144 billion, partially offset by the reversal of the impairment previously recognised on Blu Label's investment in Cell C of R1.559 billion.

Group revenue amounted to R14.1 billion. As only the gross profit earned on "PINless top-ups", prepaid electricity, ticketing and universal vouchers is recognised as revenue, on imputing the gross revenue generated from these sources, the effective revenue growth equated to R6.7 billion (7%), resulting in a total revenue of R96 billion compared to the prior year of R89.3 billion.

Gross profit increased by R80 million (2%) from R3.295 billion to R3.375 billion, corresponding to an increase in margins from 22.57% to 24.02%. This margin increase is a testament to our growth in "PINless top-ups", prepaid electricity, ticketing and universal vouchers, where only the gross profit earned thereon is recognised as revenue.

Excluding net positive extraneous contributions of R176 million in the current year, EBITDA increased by R202 million (17%), from R1.225 billion to R1.428 billion. This increase reflected a R288 million decline in Comm Equipment Company (CEC), offset by a R490 million increase across the remaining Group entities compared to the prior year.

The decline in EBITDA in CEC was primarily driven by a reduced subscriber base and a lower average revenue per user (ARPU).

Included in the Group's share of losses from associates of R55 million is the recognition of the Group's share of Cell C's accumulated net losses from 1 June 2019 to 31 May 2024, which amounted to R1.607 billion. This was partially offset by the Group recognising its share of Cell C's net profits of R1.508 billion in the current year, primarily attributable to the recognition of a portion of Cell C's deferred tax asset, and R43 million in profits from other associates. As at 31 May 2025, the Group has fully recognised its share of all previously unrecognised historical losses associated with Cell C.

Excluding net positive extraneous contributions of R1.713 billion, the core headline earnings saw a substantial increase of R1.755 billion (258%), from R679 million to R2.434 billion. This growth was driven by a R347 million decline in CEC, offset by a R2.101 billion increase across the remaining Group entities compared to the prior year.

Core headline earnings per share (excluding extraneous contributions) increased by 256% from 76.08 cents in the prior year to 270.95 cents.

Earnings per share for the current and prior years were 276.52 cents and 72.49 cents, respectively. Headline earnings per share for the same years were 455.96 cents and 73.64 cents, respectively.

Excluding the extraneous contributions in the current year, earnings per share increased by 262% to 262.23 cents, while headline earnings per share increased by 260% to 265.29 cents.

FINANCIAL DIRECTOR'S REPORT CONTINUED

SEGMENTAL REPORT

Africa Distribution

	May 2025 R'000	Extraneous income* May 2025 R'000	Remaining May 2025 R'000	May 2024 R'000	Growth remaining R'000	Growth remaining %
Revenue	13 824 555	—	13 824 555	14 343 953	(519 398)	(4%)
Gross profit	3 293 626	—	3 293 626	3 215 296	78 330	2%
EBITDA	1 756 679	176 313	1 580 366	1 354 629	225 737	17%
Finance costs	(1 087 912)	—	(1 087 912)	(1 120 225)	32 313	3%
Finance income	799 853	—	799 853	896 028	(96 175)	(11%)
Reversal of impairments in associates	1 558 621	1 558 621	—	—	—	—
Share of (losses)/profit from associates and joint ventures	(80 624)	(1 606 557)	1 525 933	(2 489)	1 528 422	61 407%
– Group's share of Cell C's accumulated net losses from 1 June 2019 to 31 May 2024	(1 606 557)	(1 606 557)	—	—	—	—
– Group's share of profits from Cell C from 1 June 2024 to 31 May 2025	1 507 904	—	1 507 904	—	1 507 904	—
– Group's share of profits from other associates and joint ventures	18 029	—	18 029	(2 489)	20 518	824%
Net profit after tax	2 628 052	128 375	2 499 677	769 270	1 730 407	225%
Headline earnings adjustment	1 601 195	1 584 653	16 542	10 510	6 032	57%
Headline earnings	4 229 247	1 713 028	2 516 219	779 780	1 736 439	223%
Core headline earnings	4 280 137	1 713 028	2 567 109	801 571	1 765 538	220%
Gross profit margin (%)	23.82%		23.82%	22.42%		
EBITDA margin (%)	12.71%		11.43%	9.44%		

Revenue generated within the Africa Distribution segment saw a decline of R519 million (4%) from R14.3 billion to R13.8 billion. However, when considering the gross profit earned on "PINless top-ups", prepaid electricity, ticketing and universal vouchers, the effective growth in revenue equated to R6.7 billion (8%) from R89.1 billion to R95.8 billion, showcasing a strong market performance.

The gross revenue generated on 'PINless top-ups' increased by R72 million from R21.76 billion to R21.83 billion, aligning with our expectations and demonstrating the success of our business strategy.

Electricity revenue generated on behalf of the utilities increased by R8.1 billion (22%) from R36.2 billion to R44.2 billion. Net commission earnings, primarily calculated based on kilowatt-hour (kWh) consumption, increased by R30 million (12%) from R263 million to R293 million. The commission growth was driven by inflationary increases linked to kWh usage and higher electricity consumption. However, margin compression offset this, despite overall growth in gross electricity revenue, supported by NERSA-approved tariff adjustments.

FINANCIAL DIRECTOR'S REPORT CONTINUED

Gross revenue from universal vouchers declined by R601 million (4%) to R15.3 billion, compared to R15.9 billion in the prior year. The decrease resulted from the termination, of voucher sales at the end of the previous year, which contributed R5.2 billion in the comparative year but carried negligible margin. Excluding this once-off impact, underlying growth amounted to R4.6 billion (42%), underpinned by the continued expansion of BluVoucher sales through financial institution channels.

Despite a decline in gross ticketing revenue of R143 million (9%), commissions earned increased by R2 million (2%). The improvement was driven by growth in commuter bus channel revenues, offset by a reduction in sales from music festivals and concerts, which have historically generated lower margins.

Gross profit increased by R78 million (2%) to R3.294 billion, up from R3.215 billion, with the gross profit margin improving from 22.42% to 23.82%.

Excluding net positive extraneous contributions of R176 million in the current year, EBITDA increased by R226 million (17%), from R1.355 billion to R1.580 billion. This increase reflected a R288 million decline in CEC, offset by a R514 million increase across the remaining Group entities compared to the prior year.

The total reversal of impairments on associates of R1.559 billion related to the initial impairment of R2.5 billion recognised against Blu Label's investment in Cell C as at 31 May 2019. This reversal aligns with the improvement in Cell C's equity valuation. Of the total impairment, R962.5 million was reversed in November 2022, with the balance of R1.559 billion was reversed in the current year.

Included in the Group's share of losses from associates of R81 million is the recognition of the Group's share of Cell C's accumulated net losses from 1 June 2019 to 31 May 2024, which amounted to R1.607 billion. This was partially offset by the Group recognising its share of Cell C's net profits of R1.508 billion in the current financial year, primarily attributable to the recognition of a portion of Cell C's deferred tax asset, and as R18 million in profits from other associates. As at 31 May 2025, the Group has fully recognised its share of all previously unrecognised historical losses associated with Cell C.

Core headline earnings increased by R3.478 billion, from R802 million to R4.280 billion.

Excluding the net positive extraneous contributions of R1.713 billion, core headline earnings increased by R1.766 billion (220%), from R802 million to R2.567 billion. This growth reflects a R347 million decline in CEC, offset by a R2.112 billion increase across the remaining Group entities compared to the prior year.

Solutions

	May 2025 R'000	May 2024 R'000	Growth R'000	Growth %
Revenue	225 622	254 491	(28 869)	(11%)
Gross profit	81 377	79 742	1 635	2%
EBITDA	20 050	29 193	(9 143)	(31%)
Share of profit from associates and joint ventures	25 248	17 905	7 343	41%
Core headline earnings	53 874	43 831	10 043	23%
Gross profit margin	36.07%	31.33%		
EBITDA margin	8.89%	11.47%		

A decline in SMS volumes resulted in a decrease in revenue of R29 million (11%) from R254 million to R226 million.

Gross profit increased marginally by R1.6 million (2%) from R79.7 million to R81.3 million, while the gross profit margin improved from 31.33% to 36.07%, despite a decline in revenue.

EBITDA declined by R9 million (31%) from R29 million to R20 million, primarily due to an R8 million loss on the disposal of an associate company during the year. Excluding this loss, as well as the impact of learnership initiative costs of R20 million in the current year and R17 million in the prior year, EBITDA increased by R2 million (4%) from R46 million to R48 million. Core headline earnings increased by R10 million (23%) from R44 million to R54 million.

Of the core headline earnings of R53.9 million, BLDS accounted for R32.4 million. Blue Label Communications and Blu Train generated earnings of R17.1 million and R21.1 million, of which the Group's share amounted to R8.2 million and R13.3 million, respectively.

Of the core headline earnings of R43.8 million in the prior year, BLDS accounted for R29.7 million, I Talk Holdings and I Talk Financial Services generated earnings of R18 million, of which the Group's share amounted to R5.4 million. Blue Label Communications and Blu Train generated R1.5 million and R14.7 million earnings, of which the Group's share amounted to R0.9 million and R7.8 million, respectively.

FINANCIAL DIRECTOR'S REPORT CONTINUED

Corporate

	May 2025 R'000	May 2024 R'000	Growth remaining R'000	Growth remaining %
EBITDA	(174 857)	(157 957)	(16 900)	(11%)
Net loss after tax	(188 645)	(164 174)	(24 471)	(15%)
Core headline earnings	(188 209)	(164 174)	(24 035)	(15%)

The negative contribution to Group core headline earnings increased by R24 million (15%) from R164 million to R188 million.

DEPRECIATION, AMORTISATION AND IMPAIRMENT CHARGES

Depreciation, amortisation and impairment charges increased by R29 million to R193 million. Of the latter amount, R70 million (2024: R69 million) pertained to depreciation on capital expenditure, R24 million (2024: R13 million) to depreciation raised in terms of IFRS 16 – Leases, R22 million (2024: R14 million) to impairments and R76 million (2024: R68 million) to the amortisation of intangible assets of which R30 million (2024: R30 million) emanated from purchase price allocations on historical acquisitions.

FINANCE COSTS

Finance costs declined by R31 million from R1.121 billion to R1.090 billion. Of the latter amount, R1.004 billion was related to interest paid on borrowed funds, R6 million was used to unwind the lease liability in accordance with IFRS 16, and R80 million was used for other finance costs. Compared to the prior year, R1.082 billion was related to interest paid on borrowed funds, R4 million was used to unwind the lease liability, and R35 million was used for other finance costs.

The recapitalisation of Cell C gave rise to additional finance costs of R231 million (2024: R462 million). These costs comprised R57 million (2024: R272 million) relating to borrowings associated with the airtime sale and repurchase obligations, R22 million (2024: R29 million) attributable to the issue of Class A Preference Shares, R15 million (2024: Nil) from the unwinding of Cell C recapitalisation obligations to SPV5 and Gramercy, and R137 million (2024: R161 million) arising from finance costs recognised on the sale of CEC's handset receivable books.

Excluding the impact of the Cell C recapitalisation, underlying finance costs increased by R200 million, from R659 million to R859 million. This increase was primarily driven by an additional R144 million in interest incurred on short-term working capital facilities secured to fund bulk inventory purchases at favourable rebates. A further R41 million arose from CEC's R1.9 billion working capital financing facility with African Bank, while the remaining R46 million related to other finance costs. These increases were partially offset by a R31 million reduction in finance costs, following a decrease in the Group's working capital facility from R1.34 billion to R1.16 billion, together with a blended 0.46% decline in interest rates compared to the prior year.

FINANCE INCOME

Finance income declined by R98 million from R902 million to R804 million. Of the latter amount, R35 million was attributable to interest received on cash resources, R78 million to the loan provided to Cell C relating to the CEC R1.1 billion deferral amount, R632 million from the loan extended to Cell C as a component of the debt-funding required as part of the recapitalisation transaction, R47 million from interest accrued on the overdue trade receivable balance owed to CEC by Cell C and R12 million from other loans advanced.

In the prior period, R44 million was attributable to interest received on cash resources, R102 million to the loan provided to Cell C relating to the CEC R1.1 billion deferral amount, and R600 million from the loan extended to Cell C as a component of the debt-funding, R100 million from interest accrued on the overdue trade receivable balance owed to CEC by Cell C and R56 million from other loans granted.

STATEMENT OF FINANCIAL POSITION

Total assets increased by R4.6 billion to R19.8 billion, comprising growth of R1.2 billion in non-current assets and R3.4 billion in current assets.

The increase in non-current assets included a R1.711 billion increase in investments in associates, a R168 million increase in advances to customers, a R44 million increase in intangible assets and a R61 million increase in deferred taxation assets. These increases were partially offset by a R664 million decline in loans to associates and joint ventures, a R55 million decrease in property, plant and equipment, and a R28 million decline in financial assets measured at fair value through profit or loss.

The net growth in current assets included increases of R1.501 billion in loans to associates and joint ventures, R1.064 billion in trade and other receivables, R410 million in financial assets at fair value through profit and loss, R240 million in advances to customers and R256 million in inventory.

FINANCIAL DIRECTOR'S REPORT CONTINUED

The increase in investments in associates of R1.711 billion included the reversal of R1.559 billion relating to the initial impairment of R2.5 billion in Blu Label's investment in Cell C, an additional investment of R241 million relating to SPV5's funding obligation to Dark Fibre Africa, as a result of the Cell C recapitalisation, and the Group's share of Cell C's earnings for the current year amounting to R1.508 billion, offset by the recognition of the Group's share of Cell C's accumulated net losses for the period 1 June 2019 to 31 May 2024 amounting to R1.607 billion.

The increase in financial assets at fair value through profit or loss of R382 million related primarily to the Group's rights to acquire an equity interest in Cell C from SPV1 and Gramercy. These rights are accounted for as derivative instruments measured at fair value.

The net increase of R837 million in current and non-current loans to associates and joint ventures is primarily related to the Cell C debt-funding and reinvestment instruments, the CEC deferral loan, and acquiring a new loan from Gramercy of R408 million. Total interest accrued on these instruments amounted to R709 million, reversals of expected credit losses totalled R308 million, partially offset by repayments of R538 million. Loans receivable also decreased by R23 million following the reclassification of iTalk loans to third-party loans following the disposal thereof.

Net profit attributable to equity holders amounted to R2.5 billion, resulting in accumulated capital and reserves of R7.6 billion.

Non-current liabilities decreased by R105 million, reflecting a reduction in non-current borrowings of R166 million and deferred tax liabilities of R133 million, partially offset by an increase of R185 million in financial liabilities at fair value through profit or loss relating to the Class B Preference Shares.

Current liabilities increased by R2.2 billion, primarily due to an increase in current borrowings of R1.5 billion and an increase of R640 million in trade and other payables.

The total increase of R1.3 billion in current and non-current borrowings mainly reflected higher utilisation of short-term working capital facilities for bulk inventory purchases.

STATEMENT OF CASH FLOWS

Cash generated from trading operations amounted to R488 million. Working capital movements include an increase in inventory of R264 million, trade and other receivables of R1.1 billion and advances to customers of R479 million, offset by an increase in accounts payable of R694 million. After incurring net finance costs of R633 million and taxation of R321 million, net cash utilised in operating activities amounted to R466 million.

Net cash flows utilised in investing activities amounted to R301 million, primarily attributable to the purchase of intangible assets amounting to R443 million, property, plant and

equipment of R49 million and the additional investment in Cell C through SPV5 of R100 million. The repayment of loans by associates and joint ventures of R245 million partially offset these outflows.

Included in loan repayments by associates and joint ventures of R245 million are capital repayments by Cell C of R231 million and capital payments by other associates and joint ventures of R14 million.

Cash flows generated from financing activities amounted to R692 million, of which R750 million related to a net increase in interest-bearing borrowings. These inflows were partially offset by dividend payments of R26 million to minority shareholders of subsidiary companies and lease repayments of R30 million.

Cash and cash equivalents accumulated to R821 million at 31 May 2025.

DIVIDEND

The Board of Directors has elected not to declare a dividend.

DIRECTORS' INTEREST

There have been no changes in the individual interests held directly and indirectly by the Directors in the Company's share capital after year-end.

APPRECIATION

I want to thank the staff, suppliers, customers, and business partners for their ongoing support and dedication to the Group.

For and on behalf of the Board

DA SUNTUP CA(SA)
Financial Director

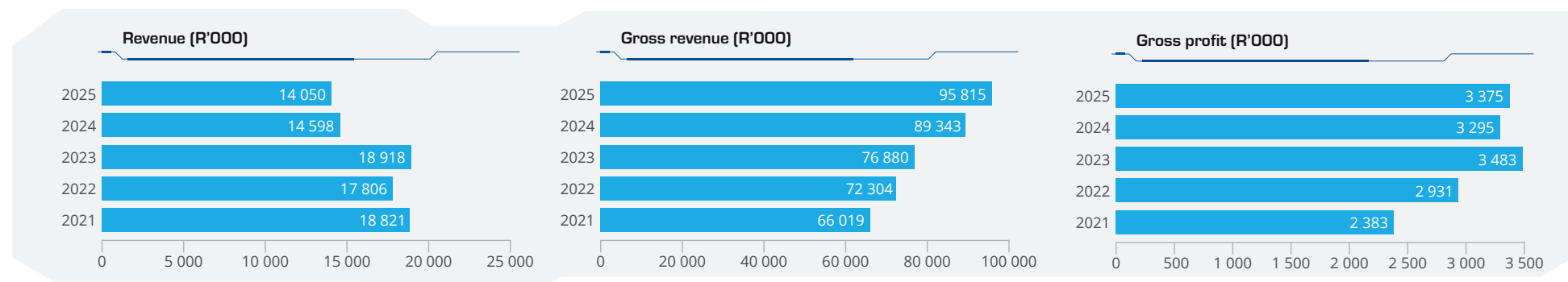
30 September 2025

TEN-YEAR REVIEW

	2025 R'000	2024 R'000	2023 R'000	2022 R'000	2021 R'000	2020 R'000	2019 R'000	2018 R'000	2017 R'000	2016 R'000
Revenue	14 050 177	14 598 444	18 918 263	17 806 262	18 821 290	21 135 326	23 602 264	26 734 249	26 469 581	26 204 722
Gross profit	3 375 003	3 295 038	3 483 075	2 930 974	2 383 254	2 124 611	2 173 686	2 282 092	2 129 000	1 829 694
GP (%)	24.02	22.57	18.41	16.46	12.66	10.05	9.21	8.54	8.04	6.98
EBIT	1 411 316¹	1 061 596	1 126 486	1 524 449	1 171 390	636 050	86 845	1 097 549	1 174 890	1 142 376
EBITDA	1 604 090¹	1 225 475	1 316 926	1 698 494	1 360 273	825 364	257 300	1 340 153	1 287 741	1 240 559
Net profit from continuing operations attributable to the parent	2 484 243¹	647 386	268 966	1 027 079	805 286	226 786	(6 672 923)	1 122 085	781 254	691 590
Cash (utilised in)/generated from operating activities	(466 467)	(300 607)	(501 843)	648 769	1 468 042	1 256 825	(80 514)	3 188 144	1 361 959	432 942
Cash and cash equivalents	821 273	896 147	1 302 767	2 723 528	2 417 207	2 014 725	1 377 753	947 888	1 350 666	589 027
Capital expenditure	491 879	370 364	1 055 307	1 091 147	107 918	170 523	209 959	102 823	113 280	127 131
Ratios										
EPS (cents)	276.52	72.49	30.48	117.13	94.55	13.89	(727.81)	131.13	114.13	103.85
HEPS (cents)	455.96	73.64	41.97	117.34	86.16	58.16	(312.49)	130.44	114.19	100.35
Core HEPS (cents)	461.63	76.08	45.55	121.01	89.65	62.71	(304.77)	135.62	116.24	102.85
NAV per share (cents)	827.49	548.31	473.69	447.41	350.05	267.13	259.31	988.70	730.63	662.32
Dividends declared per share (cents)	-	-	-	-	-	-	-	-	40*	36*
Dividend cover on headline earnings (cents)	-	-	-	-	-	-	-	-	2.23*	2.75*
Weighted average number of shares ('000)	898 408	893 117	882 530	876 857	878 463	896 409	913 208	855 687	684 508	665 950
Number of employees at year-end	1 119	1 171	1 412	1 566	2 505	922	1 111	874	796	776

* Gross ordinary dividend.

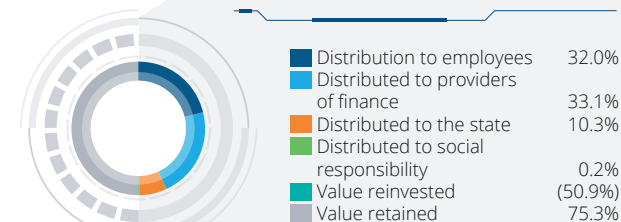
¹ Refer to the Financial Director's report for extraneous contributions in FY25 included in EBITDA, EBIT and net profit attributable to the parent.



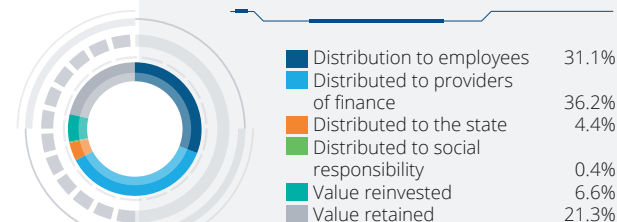
VALUE ADDED STATEMENT

	2025 R'000	2025 %	2024 R'000	2024 %	2023 R'000	2023 %	2022 R'000	2022 %
VALUE ADDED								
Value added by operating activities	2 488 582	75.6	2 191 766	70.8	2 208 065	84.3	2 433 050	96.8
Revenue	14 050 177		14 598 444		18 918 263		17 806 262	
Net operating expenses	(11 561 595)		(12 406 678)		(16 710 198)		(15 373 212)	
Value added by investing activities	803 857	24.4	901 884	29.2	411 540	15.7	80 993	3.2
Interest income	803 857		901 884		411 540		80 993	
	3 292 439	100	3 093 650	100	2 619 605	100	2 514 043	100
VALUE DISTRIBUTED								
Distributed to employees	1 052 704	32.0	961 883	31.1	945 501	36.0	780 255	31.0
Salaries, wages, medical and other benefits	1 052 704		961 883		945 501		780 255	
Distributed to providers of finance	1 090 314	33.1	1 121 356	36.2	682 599	26.1	201 225	8.0
Finance costs	1 090 314		1 121 356		682 599		201 225	
Distributed to the state	337 776	10.3	136 033	4.4	257 276	9.8	226 591	9.0
Income tax	337 776		136 033		257 276		226 591	
Distributed to social responsibility	6 104	0.2	11 621	0.4	14 914	0.6	17 548	0.7
Socio-economic development	6 104		11 621		14 914		17 548	
Value reinvested	(1 675 179)	(50.9)	203 172	6.6	431 142	16.5	196 427	7.8
Depreciation, amortisation and impairment	18 458		156 666		121 164		110 798	
Reversal of impairment of investment in associate	(1 555 042)		—		(962 531)		—	
Share of (profits)/losses of associates and joint ventures	55 376		(15 416)		1 329 747		(8 042)	
Deferred taxation	(193 971)		61 922		(57 238)		93 671	
Value retained	2 480 720	75.3	659 585	21.3	288 173	11.0	1 091 997	43.5
Retained profit	2 484 243		647 386		268 966		1 027 079	
Minority shareholders' interest	(3 523)		12 199		19 207		64 918	
	3 292 439	100	3 093 650	100	2 619 605	100	2 514 043	100

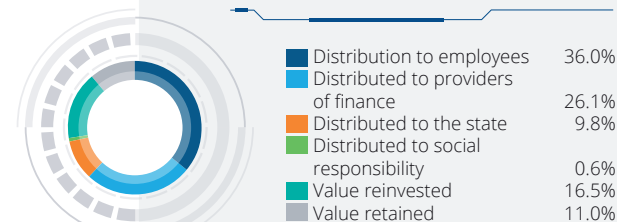
Value distribution 2025



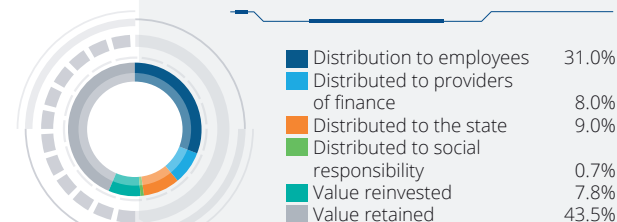
Value distribution 2024



Value distribution 2023



Value distribution 2022



OPERATIONAL REVIEWS

Across its diverse subsidiaries, Blu Label operates the country's most extensive virtual mall. Our digital transformation continues to be driven by innovation, automation, and technologies that deliver value to communities and the broader economy. The following review provides a closer look at the performance of the Group's core businesses.

The global and local economic landscape continues to be impacted by high interest rates, high inflation and increased levels of unemployment, all of which have presented significant obstacles for businesses across various sectors. These challenges had an impact on our operations and financial performance.

Companies within the Group have undertaken rigorous cost-cutting measures to reduce operational expenses. These include renegotiating supplier contracts, cutting non-essential spending and optimising workforce deployment. In addition, implementing automation measures and leveraging advanced technologies to streamline processes and improve productivity has assisted companies in reducing labour costs and increasing efficiency.

Companies within the Group have focused on innovating and diversifying their product and service offerings to capture new market opportunities and to reduce reliance on traditional revenue sources. Leveraging digital marketing and data analytics to understand customer needs and preferences better has allowed companies to target their marketing efforts more effectively to drive sales.

Continued investment in research and development has been essential for companies to innovate and remain competitive, even during challenging economic times.

Core headline earnings for the year ended 31 May 2025 amounted to R 4.147 billion, equating to core headline earnings of 461.63 cents per share.

In the comparative year, core headline earnings amounted to R679 million, equating to core headline earnings of 76.08 cents per share.

Excluding the positive contributions of R 1.713 billion in the current year, core headline earnings increased by R1.755 billion (258%) from R679 million to R2.434 billion and core headline earnings per share increased by 256% from 76.08 cents per share in the prior year to 270.95 cents per share.

The following review provides more detail on the operating performance of the core businesses in Blu Label.



The Prepaid
Company

As the premier distributor of prepaid products for all the major South African network operators, The Prepaid Company (TPC) leverages trusted proprietary technology to ensure purchasing efficiency and robust inventory control. This emphasis on mutually beneficial terms allows the business to provide wholesale and community sales, starter packs, handsets, tablets and bulk printing of vouchers.

TPC remained a foundational pillar of the Group's prepaid ecosystem, continuing to service South Africa's largest mobile networks through the distribution of prepaid products, SIMs and recharge distribution. Despite subdued consumer spending and margin compression, TPC delivered a steady performance during the financial year.

Revenue held firm YoY, with notable improvements in working capital management. RINGAS, its alternative recharge product, continued its growth trajectory, benefitting from improved BluNova data integrations. The business also played a key treasury and operational role in facilitating Cell C's restructuring.

OPERATIONAL REVIEWS CONTINUED



BLUE LABEL DISTRIBUTION

Blue Label Distribution (BLD) is a specialist in prepaid products and the electronic distribution of virtual merchandise across South Africa. It has an extensive distribution network that includes banks, retailers and petroleum forecourts.

BLD achieved year-on-year growth in both revenue and EBITDA, driven by the expanded uptake of Blu Vouchers across the petroleum, retail, and banking sectors. Key partnerships with leading financial institutions and selected petroleum forecourts – underpinned broad-based gains.

Margins benefited from improved channel mix, while operational efficiencies and implementing a new voucher validation platform helped contain costs. Prepaid electricity sales in the banking segment came under competitive pressure, which was mitigated by universal voucher sales and OTT products growth.



CEC is a business unit with responsibilities across the Cell C postpaid offerings.

CEC's year was characterised by credit risk containment. Following aggressive credit scorecard tightening in FY24, the business saw fewer new connections but a material improvement in credit quality.

Subscriber numbers stabilised during the second half of FY25 at ~787k. Average revenue per user (ARPU) remained consistent, supported by a weighted price increase of 8%.

CEC will now focus on customer upgrades, base retention, and support services aligned to the fully embedded Cell C model.

OPERATIONAL REVIEWS CONTINUED



Cell C: Building on stability, scaling for growth

FY25 was a purposeful year of consolidation and recovery for Cell C, laying the groundwork for sustainable growth and capital market readiness. The business made steady progress on financial turnaround, service optimisation, and wholesale expansion.

Operational highlights for FY25 included:

- Service revenue reached R11.1 billion, up ~6% year on year, reflecting a healthier revenue mix and customer optimisation
- Wholesale revenue grew 13%, driving its share in service revenue from ~12% to ~13%, on the back of impressive growth within the MVNO segment
- Mobile data usage surged ~31% YoY, reinforcing the shift toward digital consumption
- Customer base held at ~7.6 million, with a sharper focus on higher-yield segments
- Network scale and performance gains: leveraging ~28,000 tower sites via its dual Multi Operator Core Network model, Cell C was ranked #2 for overall network quality, and joint #1 for Best 4G video experience by independent benchmarks

Over the year, Cell C deepened its integration of the postpaid business and strengthened systems and processes to capture operational synergies. At the same time, the business maintained strict financial and capital discipline to enhance its resilience.

Looking ahead, priorities include:

- Driving continued transformation and execution rigour
- Finalising postpaid integration and full synergy realisation
- Accelerating MVNO and wholesale growth as core engines of future scale
- Further enhancing network leadership and customer experience
- Advancing public-market readiness toward a viable IPO pathway

With strategic foundations now more firmly in place and momentum returning to the business, Cell C is navigating a sustainable path toward long-term growth and value creation.



BlueCom provides four core business offerings – reverse data billing, bulk messaging, managed IT services, and ID technology – with reverse data forming the foundation of its growth strategy.

BlueCom, as the Group's MVNE engine, progressed toward commercial scale. It secured anchor clients for reverse billing and integrated with key data enablement partners. While still in early-stage revenue mode, BlueCom is poised for growth in FY26.

Operationally, the business has expanded its headcount with strategic hires to support its growing pipeline and strengthen supplier and customer management. The lean operating model continues to be a differentiator, keeping overheads low while enabling scalability through partnerships with key technology providers.

Looking ahead, Bluecom is well-positioned to capitalise on lower data prices and expand its enterprise client base, while scaling new revenue streams in identity verification and customer engagement platforms. With a robust sales pipeline, a strengthened operating model, and its pan-African partnership model, Bluecom is building towards its ambition of becoming the leading super aggregator of reverse data and a trusted partner in the fintech, gaming, and enterprise connectivity sectors.

OPERATIONAL REVIEWS CONTINUED



TicketPro provides customers with access to exclusive transport services, travel services, sporting events and entertainment.

Notably, TicketPro achieved record revenue from sports ticketing and long-haul bus travel in the fiscal year 2025. High-profile events like the SA20 cricket tournament and Rugby Championship significantly boosted sales, while new partner signings and the Ticketing Gateway rollout expanded distribution. The upgraded SmartTap solution has eliminated fare fraud for commuter buses and opened up new rail/bus integration opportunities. The new TicketPro Travel B2B platform is gaining early traction, indicating promising growth potential.



Cigicell collaborates with municipalities to enhance their revenue streams by offering prepaid electricity and water services. The business provides additional avenues for billpayers to pay their municipal accounts, both through formal and informal independent retailers and online via the UniPay e-commerce platform. Cigicell also provides revenue assurance services, including credit control, indigent management, meter audits and data quality improvement.

Cigicell continued to lead in municipal prepaid utility vending. UniPay exceeded expectations, securing new contracts and delivering revenue growth despite a slow pre-election rollout environment. Operational efficiency and debtor management improved significantly, with debtor days now at historic lows. The business is actively diversifying to reduce margin compression risk by introducing value-added services to its municipal client base.



BluNova is one of the leading practitioners of data and decision science in South Africa, featuring a state-of-the-art decision engine that supplies intelligent data leads and assists in securing new business and innovating with new digital business models.

BluNova supported Group subsidiaries with decision science, BI tools, and advanced credit scoring. It maintained its role as CEC's core analytics engine while advancing commercial opportunities in credit scoring (AltBureau), data enrichment (BluAdvance), and affiliate marketing (MarTech).

Key innovations included progress in deanonymising voucher usage to derive consumer insights, particularly in universal vouchers. BluNova's efforts continue to strengthen Group-wide data-led decision-making and risk calibration.

OPERATIONAL REVIEWS CONTINUED



Transaction Junction (TJ) is a business enablement platform offering tailored digital payment solutions for companies across a wide range of markets.

TJ experienced early-year revenue pressure but rebounded strongly in the second half, securing over 6 500 new retail lanes. The business is finalising a major ISO agreement with a top-tier pan-African bank, which is expected to unlock payment volumes across nine new markets in FY26.



Blue Label Connect (BLC) distributes tailor-made hybrid top-up airtime and data contracts.

BLC's airtime and data contract business benefited from refined credit scorecards and improved collections, supported by AI-based modelling and campaign tools. Integration with CEC continues, with shared stock control and benchmarking frameworks now embedded.

The team successfully implemented TT1 soft collections and launched new customer journey models. FY26 will focus on scaling collections and expanding the hybrid product range.



Blue Label Data Solutions (BLDS) is a market leader in consumer data, big data, validation and verification, data cleansing and lead creation.

BLDS progressed on its strategy to own and manage the entire data value chain. It expanded its lead generation product set, with strong performance in BPO verticals. Identity verification, call centre software development, and a strengthened compliance posture under POPIA were key themes.

Looking ahead, BLDS aims to become the leading data aggregator and analytics engine for SA's growing SME and financial services segments.

LEVERAGING TECHNOLOGY

We are living through a period of profound disruption and opportunity. While economic and social volatility continues to shape our markets, advances in AI and digital transformation redefine how individuals, organisations and industries operate. These technologies hold significant potential to address some of South Africa's most pressing challenges, from productivity to inclusion.

Technology remains a cornerstone of Blu Label's growth strategy. Our platforms, systems and operating models are continually reshaped to create a resilient, flexible business that is fit for the future. In FY25 and into the first quarter of FY2026, we have deepened our commitment to a modernised, cloud-based technology foundation that accelerates speed to market, simplifies operations for our subsidiaries, and enhances customer experiences.

Our progress has been tangible: over the past quarter, our systems' availability averaged 99.998%, significantly ahead of our 99.8% target, with no priority one failures recorded across our network and infrastructure layers.

BUILDING ON OUR DIGITAL FOUNDATION

The successful rollout of BluSky, our next-generation cloud-native platform, marks a step-change in our digital transformation journey. BluSky is on track to replace the legacy Aeon system in this financial year. This modernisation has been underpinned by a "co-existence" strategy, which allows us to migrate product by product while minimising disruption to business-as-usual operations.

Key milestones include modernising our four core product capabilities – data, airtime, electricity and vouchers – and onboarding customers onto the platform. This progress reflects our platform's robustness and the close collaboration between our technology teams and business partners. We also completed the rollout of our new finance enterprise resource planning (ERP) system, unlocking new efficiencies in process automation and data-driven decision-making.

ELEVATING RELIABILITY AND STABILITY

We continue to monitor our platforms against rigorous service-level agreements. Average uptime across May to July 2025 ranged between 99.995% and 100%, compared to 99.86% in the same period last year. This reliability has been bolstered by close partnerships with mobile network operators and electricity providers, with all major suppliers recording improved uptime performance.

NAVIGATING THE CYBERSECURITY LANDSCAPE

As digital threats grow in volume and sophistication, we remain resolute in prioritising security. Implementing our SOC continues to deliver results, enabling proactive monitoring and incident response. We have also embedded "secure by design" principles into the BluSky build, ensuring critical vulnerabilities are addressed upfront.

We remain an ISO 27001:2022-certified organisation and are preparing for our year two surveillance audit in September 2025. The migration from Aeon to BluSky requires re-certification of the new environment, and we have already commissioned impact assessments, updated our ISMS and engaged with our accreditation partner to ensure a seamless transition.

Our commitment to continuous improvement was reinforced through recent internal and external audits, which rated our controls as largely adequate with suggested enhancements.

LEVERAGING TECHNOLOGY CONTINUED

EMPOWERING CUSTOMER-CENTRIC INNOVATION

Innovation is guided by one principle: making life simpler and better for our customers. During the year we deployed several AI-driven solutions, including a WhatsApp bot to handle customer service queries, a sales virtual assistant for our customer relationship consultants, and a Developer AI experiment that halved delivery time on a sample project (16 days reduced to eight). These pilots improve efficiency and demonstrate how AI can be harnessed responsibly to scale capacity.

We also extended wallet and account management functionality for the informal market, and introduced new ticketing solutions built on microservices. These advancements highlight our focus on financial inclusion, convenience and scalability.

A VISION FOR THE FUTURE

Looking ahead, FY2026 will be defined by the complete stabilisation of BluSky and the retirement of legacy platforms. This will enable greater automation, advanced analytics and simplified product launches for our partners.

Beyond FY2026, we will focus on embedding AI and machine learning across the Group, investing in cloud-native security and resilience, and continuing to grow our digital ecosystem. Equally important is investing in our people – from senior technical talent to our graduate programme, which has already converted 14 out of 16 graduates to permanent roles.

Through these initiatives, Blu Label Technology is positioning itself to meet and anticipate the evolving needs of our markets. We are setting new benchmarks for customer experience and operational excellence by maintaining unwavering focus on reliability, innovation and security.



SOCIAL IMPACT: HUMAN CAPITAL

Blu Label's people are at the heart of the Group. We place substantial value on our employees, supporting and protecting them within a dynamic workplace that fosters productivity, collaboration, and engagement.

The Human Capital (HC) Annual Report for the fiscal year 2025 provides a comprehensive overview of our achievements, challenges, and strategic initiatives over the past year. We have made significant strides in enhancing our operational efficiency, expanding our market presence, and fostering a culture of innovation. As we reflect on our progress, we also look ahead to the opportunities and goals for the next financial year.

Our people remain at the centre of our business strategy. In the past year, we have built further momentum on our inclusive leadership foundation, empowering leaders with tailored tools and support to drive performance within diverse teams. This approach fosters a culture that values individual contribution while amplifying collective results, thereby further embedding the #AsBluWeBelong culture.

We leveraged the Success Management Framework to drive measurable outcomes for our employees and the organisation. This framework underpins how we grow talent, support career development, and deliver performance excellence at scale. It ensures our leadership and people practices are strategic, inclusive, and future-ready. Our people planning process remains a cornerstone of our workforce strategy. We place the right people, with the right skills, in the right roles – ensuring optimal organisational capability and readiness. This process includes robust succession planning, skills mapping, and targeted development interventions to maintain long-term business sustainability and talent retention.

INVESTING IN OUR PEOPLE AND CULTURE: LEADERSHIP, DIVERSITY, AND TALENT

Blu Label's human capital focus areas continue strengthening the Group's people and culture. In FY25, we deepened our commitment to empowering leaders, fostering inclusion, and positioning Blu Label as an employer of choice:

- **Building future leaders:** We implemented a Group-wide leadership development programme designed to build leadership capability across all levels from top to middle management. This initiative aligns with our culture and strategic priorities, ensuring that our leaders are equipped to drive performance, foster inclusion, and lead purposefully.
- **Values embedded into execution:** We facilitated Group-wide values embedding sessions to help employees internalise how our values underpin everything we do. These sessions reinforced that the #AsBluWeBelong mantra is not just a slogan, but a lived experience, woven into how we deliver results, collaborate, and engage with one another across the organisation.
- **Empowering inclusive leaders:** As part of embedding our #AsBluWeBelong culture, we continue to shape leadership behaviours that reflect who we are and how we work together. Our leaders are expected to demonstrate traits that build trust, drive performance, and foster belonging across the Group. Our leadership traits (Embrace curiosity, Adaptive thinking, Commitment and Authenticity) are not just aspirational – they are embedded in how we lead, engage, and deliver. #AsBluWeBelong is the foundation that guides our leadership approach and strengthens our culture.

• Enhancing the employee value proposition (EVP):

Our EVP was refreshed through employee feedback and market benchmarking. Key enhancements included enhanced growth opportunities, our employees' wellness initiatives, and learning opportunities. These changes contributed to a 12% increase in employee engagement scores and improved retention.

We remained focused on aligning with evolving employee expectations and fostering stronger organisational relationships. This mutual understanding continues to drive collaboration and shared accountability across business units.

HC OPERATIONS ACHIEVEMENTS – FY25

- **Advanced reporting and analytics:** We enhanced our Power BI dashboards with predictive analytics capabilities, enabling proactive workforce insights such as attrition risk, talent mobility, and diversity metrics.
- **Cost optimisation:** Through continued direct sourcing and internal talent pipelines, we achieved a **R6.2 million** saving in recruitment costs.
- **HC capability development:** We continue to invest in the growth of our HC team, with over 30% of employees actively engaged in formal development programmes. In addition, the entire team has completed personal mastery training, reinforcing self-awareness, resilience, and leadership capability across the function.

SOCIAL IMPACT: HUMAN CAPITAL CONTINUED

HC BUSINESS ENABLEMENT ACHIEVEMENTS

Culture and leadership:

- For the first time in the organisation, we have designed a bespoke leadership enhancement journey. The programme seeks to empower our leaders with the skills to build businesses that are future fit.
- Enhanced employee experience by simplifying HR processes and improving on our turnaround timelines.
- By embedding inclusive leadership behaviours across all levels, we are actively cultivating a workplace where every employee feels seen, heard, and valued. This culture of belonging and inclusion is the right thing to do and essential for innovation, collaboration, and driving business growth.

Talent acquisition and retention:

- The war for skilled talent continues to be a challenge in South Africa, this has prompted us to focus on contributing to developing talent through the implementation of graduate programmes that focus on developing scarce skills in AI.
- We have ensured that our internal recruitment team handles most of our recruitment, to provide culture alignment and talent pipeline and reduce agency recruitment costs.
- Focused attention on building a strong employer brand in the market, by sharing employee experiences on social media platforms and focusing on a pleasant candidate experience throughout the recruitment process.

Employee well-being:

- Deepened Blu Label's commitment to employee well-being by introducing more targeted, high-impact initiatives across the Group. In addition to sustaining a strong presence on social media to highlight our people-first culture, we focused on increasing employee access to wellness resources (mental, physical, and financial) through campaigns, internal activations, and partnerships.

Overall, at Blu Label, employee well-being is more than a benefit; it's a strategic priority that helps us attract, retain, and grow top talent; while living out the values that define who we are.

Human capital profile

	FY25	FY24
Total headcount	1 119	1 171
By employment type		
Permanent	1 017	1 060
Fixed period	61	73
Non-South African	41	38
Allegations and confirmed incidents		
Number of discrimination and human rights incidents relating to workers' incidents	-	-
Non-employees		
Learnerships	2 901	3 229
B-BBEE		
Status level	4	4

Blu Label remains committed to structuring and operating as a **resilient, future-ready organisation**, even within a leaner workforce context. We continue to focus on:

- **Attracting and retaining critical skills** to maintain operational excellence and competitive advantage.
- Driving a **strategic people planning process** that empowers the business with timely insights to make informed, skills-based decisions.
- Implementing a **formalised workforce planning design** to enable agility, scalability, and efficiency across all business units.
- Strengthening leadership capability through a **leader-led development programme**, ensuring our leaders can navigate change and build future talent.
- Delivering a **targeted leadership programme for top management**, focused on adaptive thinking, strategic foresight, and talent stewardship in a dynamic environment.

SOCIAL IMPACT: HUMAN CAPITAL CONTINUED

Occupational level	Female					Female total
	African	Coloured	Indian	White	Foreign nationals	
Top management	1	3	2	3	-	9
Senior management	2	-	3	9	-	14
Professional	20	5	8	26	-	59
Skilled	106	15	21	42	3	187
Semi-skilled	181	24	12	14	8	239
Unskilled	11	-	-	-	-	11
Grand total	321	47	46	94	11	519

Occupational level	Female					Female total
	African	Coloured	Indian	White	Foreign nationals	
Top management	3	1	-	2	-	6
Senior management	2	-	2	10	-	14
Professional	16	5	9	25	-	55
Skilled	107	17	22	42	4	192
Semi-skilled	195	20	14	14	7	250
Unskilled	13	-	-	-	-	13
Grand total	336	43	47	93	11	530

2025

	Male					Male total	Total headcount
	African	Coloured	Indian	White	Foreign nationals		
	4	-	4	29	-	37	46
	4	5	5	27	-	41	53
	19	5	18	37	5	84	145
	116	37	35	77	14	279	466
	104	16	10	9	10	149	388
	8	1	-	-	1	10	21
	255	64	72	179	30	600	1 119

2024

	Male					Male total	Total headcount
	African	Coloured	Indian	White	Foreign nationals		
	3	-	5	31	1	40	46
	2	5	3	25	-	35	49
	18	4	10	43	5	80	135
	141	42	43	80	14	320	512
	121	10	8	8	10	157	407
	8	-	-	-	1	9	22
	293	61	69	187	31	641	1 171

Proportion of black employees as a percentage of headcount:

- African male representation declined by 2.23%;
- African female slightly declined by 0.01%;
- Coloured male representation increased by 0.51%;
- Coloured female representation increased by 0.53%;
- Indian male representation increased by 0.54%; and
- Indian female representation increased by 0.10%.

SOCIAL IMPACT: HUMAN CAPITAL CONTINUED

B-BBEE SCORECARD

In FY25, Blu Label successfully maintained its Level 4 B-BBEE rating and made meaningful progress in key areas of the scorecard. The Group has implemented the YES programme at subsidiary level for greater operational impact.

Our ownership score improved significantly, increasing from 16.61 to 19.51 points. This increase played a crucial role in strengthening our overall scorecard performance. By leveraging our ownership and supplier optimisation strengths we met two of our three strategic transformation objectives for the year, reaffirming our commitment to inclusive and sustainable empowerment.

Element	Audited FY25	Audited FY24	Audited FY23	Audited FY22
Ownership	19.51	16.61	12.94	12.08
Management and control	10.40	11.03	11.46	10.54
Skill development expenditure	19.19	19.16	19.50	18.12
Preferential procurement	17.55	17.30	15.81	18.67
Supplier development	10.12	10.00	10.00	9.99
Enterprise development	18.00	18.00	18.00	13.68
Socio-economic development	12.00	12.00	12.00	12.00
Total score	106.77	104.10	99.71	95.08
Level achieved	Level 4	Level 4	Level 5	Level 5
Level achieved after discounting	n/a	n/a	n/a	n/a
YES enhancement	n/a	No	YES – 1 level up	YES – 1 level up
After YES	n/a	Level 4	Level 4	Level 4

With our ownership score improving, we're now shifting our focus to management control and leveraging more aspects of procurement.

EMPLOYEE ENGAGEMENT

Blu Label is proud to announce that 80% of our employees participated in the recent engagement survey, a testament to the strength of our culture and the trust our people place in the organisation. This high response rate is more than a metric – it reflects a workforce that is deeply committed to shaping its own experience and driving the future of our business.

With such a strong participation level, Blu Label now has a rich and representative dataset that empowers us to:

- understand employee sentiment across functions, locations, and roles;
- identify engagement drivers and areas that require attention;
- track progress on cultural and strategic initiatives over time; and
- develop actionable plans that reflect the collective voice of our people.

Most importantly, this milestone reinforces our commitment to transparency, responsiveness, and continuous improvement. Our employees have spoken – and we are actively listening.

At Blu Label, engagement is not just a HC activity; it's a shared responsibility and a strategic enabler. Together, we move forward with purpose.

Our employee engagement scores are outlined below:

Employee engagement survey scores	2025 %	2024 %	2023 %
Job satisfaction	76	75	75
Meaningful job	70	79	90
Overall engagement	89	89	70
Feeling valued and safe	78	69	91
Significant work	86	79	90
Happy at work	65	65	80

What unfolded from those responses tells a story of evolution. Overall engagement remained at 89%, which is a testament to an environment that is employee centric. It speaks to a workforce deeply invested in the company's vision and confident in its leadership. People are not just coming to work; they show up with intention, curiosity, and drive.

Job satisfaction held steady, even surpassing our target by 1%. One of the most uplifting shifts came in how safe and valued people feel with a shift from 69% to 78%. It is not just about numbers increasing; it is about rebuilding trust and creating a psychologically safe working environment. This tells us that our teams feel supported, seen, and increasingly comfortable being their authentic selves.

There are still hills to climb. Scores around feeling happy at work and job meaning dipped compared to years past. But instead of seeing this as a setback, Blu Label sees it as a compass – guiding us toward deeper employee connection, continued feedback loops, and actions that matter.

This year's engagement story isn't just about surveys. It's about listening well and acting wisely. And above all, it's about ensuring that every voice has a place in shaping the future of Blu Label.

SOCIAL IMPACT: HUMAN CAPITAL CONTINUED

Staying competitive through employee experience

Employee experience is a strategic lever for performance, retention and culture. At Blu Label, we focus on aligning what our employees value while driving business outcomes. We have recently seen a shift globally with employees prioritising their mental well-being. We continue to provide our employees with the right tools to look after their well-being; ensuring they feel cared for and remain resilient in the VUCA world.

In FY25, our key driver for engagement was embedding an inclusive working environment by driving the following initiatives:

- creating spaces for more social interactions, through the implementation of birthday celebrations;
- continuation of learning on the go master classes, creating an environment that fosters a growth mindset and enhances learning culture; and
- facilitated values cascade sessions across the organisation, focusing on the behaviours aligned with our values and how those behaviours are instrumental in building an inclusive working environment where everyone feels valued and seen.

Blu Label's FY26 employee engagement priorities are:

- Recognition – Building a culture that celebrates effort, innovation, and resilience daily, we focus on redesigning how we recognise and celebrate each other. We intend to leverage the right technology to enable impactful recognition.
- Purpose and values alignment – we aim to create opportunities for employees to contribute towards meaningful projects that align with their values.
- Targeted communication – we understand that employees need access to different information at different stages of their careers and seasons of their lives. Targeting our communication to the right audience will ensure that employees receive information they can relate to and apply in their daily lives.

HOW WE PERFORMED

Employee retention

At Blu Label, our people are at the heart of everything we do. Guided by our culture mantra, #AsBluWeBelong, we have continued building an inclusive, supportive environment where everyone feels seen, heard, and valued.

Overall turnover

FY25: 21.36%
FY24: 25.11%

Voluntary turnover

FY25: 11.97%
FY24: 11.96%

Involuntary turnover

FY25: 9.38%
FY24: 13.15%

Executive turnover

FY25: 2.93%
FY24: 1.02%

Overall turnover decreased from 25.11% in FY24 to 21.36% in FY25, reflecting our ongoing efforts to create a workplace where people choose to stay, grow, and thrive.

We remain committed to understanding the evolving needs of our teams and ensuring that Blu Label continues to be a place where everyone feels a strong sense of belonging.

We are also pleased to report a notable reduction in involuntary turnover, which dropped from 13.15% to 9.38%. This shift signals greater organisational stability and a more people-centred approach to performance and development.

Executive turnover increased from 1.02% to 2.93% at the leadership level. These changes reflect a period of renewal and strategic alignment, as we bring in fresh perspectives to help shape the future of Blu Label.

As we look ahead, we will continue to invest in our people, nurture our culture, and live out the values of #AsBluWeBelong, because when our people belong and feel valued, we believe they are invested and willing to build their career within the organisation.

SOCIAL IMPACT: HUMAN CAPITAL CONTINUED

Balancing a young workforce

The average age of our workforce is 38, and the average tenure is four years and eight months. These figures reflect a team that is experienced, committed, and deeply invested in their professional journey with us. This stage of career maturity brings with it a desire for meaningful development, purpose-driven work, and long-term growth. Our people are not just looking for stability, but opportunities to evolve, lead, and make a lasting impact.

Age group	Number of employees FY25	Number of employees FY24
Under 20	3	2
20 – 29	211	203
30 – 39	441	471
40 – 49	311	336
50 – 59	124	126
Over 60	29	33
Total	1 119	1 171

The tenure data tells us that our people choose to stay with us through meaningful chapters of their careers. Our responsibility is to make those chapters count – by investing in their development, planning for their future, and continuing to build a culture where everyone belongs.

That is why employee development is central to our people strategy. We are focused on creating clear pathways for growth, supported by learning opportunities, mentorship, and leadership readiness programmes. We believe that when our people grow, our business grows with them.

Equally important is our approach to people planning. We are intentional about understanding the aspirations of our teams and aligning them with the future needs of our business. This ensures that we are retaining talent and preparing our people for what comes next – whether that is a new role, a stretch assignment, or a leadership opportunity.

Building a sustainable talent pipeline

Blu Label seeks to build a sustainable pipeline by launching Technology and Data Science graduate programmes that target scarce skillsets. The YES programme is being implemented at a subsidiary level.

Progress on gender diversity

Blu Label remains firmly committed to achieving a 50/50 gender representation target by 2026 as part of our broader transformation and inclusion agenda. While female representation experienced a marginal increase to 46% in FY25 (from 45% in FY24), we continue to make structural and cultural shifts to achieve long-term, sustainable gender parity.

Male representation currently stands at 54%, down from 55% in the previous year. We recognise that progress is not always linear and remain focused on addressing the underlying factors influencing this shift. Key actions underway include targeted recruitment of women in under-represented functions, leadership development for high-potential female talent, and the refinement of our retention and advancement strategies.

Our continued efforts to build a diverse, inclusive workforce are underpinned by data-led decision-making, accountability at the leadership level, and an inclusive culture that supports equitable career growth for all employees.

SOCIAL IMPACT: HUMAN CAPITAL CONTINUED

Investing in our future leaders

We are committed to building a strong leadership pipeline through internal promotions. Of all the promotions in FY25, 75% were black talent, reflecting our focus on diversity and inclusion. We recognise that leadership sets the tone for the entire organisation. That is why we intentionally build leadership teams that reflect the diversity of our workforce and the communities we serve. Diverse leadership brings a broader range of perspectives, experiences, insights, enabling better decision-making, stronger innovation and more inclusive strategies.

RECRUITMENT

Keeping pace with change

Blu Label is undergoing rapid transformation and demanding new skills and capabilities from our workforce. We are building high-performing teams equipped for the future to maintain our competitive edge. In FY25, Blu Label welcomed several new members to the team:

149 new staff members (FY24: 187)	
126 new permanent contracts (FY24: 145)	23 new fixed-term contracts (FY24: 42)

Innovative recruitment strategy

Our recruitment approach focuses on three key pillars:

- **Talent attraction:** Creating an employer brand that attracts the right skills and is aligned with our purpose.
- **Intentional with the pool of recruitment agencies:** effective partnering with recruiters ensuring regular feedback to align our recruitment efforts with the shifting talent market.
- **Employee referrals:** Our current employees and alumni are invaluable assets. We leverage their networks as a powerful source of future talent.
- **Success Management Framework:** Our people planning process cultivates an internal talent pool, ensuring a ready source of qualified candidates for promotions.

Diversity and inclusion

At Blu Label, we believe that a truly successful organisation is one where every individual feels seen, heard, and valued. Our commitment to a culture of inclusion and belonging is reflected in our recruitment practices, which prioritise diversity across all levels:

- 81% of new recruits are black; and
- 74% of the people appointed into managerial roles are black.

Building a strong employer brand

We've invested in strengthening our employer brand to attract the right talent. This focus has significantly increased internal placements, reflecting our commitment to employee development and career progression.

Harnessing technology for more innovative recruitment

We leverage our recruitment platform to:

- **Reduce recruitment costs:** By proactively building talent pipelines, we ensure we have candidates that we can reach out to when opportunities become available; this has contributed to the decrease in recruitment costs by reducing our time to hire and reliance on agency placement.
- **Apply predictive analytics:** Analyse data to anticipate future recruitment needs and proactively attract qualified candidates.

SUPPORTING HUMAN CAPITAL GROWTH

Beyond recruitment: Blu Label's impact on learners, merchants and job creation

Empowering a future-fit workforce and enabling inclusive economic participation

Blu Label remains committed to building a sustainable, inclusive, and future-ready workforce that drives both internal business value and external socio-economic development. This strategy reflects an evolution from traditional compliance to purpose-led transformation, centred on people, skills, and innovation.

Strategic pillars of human capital growth

Future skills acceleration (internal workforce readiness)

To remain competitive and agile, we will prioritise upskilling and reskilling initiatives aligned with emerging digital and market trends:

- **Digital capability building:** Introduce structured learning pathways for critical digital skills (AI, analytics, cybersecurity) via internal academies and curated external partners.
- **People planning:** Expand the use of workforce analytics to proactively identify future roles, critical skills gaps, and succession planning needs.
- **Success management:** Institutionalise quarterly career conversations as a performance culture lever, integrated into our management KPIs.

Talent pipeline development (learnerships and internships)

We will scale targeted youth development programmes to feed both Blu Label and the broader ICT sector's talent needs:

- **Learnership impact model:** Increase intake of unemployed youth, particularly black and female learners, with structured mentorship and post-programme placement support.
- **Workplace readiness:** Integrate entrepreneurial modules and digital fluency into learner curricula to enhance their employability and innovation capacity.

SOCIAL IMPACT: HUMAN CAPITAL CONTINUED

- **YES collaboration at subsidiary level:** Strengthen reporting and visibility of the YES programme outcomes within subsidiaries to reflect enterprise-wide impact.

Inclusive Economic enablement (merchant and channel development)

Recognising our ecosystem's power to drive inclusive growth, we will enhance our support to merchants and channel partners:

- **Merchant empowerment platform:** Enhance merchant training and onboarding programmes to include financial literacy, business growth skills, and access to market tools.
- **Channel partner enablement:** Expand access to customised tools, data insights, and micro-financing support to stimulate job creation and economic upliftment.
- **Enterprise and supplier development (ESD) alignment:** Align merchant support initiatives with our ESD strategy to leverage scorecard recognition and long-term impact.

Building a learning culture at scale

Growth mindset culture

Embed a mindset of continuous improvement by:

- Recognising learning champions and peer educators.
- Incentivising knowledge sharing and innovation through collaborative platforms.

Digital learning ecosystem

- Expand micro-learning masterclasses and gamified engagement tools aligned to business goals.
- Launch bite-sized, real-time learning hubs linked to industry trends, compliance shifts, and Blu Label strategic priorities.

Key success indicators (FY25–FY26)

Objective	Target	Indicator
Internal skills growth	80% of identified critical roles with upskilling pathways	HR and learning dashboard metrics
Youth development impact	Increase in learner/intern placement	Skills development scorecard and post-programme employment stats
Learning culture index	85% engagement in learning programmes	Internal engagement surveys and training completion rate

Our FY25–FY26 strategy continues to evolve from transactional training to transformational growth. Through targeted investments in people, partnerships, and platforms, we will drive compliance and real economic value – fostering a workforce and ecosystem that is resilient, empowered, and ready for the future.

FOCUSING ON BUILDING SKILLS

What we measure

Number of employees on leadership development programmes

99
(FY24: 32)

Women who attend leadership development programmes

56
(FY24: 19)

Number of employees undertaking personal development

540
(FY24: 386)

Learners on learnership*

2 901
(FY24: 3 229)

Number of employees on learnerships

87
(FY24: 89)

Number of bursaries

180
(FY24: 150)

Number of employees accessing online learning platforms

1 059
(FY24: 966)

* This figure is the total intake of learners who are unemployed or have a disability, including those who did not complete the programme.

SOCIAL IMPACT: HUMAN CAPITAL CONTINUED

Entrepreneurship at our core

Blu Label is built on the fundamental belief in empowering individuals and fostering a better future. We seek opportunities to unlock potential within our people, communities, and businesses. This spirit of entrepreneurship drives us to create sustainable employment opportunities for young South Africans.

FY25 growth initiatives

- **U-Belong programme:** This programme offers young South Africans a transformative opportunity. They can earn accredited learnerships while gaining valuable experience within the informal telecommunications sector.
 - This programme employed 4 722 young South Africans during FY25, including new intake learners and those from the previous financial year.
 - Participants receive a stipend and essential tools for success, such as tablets and connectivity.
 - After completing the programme, top performers were allowed to launch their own ICT-based SMEs in the informal market.
- **Mobile technician learnerships:** These hands-on programmes equip learners with practical experience in mobile technology.
- **Focus on disability inclusion:** We're proud to have employed 89 learners living with disabilities.
- **Technology graduate programme:** This programme grants young technology graduates hands-on experience to increase their employability in the market. It is an essential channel through which Blu Label builds scarce skills for entry into our business or the employment market.

INVESTING IN WELL-BEING AT BLU LABEL

At Blu Label, we recognise that employee well-being is a critical asset, directly impacting individual and organisational success. We aim to foster a work environment by prioritising physical, mental and financial well-being, empowering our employees to thrive.

Understanding employee needs

At Blu Label, we recognise that time away from work is essential for well-being, personal growth, and family responsibilities. As part of our commitment to building a supportive environment and a healthy workforce, we continue to monitor and evolve our leave practices to meet the needs of our people.

Leave trends and analysis

Average leave taken during the year

	FY25	FY24
Annual leave days per employee	15.87	10.71
Sick leave days per employee	5.70	5.05
Study leave days per employee	5.72	5.53
Maternity leave months per employee	4	4
Paternity leave days per employee	9.92	9.1

Trends in leave data

Annual leave: In FY25, employees took an average of 15.87 days of annual leave, a significant increase from 10.71 days in FY24. This upward shift suggests that employees feel more empowered to take time off, and that our efforts to promote work-life balance are gaining traction. It also reflects improved leave planning and a culture encouraging rest and recovery.

Sick leave: Sick leave usage increased from 5.05 days in FY24 to 5.7 days in FY25. The modest increase may indicate greater awareness and acceptance of taking time off for health-related reasons. It also reinforces the importance of our wellness initiatives and the need to continue supporting physical and mental health in the workplace.

Study leave: Study leave increased slightly from 5.53 days in FY24 to 5.72 days in FY25, continuing a positive trend. This reflects a growing appetite for learning and development among our employees, and affirms our commitment to supporting personal and professional growth. It also highlights the importance of aligning study leave with our broader people planning and development strategies.

Maternity and paternity leave: Maternity leave remained consistent at four months per employee, while paternity leave increased to an average of 9.9 days per employee. This consistency reflects our support for inclusive parental policies and our recognition of the evolving roles of caregivers in the workplace.

Birthday leave: All employees receive a day off for their birthday, as part of how Blu Label celebrates its employees and shows that they are valued.

These trends affirm that our people are engaging with the leave benefits available to them, and that our culture of belonging enables healthier, more balanced work experiences. As we continue to invest in employee development and people planning, we remain focused on creating an environment where everyone feels supported – both in their careers and in their lives beyond work.

Comprehensive well-being programmes

Blu Label continues to invest in holistic, accessible well-being resources to support the physical, mental, emotional, and financial needs of our employees:

- **Employee wellness days:** Regional health events with screenings and wellness resources.
- **Wellness articles:** Curated educational content shared monthly to raise awareness about pressing health issues.
- **Financial wellness support:** On-site and virtual advisory services empowering employees with tools to improve financial literacy and manage their money effectively.

SOCIAL IMPACT: HUMAN CAPITAL CONTINUED

- **Retirement readiness workshops:** Practical sessions to prepare employees for retirement's psychological, emotional and financial aspects.
- **On-site medical care:** Access to a medical doctor at our head office to address everyday health needs conveniently.
- **Employee Assistance Programme (EAP):** Free, confidential professional support to help staff manage personal or work-related challenges.
- **Wellness on the go:** A monthly digital masterclass series that offers practical advice, coping tools, and a safe space for open dialogue.

Responding to the economic climate

We recognise the significant pressure the current economic environment places on our employees. In response, we have prioritised financial wellness education and empathetic leadership conversations. By offering practical tools and maintaining open channels for support, we help employees build resilience and maintain a healthy work-life balance.

Looking ahead

To ensure our employee well-being offering remains impactful and relevant, we are actively tracking and evolving our approach through the following focus areas:

- Understanding leave trends to identify underlying well-being needs: We are actively analysing leave patterns to uncover signs of employee fatigue, stress, or disengagement. By monitoring the frequency and types of leave taken, we gain valuable insight into the health of our workforce. This data helps us make informed decisions to support employee well-being and prevent burnout proactively.

- Embedding a culture that encourages time off, ensuring employees rest and recharge without guilt: We are cultivating a workplace environment where taking time off is accepted and actively encouraged. Managers are encouraged to model healthy behaviours by taking leave and reinforcing that rest is essential to performance. Normalising downtime protects employees from overwork and drives a sustainable, high-performing culture.
- Prioritising employee satisfaction, linking well-being to engagement and retention: We continue integrating well-being into our employee experience strategy, recognising that satisfied, healthy employees are more productive, collaborative, and committed. Regular pulse surveys and engagement feedback help us measure satisfaction and adjust our approach accordingly.
- Designing targeted well-being initiatives based on insights gathered across the business: We are moving from one-size-fits-all wellness to insight-led, needs-based programming. By listening to employee feedback and studying trends across different departments and regions, we can tailor well-being support to meet diverse needs, whether it's stress management, financial literacy, or mental health awareness.
- Keeping communication open through feedback platforms to co-create meaningful wellness solutions: Well-being at Blu Label is a shared responsibility. We maintain open feedback channels including anonymous surveys, to understand what's working and where gaps exist, ensuring our solutions remain relevant, inclusive, and impactful.

These actions reaffirm that our people are at the heart of our success. By supporting them to succeed both inside and outside of work, we unlock the full potential of our organisation.



SOCIAL IMPACT: HUMAN CAPITAL CONTINUED

HEALTH AND SAFETY PERFORMANCE

Blu Label KPI	2025	2024	2023
Total number of fatalities recorded on duty	—	—	—
Total number of work-related injuries reported	5	5	3
Total number of work-related illnesses reported	4	—	—
Total number of days absent as a result of injury on duty	28	34	16
Total number of claims submitted to Workman's Compensation	2	5	3

Blu Label's commitment to health and safety

At Blu Label, the health and safety of our employees is paramount. It is important to us to foster a safe work environment and maintain a positive safety record. Here's a breakdown of Blu Label's FY25 health and safety achievements:

- **Zero fatalities:** We proudly report zero work-related fatalities in FY25, demonstrating our unwavering commitment to employee safety.
- **Consistent work-related injuries:** We sadly acknowledge five work-related injuries reported in FY25. Considering our large workforce, our relatively low injury rate indicates the effectiveness of our ongoing safety initiatives.

Looking forward

As part of our commitment to continuous improvement in health and safety, we will build on these initiatives through:

- **Proactive safety measures:** We will continue implementing and refining preventative measures to minimise the risk of workplace accidents and injuries.
- **Safety awareness programmes:** We will maintain our focus on employee safety awareness programmes, ensuring all employees have the knowledge and skills to work safely.
- **Incident analysis and response:** We will continue thoroughly analysing all incidents to identify root causes and implement corrective actions to prevent similar occurrences in the future.
- **Prioritising safety and fostering a culture of risk awareness:** Blu Label strives to create a work environment in which all employees feel safe.

WAGE LEVEL AND LIVING WAGE: ENSURING FAIR COMPENSATION

At Blu Label, we pay our people fairly and equitably. We believe that compensation should reflect the value of each employee's contribution. Market benchmarks and a deep respect for the dignity of work guide our remuneration practices.

In conclusion, the fiscal year 2025 has been a year of growth and transformation for our organisation. We have successfully navigated challenges and leveraged opportunities to drive our strategic objectives. As we move forward, we remain committed to our mission and values, ensuring sustainable growth and value creation for all stakeholders.

KEY FOCUS AREAS FOR THE NEXT FINANCIAL YEAR

- **Digital transformation:** Continue to invest in digital technologies to enhance operational efficiency and customer experience.
- **Market expansion:** Explore new markets and expand our presence in existing ones to drive growth.
- **Innovation:** Foster a culture of innovation to develop new products and services that meet evolving customer needs.
- **Sustainability:** Implement sustainable practices across all operations to minimise environmental impact and promote social responsibility.
- **Talent development:** Focus on attracting, retaining, and developing top talent to build a high-performing and engaged workforce.

OVERALL HR KEY FOCUS AREAS FOR FY26

1. Hire to retain.
2. Develop to grow.
3. High performance and inclusive culture.
4. Recognise and celebrate success.
5. Living our values.

SOCIAL IMPACT: CUSTOMER AND SUPPLY CHAIN RESPONSIBILITY

CUSTOMERS

Ensuring exceptional service is a top priority for Blu Label. Quality and accuracy checks on our products provide peace of mind to both customers and consumers.

Ensuring uptime: a commitment to customer experience

Blu Label understands the importance of uptime. Downtime disrupts our customers' operations and can significantly impact their businesses. We are committed to continuous improvement in this area.

Uptime statistics and improvement

Blu Label has made considerable investments in redundancy and high availability to ensure that we can reduce the outage of critical services, exceed our SLA targets and achieve the compliance requirements across our channels, municipalities and aggregators. We target 98%+ availability and uptime while ensuring that the time-to-resolution SLA mandates the restoration of services within a maximum of six hours.

Over the past three years, Blu Label has significantly improved its uptime performance. FY25 has seen a significant improvement, exceeding 99.9% for the first time in the last three years.

Platform uptime	2025	2024	2023
Annual uptime percentage	99.96%	99.62%	99.57%

Furthermore, in H2 of FY25, BLU increased the focus of performance on the electricity providers and municipalities, yielding positive results as reflected in the table below:

Electricity uptime	H1FY25	H2FY25
Annual uptime percentage	82.02%	92.03%

Since January 2025, our standard downtime windows have been reduced by 25% from four to three hours per window. This adjustment was implemented to align with core trading hours and to minimise system unavailability.

As part of ongoing improvement efforts, we are evaluating a strategy to reduce downtime frequency, moving from two scheduled maintenance windows per month to one, without compromising service quality or system stability.

These improvements are a testament to our ongoing commitment to investing in infrastructure and cloud technologies, implementing robust redundancy measures, and fostering a proactive system maintenance culture.

Continuous improvement

Blu Label remains focused on continuous improvement in uptime. We continue to push the boundaries through:

- technology investment: upgrading our technology infrastructure and applications continuously to enhance reliability and scalability;
- process optimisation: regularly reviewing and refining our processes to identify and address potential bottlenecks that could lead to downtime;
- proactive maintenance: prioritising preventative maintenance practices to minimise the risk of unexpected outages;
- a data-driven approach: leveraging data analytics to identify trends and proactively address potential issues before they escalate;
- enhanced end-to-end monitoring and alerting to identify potential issues before they become incidents and ensure time to respond and resolve is optimal;
- an ongoing investment in staff training and development to enhance their skills and competencies as part of our modernisation journey;
- structured knowledge transfer and documentation from key staff helps prevent over-dependence on subject matter experts;
- implementing automation and AI initiatives to enable efficient skills-based routing and self-remediation of issues; and
- integrating and leveraging the investment in fit-for-purpose tools into a single pane of glass to enable faster problem diagnosis, improve compliance and reduce the need to recapture information from one tool to the next.

We ensure a reliable and consistent experience for our valued customers by prioritising uptime and embracing a continuous improvement culture.

Understanding customer concerns: Our servicing model

Blu Label is committed to resolving customer queries effectively and efficiently. We offer multiple channels for customers to voice their grievances and provide feedback, including:

- Telephone;
- Multimedia (e-mail, WhatsApp and SMS); and
- AI agent (new channel available from June 2024).

Data driven analysis

Key Differences: FY24 vs FY25

Metric	FY25	FY24	Change %
Total interactions	429 212	559 323	23▼
Voice interactions	259 674	323 714	20▼
Multimedia interactions	169 538	235 609	28▼
Abandonment rate (voice) (%)	7	6	17▲
First call resolution (FCR) (%)	68	65	5▲
Headcount (CIC)	49	76	36▼

We monitor and analyse data across all channels to identify trends, uncover insights, and proactively address potential issues – ensuring continuous improvement and seamless customer experiences.

SOCIAL IMPACT: CUSTOMER AND SUPPLY CHAIN RESPONSIBILITY CONTINUED

Type of queries

Product queries 73%	Account queries 19%	Technical queries 8%
-------------------------------	-------------------------------	--------------------------------

Source of queries

58% from our merchants/ customers	42% from end consumers of the products
---	--

Resolution timeframes (Calls/multimedia) still within SLA

Product queries 4 days	Account queries 1 day	Technical queries 3 days
----------------------------------	---------------------------------	------------------------------------

Resolution process

All queries are logged and assigned to dedicated customer support agents for prompt resolution. AI is a critical enabler of efficiency and customer satisfaction. The highlights below clearly bring forth the scalable successes and further elaborate on the use of AI technology in supporting our digital journey and driving down call volumes with improved resolution rates.

On average, 65% of queries from the previous FY, compared to 68% from FY25, could be resolved during the first interaction (on the call/multimedia or through immediate action).

The AI agent demonstrated exceptional reliability in achieving a **94% resolution rate** – surpassing expectations and contributing to:

- Faster query resolution;
- Reduced agent workload; and
- Consistent customer experience.

By understanding customer concerns and utilising comprehensive channels, we can address issues promptly, improve service delivery and build stronger customer relationships.

Innovation

Key highlights of the AI agent in FY25 include:

- Blaze (AI agent) was launched in June 2024 and offers **24/7 multilingual support** on WhatsApp across all BLU Approved products. Blaze serviced 49 739 queries and achieved an average **resolution rate of 94% and Customer satisfaction (CSAT) score of 75%** for the last six months.
- Rollout of the AI Solution has completely **dissolved SMS queries**.
- We have realised a **62% decrease in CIC WhatsApp queries** since the introduction of Blaze (AI agent).
- Labour-intensive tasks, including tedious e-mail spreadsheets, have been automated further to improve FCR rates.

Bottom line: AI is transforming support boosting – efficiency, cutting costs, and strengthening customer relationships.

SOCIAL IMPACT: CUSTOMER AND SUPPLY CHAIN RESPONSIBILITY CONTINUED

MEASURING AND IMPACTING OUR ETHICAL SUPPLY CHAIN: A HUMAN-CENTRIC APPROACH

At Blu Label, we recognise the importance of a responsible and ethical supply chain, prioritising human rights.

Beyond ensuring efficiency and cost-effectiveness, we actively measure and work to minimise any potential negative social impacts within our operations and supplier network.

Monitoring human rights

Blu Label leverages various channels to monitor and address human rights concerns within its supply chain:

- Customer satisfaction complaint lines: Customer complaints can highlight potential labour or ethical issues within our network. We analyse these complaints to determine if there are any human rights concerns.
- Social media interaction: Social media platforms can be a valuable source of information regarding ethical practices within our industry or by specific suppliers. We actively monitor social media for any potential red flags.

We have not uncovered suppliers that adopted child labour, forced or compulsory labour practices, or that caused actual and potential negative social impacts.

Proactive measures

In addition to monitoring, we take proactive steps to minimise human rights risks within our supply chain through:

- Supplier Code of Conduct: Blu Label has established a clear Supplier Code of Conduct that outlines our expectations regarding labour practices, working conditions, and human rights.

- Supply chain questionnaires: We assess material suppliers' risks of child labour, forced or compulsory labour, or other significant actual and combatting corruption procedures, potential negative social impacts, along with the nature of the measures taken by these suppliers to eliminate these risks.
- Partnerships with labour specialists: We collaborate with relevant labour specialists to gain expertise and stay updated on evolving human rights issues within our industry.

Beyond compliance, Blu Label aims to create a positive impact in our supply chain by:

- Promoting fair labour practices: We encourage fair wages, safe working conditions and respect for workers' rights throughout our supply chain. These are driven through Blu Label's diversity and inclusion policy.
- Empowering local communities through sustainable partnerships: We prioritise working with suppliers who contribute to local communities' economic and social development. As an example, we favour suppliers with high B-BBEE ratings.

Looking ahead

To ensure responsible sourcing and ethical practices throughout our supply chain, we will actively monitor human rights risks and measure the impact of our efforts going forward. This will involve tracking key metrics across three areas:

1. Monitoring

- Customer complaints: We will monitor complaints received via customer service channels and social media, specifically those alleging human rights violations within our supply chain.
- Social media mentions: We will track our Company or suppliers' mentions of potential breaches.

2. Impact assessment

- Employee surveys: Conduct annual surveys to gauge employee perception of our commitment to human rights within the supply chain.
- Independent third-party audits: Explore partnering with independent auditing entities for periodic assessments of Blu Label's human rights performance.

By establishing baseline data for these metrics, Blu Label will track its progress and adapt its approach over time. Combining quantitative data with qualitative insights from interviews and focus groups will provide a comprehensive picture of human rights within our supply chain. This focus on monitoring, proactive measures and impact assessment will allow us to build a more ethical and sustainable supply chain.

LEVEL 03

Secure safe, reliable play

- 74. ➡ Governance philosophy and approach
- 75. ➡ Effective and ethical leadership
- 78. ➡ Board composition, structure and report back
- 87. ➡ King IV functional areas
- 88. ➡ Combined assurance
- 89. ➡ Governance of risk
- 90. ➡ Governance of sustainability
- 92. ➡ Our environmental impact
- 95. ➡ Information and technology governance
- 97. ➡ Compliance report
- 99. ➡ Audit, Risk and Compliance Committee's report
- 103. ➡ Social, Ethics and Transformation Committee's reports
- 105. ➡ Remuneration report

TRUST

SECURE SAFE. RELIABLE PLAY.

Capitalise on **economies** of scale with proven **technology** for **accessible**, always-on and trusted platforms.

Maintain a **customer-centric** approach.

Provide **exceptional service** that is intelligently tailored to the needs of and **builds trust** with merchants, customers and consumers.

NEXT LEVEL ➡

LOADING



GOVERNANCE PHILOSOPHY AND APPROACH

ENTREPRENEURSHIP AND INNOVATION UNDERPINNED BY GOOD GOVERNANCE

Blu Label's philosophy is that good corporate governance provides an essential platform to achieve its strategic objectives by pursuing an entrepreneurial and innovative ethos. The Board recognises that good corporate governance is about effective and responsible leadership that rests on ethical values.

KING IV AND BLU LABEL

Blu Label favours the outcomes-based approach of King IV, which focuses on the quality of governance outcomes and not simply on a structural and compliance approach. The Board applies the King IV principles to continuously review, revitalise and streamline its governance structures and practices per the Group's requirements. The most appropriate recommended practices and adaptations have been applied to achieve King IV's outcomes-based principles.

The Board Charter and subcommittee terms of reference and work plans have been substantially aligned with King IV practices and policies. Practices and policies are continuously reviewed and enhanced to ensure appropriateness and robustness, as outlined throughout this report.

The disclosure requirements of King IV have been provided throughout this report, and Blu Label's governance philosophies, structures, practices, and outcomes in adopting and embracing the principles of King IV have been explained.

CURRENT YEAR BOARD FOCUS AND FUTURE FOCUS

In 2025, the Board maintained its strategic focus on simplifying the Group structure, strengthening the balance sheet, and unlocking long-term value. Key priorities included progressing the Group's capital restructuring initiatives, driving improved cash generation, and positioning Blu Label to capitalise on platform-led growth opportunities, including the anticipated value unlock through a potential Cell C listing. These efforts aim to enhance shareholder returns and create a more agile, focused business.

The Board and its Committees allocated significant effort to closely monitor improvements in governance, risk management, the control environment, liquidity, and cost management at Cell C. The Board also devoted much energy to improving the Blu Label Group's governance, regulatory, capital allocation, compliance, and security protocols.

Building on the foundational ESG gap analysis and materiality assessment undertaken in 2023, we have made meaningful strides in embedding sustainability into our governance, strategy, and risk frameworks. During the year under review, we strengthened the integration of ESG considerations into performance management, including remuneration structures, and enhanced our oversight and reporting processes.

Our sustainability journey – aligned to global and local best practices and regulatory developments – continues to evolve, and we remain committed to transparent, credible disclosure across all material ESG dimensions, as detailed in this report.

EFFECTIVE AND ETHICAL LEADERSHIP

At Blu Label, we believe that effective and ethical leadership is centred on integrity and is critical to our long-term success. It is about doing the right thing – being accountable, responsible, fair, and transparent. Responsible business practices support our purpose and enable value creation.

We recognise that ethical leadership within Blu Label improves public trust, enhances risk, compliance and ethics management, and strengthens stakeholder relations. This is achieved through:

- our key values:
 - innovation;
 - inclusion;
 - accountability;
 - collaboration; and
 - customer centricity;
- leadership's commitment to upholding our key values; and
- the provision of mechanisms to report and manage unethical behaviour.

WE LEAD

Our strategy this year is to drive an inclusive culture by creating unique experiences for all employees. We understand that business results are driven through people and people are continuously evolving. The Success Management Framework provides the framework for us as an organisation to look after our talent and ensure that we have the right skills, while also providing growth opportunities. We encourage a growth mindset that allows individuals to improve themselves and their skills while contributing to the success of the team and the Group at large.

FOCUS AREAS FOR FY26:

- Implement leadership development programmes to embed the inclusive culture further.
- Align recruitment efforts to the employment equity plan.
- Embed the inclusive leadership traits.

Setting the tone for the Group's ethics

Blu Label's Social, Ethics and Transformation Committee is established in compliance with the Companies Act, No 71 of 2008. It, in turn, elevates social and ethical matters to the Board level. This ensures that ethics are treated as a matter of strategic importance.

The Social, Ethics and Transformation Committee maintains oversight of the ethics policies and applications within the Group and the Chairman of the Board sets the ethical tone for the Board as a whole. The primary ethics-related items that are monitored and reported on at the Social, Ethics and Transformation Committee level include:

- the 10 United Nations Global Compact principles that influence our alignment;
- anti-fraud and corruption policies and procedures;
- business integrity with a focus on the Group's and material suppliers' ethical culture and complying with regulations regarding combatting bribery and corruption and addressing money laundering risks;
- customer experience particularly regarding consumer relations and compliance with consumer protection laws; and
- environmental, health, and public safety.

No Blu Label operations have been subject to human rights reviews during FY25.

No human rights grievances have been reported in FY25.

Employees are expected to demonstrate ethical business practices at all times. All new staff members undergo an induction programme that includes training on the code of business conduct and the function of the ethics hotline, emphasising what should be reported and how to report unethical behaviour via this channel.

The ethics hotline is outsourced to *Tip-offs Anonymous*, a division of Deloitte, and can be accessed by calling 0800 555 221. The ethics hotline is available to all stakeholders. Five incidents were reported during the year ended 31 May 2025, which were investigated by management. All incidents were non-fraud-related and were addressed by management.

In FY25, a key focus area has been revising and continuing to align our policies, supported by re-educating our employees.

A Group-wide anonymous ethics-based survey was rolled out in June 2024. The outputs guided improvements in specific policies, which were enhanced.

The following material ethics-based mandatory training programmes were rolled out throughout the Group:

- Protection of Personal Information Act (POPIA); and
- Reporting suspicious and unusual transactions in terms of the Financial Intelligence Centre Act (FIC Act).

EFFECTIVE AND ETHICAL LEADERSHIP CONTINUED

The following material policies have been reviewed, amended and implemented where necessary:

- Code of Conduct;
- Ethics Policy;
- Suspicious and Unusual Activities and Transactions Policy;
- Information Security Policy;
- Business Continuity Policy;
- Whistleblower Policy;
- Data Breach and Response Policy;
- Gift Policy;
- Travel Policy;
- Acceptable Usage Policy;
- Information Classification Policy;
- Intellectual Property Guidelines;
- Data Retention Policy; and
- Group Privacy Policy.

Key provisions of our policies include the following:

- Each employee of Blu Label has an obligation to act in the Company's best interests and must not let outside activities or outside financial interests interfere with those obligations.
- Employees must be open and transparent about all gifts and hospitality and disclose these. When a gift is considered lavish, it could be construed as gratification which immediately places the Company and those individuals concerned at risk of being prosecuted for acts of corruption. A formal approval process exists relating to the receiving and giving of gifts over a certain amount, which is reviewed annually.
- Fraudulent, corrupt or illegal practices will not be tolerated. Bribes or any other illicit payments will neither be paid nor accepted. A zero-tolerance policy has been adopted regarding such improper payments.
- The Group does not participate in any illegal anti-competitive activity.

- Employees should not authorise or participate in any illegal conduct or action (such as price manipulation or tender fixing) that restricts competition.
- Committing to contracts and expenditure; and operating a responsible supply chain.
- Efficient resource use and minimising negative environmental impacts.

Maintaining high ethical standards

- The Group is non-political. It does not contribute to political parties or allow its assets and services to be used in any way that favours any particular political grouping, other than in the provision of its normal products and services, under its standard terms and conditions and at arm's length prices.
- The Company facilities, equipment and personnel should only be used for the business's activities and purposes, except Blu Label specifically authorises other uses.
- Employees are required always to be mindful of what a payment is for and whether the amount requested is proportionate to the goods or services provided. Any suspicions, concerns, or queries regarding a payment should be clarified.
- Employees must avoid any activity that might lead to, or suggest, that a facilitation payment or kickback will be made or accepted by us.
- The Group does not limit an employee's right to freedom of association, specifically the right to collective bargaining.
- There have been no work stoppages due to disputes between Blu Label and its workforce during FY25.

- The Group is against child labour and forced/ compulsory labour.
- The Ethics Officer takes responsibility for managing the organisation's ethics programme. The Ethics Officer reports to the Social and Ethics Committee on progress with the ethics management plan and the state of ethics within the organisation.

Ethical breaches

No material ethical or corruption-related breaches require reporting in FY25 and FY24.

All ethical matters that come to the attention of management are addressed appropriately.

Blu Label is satisfied that its corporate governance framework (including compliance and risk) is at a minimum in keeping with best industry practice and industry norms. Blu Label maintains a zero-tolerance policy regarding any lapses in good corporate governance.

EFFECTIVE AND ETHICAL LEADERSHIP CONTINUED

ETHICAL LEADERSHIP FOCUS AREA FY26

Providing ethics advice

Employees can request advice through our newly enhanced ethics advice line, which will be rolled out in FY26, an anonymous platform, managed by Group Ethics. Requests could include:

- interpretation of policy;
- investigations;
- clarity about suspected conflicts of interest;
- supplier due diligence;
- suspicious transactions and activities;
- employment screening;
- review of customer codes of conduct; and
- responding to ethics questionnaires initiated by material customers.



BOARD COMPOSITION, STRUCTURE AND REPORT BACK

BOARD OF DIRECTORS

The Board directs and facilitates Blu Label toward achieving of its strategy and operational objectives. It is accountable for the development and execution of Blu Label's strategy, operating performance and financial results. Its primary responsibilities include:

- determining purpose and values;
- providing strategic direction to Blu Label;
- appointing the joint Chief Executive Officers;
- identifying key risk areas for and the key performance indicators of Blu Label's businesses;
- monitoring Blu Label's performance against agreed objectives;
- deciding on significant financial matters; and
- approving policies and reviewing the performance of the Executive Directors against defined objectives.

A range of non-financial information is also provided to the Board to enable it to consider qualitative performance factors that involve broader stakeholder interests.

The Board, meets quarterly and retains complete and effective control over all Blu Label operations. Additional ad hoc Board meetings are convened as circumstances require.

BOARD CHARTER

The Board Charter assists the Board in conducting its business according to legislative requirements and the principles of good corporate governance.

It ensures that each Director is aware of their powers, duties and responsibilities when acting on behalf of Blu Label. The Board Charter is subject to the provisions of the Companies Act, JSE Listings Requirements, the Memorandum of Incorporation (MOI) and all other applicable legislation. The Board Charter covers the role and function of the Board, its detailed responsibilities, how it discharges its duties, the Board composition and the establishment of Board Committees.

The Board Charter, as well as the terms of reference and work plans of the Board subcommittees, are aligned with the requirements of King IV. The Board is reviewing the terms of

references for Board Committees and workplans as it continues integrating sustainability and the Companies Act changes as promulgated in December 2024 into Blu Label's governance practices and structures.

The Board has concluded that it has collectively satisfied and fulfilled its responsibilities per the Board Charter.

GOVERNANCE FRAMEWORK

The Board regards governance as fundamental to the success of Blu Label's business.

It is committed to applying the principles of good governance in directing and managing Blu Label to achieve its strategic objectives. The Board is the focal point for and custodian of Blu Label's governance framework and is supported by its Committee structures, management, shareholders and other stakeholders. The Board is ultimately accountable for the performance and affairs of Blu Label.

The governance framework facilitates balances between the Board's role of providing direction and oversight with accountability to support acceptable risk parameters and consistent compliance with regulations, standards and codes relevant to Blu Label. At the same time, the Board encourages entrepreneurship and innovation, which are recognised as key drivers of Blu Label's performance.

All operations and governance processes are aligned with the governance framework established by the Board. Each subsidiary company has its own Board of Directors, with a clearly defined strategy, business plan and performance criteria. Subsidiary boards comprise Executive and Non-Executive Directors, some of whom are Executive and Non-Executive Directors of Blu Label.

A Delegation of Authority Framework has been developed and implemented across all Blu Label companies. The Board is satisfied that the Delegation of Authority Framework contributes to role clarity and effectively exercising authority and responsibilities.

BOARD COMPOSITION

Blu Label has a unitary Board structure comprising eight Directors, with the majority being Independent Non-Executive Directors. This is incorporated into our Board Charter, which promotes power and authority at Board of Directors level, to ensure that no single Director has unfettered decision-making powers. A biography of each Director appears on pages 13 to 15.

In line with King IV, the roles of the Chairman and the joint CEOs are separate. Larry Nestadt, an Independent Non-Executive Chairman, leads the Board. The joint CEOs are Brett Levy and Mark Levy.

The Chairman's role includes setting the ethical tone for the Board and ensuring that the Board remains efficient, focused and operates as a unit. The Chairman provides overall leadership to the Board without limiting the principle of collective responsibility for Board decisions. He facilitates appropriate shareholder communication and enables constructive relations between the Executive and Non-Executive Directors.

The joint CEOs' principal roles are to provide leadership to the executive teams that run Blu Label's businesses. The Board defines Blu Label's levels of authority, reserving specific powers for the Board while delegating others to senior management. The collective responsibility of management is vested with the joint CEOs, who regularly report to the Board on Blu Label's progress in delivering its objectives and strategy.

Blu Label's Financial Director is Dean Suntup. The ARCC is satisfied that he has the appropriate expertise and experience for this position.

Blu Label has implemented a holistic succession planning process at Board, top-level management and subsidiary management levels. These succession plans are reviewed and approved by the appropriate bodies annually and documented accordingly.

BOARD COMPOSITION, STRUCTURE AND REPORT BACK CONTINUED

Furthermore, the business continuity plan for Blu Label has been drafted to incorporate its subsidiary succession plans. Blu Label's influential joint CEOs co-founded the business and both have vested interests in the long-term future of Blu Label.

However, in unforeseen circumstances, Blu Label has robust succession planning in place for both CEOs.

Blu Label recognises the value of diversity, and our Board, in turn, is committed to promoting gender and race equality.

This policy is available online at our website:

www.bluelabeltelecoms.co.za. Our talent management processes, and policy, will enable us to improve diversity within Blu Label.

On an ongoing basis, the Board considers its structure. It is satisfied with the composition mix of the governing body; including its gender, race and size as well as the relationship between Executive and Non-Executive Directors. It is committed to making sustainable progress towards ensuring that the Board has the necessary depth to steer the strategic direction of Blu Label. The Board has a policy that promotes broader diversity at Board level, explicitly addressing the promotion of the diversity attributes of gender, race, culture, age, field of knowledge, skills and experience. No specific targets have been set concerning the Board's diversity policy.

The Board is actively pursuing the appointment of additional Independent Non-Executive Directors to further enhance independence and diversity of skills, race and gender at Board level. The Remuneration and Nomination Committee (RNC) annually debates the autonomy of its Independent Non-Executive Directors who have served on the Board for a period of nine years or more. Larry Nestadt, Joe Mthimunya and Jerry Vilakazi have been assessed in this regard. The Committee has found them suitably independent, with continuing strong contributions, considering their experience within Blu Label and the sector. They are supposed to operate, objectively, and objectively and without conflicts of interest.

The Board wishes to assure all stakeholders that the tenure and independence of Non-Executive Directors are vigorously debated and tested and that all Board meetings are robust in terms of their deliberation.

Given the complexity of the industry within which Blu Label operates and the complexity of Blu Label itself, the Board believes that long-term knowledge and understanding of the issues surrounding the business are invaluable. The RNC manages the succession plan at Board level to ensure that a pipeline of new Independent Non-Executive Directors is established and, that the succession plan will be seamless and that a mixture of new appointees with experienced Directors will be maintained.

BOARD APPOINTMENTS

One-third of the Directors retire by rotation every three years in terms of the MOI. If eligible, available and recommended for re-election by the RNC, their names are submitted for re-election at the Annual General Meeting (AGM). In this regard, Messrs LM Nestadt, LE Mthimunya and NP Mnxasana will be retiring at the forthcoming AGM and, being eligible, Messrs LM Nestadt, LE Mthimunya and NP Mnxasana have made themselves available for re-election. A biography of each Director appears on pages 13 to 15.

JS Mthimunya resigned from the Board of Directors of Blu Label effective 29 August 2025. As such he is no longer the Chairman of the ARCC, or a member of the RNC and the Investment Committee. The Nomination Committee recommended LE Mthimunya to assume the role of Independent Non-Executive Chairman of the ARCC and she accepted the role on 26 August 2025.

The RNC assists the Board with the assessment, recruitment and nomination of new Directors, subject to the whole Board approving these appointments.

Board members are also invited to interview potential appointees.

A formal and transparent procedure applies to all new Board appointments, which are subject to approval by shareholders at the first AGM following that Director's appointment. Before an appointment, candidates must complete an induction process, as per the JSE Listings Requirements.

The Board Charter has included a policy requiring Directors to observe a "cooling-off" period before accepting appointments to other boards that may present conflicts of interest.

BOARD EFFECTIVENESS

The Board Charter provides for an assessment and an evaluation of the Board and its Committees every other year.

During April 2025, an independent Board evaluation was conducted by an external third party, to evaluate the performance and effectiveness of the Board and the Board Committees of Blu Label. This included the evaluation of individual members of the Company Board, various Committees, and key individuals (Chairman, CEO, Finance Director and Company Secretary). The evaluation aimed to determine the current strengths and weaknesses within the Board structure and governance processes, focusing on improving overall performance.

The overall evaluation indicated that the Board is operating effectively, while also noting areas of improvement which have been identified with recommendations provided to Blu Label.

The independence of the Non-Executive Directors over nine years was also evaluated as part of the independent Non-Executive Directors' evaluation.

Each Executive Director's performance is evaluated annually during the remuneration increase and performance bonus award periods. Refer to the remuneration section (page 121) for the performance evaluation of the CEOs and the

BOARD COMPOSITION, STRUCTURE AND REPORT BACK CONTINUED

Financial Director against agreed-upon performance measures and targets.

The induction of each new Director is tailored according to the specific knowledge and experience they bring to the Board. The focus is on providing information on the board structure, business operations and Blu Label strategy. Ongoing training and development of Directors involves ad hoc presentations to the Board by professional advisors and senior management to ensure the Board is kept abreast of governance, regulatory, financial and operational developments.

COMPANY SECRETARY

The Board remains satisfied with the competency and experience of the Group Company Secretary, Janine van Eden (BProc, LLB, Conveyancing). The performance appraisal of the Company Secretary for the year under review considered the quality of support received and advice provided to the Board. She maintains an arm's length relationship with the Board, providing guidance to Board members on the execution of their duties and keeping up to date on the latest developments in corporate governance and regulation. All Directors have full access to the services and advice of the Group Company Secretary in all aspects of the Board's mandate and operations of Blu Label. The Board is satisfied that these arrangements are adequate.

BOARD COMMITTEES

The Board has delegated certain functions to well-structured Committees without abdicating its own responsibilities and accountability. Board Committees operate under written terms of reference approved by the Board.

Board Committees are free to take independent professional advice as and when necessary, for which a formal policy is in place. The Group Company Secretary provides secretarial services for the Committees.

There is transparency and full disclosure from Board Committees to the Board. The minutes of the Committees are submitted to the Board for noting and discussion. In

addition, Directors have full access to all Board Committee documentation, with Committee Chairpersons verbally briefing the Board on their Committee meetings.

The Board thinks that all Board Committees have effectively discharged their responsibilities, as contained in their respective terms of reference.

Board subcommittees are structured as follows:

Attendance at meetings

	Board (including additional Board meetings scheduled)	Independent Director Committee**	Audit, Risk and Compliance	Remuneration and Nomination	Social, Ethics and Transformation	Investment
Total number of meetings held during the year	8*	13	4	2	3	1
Actual attendance/ possible maximum attendance of meetings						
LM Nestadt	8/8	—	—	2/2	—	—
BM Levy	7/7	—	4/4***	2/2***	1/2	1/1
MS Levy	7/7	—	4/4***	2/2***	—	1/1
NP Mnxasana	7/8	10/13	4/4	—	—	—
JS Mthimunye#	8/8	—	4/4	2/2	—	1/1
SJ Vilakazi	8/8	13/13	3/4	2/2	3/3	—
DA Suntup	7/7	—	4/4***	2/2***	1/1****	1/1
LE Mthimunye	7/8	11/13	4/4	—	3/3	1/1
H Masondo	8/8	13/13	—	—	3/3	—

* Four meetings per annum and a further four meetings were scheduled to deal with Cell C matters, of which the executives were invited to attend three.

** The Committee was formed to deliberate on matters relating to a specific project.

*** Attendee.

**** Alternate to BM Levy.

Resigned 29 August 2025.

BOARD COMPOSITION, STRUCTURE AND REPORT BACK CONTINUED

SUBCOMMITTEE STRUCTURE AND REPORT BACK

The Board remains accountable for all matters where it has delegated responsibility to its subcommittees. The Committees, their members and principal functions and focus areas are set out below:

EXECUTIVE COMMITTEE

Members

MS Levy (Chair)	A Armstrong	G Levin*
BM Levy	M Nyawane	D Rama
S Ramdhani***	M Shaik	D Simba
DA Suntup	W Janse van Rensburg **	

* An agreement was reached wherein it was resolved that GB Levin would exit the Group on 30 November 2024.

** Attendee by invitation.

*** Resigned 28 July 2025.

Key objective and terms of reference

Blu Label's Executive Committee includes the Executive Directors and operational and functional managers. This enables an executive and combined forum for disseminating strategies and policies to subsidiaries while providing oversight and feedback from the strategic operations forum. Blu Label's strategic and policy decisions are typically formulated by the Executive Directors and approved by the Board. The Committee meets quarterly, in line with its primary function of acting as an oversight forum and reporting structure between the Board, Executive Directors and subsidiary management.

Certain Blu Label Executive Committee members are represented on the boards of operating subsidiaries and act as liaisons with subsidiary CEOs and/or management.

The Executive Committee has concluded that it has fulfilled its responsibilities in accordance with its terms of reference.

Feedback on 2025 focus areas

Key focus areas of the Executive Committee during 2025 included:

Focus areas	Feedback
Ongoing oversight of Cell C's overall performance remained a priority for the Exco.	The Executive Committee has played a pivotal role in advancing strategic workstreams aimed at restructuring Cell C's shareholder base, debt profile, and corporate structure. This comprehensive approach is designed to enhance operational efficiencies and financial stability, ultimately positioning Cell C favorably for a potential public listing. By actively engaging in these initiatives, the Executive Committee has ensured that the restructuring aligns with our long-term vision for sustainable growth and value creation. The collaborative efforts undertaken reflect our commitment to strengthening Cell C's market position and unlocking new opportunities for investment, thereby reinforcing our dedication to delivering shareholder value.
Strategic alignment between CEC and Cell C was a key area of focus to drive improved operational efficiency.	As part of this, CEC's operations were restructured during the year to support and align with Cell C's go-to-market strategy.
Continued strategic deployment of treasury resources and cost management.	Treasury has continued optimally deploying cash flows to benefit the overall business and its investment in Cell C.
Monthly analysis and monitoring of individual business unit performance.	A dedicated team continues to maintain detailed, accurate and expeditious accounting and operational monitoring functions, with the associated reports, for the entire business.

BOARD COMPOSITION, STRUCTURE AND REPORT BACK CONTINUED

2026 focus areas

Key focus areas of the Executive Committee during 2026 shall include:

- in 2026, the Executive Committee will prioritise advancing the restructuring of Cell C to position the company for a potential public listing;
- all core business units to be rationalised and restructured in optimal operational silos; and
- an extensive rebranding exercise to be implemented such that the business's brand, look and feel is future fit and appropriate, post-restructure.

AUDIT, RISK AND COMPLIANCE

Audit, Risk and Compliance Committee (ARCC)

Members and attendees	Number of meetings	Meeting attendance (%)
JS Mthimunya (Chair)**	4/4	100
LE Mthimunya***	4/4	100
NP Mnxasana	4/4	100
SJ Vilakazi	3/4	75
BM Levy*	4/4	100
MS Levy*	4/4	100
DA Suntup*	4/4	100

* Attendee.

** Resigned on 29 August 2025.

*** Appointed Chairlady 29 August 2025

Key objective and terms of reference

The primary objective of the Committee is to assist the Board of Directors in fulfilling its oversight responsibilities for:

- the financial and non-financial reporting process;
- the system of internal control;
- the audit process;
- the risk management process; and
- the organisation's process for monitoring compliance with laws and regulations and the code of conduct.

The ARCC concluded that it has fulfilled its responsibilities per its terms of reference.

For further details, refer to sections in this report on governance of risk, governance of sustainability, information and technology governance, combined assurance and the ARCC reports.

Feedback on 2025 focus areas

Key focus areas of the Audit, Risk and Compliance Committee during 2025 included:

Focus areas	Feedback
• Monitor the financial performance of Cell C post recapitalisation. • Review fraud mitigation strategies and internal controls.	• The ARCC continued to monitor and review the financial performance of Cell C, together with the adequacy of financial disclosure. • This is an ongoing process. ARCC reviews the compliance and internal audit reports quarterly to ensure that the controls are adequate and where deficiencies in internal controls are highlighted, corrective action is taken timeously. Fraud will continue to be a key focus area of ARCC.
• Cell C change of year-end.	• Cell C year-end change was implemented appropriately and required audits to be performed.
• ESG oversight and Responsibility framework.	• ESG is in the adoption phase and will continue to be a focus area in the coming years until it reaches maturity.

BOARD COMPOSITION, STRUCTURE AND REPORT BACK CONTINUED

2026 focus areas

Key focus areas of the Audit, Risk and Compliance Committee during 2026 shall include:

- continue adoption of an ESG Oversight and Responsibility Framework;
- continue reviewing fraud mitigation strategies and internal controls;
- closely monitor the financial performance of Cell C;
- assess the impact of the Cell C proposed balance sheet restructuring and potential IPO on BLU; and
- closely monitor the risk and compliance framework within BLU.

REMUNERATION AND NOMINATION COMMITTEE

Members and attendees	Number of meetings	Meeting attendance (%)
SJ Vilakazi (Chair of Remuneration Committee)	2/2	100
LM Nestadt (Chair of Nomination Committee)	2/2	100
JS Mthimunya*	2/2	100
BM Levy**	2/2	100
MS Levy**	2/2	100
DA Suntup**	2/2	100

* Resigned 29 August 2025.

** Attendee.

Key objectives and terms of reference

The Remuneration and Nomination Committee (RNC) assists the Board with overseeing and making recommendations to the Board for its consideration and final approval on remuneration policies and incentives, Board composition, structure and size, succession planning in terms of key positions and the identification and nomination of suitable candidates to fill Board vacancies as and when they arise.

The RNC ensures that competitive remuneration and incentive policies align with the strategy of driving performance and value creation that attracts and retains the right talent. Review design and the objectives of incentive schemes and remuneration packages; Executive and Non-Executive Director appointments and succession planning; annual evaluation of the independence of Non-Executive Directors and composition of the Board and its Committees.

Key roles of the Committee include:

- ensuring competitive remuneration and incentive policies align with Blu Label's strategy to attract and retain high performers;
- reviewing the design and targets of incentive schemes and remuneration packages;
- Executive and Non-Executive Director appointments and succession planning; and
- annual evaluation of the independence of Non-Executive Directors and composition of the Board and its Committees.

The RNC concluded that it has fulfilled its responsibilities in accordance with its terms of reference.

The RNC continues to ensure that total rewards are set at competitive levels and drive performance in the short and long term, ensuring alignment with shareholder interests while promoting an ethical culture and responsible corporate citizenship.

The Committee is mandated by the Board to continually assess the executive remuneration market and governance trends and reporting requirements in conjunction with Blu Label's strategy and operational performance.

The Committee also oversees and continues to ensure that it effectively delivers and governs its nomination responsibilities.

BOARD COMPOSITION, STRUCTURE AND REPORT BACK CONTINUED

Feedback on 2025 focus areas

Key focus areas of the Remuneration and Nomination Committee during 2025 included:

Focus areas	Feedback
- Review and evaluate executive and management remuneration to ensure alignment with company performance and market benchmarks; - Evaluate the effectiveness of long-term incentive plans (LTIPs) and consider adjustments to better align with company performance and shareholder interests; - Continue to monitor and conduct a thorough analysis of industry remuneration trends to ensure that the Company remains competitive in attracting and retaining talent; - Continue to monitor the performance metrics used to determine executive bonuses and incentives implemented to ensure that the metrics are aligned with the company's strategic goals and long-term success; - Continue to monitor and assess the Group's remuneration practices for fairness and equity, ensuring they promote diversity and inclusion; - Stay updated on relevant laws and regulations, especially the amendments to the Companies Act regarding executive remuneration, including disclosure requirements and Board implications; - Consider feedback from shareholders and other stakeholders regarding the remuneration policy, practices and the implementation report, and address any concerns raised; - Ensure that the Group's succession plan across all levels remains vibrant and appropriate to attract and retain key staff and executives with a focus on transformation; and - Continue to identify and develop a pipeline of future leaders through the Group's leadership development programme and other interventions for human resources development.	- Blu Label appointed Deloitte to undertake a comprehensive review of total remuneration across all elements including remuneration architecture (guaranteed pay, short and long-term incentives and pay mixes, frameworks and quotas). - This included undertaking a review of emerging market trends, a competitive analysis and a holistic outside-in view of external stakeholders and best practice. Based on this analysis, our practices and implementation are evolving and are evident in our policy on a go-forward basis. - Part of our review included looking at performance metrics and the appropriateness thereof based on our strategy. These are being amended where appropriate to best fit our strategy and to drive long-term success. - Continued monitoring of the three-year plan put in place in 2024 and implementation thereof. - Noted the further potential reporting requirements should the amendments come into effect, as well as the potential impact on the Board regarding voting outcomes. - Provided feedback to shareholders about concerns raised regarding the Group's remuneration policy and remuneration implementation report. Our policy and disclosure changes on a go-forward basis reflect our commitment to continued dialogue and feedback to ensure our remuneration is appropriate. Committed to further ongoing dialogue with shareholders. - Continued to make significant strides in succession planning, with comprehensive plans for all management levels and specialist roles. - The leadership development programme is designed to match the right individuals with the most appropriate development opportunities. The Group's mentorship initiative remains a key driver of sustainable leadership growth across the organisation.

2026 focus areas

Key focus areas of the Remuneration and Nomination Committee (RNC):

- Updated annual workplan, including meeting schedules to address the increased complexity of the remuneration environment and the importance of driving business performance.
- Continue to monitor and conduct a thorough analysis of industry remuneration trends to ensure that the Company remains competitive in attracting and retaining talent.
- Stay updated on relevant laws and regulations, especially the amendments to the Companies Act regarding executive remuneration, including disclosure requirements and Board implications.
- Continually evaluate the effectiveness of our remuneration frameworks and policies and determine how best to differentiate between business and employee levels to drive the proper outcomes and enhance our employee value proposition.
- Consider feedback from shareholders and other stakeholders regarding the remuneration policy, practices and the implementation report and address any concerns raised.
- Ensure that the Group's succession plan across all levels remains vibrant and appropriate to attract and retain key staff and executives, focusing on transformation.
- Continue to identify and develop a pipeline of future leaders through the Group's leadership development programme and other interventions for human resources development.
- Continue to monitor and assess the Group's remuneration practices for fairness and equity, ensuring they promote diversity and inclusion.

By focusing on these areas, the RNC will help ensure that the Group's remuneration practices are effective, equitable and aligned with its strategic objectives as well as ensure that Blu Label's processes and appointments of Board members, key management and staff lead to the right talent being appointed for the respective roles.

BOARD COMPOSITION, STRUCTURE AND REPORT BACK CONTINUED

SOCIAL, ETHICS AND TRANSFORMATION COMMITTEE

Members and attendees	Number of meetings	Meeting attendance (%)
SJ Vilakazi (Chair)	3/3	100
BM Levy (DA Suntup alternate to BM Levy)	1/2	50
DA Suntup*	1/1	100
H Masondo	3/3	100
LE Mthimunye	3/3	100

* Alternate to BM Levy.

Key objective and terms of reference

The role of the Committee is to assist the Board with the oversight of transformation, social and ethical matters relating to Blu Label and its subsidiary companies.

Responsibilities include monitoring Blu Label's activities and compliance with legislation relating to equality, broad-based black economic empowerment, good corporate citizenship, the environment, health, public safety and consumer and labour relations, as well as advising the Board where necessary and appropriate. The Committee also reviews ethical business conduct, including any activity on the ethics hotline.

The Social, Ethics and Transformation Committee concluded that it has fulfilled its responsibilities per its terms of reference.

Refer to the human capital report on page 59, the Social, Ethics and Transformation Committee report on page 103, the effective and ethical leadership report on page 75 and the stakeholder relations sections on page 31 for further details.

Feedback on 2025 focus areas

Focus areas	Feedback
- Improve procurement and management control elements of the B-BBEE scorecard. Our target for 2025 is to maintain B-BBEE at Level 4 while developing a roadmap to improve our B-BBEE rating in 2026 and beyond. - Implement the leadership programme for top management to ensure a holistic change leadership approach. - Implement leadership development programmes for middle and senior management in order to build a talent pipeline for top management. - Continue to balance gender representation. - Continue to support job creation through internal project initiatives.	- Achievement of Level 4 B-BBEE compliance, with strategic levers in place to progress further. - Significant increase in leadership development programme participation, building a strong pipeline of diverse future leaders. - In partnership with leading South African business schools, we have launched strategic development journeys for middle and senior management, designed to strengthen leadership capability and build a robust talent pipeline for future organisational growth. - Progress toward 50/50 gender parity by 2026, underpinned by targeted interventions and continued executive commitment. - Through the implementation of multiple learnerships and graduate programmes, we have successfully created 2,901 employment opportunities for unemployed South African youth—contributing meaningfully to skills development, economic inclusion, and the growth of the national talent pipeline.

2026 focus areas

Key focus areas of the Social, Ethics and Transformation Committee:

- Maintain a Level 4 B-BBEE compliance or better.
- Expanding leadership and skills development programmes.
- Realising gender parity by the end of FY26.
- Scaling socio-economic development and job creation through initiatives such as U-Belong.
- Continuous support to Dunoworx and Harmony Project.
- Deepening support for informal market merchants and under-represented suppliers.
- Embedding sustainability, ethics, and human rights principles across all business operations.

BOARD COMPOSITION, STRUCTURE AND REPORT BACK CONTINUED

INVESTMENT COMMITTEE

King IV's philosophy of integrated thinking and governance promotes the integration of governance functional areas and reports back into the rest of the integrated reporting elements. The Board and its subcommittees maintain oversight of these functional areas.

Members and attendees	Number of meetings	Meeting attendance (%)
LE Mthimunya (Chair)	1/1	100
BM Levy	1/1	100
MS Levy	1/1	100
JS Mthimunya*	1/1	100
DA Suntup	1/1	100

* Resigned 29 August 2025.

The Investment Committee is an ad hoc committee that meets once yearly. During the year, the Board maintained oversight of all investment decisions, annual reviews and capital allocation decisions, in particular around the funding of Cell C.

Key objectives and terms of reference

- Review the proposed acquisitions, investments, and disposals of Blu Label, as recommended by the Executive Committee, for approval.
- Review, consider and then recommend potential Blu Label acquisitions and investments to the Board.
- Annually review the performance of each investment and acquisition made over the past five years.
- Review and update the Capital Allocation Policy of Blu Label.

Feedback on 2025 focus areas

Focus areas	Feedback
• Given the materiality of the investment in Cell C, the review and monitoring of the performance thereof was escalated to and assumed by the Board.	• Over the past 24 months, the strengthened Cell C executive management team has successfully returned the Cell C business to a strong growth trajectory with significant improvement in both operational and financial metrics, driving the sustainable growth and profitability of Cell C going forward.
• Monitor the maturity of the capital allocation framework.	• The capital allocation framework is maturing as expected and adequately supports capital allocation decisions.
• Realise value and conserve cash.	• Focus on initiatives to unlock value from investments while conserving cash to strengthen the balance sheet. This included assessing opportunities for disposals, optimising working capital and tighter cash flow management.

2026 focus areas

Key focus areas of the Investment Committee:

- Monitor the maturity of the Capital Allocation Framework;
- Monitor the performance of Cell C and other investments;
- Realise value and conserve cash.

KING IV FUNCTIONAL AREAS

King IV's philosophy of integrated thinking and governance promotes the integration of governance functional areas and reports back into the rest of the integrated reporting elements. Oversight of these functional areas is maintained by the Board and its subcommittees as follows:

King IV functional area	Committee oversight	Report back	Page numbers
Risk	Audit, Risk and Compliance	Governance of risk Material risks and opportunities	89 20
Sustainability	Audit, Risk and Compliance Social, Ethics and Transformation Remuneration and Nomination	Governance of sustainability Social impact: Human Capital Remuneration report	90 59 105
Technology and information	Audit, Risk and Compliance	Leveraging technology Information and Technology Governance Material risks and opportunities	57 95 20
Regulatory compliance	Audit, Risk and Compliance Social, Ethics and Transformation	Compliance report Social, Ethics and Transformation Committee's report Social impact: Human Capital	97 103 59
Assurance	Audit, Risk and Compliance	Approach and reporting frameworks Governance of risk Audit, Risk and Compliance Committee's report	1 89 99
Stakeholder relationships	Social, Ethics and Transformation	Stakeholder relations Effective and ethical leadership Social, Ethics and Transformation Committee's report	31 75 103
Remuneration	Remuneration and Nomination	Remuneration report	105

COMBINED ASSURANCE

The Board, supported by the Audit Committee, is ultimately responsible for Blu Label's system of internal controls, which has been designed to evaluate, manage, and provide reasonable assurance against material misstatement and loss. The Audit, Risk, and Compliance Committee (ARCC) of Blu Label is specifically responsible for overseeing the effectiveness of combined assurance arrangements within the organisation, which is documented within the Blu Label Integrated Risk Assurance Policy and Framework. The Internal Risk and Compliance Committee (IRCC) is responsible for directing and assisting in the co-ordination of the combined assurance arrangements within Blu Label as well as ensuring that a robust integrated risk assurance plan is compiled and executed by the various assurance providers on an annual basis.

Blu Label has adopted a combined assurance model, in line with corporate governance objectives, to optimise assurance obtained from management, corporate functions, and internal and external assurance providers on business risks. The combined assurance model is integrated within the risk management process, including reporting to and oversight from the IRCC and ARCC, from which the annual integrated assurance plan is developed in respect of the priority risks for the Group across the four lines of defence (Management, Compliance, Independent Assurance, and Oversight Committees) through defined assurance activities. The assurance plan is a key tool to support the ARCC and the Board in making its endorsement on the effectiveness of internal controls in the integrated report and to support the integrity of information that underpins internal decision-making within Blu Label and reporting to its stakeholders.

Various meetings were held during FY25 between Internal and external audit to understand scope, nature, timing and extent of audit testing.

Both internal and external audit are in agreement on the importance of combined assurance and the need for productive discussions to align the scope and timing of audits.

FY25 ACTIONS PERFORMED:

- External audit reviewed the FY24 internal audit work performed as input into their FY25 planning considerations as well as the FY25 Oracle Post Implementation Review. Reliance was however not placed on the work performed by internal audit due to timing and scope differences, as well as the extent of testing performed.

FY26 PLANNED ACTIONS:

- The external audit methodology requires 20% re-performance of the internal audit work. Internal audit will share the required artefacts accordingly.
- To aid in efficiency and reduce duplication of efforts, inviting external auditors to internal audit engagement planning and walkthroughs will be proactively performed in FY26. This will be performed for internal audit reviews where there is a shared interest.
- Audit work plans for Internal and external audit will be shared among each other to foster better collaboration for FY26 and beyond.

In conclusion, risk audits are assigned to appropriate assurance providers, who monitor the effectiveness of the action plans and processes developed and implemented by management to mitigate the risks. This model gives the Board the assurance, through the ARCC, that all significant risks and associated opportunities are adequately managed.

All stakeholders, from a combined assurance perspective, are committed to increase the level of collaboration and reliance in FY26.

GOVERNANCE OF RISK

STRUCTURE

The Board accepts its responsibility for the governance of risk, which includes the total process of risk management and the formation of its opinion on the effectiveness of the risk management process. Based on the recommendations of the Audit, Risk and Compliance Committee (ARCC), the Board is satisfied with the effectiveness of the risk management process. The ARCC is responsible for ensuring that Blu Label has implemented an effective policy and plan for risk management and that risk disclosures are comprehensive, timely and relevant. The Board and Committees' responsibilities are documented in the Blu Label Integrated Risk Assurance Policy and Framework, which is reviewed annually by the ARCC.

Management is accountable to the Board for designing, implementing and monitoring the risk management process. The IRCC, established by management, supports the enterprise-wide risk approach by identifying, evaluating and measuring Blu Label's risks and compliance in all functional areas of the Group, as well as maintaining adequate internal controls. The IRCC reports to the ARCC bi-annually in this regard, which oversees the effectiveness of risk management arrangements.

PROCESS

Blu Label's strategic risk assessments are conducted bi-annually. In a "second line of defence" role, the compliance officer, facilitates these assessments and plays an important part in evaluating the risk management process and guiding management to continuous improvement.

To encapsulate our focus on the six capitals and the triple context in which we operate, the risk process incorporates value drivers that broadly reflect the expectations of our stakeholders and against which risks are identified. The risk assessments conducted involve risk identification and prioritisation at subsidiary and holding company level through interviews with senior management and key members of executive management to confirm risks, their descriptions, and their prioritisation. Each risk is evaluated according to set criteria in terms of its potential impact, the likelihood of occurrence and the perceived effectiveness of controls in place to manage the risks.

Blu Label has identified its strategic risks and acknowledges that its appetite to accept risk varies across those identified. The assessment process includes qualitatively setting risk appetite and tolerance levels. Risk appetite and tolerance levels are reviewed annually at the ARCC and ratified at the Board level. The outcome of the risk assessments is integral in refining our strategic response and in developing a risk-based plan for internal audit engagements for the forthcoming year. Action plans are documented in response to risk appetite and breached tolerance thresholds. Blu Label's material risks are listed on pages 20 to 30.



GOVERNANCE OF SUSTAINABILITY

Blu Label continues to build on our ESG and sustainability reporting and oversight framework developed in 2023 that will assist the Board in exercising oversight of sustainability-related impacts, risks and opportunities and the process for integrating sustainability issues into the strategy development, overall governance, as well as reporting processes of Blu Label.

Several of continuing initiatives have been undertaken in recent years, including:

- a review of sustainability reporting impacts, risks and opportunities, with a view to incorporating these into Blu Label's risk management systems;
- a gap analysis against the JSE Sustainability Disclosure Guidance issued in June 2022 that has informed some of the enhanced content of the integrated report and future planned disclosure improvements;
- enhancing our disclosures on our social and environmental impacts; and
- continue and refine ESG metrics and targets included in our long-term incentive plan.

A proposed structure of Board Committees responsible for oversight of sustainability matters has been presented below:

	Audit, Risk and Compliance Committee	Remuneration and Nomination Committee	Social Ethics and Transformation Committee	Executive Committee		
				Human Capital	Risk and Compliance	Company Secretary Office
Environmental						
Climate change			✓			
Water security			✓			
Pollution and waste			✓			
Biodiversity and land use			✓			
Supply chain and materials			✓			
Social						
Labour standards			✓	✓		
Human rights and community development			✓	✓		
Health and safety			✓	✓		
Customer responsibility			✓			
Supply chain (Social)			✓			
Governance						
Board composition		✓				✓
Ethical behaviour			✓	✓	✓	
Remuneration		✓				
Compliance and risk management	✓				✓	
Tax transparency	✓				✓	
Sustainability reporting						
Reporting standards	✓		✓		✓	
Assurance	✓		✓		✓	
Materiality	✓		✓		✓	

GOVERNANCE OF SUSTAINABILITY CONTINUED

Ongoing initiatives to integrate and embed sustainability in our governance, strategy, reporting, business and management processes include:

- enhancing the work plans and terms of reference for Board subcommittees to create focus and integration on sustainability-related issues and to align with the requirements of the Companies Act amendments;
- formalisation of sustainability-related issues in the risk management system, strategy and policy development as well as internal and external reporting;
- continued alignment of external reporting with the JSE Sustainability Disclosure Guidance as well as future adoption of global reporting standards and frameworks;
- consideration of training and specialist input on material sustainability matters; and
- reviewing the draft King V requirements.

As part of integrating sustainability into the Board's mandate and structures, we are reviewing the subcommittees' terms of reference to align with sustainability-related best practices and Companies Act amendments.

Some of the proposed key updates for each Committee include:

Audit, Risk and Compliance Committee	• Formalising the Committee's role in overseeing the application of integrated and sustainability-related reporting standards and regulations. • Ensuring that the Group has implemented an effective policy and plan for risk management of sustainability risks and opportunities that will enhance the Group's ability to achieve its strategic long-term objectives.
Investment Committee	• To be formally mandated to incorporate sustainability considerations into the investment decision-making process. This will involve evaluating governance practices, sustainability-related risks and opportunities, related strategies, policies, and potential investment performance.
Remuneration and Nomination Committee	• To include achieving strategic sustainability objectives and the related performance metrics into agreed targets and timelines in short and long-term incentive plans. • To ensure the skills and competence of the Group at Board and management levels are appropriate to oversee strategy development that anticipates and addresses key sustainability-related risks, opportunities and objectives, including ongoing training and support of Board members and management.
Social and Ethics Committee	• Oversee the development of the appropriate strategy and policies in response to material sustainability-related risks, opportunities and impacts, including identifying metrics and setting plans and targets over identified time horizons to monitor and manage performance. • To ensure the independence requirements of the Companies Act amendments are met.
Executive Committee	• Ensure that sustainability risks, opportunities and impacts are considered in the implementation of strategy development and policies of the Group. • Oversee the appropriate setting and planning of performance measures and targets to execute and monitor the effective implementation of strategies and policies.

OUR ENVIRONMENTAL IMPACT

At Blu Label, environmental stewardship is integral to building a sustainable and resilient business. Our environmental approach is grounded in the philosophy of doing more with less – minimising environmental harm and negative impact while contributing to broader sustainability outcomes. As a digital distributor and enabler of connectivity across South Africa and beyond, we understand that our operations and services are positioned to contribute to positive environmental impact and advance environmental objectives.

We view digital products and services as a lever for positive environmental impact, and we pursue the responsible management of waste and emissions, focusing on the sustainable use of our resources. Given our business model and our industry, our environmental impact is insignificant compared to other sectors. However, we remain mindful of our indirect footprint – particularly across our downstream supply chain – and are committed to managing and reducing our impact wherever it occurs. This section sets out our key environmental impact areas and outlines how we plan to manage and improve our performance over time.

1. ENVIRONMENTAL IMPACT: RESPONDING TO CLIMATE CHANGE AND MANAGING OUR GHG EMISSIONS

Climate change poses a material risk to the stability of societies, ecosystems, and the economy. While Blu Label operates in a low-emitting sector compared to the heavier industries, we recognise that we have an opportunity to play a role in climate change mitigation, both in terms of our carbon footprint efficiency and decarbonising our supply chain for products and services that are digitally distributed.

Our primary contribution to climate change lies in the energy used to power our offices, specifically through the use of computer and media equipment. We also have terminal devices at various locations that consume

electricity. Our energy sources are dominated by grid-supplied electricity. With Eskom primarily generating electricity from coal-fired plants, our Scope 2 emissions will likely be significant. Overall, our activities do not result in material Scope 1 and Scope 2 emissions. However, we do recognise that when we start measuring our Scope 3 emissions, we may certainly note significant Scope 3 emissions, mainly from data centres providing data that enable our products and services. Scope 3 emissions are likely to be also driven by the manufacturing, distribution and the utilisation of equipment that allows our products and services.

Our energy sources and usage for FY24 – FY25 are provided below.

	2025		2024		% increase/ (decrease) in spend	% increase/ (decrease) in usage
	R'000	Usage	R'000	Usage		
Electricity	4 962	1 950 666kWh	4 372	1 827 047kWh	13	7
Petrol	6 850	306 021L	9 459	401 950L	(28)	(24)
Diesel	1 328	66 958L	2 358	95 924L	(44)	(30)

OUR ENVIRONMENTAL IMPACT CONTINUED

In line with our objectives, the closure of several regional offices and fleet reductions led to a reduction in the consumption of fuel. Electricity usage remained largely unaffected, however, costs increased in line with inflationary pricing. The reduction in load shedding experienced during the 2025 financial year contributed to the savings in generator diesel consumption.

While we have not yet conducted a formal Scope 3 emissions assessment, we intend to explore the relevance and materiality of Scope 3 categories in future reporting cycles. Our most significant indirect impacts occur in our downstream value chain. For example, our downstream suppliers supplying us with the data we sell produce significant emissions through the considering renewable energy sources for our electricity consumed in their data centres.

Our strategic responses to climate change and mitigating measures include:

- Integrating climate risks and opportunities into the risk management framework, including considering renewable energy sources for our operations.
- Digitally connecting consumers and businesses in the supply chain significantly reduces the carbon associated with travel and maintaining physical retail establishments. The more products and services transacted through our digitised distribution channels, the greater the positive impact made.

Looking forward

As our understanding of our emissions footprint evolves, we aim to incorporate emissions measurement tools and define clear reduction objectives aligned to our business model and environmental responsibilities.

2. ENVIRONMENTAL IMPACT: WATER USAGE

While our activities are not water intensive, our operations are based in the Southern Africa region, which is prone to drought due to climate change impacts. We are therefore cognisant of the role we must play in ensuring that water is conserved and used responsibly, particularly given the increasing vulnerability to water scarcity and infrastructure challenges. As a responsible business, we aim to reduce unnecessary water consumption across our offices and encourage efficient use.

Our water consumption is limited to the usage at the head and regional offices. In FY25, our total water consumption for the period was 8 548 KL (FY24: 12 420 KL). The decrease was due to the closure of several regional offices around South Africa and the extensive head office renovations which resulted in several staff members working off-site.

3. ENVIRONMENTAL IMPACT: POLLUTION AND E-WASTE

As a business that distributes, services, and facilitates the sale of electronic devices through various distribution channels, divisions and offerings via BLC, BLD, Cell C and CEC, Blu Label is mindful of the environmental risks associated with electronic and electrical waste (e-waste). Improper disposal of these products at end-of-life can have serious environmental and health consequences. E-waste is a growing global concern with toxic components capable of leaching into soil and water or emitting hazardous fumes if burned at landfill sites. Informal recycling and disposal practices risk human health, especially in vulnerable communities. Under the Extended Producer Responsibility Act, which is part of the National Environmental Management: Waste Act, we have concluded that we are not producers, as defined, and are thus not accountable for the lifecycle of our electronic gadgets from design and production to disposal. However, in terms of good corporate governance we are committed in FY26 to reaching out to our material suppliers to make them aware of these regulations and responsibilities.

Blu Label Technology is committed to technological innovation and sustainability, which is deeply intertwined with our responsibility to environmental stewardship. We recognise that the rapid evolution of technology brings with it a significant challenge: the growing global issue of electronic waste (carbon footprint). As an X-Tech company providing a virtual distribution marketplace, we are not merely addressing this challenge but are pioneering a strategic shift in how we manage our digital infrastructure to directly combat it.

Our digital transformation journey includes migrating our workloads to cloud-native architecture, a cornerstone initiative that marks a significant step in our sustainability journey. This strategic programme involves

OUR ENVIRONMENTAL IMPACT CONTINUED

the meticulous phased transition of our applications and data from our legacy, on-premises physical data centre to a modern, scalable, and efficient cloud environment. This will follow a risk-based approach that will ensure continuity of our services during this transition. As part of this digital transformation journey, we have also initiated the planning for the responsible decommissioning of our physical data centre. This is not just an IT upgrade; but a fundamental reimagining of our operational footprint with profound positive implications for our carbon footprint. By decoupling our growth from physical hardware procurement, we prevent future e-waste generation before it occurs, creating a sustainable and scalable operational model.

4. ENVIRONMENTAL IMPACT: SUPPLY CHAIN RESPONSIBILITY

We have an extensive supply chain which contributes to both our input and output. Our supply chain ecosystem encompasses both front-end distribution and back-end operations. Key aspects of supply chain include:

- Procurement of electronic vouchers, SIM cards from various suppliers and technology providers. Operations also depend on network operators, and data centres to ensure uptime and service continuity;
- An extensive distribution network in the form of banks, retailers, spaza shops, informal traders and petroleum forecourts;
- Prepaid focus – distribution of prepaid products and electronic merchandise;
- Value-added services such as bill payments;
- Digital platforms and technology to facilitate the electronic distribution of virtual merchandise and value-added services; and
- We have partnered with various stakeholders, including network operators, banks, municipalities and retailers.

To ensure supply chain responsibility we have reached out to material suppliers, via questionnaires, to gauge the extent of their environmental responsibilities, including:

- Greenhouse gas (GHG) emissions;
- Energy efficiency;
- Renewable energy;
- Water quality, consumption and management;
- Sustainable resources management;
- Waste reduction; and
- Reuse and recycling.

Feedback received in the current year indicated the following material impacts in the supply chain:

- Certain gaps in their sustainability standards were identified which we are currently assessing and considering engaging with such suppliers.

Looking forward

To ensure responsible supply chain practices, we will expand our engagement with material suppliers within the Group to understand their compliance with supply chain sustainability performance.

5. BIODIVERSITY AND LAND USE

Our operations are in urban areas that are identified as ecologically sensitive or biodiversity rich. Furthermore, we do not undertake land development or extractive activities that materially and negatively impact ecosystems. However, biodiversity is critical to environmental resilience, particularly in the context of climate change and land degradation. Therefore, we remain committed to minimising the indirect effects of our operations on natural environments. This includes ensuring that any future expansion or infrastructure development meets environmental and land use regulations.

INFORMATION AND TECHNOLOGY GOVERNANCE

Blu Label continued to mature its information and technology governance in FY25, building on the foundations set in FY24 and guided by formal IT board and Group Exco reporting. Our governance approach remains pragmatic and integrated: it aligns technology investment to business outcomes, strengthens controls and resilience, and supports regulatory and commercial obligations.

PLATFORM AVAILABILITY AND RESILIENCE

We have materially strengthened platform redundancy, failover capability and observability to limit customer disruption and meet contractual service levels for our transactional systems. Core-system SLAs improved significantly in FY25: the SLA three-month average was 99.957% and the six-month average 99.972%, with seven of 12 months achieving 99.99%+ availability. During Q1 to Q2 2025, we recorded a month uptime of 100% (Mar 2025), 99.984% (Apr 2025) and 100% (May 2025). These improvements reflect additional failover lines, SD-WAN upgrades and closer co-ordination with mobile network operators.

We continue to hold operational availability targets appropriate to the channel and service type. For core transactional systems our operational target remains aggressive (99.8% baseline with a continuing ambition to operate at 99.99% availability for peak services). At the same time, channel and partner SLAs are managed individually to reflect third-party constraints. Where external suppliers (notably some electricity aggregators and municipalities) cause incidents, we adopt compensating controls and targeted remediation plans. Over recent months a small cohort of municipal suppliers accounted for a disproportionate share of downtime; we continue prioritising supplier engagement and technical de-risking.

PLATFORM UPTIME — HISTORICAL SNAPSHOT

- FY23: 99.57% (reported).
- FY24: 99.62% (reported).
- FY25: 99.96% (reported FY25 performance/core SLA improvements).

MODERNISATION – BLUSKY AND CORE PLATFORM TRANSFORMATION

FY25 saw accelerated delivery of our modernisation programme (BluSky). The programme replaces the legacy AEON XML gateway with a WS02 API gateway, migrates core stacks to cloud (Azure/AWS), adopts microservices and an API-first model and implements active-active, blue/green deployment patterns. These architecture changes are designed to reduce single-system dependencies, enable continuous delivery (CI/CD), and allow incremental, low-risk migration of customers and products. The BluSky rollout has already activated customers across airtime, data, vouchers and electricity, with staged launches and a co-existence strategy to de-risk migration.

Key delivery items in FY25 included:

- WS02 API gateway implementation and progressive replacement of XML integrations.
- Cloud migration of Blu Label Connect platforms and active-active deployment patterns to improve resilience and elasticity.
- Environment automation and integration pipelines to shorten release cycles and reduce human error.

CYBERSECURITY AND COMPLIANCE

Information security continues to be a priority. Blu Label maintained and expanded its security controls and monitoring posture through FY25: we implemented a SOC, strengthened detection and response, completed vulnerability remediation cycles and advanced our back-up strategy. The Group has achieved and operates under ISO 27001 certification and embeds ISO/alignment requirements into project lifecycle controls and supplier onboarding. These measures both reduce cyber risk and increase commercial assurance for customers and partners.

Measured outcomes include improved fraud prevention (fraud losses reduced from R2.1 million in FY24 to circa R0.2 million in FY25 following device, credential and integration hardening) and progress on audit remediation actions tracked through the Group internal audit tracker.

INFORMATION AND TECHNOLOGY GOVERNANCE CONTINUED

SERVICE MANAGEMENT, SLAs AND INCIDENT RESPONSE

Operational discipline has been enhanced by the revised service-management processes, new failover topologies, and strengthened monitoring with a triage model that targets rapid acknowledgement and response. Enterprise Support has improved ticket acknowledgement (circa 89% to 90% within 15 minutes in recent months), and overall customer satisfaction with desktop and service support remains very high. Time-to-resolution targets for major incidents remain tightly controlled (service restoration expectations within SLA windows, with major incidents managed to sub-six-hour restoration where feasible).

IT RISK MANAGEMENT AND GOVERNANCE FRAMEWORKS

We continue implementing a formal IT Governance Framework based on COBIT and best-practice standards (ISO/IEC 38500, ITIL, NIST) that the Executive Committee actively oversees. Phase 3 of the framework (integrating IT process flows) has moved into operational delivery; we have also digitised risk tracking through a Group risk platform to enable real-time visibility and co-ordination across the three lines of defence. Regular internal and external audits, penetration tests and an audit-tracker process ensure remediation and continuous improvement.

PEOPLE, COST AND DELIVERY MANAGEMENT

We align resourcing, organisational structure and vendor economics to the new operating model: a rationalised vendor and hosting footprint, headcount optimisation in certain areas, and contract renegotiation. This allows reinvestment into security, cloud and modernisation while improving the technology function's fixed/variable cost profile.

BOARD OVERSIGHT AND REPORTING

IT and security matters are reported regularly to Group Exco and the Board via the IT governance reporting cycle. The IT board pack provides a single source of truth for uptime metrics, project delivery status (including BluSky releases), audit findings and risk heatmaps – enabling executive escalation and prioritisation where supplier or systemic issues require cross-functional intervention. This reporting cadence has materially improved transparency and enabled faster corrective action on high-impact items.

LOOKING AHEAD (FY26 PRIORITIES)

- Complete the subsequent phases of BluSky migration with incremental customer scale-up and decommissioning of legacy components.
- Deliver the security roadmap (privileged access, data protection, automated dashboards) and close remaining high-risk audit findings.
- Continue supplier stabilisation (MNO failovers, municipal/ electricity aggregator engagement) to reduce externally driven outages.
- Reduce run costs via cloud economics and operational efficiencies while preserving targeted reinvestment in security and resilience.

COMPLIANCE REPORT

No significant environmental, social and/or governance-related incidents occurred during 2025. These include incidents of legal non-compliance (whether under investigation, pending finalisation or finalised), directives, compliance notices, warnings, investigations and any public controversies.

No fines, settlements, penalties, or other monetary losses were suffered concerning ESG incidents.

REGULATORY COMPLIANCE REPORT

The IRCC oversees regulatory compliance responsibilities. The Committee monitors, assesses, researches and reports on the regulatory environment in which Blu Label operates. The IRCC reports to the Audit, Risk and Compliance Committee (ARCC).

The process of compliance management encompasses:

- identifying and prioritising all Acts and regulations at a national level applicable to Blu Label;
- incorporating regulatory requirements into control measures such as standard operating procedures, processes, manuals and policies;
- recommending corrective measures or steps to ensure compliance; and
- monitoring compliance through the adequacy and effectiveness of control measures.

The risk of non-compliance is being managed through:

- the quarterly review and update of the Blu Label regulatory universe;
- the compilation of compliance risk management plans for high-risk legislation utilising external service providers; and
- the continuous monitoring of the regulatory environment.

The regulatory environment changes constantly. We proactively contribute to and manage our regulatory environment by considering the interests of all our stakeholders and clients.

The Board is satisfied that Blu Label has complied with all relevant provisions of the Companies Act of South Africa and the JSE Listings Requirements and has complied with Blu Label's MOI during the year.

No substantial complaints have been received concerning breaches of customer privacy, categorised by complaints from data subjects and complaints or requests for information from the Information Regulator.

APPROACH TO TAX

Taxation compliance

Taxation is managed as part of the regulatory compliance process managed under the IRCC and overseen by the ARCC. There were no significant penalties or disputes with the South African Revenue Service during the year under review. Expert advice is obtained in managing compliance with any complex areas of tax legislation. Blu Label does not have any significant foreign subsidiaries.

The total tax incurred by Blu Label in the current year amounted to R1 051.5 million. The total amount consists of the following categories of taxes:

Category	2025 R'000	2024 R'000
Income taxes	330 818	136 033
Property taxes	2 680	2 918
Net non-creditable/(creditable) VAT	449 875	(18 919)
Employer-paid payroll tax	268 081	224 676
Other taxes	-	1 343

The information below summarises how Blu Label has managed the requirements of two pieces of significant South African legislation:

Protection of Personal Information Act, 2013 (POPIA)

POPIA gives effect to section 14 of the Constitution, which provides everyone the right to privacy. The Act protects personal information processed by public and private bodies and balances the right to privacy against other rights such as access to information.

The following POPIA initiatives have been embedded to ensure compliance at 31 May 2025:

- The Blu Label Compliance Framework and Privacy Notice have been updated and approved by the Audit and Risk Committee.
- POPIA information update sessions have been presented to the various subsidiaries.
- POPIA-related policy documents have been updated.
- Promotion of Access to Information Act, No 2 of 2000 (PAIA) manuals have been updated.
- Record of Processing Activities (RoPAs) and POPIA Impact Assessments (PIAs) have been updated to identify and mitigate POPIA gaps. These RoPAs and PIAs are ongoing based on new products or initiatives being introduced throughout Blu Label.
- Formal appointment of Deputy Information Officers throughout the Group to assist in monitoring POPIA compliance.
- The POPIA Steering Committee met quarterly to monitor POPIA compliance and roll out policies.

COMPLIANCE REPORT CONTINUED

Cybercrimes Act, 19 of 2020

Blu Label operations rely heavily on technology platforms to facilitate service delivery, which increases the risk of cybercrime. Therefore, it is critical to maintain the integrity and stability of key IT systems to protect stakeholder interests against increasingly sophisticated targeted attempts at digitally assisted fraud, one of the main objectives of the Cybercrimes Act, 19 of 2020.

Cybersecurity threats remain a critical ongoing risk and as a result makes up a significant part of our technology investments.

Stringent standards for information and infrastructure security controls are constantly being reviewed and reinforced to ensure our efforts continue strengthening our cybersecurity posture. We proactively assess our vulnerabilities and risk of exposure on an ongoing basis while driving cyber risk prevention, assessment and education programmes to maintain vigilance. Blu Label is embedding security as a core component within the platform delivery via governed development mechanisms and implementing detection capabilities and response processes in our environment.

Our implementation of the NIST cybersecurity framework is still ongoing. In line with our approved cybersecurity strategy, we have implemented the applicable suite of NIST controls and conducted a self-assessment on the maturity achieved through the implementing and operationalising of these controls. Internal audit independently reviewed the outcome of our self-assessment.

The following has been accomplished:

Initiative	Description
Implementation of SOC services.	Our SOC has been fully implemented and is currently operational, which provides 24/7 cybersecurity monitoring for our environment.
Security awareness training campaigns through the KnowBe4 platform.	Monthly security awareness training campaigns are rolled out to staff, covering various security domains.
Designed and implemented cybercrimes and incident management processes.	Cybercrimes and incident management processes are still in effect.
An annual review of the processes was conducted.	Internal audit performed reviews of processes supporting compliance with the Cyber Crimes Act.
Developed incident response and incident response testing as well as scenario planning.	Incident response processes are still in place and scenario testing will be performed during 2025/26.
Developed and implemented an ISMS aligned to ISO 27001.	We have achieved certification against ISO 27001:2022 for our ISMS. Our core trading platform and environment operate stringent security controls to safeguard our customer and employee data. Maintenance of ISMS is ongoing. As part of this programme, we invest heavily in our continuous improvement initiatives which actively contribute to our security posture and maturity.
	Surveillance audits are conducted to ensure the continued compliance and maintenance of the certification.

AUDIT, RISK AND COMPLIANCE COMMITTEE'S REPORT

The Audit, Risk and Compliance Committee (ARCC) is pleased to present its report for the financial year ended 31 May 2025.

The ARCC is an independent statutory committee appointed by the shareholders of the Company. In addition to its statutory duties, the Board has delegated further duties to the Committee. This report covers both these sets of duties and responsibilities.

MANDATE AND TERMS OF REFERENCE

The Committee has adopted comprehensive and formal terms of reference which have been approved by the Board and reviewed annually. The responsibilities of the ARCC include:

- examining and reviewing the Group's financial statements and reporting of interim and final results;
- monitor performance against the budget approved by the Board;
- overseeing integrated reporting;
- overseeing the IRCC function;
- overseeing the function of the Group Compliance Officer;
- ensuring that Blu Label implements an effective policy and plan for risk management that has been disseminated throughout the organisation and integrated within day-to-day activities to enhance the Company's ability to achieve its strategic objectives;
- ensuring that the disclosure regarding risk is comprehensive, timely and relevant;
- ensuring that a combined/integrated assurance model is applied to provide a co-ordinated approach to all assurance activities and appropriately address all the significant risks facing Blu Label;
- reviewing and satisfying itself of the expertise, resources, and experience of the Blu Label finance function;
- overseeing the Group internal audit function; establishing, implementing, and maintaining a compliance function with adequate policies and procedures to ensure compliance with rules, regulations, statutes and procedures applicable to Blu Label;

- overseeing the compliance function to ensure compliance with regulations, statutes, policies and procedures applicable to Blu Label;
- reporting annually to the Board and shareholders describing the Committee's composition, responsibilities, and how they were discharged, as well as any other information required by rule or by law, including the approval of non-audit services;
- resolving any disagreements between management and the auditor regarding financial reporting;
- retaining independent counsel, accountants, or others to advise the Committee or assist in the conduct of an investigation;
- seeking any information it requires from employees – all of whom are directed to co-operate with the Committee's requests – or external parties; and
- meeting with the organisation's officers, external auditors, internal auditors, or outside counsel as necessary.

MEMBERSHIP AND MEETINGS HELD

In accordance with the requirements of the Companies Act, No 71 of 2008 (the Companies Act), Mr JS Mthimunya, Ms NP Mnxasana, Ms LE Mthimunya and Mr SJ Vilakazi were appointed to the Committee by shareholders at the AGM held on 28 November 2024 in the following positions:

- JS Mthimunya (Independent Non-Executive Chairman);
- NP Mnxasana (Independent Non-Executive Director);
- LE Mthimunya (Independent Non-Executive Director); and
- SJ Vilakazi (Independent Non-Executive Director).

The Committee members collectively have experience in auditing, accounting, commerce, economics, law, corporate governance and the general industry. All the members of the ARCC are Independent Non-Executive Directors.

The Committee meets quarterly and the quorum for each meeting is three members present throughout the meeting.

The Joint Chief Executive Officers and the Financial Director of Blu Label are mandatory attendees at the meetings. The external audit partner from SizweNtsalubaGobodo Grant Thornton Inc. (SNGGT) and a director from Deloitte, to whom

Blu Label outsources its internal audit function, are also attendees. Internal and external auditors are allowed to address the meeting and have unlimited access to the Committee. During the year, the Committee met with the external and internal auditors, respectively, without the presence of management. The internal audit function reports directly to the ARCC and is also responsible to the Financial Director on day-to-day administrative matters.

Subsequent to the financial year end, JS Mthimunya resigned from the Board of Directors of Blu Label effective 29 August 2025. The Remuneration and Nomination Committee recommended LE Mthimunya to assume the role of Independent Non-Executive Chairman and she accepted the role on 29 August 2025.

STATUTORY DUTIES DISCHARGED

In execution of its statutory duties during the year under review, the Committee:

- nominated and recommended to shareholders the reappointment of SNGGT as independent external auditors, with Mr Alex Philippou, the audit partner, as the registered independent auditor;
- approved the fees to be paid to SNGGT and other external auditors, where applicable, and approved the terms of engagement;
- maintained a non-audit services policy which determines the nature and extent of any non-audit services that SNGGT may provide to the Group;
- discharged those statutory duties as prescribed by section 94 of the Companies Act, acting in its capacity as the appointed Audit Committee of the subsidiary companies of Blu Label;
- considered the Committee's report describing how duties have been discharged; and
- submitted matters to the Board concerning the Company's accounting policies, financial controls, records and reporting, and key risks identified in the ERM process, as appropriate.

AUDIT, RISK AND COMPLIANCE COMMITTEE'S REPORT CONTINUED

OTHER DUTIES TO DISCHARGE

Financial statements and reporting

The Committee:

- monitored compliance with accounting standards and legal requirements and ensured that all regulatory compliance matters had been considered in the preparation of the financial statements;
- reviewed feedback from the JSE proactive monitoring panel and included additional disclosure where relevant;
- reviewed and confirmed compliance with the JSE regulations relating to the sign-off by the CEOs and FD on the internal financial controls;
- reviewed the external auditor's report to the Committee and management's responses thereto and made appropriate recommendations to the Board of Directors regarding actions to be taken;
- reviewed and commented on the annual financial statements, interim reports, paid advertisements, announcements and the accounting policies and recommended these to the Board for approval;
- reviewed and recommended to the Board for adoption the consolidated budget for the ensuing financial year; and
- considered the going concern status of the Company and Group based on review of the annual financial statements and the information available to the Committee and recommended such going concern status for adoption by the Board.

The Board statement on the going concern status of the Group and Company is contained in the Directors' report.

External audit and non-audit services

The ARCC has satisfied itself as to the independence of the external auditor, SNGGT, as set out in section 94(7) of the Companies Act, which includes consideration of compliance with criteria relating to independence or conflicts of interest as prescribed by the Independent Regulatory Board for Auditors, including tenure of the audit firm and rotation of the designated individual partner. Requisite assurance was

sought from and provided by SNGGT that internal governance processes within the firm support and demonstrate its claim to independence. SNGGT has been the Company's auditor for three years.

To assess the effectiveness of the external auditors, the Committee considered the quality, delivery and execution of the agreed audit plan and variations from the plan, as well as the robustness and perceptiveness of SNGGT in its handling of key accounting treatments and disclosures. The ARCC has been informed of the most recent results of SNGGT's regulatory and firm inspection and is satisfied with the results thereof.

The Committee, in consultation with executive management, agreed to the engagement letter, terms, audit plan and budgeted audit fees for the 2025 financial year.

Any non-audit services to be provided by the external auditors are governed by a formal written policy which incorporates a monetary delegation of authority in terms of non-audit services to be provided.

The ARCC has nominated the reappointment of SNGGT as registered auditors for the 2026 financial year for approval at the AGM. The Committee also satisfied itself in terms of paragraph 3.84(g)(ii) of the JSE Listings Requirements that SNGGT and the designated individual partner are suitable for appointment.

Internal audit and internal controls

Blu Label's internal audit was outsourced to Deloitte for the year and the role of the Chief Audit Executive is fulfilled by the Engagement Director. The ARCC concludes that the Chief Audit Executive and internal audit arrangements are effective and independent.

The Committee:

- reviewed the co-operation and co-ordination between the internal and external audit functions to avoid duplication of work and to work towards an effective and efficient combined/integrated assurance approach;
- examined and reviewed the progress made by internal audit against the approved 2024/25 audit plan;
- considered the combined/integrated assurance arrangements for the 2024/25 financial year;
- approved the risk-based internal audit plan for the 2024/25 financial year;
- considered the effectiveness of internal audit;
- considered internal audit findings and corrective actions taken in response to such findings; and
- reviewed the annual statement from internal audit on the effectiveness of the organisation's governance, risk management and internal control processes.

The ARCC concluded that appropriate financial reporting procedures were established and operating, as contemplated in paragraph 3.84(g)(ii) of the JSE Listings Requirements, which includes consideration of all the entities in the consolidated annual financial statements.

In carrying out its responsibility of ensuring appropriate financial reporting procedures are in place, the ARCC has had oversight of the procedures performed by management to ensure that internal financial controls are adequate in design and operating effectiveness, and has considered all deficiencies reported by management to the ARCC and external auditors together with steps taken to remedy such deficiencies.

The ARCC concludes that the combined assurance arrangement is effective and will continue to evolve as the Group grows.

AUDIT, RISK AND COMPLIANCE COMMITTEE'S REPORT CONTINUED

Risk management and compliance

In relation to the governance of risk, the Committee:

- reviewed the integrity of the risk control systems and ensured that the risk policies and strategies of the Company are effectively managed;
- made recommendations to the Board concerning the levels of risk tolerance and appetite, and monitored the management of risk exposures against these levels;
- reviewed and recommended to the Board the approval of the Integrated Risk Assurance Policy and Framework;
- monitored bi-annual risk assessments and reviewed the consolidated strategic risk profile to evaluate and ensure all material risks had been identified as they pertain to the triple context of Blu Label, and are being managed appropriately;
- provided feedback to the Board on significant risks, including emerging risks, and substantial changes to the Company's risk profile;
- ensured that management considered and implemented appropriate risk responses to significant risks;
- considered the relevance and effectiveness of information and technology governance systems, processes and mechanisms to manage technology-related risks;
- reviewed and recommended to the Board risk information for disclosure, in accordance with King IV principles;
- reviewed legal matters that could have a material impact on the Group in conjunction with Blu Label's legal adviser; and
- reviewed developments in corporate governance and best practice and considered their impact and implications across the Group with particular reference to the principles of King IV.

The ARCC is satisfied that it has dedicated sufficient time to its responsibility towards the governance of risk.

The Committee is satisfied that it has exercised sufficient, ongoing oversight of compliance through:

- the continued appointment of a dedicated Compliance Officer for the Group;
- the approval of the compliance strategy;
- the approval of the regulatory compliance policy and the compliance process;
- annual review of the Company's regulatory universe in order to prioritise regulatory compliance efforts;
- ongoing development and review of compliance risk management plans;
- continuous monitoring of the regulatory environment to ensure that the Group keeps abreast of matters affecting its regulatory environment; and
- identification and monitoring of key compliance risks across the Group.

EXPERTISE AND EXPERIENCE OF THE FINANCIAL DIRECTOR AND FINANCE FUNCTION

The Committee considered the appropriateness of the expertise and experience of the Financial Director and finance function in accordance with the JSE Listings Requirements and governance best practice and has satisfied itself in terms of JSE Listings Requirement 3.84(g)(i) that the Group Financial Director has appropriate expertise and experience.

The ARCC concluded that the finance function is adequately resourced with technically competent individuals and is effective. The Committee confirms that it is satisfied that Mr Dean Suntup possesses the appropriate expertise and experience to discharge his responsibilities as Financial Director. The Committee is also satisfied that appropriate financial reporting procedures have been established and that those procedures are operating effectively.

ANNUAL FINANCIAL STATEMENTS

The Committee has reviewed the accounting policies and financial statements of the Company and the Group and is satisfied that they are appropriate and comply with IFRS Accounting Standards, the JSE Listings Requirements, and the requirements of the Companies Act of South Africa.

The Committee has evaluated the Group annual financial statements of Blu Label Telecoms Limited for the year ended 31 May 2025 and based on the information provided to the Committee, the Committee recommends the adoption of the annual financial statements by the Board.

The significant audit matters considered by the Committee were the reversal of impairment of investment in Cell C Limited and the change of economic interest in Cell C.

These matters were addressed as follows:

Reversal of impairment of investment in Cell C Limited

For the year ended 31 May 2025, management reviewed the carrying value of the Group's investment in Cell C in accordance with the requirements of IAS 36, due to an indication of reversal of the previous impairment as a result of the performance of Cell C. The investment was fully impaired in prior years, with a portion of the impairment being reversed in the 2023 financial year.

The review was performed as follows:

- assessing the recoverable amount as being value-in-use, as Cell C is held-for-trading and not for sale;
- calculating the value-in-use of Cell C using a discounted cash flow model;
- carefully considering the inputs used in deriving the appropriate discount rate and projected cash flows used in the calculation; and
- performing a sensitivity analysis over the value-in-use calculation, by varying the assumptions used (growth rates, terminal growth rate and WACC, i.e. discount rate) to assess the impact of any changes on the valuation performed.

AUDIT, RISK AND COMPLIANCE COMMITTEE'S REPORT CONTINUED

Based on the work performed, management concluded that the balance of the impairment loss in Cell C, recognised in prior years, was no longer observable and could be reversed. The sensitivities were stress tested at year-end and no further adjustments were required.

Change of economic interest in Cell C Limited

Management performed a detailed assessment of the accounting treatment of the effects of the two transactions that gave rise to a net increase in Blu Label's economic interest in Cell C Limited during the 2025 financial year.

The divestment of a portion of TPC's compelling economic interest in Cell C Limited through the SPV1 shares that were held as security, and the recognition of the additional 10% interest in Cell C via SPV5 were considered in terms of IFRS Accounting Standards. The effects of these transactions on Blu Label's control of Cell C were also assessed in terms of IFRS 10 and it was evaluated that the Group still did not have control of Cell C.

INTEGRATED ANNUAL REPORT

The Committee considered the integrated annual report, incorporating the annual financial statements for the year ended 31 May 2025. The Committee considered the sustainability information as disclosed in the integrated annual report and assessed its consistency with operational and other information known to its members. The Committee recommended the approval of the integrated annual report to the Board. The ARCC is satisfied that it has complied with its legal, regulatory and other responsibilities as per its terms of reference and that it has executed its duties in terms of paragraph 3.84(g)(ii) of the JSE Listings Requirements in its assessment of the suitability of the auditor. The Committee members approved the contents of the ARCC report on 30 September 2025.

On behalf of the Audit, Risk and Compliance Committee



LE MTHIMUNYE

Chairlady

30 September 2025



SOCIAL, ETHICS AND TRANSFORMATION COMMITTEE'S REPORT

The Social and Ethics Committee is pleased to report on its activities for the financial year ended 31 May 2025. During the period under review, the Committee fulfilled its oversight responsibilities with diligence, integrity, and responsiveness to escalating governance and disclosure requirements. We are proud to confirm that all key objectives set for FY25 were achieved, and our commitment to advancing social, ethical, and economic transformation remains resolute as we look toward FY26.

In alignment with the mandates of the Companies Act and King IV, the Committee continues to guide and oversee Blu Label's performance in the following domains:

- Socio-economic development: Ensuring alignment with the Broad-Based Black Economic Empowerment (B-BBEE) Act and the Employment Equity Act.
- Consumer relations: Monitoring compliance with consumer protection legislation and upholding customer rights.
- Labour practices: Supporting adherence to the International Labour Organization (ILO) protocols on decent work and fair labour practices, while advancing employee education and well-being.
- Corporate citizenship: Championing equality, preventing unfair discrimination and corruption, supporting community upliftment, and tracking donations, sponsorships, and philanthropic contributions.
- Environmental, health and public safety: Overseeing Blu Label's operations' environmental and societal impact.
- UNGC compliance: Ensuring alignment with the 10 United Nations Global Compact (UNGC) principles.

Transformation and inclusion

In FY25, transformation efforts were deeply embedded across the business, reflecting the shared responsibility of leadership, management, and employees. These initiatives have contributed to a more inclusive, equitable and sustainable operational model. Transformation is no longer an isolated mandate – it is a core component of how Blu Label delivers value.

Sustainability is at the heart of our strategy, driving our mission to facilitate financial inclusion, economic

empowerment, and convenience for the mass market. Our support for vulnerable groups and disadvantaged communities intensified this year, with impactful partnerships and measurable outcomes.

Supplier and enterprise development

In FY25, our commitment to supplier diversity remained strong. Collectively, we partnered with suppliers representing the following categories:

- 152 Exempted Micro-Enterprises (EMEs);
- 57 Qualifying Small Enterprises (QSEs);
- 199 enterprises with 50% black ownership; and
- 115 suppliers with 30% black women ownership.

These engagements enabled inclusive economic participation and facilitated transformation in critical supply chain segments.

Our supplier development initiatives went beyond compliance. We have enabled job creation and economic resilience through targeted investments such as funding to Dunoworx. Looking ahead, we are scaling these efforts by cultivating inclusive ecosystems and facilitating collaboration between our suppliers and flagship community beneficiaries.

Socio-economic development and flagship partnerships

Blu Label's social investment approach remains grounded in long-term, high-impact partnerships. Our continued support for flagship partners – Boys and Girls Club, Christel House, and Women and Men Against Child Abuse – has deepened their capacity to drive systemic change.

In FY25, we partnered with Education Africa to expand access to online learning for preschool educators in underserved communities. This initiative strengthens early childhood development outcomes and empowers educators to uplift future generations.

We also fostered employee-led social investment, including campaigns to donate books and festive gifts to children in underserved areas. This culture of giving is integral to our ethos as a responsible corporate citizen.

SOCIAL, ETHICS AND TRANSFORMATION COMMITTEE'S REPORT CONTINUED

Informal market empowerment

We acknowledge the pivotal role of our informal merchant network in driving financial inclusion. These entrepreneurs are not only distribution partners, but also agents of economic transformation within their communities. Their empowerment remains a strategic priority.

FY25 performance highlights

We are proud to confirm the successful delivery of all FY25 focus areas, including:

- Achievement of Level 4 B-BBEE compliance, with strategic levers in place to progress further.
- Significant increase in participation in leadership development programmes, building a strong pipeline of diverse future leaders.
- Progress toward 50/50 gender parity by 2026, underpinned by targeted interventions and continued executive commitment.
- Completed domestic learnership and created jobs for 170 learners through the U-Belong initiative within Trust Blu.
- Launch of a successful disability learnership programme, marking an essential step in our inclusion agenda.
- Continued strengthening of management control processes to embed transformation in decision-making and accountability frameworks.
- Dunoworx – The learnership initiative is strategically designed to uplift the less privileged youth of South Africa by imparting not only essential electronics skills but also crucial business acumen. The primary goal is to empower these individuals, preparing them for entrepreneurship and successful integration into the professional arena.

Looking ahead: FY26 strategic focus areas

Building on our progress, the Committee will maintain its strategic focus on:

- Maintain a Level 4 B-BBEE compliance or better;
- Expanding leadership and skills development programmes;
- Realising gender parity by the end of FY26;
- Scaling socio-economic development and job creation through initiatives such as U-Belong;
- Continuous support to Dunoworx;
- Deepening support for informal market merchants and under-represented suppliers; and
- Embedding sustainability, ethics, and human rights principles across all business operations.

Conclusion

At Blu Label, we recognise that business success is inseparable from societal progress. As we enter FY26, our vision remains clear: to be a responsible, inclusive, and future-fit organisation that empowers people, communities, and the economy at large. Through sustained commitment to ethical conduct, transformation, and shared value creation, we continue to build a better tomorrow – together.



SJ VILAKAZI

Chairman

30 September 2025

REMUNERATION REPORT

DEAR SHAREHOLDERS

It gives me great pleasure to present our FY25 Remuneration Report. This year has certainly seen a significant improvement in performance outcomes for BLU with the Group delivering highly commendable results, exceeding financial and operational targets.

Core headline earnings surged to more than double the budgeted figure, which was demonstrated by strong operational execution across most business units and the successful implementation of the Cell C turnaround strategy. The Group maintained exemplary financial discipline, meeting all banking facility obligations and covenants, and securing additional facilities to support Cell C's recapitalisation and future listing. This financial stewardship has ensured ongoing stability and flexibility. Risk management and compliance were prioritised as key KPIs, with substantial progress in strengthening the Group's risk framework and embedding best-practice governance. These efforts have materially improved risk identification, monitoring, and mitigation, supporting long-term sustainability and oversight.

On the transformation front, BLU maintained a Level 4 B-BBEE compliance, reflecting a deep commitment to inclusive and sustainable business practices. The Group continues to focus on interventions to improve gender and diversity at management level.

Finally, the Group's focus on customer relationships and retention, particularly with major financial institutions, has further solidified its strategic position and underpinned ongoing growth. In summary, the company's performance in FY25 has not only delivered materially better financial results. Still, it has also strengthened the Group's risk, compliance, and customer foundations – positioning BLU for continued sustainable growth and increased shareholder returns.

The fast-changing operational and business dynamic that we find ourselves in as a company, against a backdrop of significantly improved performance, heightens the complexity within which the Committee has to make decisions. We remain acutely aware of the critical role that our remuneration frameworks and policies play in driving the right outcomes and supporting long-term success. We therefore strive to ensure that our remuneration practices, particularly in respect of the Executive Directors are closely aligned with our performance and implemented in a manner that is both fair and fit for purpose in achieving the intended outcomes.

Our remuneration policy, and the accompanying implementation report were tabled for shareholder voting at the AGM held on 28 November 2024, receiving 58% support respectively. As the outcomes reflected a decline from prior years, we engaged actively with shareholders to better understand and address their concerns. Significant progress has since been made, and we believe that the policy enhancements outlined below and improved disclosures, will be positively received. These refinements demonstrate that our shareholder engagements remain open and constructive, and that the feedback provided has been carefully considered in implementing fit-for-purpose changes where relevant.

It remains critical that our remuneration policy achieves our goals of attracting and retaining top talent and, importantly, driving the improved performance outcomes we are seeing. Accordingly, the Committee will constantly evaluate how the policy should be adapted and changed to ensure that BLU achieves this goal while remaining aligned with market/best practice. We will continue to monitor and tweak as necessary in an ever-changing, fast-paced, dynamic environment. Remuneration is one of our biggest levers and is fundamental as part of our holistic employee value proposition.

The key changes to our policy for FY26 relate largely to adopting of new metrics for the forward looking long-term incentive (LTI) awards, removing the individual component of the scorecard and replacing this with a balanced scorecard covering ESG and strategic milestone and introducing a Total Shareholder Return pillar. Our LTIP now has 80% of its performance outcomes evaluated against financial and shareholder performance (vs. 60% for previous awards) with the remaining component being assessed against a balanced scorecard described above. Our LTIP target incentive payouts remain unchanged, while higher stretch outcomes are now associated with the increased weighting of financial metrics. We have also refined our short-term incentive (STI) framework and introduced the concept of a balanced scorecard for the individual components. No changes were made to target executive management pay, and executives' pay increases were kept at a lower percentage than those for general staff. These changes are expanded upon in this report, specifically in sections relating to shareholder feedback and in section 2, which outlines the forward looking policy and in the enhanced disclosures in section 3 of the implementation report.

REMUNERATION REPORT CONTINUED

We also conducted a comprehensive review against what is considered as best-practice guidance as described by large proxy advisers and are further encouraged that we are well aligned to best practice across all the key elements from a remuneration policy and implementation perspective, with the above changes further improving our alignment across the following key areas summarised below:

Best practice and common areas of concern	Current alignment to best practice	Changes
Performance period and short-term focus: LTIPs with performance periods should not be less than three years to ensure firms do not reward annual/medium-term outcomes twice rather than long-term performance.	BLU's performance periods are aligned with best practice. Three years for LTIPs with a cliff vest. Annual Cash incentives.	Already market aligned – No change required.
Complex structures: Overly complicated incentive arrangements impede outcomes assessment and should be avoided.	Current architecture is market aligned with an annual cash STI and a 100% performance-based CSP plan.	Already market aligned – No change required.
Insufficient performance conditions: Lack of pre-determined performance targets or a clear linkage between pay and performance metrics.	BLU have defined performance metrics/conditions. All awards already had performance conditions.	Further enhancement with new Metrics for LTI, transparency concerning individual metrics and targets in the STI and a balanced scorecard approach in the future.
Excessive pay: Total remuneration exceeding peer group levels without justification.	Detailed remuneration review yielded no change to target pay and target policy. This is consistent with the last few years. The current construct is market-related regarding pay opportunity and is not overly leveraged or excessive.	No change to target pay outcomes. Already market aligned – No change required.
Disclosure: Insufficient disclosure of performance metrics, targets, and methodology behind compensation decisions.	Further ex-post disclosure and transparency.	Ex-post disclosure of STI and ex-ante disclosure of LTI are in this report.
Excessive discretion: Remuneration committees are unlimited in determining awards without defined parameters.	The RemCo only apply discretion in relevant circumstances. Adjustments made are for consistency purposes only. Management was negatively affected by the consistent adjustments made this year, which ensured consistent application of principles.	Already market aligned – No change required.
Change of control provisions: Automatic acceleration of vesting or inappropriate termination payments during a shift in control.	No acceleration. Appropriate controls are in place.	Already market aligned – No change required.
ESG integration: ESG metrics in incentive scorecards.	Relevant and not overweight. Part of a balanced scorecard.	Already market aligned – No change required.
Uncapped vesting: Incentive plans lack maximum limits on potential payouts.	There is a stretch vesting cap.	Already market aligned – No change required.

REMUNERATION REPORT CONTINUED

Best practice and common areas of concern	Current alignment to best practice	Changes
High dilution: Share plan limits exceed recommended thresholds for issued share capital	The current updated plan is non-dilutive in nature. Award levels and leverage are not excessive with caps at stretch.	Already market aligned – No change required.
Response to shareholder feedback interaction and reactions to previous significant votes against remuneration proposals.	The Committee engaged and made changes where appropriate.	Policy changes made in FY26 and enhanced disclosure in the implementation report.
Retention awards: Time-based retention awards are granted without performance conditions.	Not applicable. BLU doesn't utilise such awards unless in buy-out scenarios. Executive variable pay is 100% performance based with no complicated matching or restricted awards in place.	Already market aligned – No change required.
Malus and clawback provisions: Mechanisms for recovering inappropriate payments.	BLU has detailed malus and clawback provisions.	Already market aligned – No change required.

This remuneration report aligns with the King IV principles to articulate and demonstrate the link between strategy, value creation, performance and good remuneration practices. Section 1 of this report provides an overview of how the Committee has championed our alignment with the King IV Code on Corporate Governance, our areas of focus in the achievement of our policy objectives and changes, stakeholder engagement and our efforts to build a performance culture through values and our purpose and alignment with performance and rewards.

Section 2 details our forward looking remuneration philosophy and policy, together with an overview of our total reward strategy. We made several substantial changes to our performance conditions for the LTIP in the future, as described above, which further improved the performance and reward construct to better effect the desired outcomes and design with balanced scorecards for the individual

components of the STI, ESG and strategic milestones for the LTI plans.

Finally, section 3, the remuneration implementation report, provides an overview of our 2025 performance and discloses our performance against targets and resulting awards to Executive Directors, Prescribed Officers as well as the fees paid to Non-Executive Directors. Enhanced disclosure and narrative provide context and detail on how outcomes and outturns were determined for FY25.

Looking forward to 2026, we will continue to review the success of our remuneration policy in terms of both our goals and those of our stakeholders and change as is necessary to affect the right outcomes in a fast-paced dynamic economic and business environment.

We continue to invite comments and inputs from our shareholders as part of our efforts to review and improve this policy continuously and I am pleased and grateful to report that the Human Capital team at Blu Label and the Blu Label Remuneration Committee (the Committee) place significant and increased emphasis on good corporate governance practices, focusing on the principles of pay for performance and fair and responsible remuneration to drive the right outcomes.

Our continued focus, business strategy and execution are bearing fruit, and we look forward to FY26 and beyond.



SJ VILAKAZI
Chairman

30 September 2025

REMUNERATION REPORT CONTINUED

SECTION 1

Background statement regarding Committee considerations and decisions

After each meeting, the Committee Chairman provides the Board with feedback, highlighting key decisions and relevant discussions. We remain committed to applying the relevant King IV principles for responsible and transparent remuneration practices, supported by regular benchmarking exercises and aligned with the applicable legislation and Companies Act requirements.

BLU collaborates with its remuneration consultants, Deloitte, to review and refine its remuneration policy and overall variable compensation practices to ensure they are fair, transparent and drive the right outcomes.

Achievement of 2025 objectives and focus areas

During 2025, the Committee made significant progress across key executive and management remuneration, succession planning, and governance areas supporting the Company's strategic direction and alignment with market benchmarks. Key highlights include:

Remuneration review: Deloitte was engaged to conduct a comprehensive review of the Group's total remuneration framework, including fixed pay, incentives, and market comparisons. Insights from this process have informed the evolution of our remuneration policy and practices, with appropriate adjustments to performance metrics to support long-term strategic success.

Long-term incentives: The Committee evaluated and refined long-term incentive plans (LTIPs), ensuring more substantial alignment with shareholder interests and company performance.

Market competitiveness: Ongoing monitoring of remuneration trends has ensured the Company remains competitive in attracting and retaining high-calibre talent.

Performance alignment: Continued executive bonus and incentive metrics oversight ensures alignment with strategic and long-term organisational objectives.

Fairness, equity and inclusion: Regular assessments confirm that remuneration practices promote fairness, equity, and diversity across all staff levels.

Regulatory readiness: We remain aware and responsive to proposed amendments to the Companies Act, particularly regarding remuneration disclosures and governance, and are prepared to adapt to new requirements.

Stakeholder engagement: Constructive engagement with shareholders has improved policy and disclosure, reflecting ongoing dialogue and commitment to transparency.

Succession and leadership development: Significant strides have been made in succession planning, supported by leadership and mentorship programmes, ensuring the development of a strong, diverse, and sustainable leadership pipeline throughout the Group.

Our commitment to ESG remains steadfast and continues to be a pillar that we measure management against in our long-term incentive while we are actively working toward continuing to achieve our gender and pay parity goals over the next few years. Enrolment in leadership development programmes continues to increase and we will continue developing leadership talent that is equipped for the future.

We are deeply committed to building a sustainable talent foundation for long-term success.

Blu Label's remuneration philosophy and policy continue to attract, retain, and motivate employees effectively. We recognise the ever-changing business environment and will maintain a flexible approach in 2026.

Transparency and policy adherence

There were no requests to deviate from the established remuneration policy in 2025. The Committee adjusted for the "normalisation" of EBITDA and core HEPS to account for the extraneous contributions relating to the Cell C recapitalisation's accounting treatment and learnership programme expenses, as explained to shareholders previously.

This ensures that there is a fair view of performance against the business plan. Indeed, by adjusting consistently, management was worse off in 2025 in achieving EBITDA, EBITDA where the shortfall against the business plan was 7% compared to an unadjusted 6%. Again, the Committee ensures that it is prudent in its application of the policy and that fair performance-related outturns are aligned with the performance of the business, which has improved significantly year on year together with recognition in the market of the execution against our strategy, where our share price has seen strong performance.

Culture, reward and performance

Our EVP reflects the vibrant culture and unique experience of being part of something bigger and we continue to build an inclusive leadership culture, fostering a 'performance with purpose' mindset. The Committee recognises the continued importance of the following areas as in prior years and the implementation and effectiveness of these in relation to our performance and reward outcomes is fundamental in assisting in our growth journey:

- Employee centricity
- Social responsibility
- Culture and leadership
- Talent acquisition and retention
- Employee well-being

2025 – 26 pay review

Paying for performance remained at the core of BLU's and the Committee's philosophy. For 2026, the Committee approved an overall increase of 6% for employees and 4% for executives. These decisions were made in light of

REMUNERATION REPORT CONTINUED

inflationary estimates and market movements, using key skills sets to ensure that we stay true to our pay positioning philosophy. The lower increases for the executives reflect a conscious differentiation between pay at the top of the organisation and that at the lower end, reflecting our continued journey to ensure fair pay while reducing the pay gap.

ESG, sustainability, shared value, strategic milestones and our purpose

At Blu Label, we are committed to creating a diverse, equitable, and sustainable work environment. This commitment extends to ensuring fair compensation practices and embedding ESG principles within our remuneration framework. Currently, 10% of our LTI performance indicators (KPIs) are directly linked to ESG objectives.

We continuously refine our approach to promoting pay equity and integrating ESG considerations into our remuneration framework. By focusing on these areas, we aim to attract and retain top talent, build a more sustainable and responsible organisation, and deliver long-term value for our stakeholders.

Blu Label's remuneration metrics include ESG targets to ensure that Board members and senior executives align their objectives and performance with the Company's strategy, while effectively managing its impact on people, the environment, and the economy.

The ESG metrics included in the 2026 conditional share plan performance targets will be based off a balanced scorecard across the performance period.

The specific weighting of these categories and the success rate in achieving ESG-linked KPIs will be reviewed internally.

Voting at the 2025 AGM

In line with the JSE Listings Requirements and King IV, we will table the following resolutions for shareholders voting at the AGM:

- non-binding advisory vote for the approval of the 2026 remuneration policy (section 2 of this report);
- non-binding advisory vote for the 2025 implementation report; and
- a binding vote on Non-Executive Directors' fees.

Shareholders are invited to engage with us regarding our remuneration policy and this remuneration report by sending a request for engagement to the Chairman of the Committee at investors@blts.co.za.

2024 AGM voting and shareholder feedback

Our remuneration policy and implementation reports were submitted for two separate non-binding advisory votes at the 2024 AGM held on 28 November 2024.

The voting outcomes are set out below:

Ordinary resolution number 9: Non-binding advisory endorsement of the remuneration and reward policy	For: 58% Against: 42%
Ordinary resolution number 10: Non-binding advisory endorsement of the remuneration implementation report	For: 58% Against: 42%

In response to the voting outcomes outlined above, the Committee engaged with shareholders by inviting them to submit written feedback on the remuneration policy and remuneration implementation report. We also met with several shareholders to understand the key areas of concern. As reflected in this report, several changes were made to improve our policy and its implementation.

REMUNERATION REPORT CONTINUED

Our actions and work undertaken is summarised in the following table.

Shareholder concern	Our response and actions
Clarity and sufficiency of performance conditions	The Company recognises the importance of clear and robust performance conditions. Both the STI and LTI schemes are already fully performance-linked and structured to align with the corporate strategy. For FY26, the STI will adopt a more transparent balanced scorecard approach, especially for the individual performance component. At the same time, the LTI Executive variable pay is 100% performance based with no complicated matching or restricted awards in place.
Disclosure around performance targets, remuneration outcomes, and methodologies behind compensation decisions	The Company has responded by enhancing disclosure practices. There is now improved ex-post disclosure of the metrics used and the actual outcomes achieved for the STI. For the LTI, the Company has committed to ex-ante disclosure of the performance criteria, providing shareholders with clarity on how future awards are determined. The methodologies for calculating both current and future incentive awards have been standardised and clarified. The Company is committed to ensuring consistency, fairness, and transparency in applying and disclosing these metrics and outcomes.
Pay levels, competitiveness, and market alignment	A comprehensive benchmarking review, led by Deloitte, was conducted to assess all elements of fixed and variable pay. The findings confirm that the Company's target pay levels are not excessive and are aligned with the market median, with stretch pay opportunities in the LTI remaining below market-related levels. No changes have been made to target pay levels, reflecting a prudent approach. The revised LTIP ensures that 80% of incentives are linked to financial or shareholder return, with additional stretch incentives introduced for outperformance, further aligning with market practices. The remuneration framework will continue to be informed by market conditions and strategic requirements, rather than simply following market trends, and is designed to encourage superior performance, particularly on key financial measures.
Discretion and adjustments made to metrics	Discretion is only applied in exceptional and well-justified circumstances within clearly defined parameters. The use of discretion is reviewed annually and, where exercised, is disclosed with appropriate narrative. Adjustments to any metrics are applied consistently on a like-for-like basis each year to ensure there is no unfair advantage or disadvantage to management. This approach is regularly debated within committee meetings to ensure fairness, and it is noted that this year, the consistent application of adjustments resulted in a negative impact on management, underscoring the Company's commitment to fair alignment.

REMUNERATION REPORT CONTINUED

Remuneration Committee focus areas for 2026

In the 2026 financial year, the Committee will focus on the following:

- updated annual workplan including meeting schedules to address increased complexity of the remuneration environment and importance in driving business performance;
- continue to monitor and conduct a thorough analysis of industry remuneration trends to ensure that the Company remains competitive in attracting and retaining talent;
- stay updated on relevant laws and regulations, especially the amendments to the Companies Act regarding executive remuneration, including disclosure requirements and Board implications;
- continually evaluate the effectiveness of our remuneration frameworks and policies and how best to differentiate by business and employee level to drive the right outcomes and enhance our employee value proposition;
- consider feedback from shareholders and other stakeholders regarding the remuneration policy, practices and the implementation report and address any concerns raised;
- ensure that the Group's succession plan across all levels remains vibrant and appropriate to attract and retain key staff and executives with a focus on transformation;
- continue to identify and develop a pipeline of future leaders through the Group's leadership development programmes and other interventions for human resources development; and
- continue to monitor and assess the Group's remuneration practices for fairness and equity, ensuring they promote diversity and inclusion.

The Committee remains committed to transparency and responsible practices in 2026 and beyond. We will continue refining the remuneration framework to meet Blu Label's evolving needs and to ensure it attracts, retains and motivates top talent.

SECTION 2

Our remuneration philosophy, policy and framework at Blu Label, recognises that our people are among our greatest assets. We believe providing an environment where individuals can thrive and grow in their careers while collectively driving the organisation's success is vital. Our remuneration policy and practices, along with our **WeLead** programme, aim to foster resilience, drive achievement, and cultivate a winning mindset.

We differentiate ourselves from our peers through our EVP and employee engagement strategy. Our "all-in" culture creates a safe environment that enhances productivity and fosters innovation.

Our remuneration policy enables us to:

- deliver shareholder value by aligning our remuneration practices with our strategic goals;
- achieve our employment equity aspirations;
- align employee performance with shareholder interests;
- support our talent strategy by attracting, motivating, and retaining top-tier directors and employees with industry-leading expertise;
- build a competitive, entrepreneurial, innovative, and high-performance company by rewarding the achievement of ambitious performance goals in line with our strategy and shareholder growth expectations;
- reinforce our desired corporate culture by encouraging and rewarding ethical behaviour consistent with our values, leadership principles, and corporate citizenship; and
- drive our WeLead initiative to nurture a growth mindset and an innovative spirit, inspiring our people to "dare to win".

This applies to all subsidiaries, associates and joint venture companies in which Blu Label holds a shareholding of over 40%, excluding Cell C, which has its own remuneration policy and committee. The Committee may approve by exception, the policy to apply to Blu Label employees seconded to Cell C.

Employer of choice

Our objective is to be an employer of choice, and our employee brand and reward programme are designed to help us achieve this distinction.

Competitive pay levels

We benchmark guaranteed pay practices locally to ensure our remuneration packages are competitive and relevant to the role and experience required.

Deloitte provided a market snapshot for 2024/25 and these benchmarking exercises are conducted annually to ensure alignment with industry standards and best practices. They are presented to the Committee to determine increases, remuneration quantum, and policy adjustments each year.

Pay for performance

We are committed to a pay-for-performance philosophy, structuring remuneration to reward both individual and organisational excellence. We apply malus and clawback provisions to the short-term incentive plan (STIP) as well as vested and LTIP awards for management.

Fair and responsible remuneration

We strive to ensure employee remuneration differences are based on fair and objective criteria. The Committee has a policy in place to monitor and continuously address any issues related to fair pay. We continue to build on our pay equity and fair pay analysis undertaken over the past two years and are also conscious of the amendments to the Companies Act and the associated reporting requirements once it is implemented.

REMUNERATION REPORT CONTINUED

Our strategy for horizontal pay equity has proven effective, contributing to employee retention and transformation and we continue to evolve our analysis to inform that the right changes are made.

Our goal remains to create an inclusive workplace where employees can bring their whole selves to work and live out their purpose. Our comprehensive strategy emphasises diversity and inclusive leadership, ensuring a supportive and fair work environment.

OUR REMUNERATION APPROACH AND FRAMEWORK

At Blu Label, we adopt a holistic approach to remuneration, incorporating guaranteed pay, variable pay, recognition, employee development, and benefits. We understand that the remuneration policy's philosophy and individual components are dynamic and must be reviewed regularly to stay aligned with our objectives and market trends. We ensure full compliance with legislative and regulatory requirements.

We provide all employees with clear and transparent information about our reward programmes, policies and processes, ensuring they understand what they receive, why and when.

Annual incentivisation remains directly linked to business plans and budgets for the year in question juxtaposed against individual performance in the role.

These business plans are developed by the subsidiary executive committees and reviewed by the Group Executive Committee. Following this, the Blu Label Executive Committee approves the plans, with final approval for the Group's consolidated business plan granted by the Board of Directors. Robust targets and metrics are set against each business that look to drive the performance and associated remuneration of employees annually.

Long-term incentivisation is linked to the business's long-term performance (three years), of the business measured against key financial, strategic and shareholder return metrics. These are evaluated annually for relevance driving long-term business outcomes and assisting in retaining and attracting of key skills and employees to our business.



REMUNERATION REPORT CONTINUED

Our reward framework

Blu Label's reward framework consists of financial and non-financial components and applies to all employees. The framework includes:

- Fixed annual remuneration (FAR);
- STIPs;
- LTIPs;
- commissions for sales staff;
- ad hoc rewards for performance and behaviours aligned with our values, leadership programmes and competitions; and
- non-financial benefits aligned to our EVP.

At Blu Label, the pay-mix may vary depending on seniority, business needs, such as relocation or international assignment costs and allowances. We reimburse all necessary and reasonable business expenses.

BLU LABEL REMUNERATION AND TALENT RETENTION STRATEGY

Guaranteed		Variable				Non-financial
	Fixed annual remuneration	Sales commissions	Short-term incentive plan	Short-term variable remuneration	Long-term incentive plan	Employee value proposition
Objectives	It enables us to attract and retain talent, taking into consideration skills, experience, high potential and value contribution.	Aligned to drive continuous improvement, improved customer service and increased revenue in sales and operations.	Reward the achievement of challenging strategic, financial and operational objectives, aligning individuals with divisional and Blu Label performance and the interests of our shareholders. The scheme rewards collaborative work across Blu Label to ensure we leverage our capabilities, increase innovation, improve customer and consumer service, reduce inefficiencies and increase revenue and profits.	Special-purpose variable remuneration arrangements to help attract and retain high-potential talent who are the holders of scarce skills. Arrangements are subject to individual performance and time-based conditions to ensure an appropriate return on the remuneration investment.	Aligning employees to shareholder interests by incentivising performance aligned with strategic goals and long-term shareholder value.	Create a differentiated EVP and work experience to increase the engagement and retention of existing employees and position Blu Label as an employer of choice within an increasingly competitive landscape, focusing on employee experience.
Eligibility	All.	Specific roles within sales and operations.	All.	• Critical and scarce skills. • High-performing employees with high-potential and critical skills.	Executives and management.	All.

REMUNERATION REPORT CONTINUED

	Guaranteed	Variable				Non-financial
	Fixed annual remuneration	Sales commissions	Short-term incentive plan	Short-term variable remuneration	Long-term incentive plan	Employee value proposition
2026 approach	The Committee recommended up to 6% increases for 2026. Higher increases were awarded on the exception to retain critical skills and high-performing talent. The Committee approved an overall increase of 4% for executives.	As defined by the operational plan and budget.	Schemes with varying components linked to: • individual performance – balanced scorecard; • divisional performance (where applicable); and • Blu Label performance. Gatekeeper conditions are in place. The following financial measures will be applied in determining the STIP for Blu Label head office and Executive Directors: • normalised EBITDA; and • core HEPS. The following financial measure will be applied in determining the STIP at divisional levels: • divisional NPAT; and • Blu Label normalised EBITDA and core HEPS. Varying weighting applies based on relevance and group vs individual impact. Individual performance only accounts for 20% of Executive Director pay and is linked to a strategic scorecard with associated ratings thereon.	Cash-based sign-on awards and retention bonuses are assessed on a case-by-case basis in line with policy.	Conditional shares are offered under the 2025 CSP plan. Performance metrics may vary depending on strategic requirements. Changes for FY26 and metrics resulted in the removal of the strategic balanced scorecard and individual KPI's and an introduction of total shareholder return as a key metric used for performance evaluation. The following metrics apply: • core HEPS compounded cumulatively over three years; • return on capital employed; • relative and absolute shareholder return vs. an index and cost of equity benchmark; • ESG and strategic milestone performance scorecard.	Individualised employee engagement, development and growth.

REMUNERATION REPORT CONTINUED

Fixed annual remuneration

FAR is critical in attracting and retaining top talent, considering factors such as skills, experience, potential, and value contribution. The components of guaranteed fixed remuneration include:

- cash salary;
- medical aid benefits;
- allowances; and
- disability and death benefits.

We utilise industry and country-relevant benchmarks provided by Deloitte to ensure we offer competitive remuneration. Fair and competitive compensation is essential to maintaining our position as an employer of choice.

Annual salary review process

Blu Label's annual salary review process allows management to recognise performance and adjust salaries per market trends and organisational affordability. We aim to differentiate between non-performance, average performance, and exceptional performance. For 2026, the Committee approved an overall increase of 6% for employees and 4% for executives recognising the requirement to differentiate between staff at varying levels of seniority and also to further close the pay gap between those at the lower levels vs. the more senior staff. Higher increases may be awarded in exceptional cases to retain critical skills, high-performing talent, or when a role has expanded in scope and responsibility.

Short-term incentive plan

Our STIP rewards the achievement of key short-term objectives, combining both financial and non-financial metrics. In addition to financial performance, the STIP encourages self-development, developing others, and contributing to the economic development of the communities we serve. Reflecting our entrepreneurial spirit, targets are challenging and individual KPIs are aligned with divisional and overall Blu Label performance, as well as shareholder interests.

We have also introduced special-purpose short-term variable remuneration arrangements designed to attract and retain high-potential talent with scarce skills, offering managers greater flexibility in exceptional cases.

For 2026, the focus for Executive Directors will remain on achievements against critical areas and milestones linked to a balanced scorecard for each executive and the business's financial performance. This is implemented through the following framework.

- Individual goals measured through a balanced scorecard will account for 20% of the STI. While the framework for 2026 has not changed in that 20% of executive pay can be delivered through individual KPI performance, the Company has further built upon the historic practices and introduced a balanced scorecard rating system whereby each executive will be further evaluated and rated against a five-point scale in determining their individual incentive outcomes. This is summarised below. Each executive's balanced scorecard is set at the beginning of the financial year and aligned to critical strategic and typical outcomes required in the role.
- Blu Label's financial performance will account for the remaining 80% of the STIP:
 - Normalised EBITDA; and
 - Core HEPS.

The thresholds and maximum payouts for Executive Directors are structured as follows:

- For the CEOs, the threshold is set at 80% of FAR, with a target payout at 100% of FAR, and a maximum payout of 150% of FAR.
- For the Financial Director, the threshold is set at 50% of FAR, with a target payout at 70% of FAR, and a maximum payout of 100% of FAR.

REMUNERATION REPORT CONTINUED

Executive Directors' STIP metrics for 2026[#]

Metrics		Threshold	Target	Stretch [*]
KPIs (20%) Balanced Scorecard	Individual ^{**}	Rating of 2 (Threshold)	Rating of 3 (Target)	Rating of 5 (Exceptional)
	Payout % of FAR	16% – CEOs 10% – FD	20% – CEOs 14% – FD	30% – CEOs 20% – FD
Normalised EBITDA (40%)	Group	20% under performance of 2026 business plan	2026 business plan	20% overperformance of 2026 business plan
	Payout % of FAR	32% – CEOs 20% – FD	40% – CEOs 28% – FD	60% – CEOs 40% – FD
Core HEPS (40%)	Group	20% underperformance of 2026 business plan	2026 business plan	20% overperformance of 2026 business plan
	Payout % of FAR	32% – CEOs 20% – FD	40% – CEOs 28% – FD	60% – CEOs 40% – FD

[#] The bonus is calculated per metric. The value awarded to financial metrics will be a weighted average of scores attained versus target and pro-rated applying linear interpolation.

^{*} Performance in excess of target will not automatically result in paying a bonus in excess of target, and the final award outcome is subject to the Committee's discretion, further subject to the applicable capping at stretch performance.

^{**} Balanced Scorecard Construct.

REMUNERATION REPORT CONTINUED

The prevailing economic conditions will guide the Committee, which will conduct an annual review of the performance targets, ensuring that the most relevant metrics are selected each year.

Long-term incentive plan

Blu Label's LTIP aligns employee incentives with shareholder interests by rewarding performance that supports the Company's strategic objectives and fosters long-term shareholder value creation. Additionally, the CSP aims to retain employees with scarce or critical skills. The Committee, through consultations with shareholders and guidance from market benchmark reviews conducted by external consultants, has established criteria for the CSP to ensure that the interests of all stakeholders are appropriately addressed.

Following further shareholder engagement, these criteria may be reviewed and adjusted in the future to ensure appropriateness and continued effectiveness. LTIP awards are granted annually after the completion of our performance and pay reviews and are subject to the necessary governance and approval processes. All awards vest over a three-year period.

Employees on a performance improvement plan are ineligible for participation.

Aspect	Description
Nature	Blu Label's LTIP is operated as a conditional share plan. The 2025 CSP terms are therefore set out below.
Eligibility	Eligibility based on: • senior leadership; • talent key to driving business strategy; • retention of talent with high-potential and/or critical skills; and • transformation objective.
Allocation methodology	Allocation awards for Executive Directors are currently as follows: • 50% of FAR for the CEOs achieving the target, with a threshold of 36% of FAR and a maximum of 100% of FAR; and • 50% of FAR for the FD achieving the target, with a threshold of 36% of FAR and a maximum of 100% of FAR. Allocation awards for management are currently as follows: • 25% of FAR for management achieving the target, with a threshold of 18% of FAR and a maximum of 35% of FAR.
Performance conditions	Following detailed feedback and in alignment with our priority to drive a high-performance culture, metrics have been amended with a significant shift whereby 80% of the awards will be measured against financial and shareholder-related metrics (increased from 60%) and 20% against non-financial criteria (ESG and strategic milestones) reflecting our continued focus on ESG and our evolving strategy. Refer to the table that follows for 2026 performance metrics, weightings and associated targets. • 80% of LTI award is measured on financial criteria; • 20% of LTI award is measured on ESG and strategic criteria;
Performance period and vesting	Three years, cliff vest.
Plan limits	Under the 2025 CSP, there are no plan limits as all awards will be settled with shares purchased off the market. Therefore, the scheme is not dilutive.
Termination of employment	Bad leavers: All unvested awards are forfeited in cases of resignation or dismissal prior to vesting. Good leavers: In cases of retrenchment, death, ill health, disability of any other reason, some or all unvested awards, as the Board may determine in its absolute discretion, shall vest and be settled upon the date of termination of employment. Retirement: Participants shall be entitled to the same rights and be subject to the same conditions as if they had continued to be an employee, unless the Board determines otherwise.

In the coming year we will continue with further analysis and appropriateness in assessing the participants of the long-term incentive plan. This analysis will determine which participants should remain on the equity-settled long-term incentive plan (conditional share plan) and which should transition to a similar cash-settled structure or a variant thereof.

REMUNERATION REPORT CONTINUED

Executive Directors' LTIP metrics for 2026 *

Metrics		Threshold	Target	Stretch
Core HEPS (30%) (compounded cumulatively over three years)	Group	CPI	CPI + 2%	CPI + 4%
	Vesting %	21.6%	30%	60%
ROCE (30%) (compared to WACC over the three-year period not compounded)**	Group	ROCE greater than or equal to WACC over three years	ROCE greater than or equal to WACC + 1% over three years	ROCE greater than or equal to WACC + 2% over three years
	Vesting %	21.6%	30%	60%
Total shareholder return – relative TSR to JSE mid-cap index (J201)*** (10%)	Group	= J201 (mid cap index)	= J201 Average + 3%	J201 Average + 6%
	Vesting %	7.2%	10%	20%
Total shareholder return – absolute vs. CoE**** (10%)	Group	TSR = CAGR vs CoE	TSR = CAGR vs CoE +1%	TSR = CAGR vs CoE +2%
	Vesting %	7.2%	10%	20%
Strategy and ESG- focused balanced scorecard (20%)*****	Group	Rating of 2 (Threshold)	Rating of 3 (Target)	Rating of 5 (Exceptional)
	Vesting %	14.4%	20%	40%

* The Committee may review metrics and targets post-2026 for new awards to ensure they are relevant. The LTIP is calculated per metric. All metrics will be assessed and vest on a pro rata basis applying linear interpolation basis.

** ROCE is calculated using the following formula:

$$\text{ROCE} = (\text{Net operating profit (EBIT)} + \text{associate earnings}) / \text{Capital employed}$$
 Capital employed = total assets – current liabilities (excluding interest-bearing borrowings). The Committee will review any prior year impairments to assess if adverse outcomes have occurred, and if so, make the necessary adjustments to the capital employed number such that the average performance is a more accurate indication to shareholders over the measurement period.

*** Performance against the index:

- If BLU achieves a TSR CAGR equal to the CAGR of the index over the measurement period, a threshold vesting is achieved.
- If BLU achieves a TSR CAGR equal to the CAGR of the index + 3% over the measurement period, target vesting is achieved.
- If BLU achieves a TSR CAGR equal to the CAGR of the index + 6% over the measurement period, max vesting is achieved.

**** Cost of Equity (COE):

- If BLU achieves a TSR CAGR equal to the average COE over the measurement period, a threshold vesting is achieved.
- If BLU achieves a TSR CAGR equal to their average COE + 1% over the measurement period, target vesting is achieved.
- If BLU achieves a TSR CAGR equal to their average COE + 2% over the measurement period, maximum vesting is achieved.

***** Strategy and ESG-focused balanced scorecard.

Malus and clawback provision

The malus and clawback provisions prevent excessive risk-taking by discouraging executives from misrepresenting Company earnings to inflate variable pay. This provision applies to both vested and unvested “at-risk” remuneration.

The Board, based on the Committee's recommendation, may adjust (malus) unvested awards or recover (clawback) vested “at-risk” remuneration if it is determined that an employee has materially contributed to, or is responsible for, the need to restate financial results. This provision does not apply if the restatement is due to changes in accounting standards or interpretations approved by Blu Label's auditors.

The CEOs or Company Secretary must notify the Committee and Board Chairpersons of any potential ‘trigger’ events under this policy as soon as practical. The Head of Group Risk and Compliance will notify the Chairpersons if the CEOs or the Company Secretary are involved in the event.

Before recommending to the Board any action under the malus and clawback provisions, the Committee will:

- review the situation to assess the impact of the misstatement,
- determine the employee's involvement and level of responsibility regarding the trigger; and
- notify the employee in writing of the intended actions, allowing them 15 working days to respond.

Having completed an investigation and following due process, the Board, on advice from the Committee, may decide to claw back, cancel or adjust any vested or unvested STIP or LTIP awards, where they are not satisfied that an award is appropriate or warranted due to exceptional circumstances.

REMUNERATION REPORT CONTINUED

Minimum shareholding requirements for Executive Directors

To align the interests of Executive Directors with shareholders and promote long-term commitment, Executive Directors must accumulate a prescribed minimum shareholding within five years from September 2019. Joint CEOs must accumulate shares equivalent to two times their fixed annual remuneration, while the FD must accumulate shares equivalent to one times his fixed annual remuneration.

Our joint CEOs own a significant shareholding in Blu Label well in excess of those of other usual market norms, and we will continue to review this.

Executive Directors' service contracts

The service contracts for the following Executive Directors will expire on 4 November 2025. Remco and Nomco have entered into new agreements from 5 November for a further three years based on the current terms and conditions. Should the Joint CEOs' employment be terminated for whatever reason, a restraint clause will apply. There are no

contractual termination benefits, including restraint of trade payments, for the Executive Directors:

- BM Levy
- MS Levy
- DA Suntup

Termination arrangements

Conditions of employment are comparable to those of other companies in our sector. No special or extraordinary conditions apply to senior executives in ordinary practice. Exceptions may exist because of acquisitions and these must be reviewed and signed off by the Board and Remco.

There are currently no agreements in place that provide for ex gratia or other lump sum payments to executives on severance or retirement. Termination arrangements paid to Executive Directors or prescribed officers under a mutual separation arrangement will be considered and approved by the Remuneration Committee on a case-by-case basis. These decisions will be made in line with the Company's remuneration policy, considering the circumstances of each case and ensuring fairness and compliance with best governance practices.

Any unpaid bonus or unvested LTIP awards will be treated in accordance with the Company's remuneration policy and applicable plan rules. It will be subject to Group Remco and Board oversight and approval in all instances.

Non-Executive Director remuneration

The fees for the Group Chairman and Non-Executive Directors reflect their specific responsibilities, including membership on the Board and, where applicable, relevant Committees. Non-Executive Directors do not receive performance-related remuneration or employee benefits. For 2025, 6% increase in fees was approved at the 2024 AGM.

A 4% increase for 2026 will be proposed at the November AGM for approval by shareholders. (aligned with Executive Directors, but lower than the approved 6% for employees).

Non-binding advisory vote

Shareholders are requested to cast a non-binding advisory vote on the remuneration policy contained in section 2 of this report during the AGM.

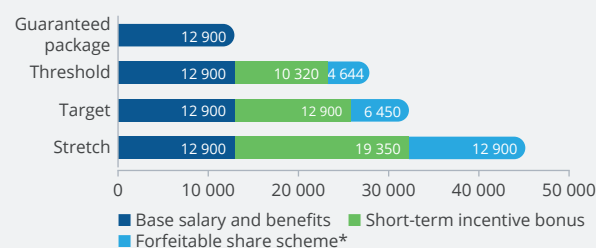
Executive Directors' composition of 2026 total remuneration

Given the results of the extensive remuneration review for the Executive Directors, no changes to threshold or target pay will be implemented for FY26. Furthermore, fixed pay increases for FY26 were notably well below that which was granted to general staff (4% vs 6%).

The lower LTIP opportunity for stretch performance was noted as a key finding and stretch outcomes, which are 100% performance-based have been adjusted accordingly.

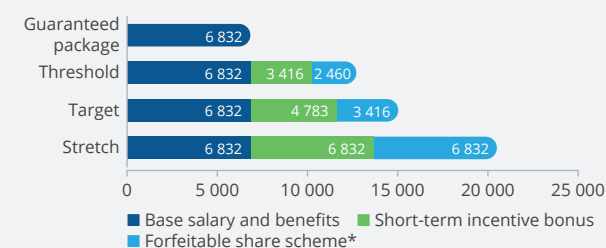
Our forward looking pay-mix and target pay outcomes are market aligned, not overly leveraged with 100% of variable pay being performance based.

Joint CEOs – R'000 – Remuneration opportunity



* Conditional share plan vesting in August 2028.

Financial Director – R'000 – Remuneration opportunity



* Conditional share plan vesting in August 2028.

REMUNERATION REPORT CONTINUED

SECTION 3

Implementation report

The outturns reflected for the financial period FY25 are indicative of the improved performance of the business.

Short-term incentive bonus

Executive Directors

The performance metrics and weightings for Executive Directors, relating to the STIP for the year ended 31 May 2025, were 20% for individual goals and 80% for financial targets, of which 40% related to normalised EBITDA and 40% to core HEPS, both of which were set based on the 2025 business plan.

For the joint CEOs, achievement of threshold is calculated at 80% of FAR, target at 100% of FAR and a maximum payout at 150% of FAR. For the Financial Director, achievement of threshold is calculated at 50% of FAR, target at 70% of FAR and a maximum payout at 100% of FAR.

Financial targets – 80%

The Remuneration Committee set the financial and performance targets for FY25 in line with the approved business plan. The key performance metrics included Normalised EBITDA, core headline earnings per share (HEPS), and NPAT for divisional performance (non-executive management only). The short-term incentive (STI) bonus is directly linked to these metrics, with:

- on-target performance aligned to the FY25 plan; and
- threshold and stretch targets set at 20% below and above plan, respectively.

Performance | Normalised EBITDA

- Excluding net positive extraneous contributions of R176 million in the current year, EBITDA fell short of budget by R86 million (6%), with budgeted EBITDA of R1.514 billion compared to actual achievement of R1.428 billion. The shortfall was primarily attributable to Comm Equipment Company (CEC), which reflected a negative variance of R220 million, partially offset by the Africa operations, which outperformed budget by R134 million (12%).
- On a normalised basis, and after adjusting for learnership-related costs of R94 million in the current year versus R123 million in the budget, EBITDA fell short of budget by

7% (R1.636 billion vs. R1.522 billion), a shortfall of R115 million.

- Without these adjustments, the shortfall would have been only 6%. However, the Committee has consistently applied these adjustments to ensure management is neither advantaged nor disadvantaged by year-to-year fluctuations, resulting in a lower outcome under this metric for FY25.
- Reported EBITDA increased significantly by 31% year-on-year. Nevertheless, the Committee applied prudent target-setting and adjustments, recognising that the normalised metric was intentionally stretching at the outset of the year.

Performance | Core Headline Earnings Per Share

- Excluding net positive extraneous contributions of R1.713 billion in the current year, arising primarily from the reversal of the Cell C impairment, the subsequent recognition of the Group's share of previously unrecognised losses, and related headline earnings adjustments, core headline earnings exceeded budget by R1.369 billion (128%), increasing from R1.065 billion to R2.434 billion.
- This performance reflected a R171 million decline in CEC, offset by a R1.539 billion increase across the remaining Group entities compared to budget.
- Core HEPS exceeded budget by 128%, increasing from 118.58 cents per share to an achievement of 270.95 cents per share.

Individual goals (KPIs) – 20%

Performance | Key Performance Areas

In FY25, the Executive Directors' focus was directed across the following key areas, with each executive playing a specific role in ensuring effective execution:

- Blu Label's overall performance;
- Delivery on facility targets with banks;
- Advancement of B-BBEE targets;
- Strengthening risk management and compliance frameworks; and
- Enhancing customer relationships and retention.

These priorities were in addition to their core responsibilities as managers and leaders of the broader business, corporate services and finance functions (see page 16 of the operating structure and detailed roles that our executives occupy).

Under the leadership of the executive team, Blu Label delivered a strong performance in FY25, despite a challenging trading environment. Strategic decisions and disciplined execution drove results that significantly exceeded financial targets while advancing key strategic priorities.

- Financial performance: Core headline earnings, excluding once-off items, increased by 258% to R2.434 billion, more than double the budgeted figure, reflecting strong operational delivery across the Group despite a decline in CEC.
- Banking facilities: The Group managed its banking facilities with discipline, meeting all covenants. Additional facilities were successfully secured to support Cell C's recapitalisation.
- Strategic execution: The longer-term strategy gained traction, evidenced by Cell C's return to profitability and improved growth prospects. Blu Label is now positioned to unlock value from this investment and reinvest in digital solutions.
- Risk and compliance: Substantial progress was made in embedding best practices, strengthening risk management, and enhancing governance across the organisation.
- Transformation: The Group maintained its Level 4 B-BBEE status, reinforcing its ongoing commitment to transformation and inclusivity.
- Customer relationships: Retention of major partners, particularly key financial institutions, remained a priority, ensuring stability and growth in critical relationships.

Collectively, these achievements together with the execution of their broader roles demonstrate the executive team's ability to drive sustainable growth, deliver strategic outcomes, and strengthen Blu Label's market position. The business is now beginning to realise the benefits of years of investment, with the market recognising the turnaround in performance and improved future prospects.

The Committee unanimously concluded that the Executive Directors fully achieved their individual KPIs and requirements of their roles for FY25. Accordingly, remuneration related to this portion of the STI scorecard was awarded in full.

REMUNERATION REPORT CONTINUED

Executive Directors' STIP metrics[#]

Metrics		Threshold	Target	Stretch*	Actual performance and pro rata payout % achieved
KPIs (20%)	Individual **	Pro rata of target	Key strategic outcomes for FY25 including individual performance in role.	No stretch	All targets relating to individual performance were achieved as outlined in the above narrative. No stretch available for FY25.
	Payout % of FAR	16% – CEOs 10% – FD	20% – CEOs 14% – FD	No stretch	20% – CEOs 14% – FD
Normalised EBITDA (40%)	Group	20% underperformance against 2025 business plan	2025 business plan	20% overperformance against 2025 business plan	Fell short by -7% against 2025 business plan
		R1.309 billion	R1.636 billion	R1.963 billion	R1.521 billion
	Payout % of FAR	32% – CEOs 20% – FD	40% – CEOs 28% – FD	65% – CEOs 43% – FD	37.2% – CEOs 25.2% – FD
Core HEPS (40%)	Group	20% underperformance against 2025 business plan	2025 business plan	20% overperformance against 2025 business plan	Above stretch. Note Blu Label does not have super stretch outcomes.
		94.86 (HEPS)	118.58 (HEPS)	142.30 (HEPS)	270.95 (HEPS)
	Payout % of FAR	32% – CEOs 20% – FD	40% – CEOs 28% – FD	65% – CEOs 43% – FD	65% – CEOs 43% – FD
Total payout % of FAR		80% – CEOs 50% – FD	100% – Joint CEOs 70% – FD	150% – Joint CEOs 100% – FD	Overall outcome between target and stretch = 122.2% – CEOs 82.2% – FD

[#] The bonus is calculated per metric. The value awarded to financial metrics was a weighted average of scores attained versus target and pro-rated applying linear interpolation.

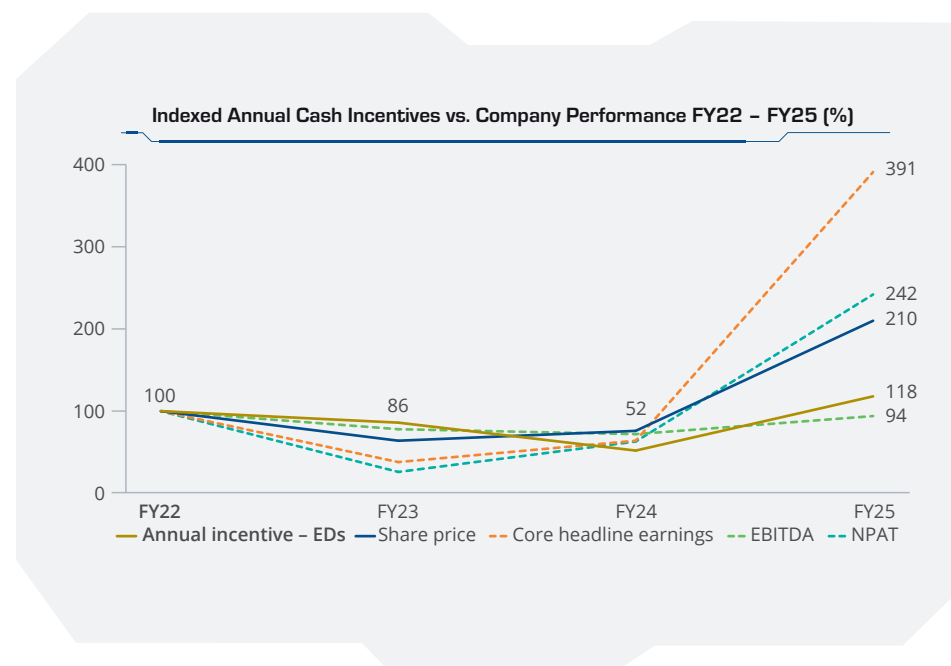
^{*} Performance in excess of target will not automatically result in paying a bonus in excess of target, and the final award outcome is subject to the Committee's discretion, further subject to the applicable capping at stretch performance.

^{**} The maximum award of individual KPIs is at target. Linear interpolation applies between the threshold and the target performance.

Regarding the above, the overall outcome is between target and stretch, and the associated annual bonuses awarded to the three Executive Directors were R15.16 million each to the joint CEOs, and R5.4 million to the Financial Director, respectively.

REMUNERATION REPORT CONTINUED

The scorecard and associated outcomes reflected the relatively small miss compared to EBITDA targets and the significant overperformance on core HEPS, maintaining a balance between rewarding strong Group-wide results and areas for divisional improvement. The Committee continually reviews and ensures alignment in outcomes and this is evident in the chart below where our payout trends for the Executive Directors (EDs) as measured by annual cash incentive quantum have closely matched our broad performance trends.



REMUNERATION REPORT CONTINUED

LONG-TERM INCENTIVE PLAN

The long-term incentive plan relates to the allocation of shares in 2022. BM Levy, MS Levy and DA Suntup are restricted from trading in the company's securities as a result of the proposed restructure of the Group. Accordingly, the shares pertaining to the 2022 conditional share plan will vest and settle to them when such restrictions have lapsed. The financial measurement was for the period 1 June 2022 to 31 May 2025, with the following associated scorecard, performance and vesting outcomes.

Performance metric	Threshold 72%	Target 100%	Stretch 140%	Actual performance outcome	Actual performance vesting %	Moderated outcome	Final vesting %
Long-term incentive plan (2022 Conditional share plan)							
Growth in core HEPS (30% at target)	80% of target	CPI + 2%	CPI + 4%	Stretch	45.00	Target	30.00
Shareholder returns (30% at target)	80% of target	Performance equal to 5-year SARB nominal long bond rate + 7.5%	125% of target	Stretch	45.00	Stretch	45.00
Return on capital employed (20% at target)	ROCE greater than or equal to WACC	ROCE greater than or equal to WACC + 1% over 3 years	ROCE greater than or equal to WACC + 2% over 3 years	Below threshold	0.00	Below threshold	0.00
Environmental, social and governance (20% at target)	Specific ESGs	Specific ESGs	No stretch	Target	20.00	Target	20.00
Total vesting % related to performance conditions for the 2022 conditional share plan					110.00		95.00

- LTIP is calculated per metric. All metrics will be assessed and vest on a pro rata basis applying linear interpolation except for the ESG assessment, which will be a binary assessment.
- TSR target is a risk-free rate as represented by the five-year SARB nominal bond rate plus an appropriate premium set to ensure fair but realistic targets.
- ROCE = Net operating profit (EBIT)/Capital Employed. Capital Employed = Total Assets – current liabilities (excl. interest-bearing borrowings).

	BM Levy*	MS Levy*	DA Suntup*
2022 initial award value (R'000) at R6.25	5 468	5 468	2 896
Share price at award date 1 September 2022 (R)	6.25	6.25	6.25
Number of shares awarded	874 878	874 878	463 369
Vesting outcome	95%	95%	95%
Number of shares to vest	831 134	831 134	440 201
2022 award value excluding share price appreciation (R'000) at R6.25	5 195	5 195	2 751
Share price at 31 May 2025 (R)	11.85	11.85	11.85
Share price appreciation to 31 May 2025	90%	90%	90%
Award appreciation to 31 May 2025 (R'000)	4 654	4 654	2 465
2022 award value as at 31 May 2025 (R'000) at R11.85	9 849	9 849	5 216

* BM Levy, MS Levy and DA Suntup are restricted from trading in the Company's securities as a result of the proposed restructure of the Group. Accordingly, the shares pertaining to the 2022 conditional share plan will vest to them when such restrictions have lapsed.

REMUNERATION REPORT CONTINUED

The growth in core headline earnings per share excluding extraneous contributions amounted to 180.61%, from 96.56 cents to 270.95 cents for the years ended 31 May 2022 and 31 May 2025 respectively. This exceeded the stretch target of CPI + 4% compounded over three years (equivalent to 126.14 cents per share or a growth of 30.63%), primarily due to the Group's share of Cell C's profits, which largely reflected the recognition of a deferred tax asset in Cell C. Despite this outcome the Committee considered it prudent to apply downward moderation and align the Core HEPS outcome to a target vesting outcome, reflecting a more balanced view of the business's performance over the three-year period. This decision took into account the prior year's downward adjustment of LTI performance targets, which reduced the thresholds for CPI and WACC from a Core HEPS and ROCE perspective, respectively. In addition, executive directors had already been afforded the benefit of a 72% vesting at threshold in the prior year, contingent on the achievement of non-financial performance targets. This outcome resulted in a vesting percentage of 30.00% for the Executive Directors and senior management of both the head office and subsidiary companies.

Blu Label's share price, calculated using a 20-day VWAP for the years ended 31 May 2025 and 31 May 2022, was R10.61 and R5.04 respectively. This resulted in a TSR of 111% over the three-year period. This was compared to a target level of the five-year SARB nominal long bond rate + 7.5% over the same period, amounting to 59.82%, with the stretch level calculated at 125% of this growth, amounting to 74.78%. The TSR over the three-year period was therefore achieved at a stretch level, resulting in a vesting percentage of 45.00%.

Blu Label's average WACC over the three year period amounted to 16.08% compared to an average ROCE achieved of 14.65%. The threshold level was therefore not met, resulting in a vesting percentage of nil. The subdued performance of ROCE over the three years ended 31 May 2025 was largely due to a significant level of investment into Cell C, which resulted in the remaining operations forgoing bulk discounts and other related opportunities.

In the above calculation, Blu Label has excluded the financial impact of the recapitalisation transaction of Cell C. Consequently, this calculation reflects the ROCE for the Group, with Cell C excluded, which is consistent with prior years, resulting in a performance outcome that is below threshold and yields no incentive payout for this metric.

The ESG metrics according to which performance was measured in terms of the LTI (over three years – 2023, 2024 and 2025) are set out below and achieved target resulting in a vesting percentage of 20%:

ESG metrics	Description	Performance outcomes achieved by management
Enterprise and supplier development	Increase the number of enterprise and supplier development beneficiaries	The Company achieved an improvement in its Enterprise and Supplier Development score, reflecting the Company's deliberate efforts to strengthen its supply chain while advancing its ESG objectives, including the onboarding of new qualifying small and medium enterprises and increased procurement spend with black-owned, women-owned and youth-owned ICT enterprises
B-BBEE scorecard	Improve B-BBEE scorecard level	- Retained a level 4 B-BBEE rating for 2023, 2024 and 2025 - Resulted in savings of R8 million for the Company in 2023 and R19.3 million in 2024
Management control (element of B-BBEE scorecard)	Support three-year equity plan	- Supported employment equity by appointing an African female to the Company's Board in 2023 - Disabled learnerships were introduced
Gender representation	Improve gender parity at senior and top management levels by balancing gender representation	Female representation at a top and senior management level has increased from 2024 to 2025
Social economic development investment	Support socio-economic development in communities	- Registered learners in SETA-accredited training programmes through the BluTrain initiative in 2023 - Invested 1.5% of Company's net profit after tax in the SED project (through the Trust Blu Foundation) during 2023
Job creation	Create employment opportunities	- Started the U-Belong initiative to support job creation and employed 170 learners through the Trust Blu Foundation in 2024 - Rolled out incubation initiatives that fostered new black-owned ICT enterprises that contributed to measurable job creation and entrepreneurship development in 2025

The downward moderation reduced the overall vesting outcome downwards from 110% to 95%.

REMUNERATION REPORT CONTINUED

Tables of single total figure of remuneration for 2025

The single total figure of remuneration disclosure is based on the Institute of Directors in South Africa (IoDSA) and South African Reward Association (SARA) application guidance on remuneration disclosure in accordance with King IV and presents the remuneration for the Executive Directors and Prescribed Officers of Blu Label. The comparative information has been presented in a manner consistent with the current year's presentation.

Executive Directors and prescribed officers remuneration for the year ended 31 May 2025	Explanatory notes	BM Levy R'000	MS Levy R'000	DA Suntup R'000	GB Levin ³ R'000	JS Newman ³ R'000	Total R000
Fixed remuneration		12 404	12 404	6 569	2 819	1 371	35 567
Other benefits		—	—	—	128	—	128
2025 short-term incentive bonus	1	15 157	15 157	5 400	—	—	35 714
2022 conditional share plan	2	9 849	9 849	5 216	607	—	25 521
Accrued termination/separation benefits	3	—	—	—	4 108	3 403	7 511
Single total figure of remuneration		37 410	37 410	17 185	7 662	4 774	104 441

1. Based on performance for the financial year ended 31 May 2025, paid in August 2025.
2. BM Levy, MS Levy and DA Suntup are restricted from trading in the company's securities as a result of the proposed restructure of the Group. Accordingly, the shares under the 2022 conditional share plan will vest for when such restrictions have lapsed. In terms of the 2022 conditional share plan, 831 134 shares will vest to BM Levy and MS Levy and 440 201 shares to DA Suntup, included in the above table at a 31 May 2025 share price of R11.85. In line with GB Levin's accrued termination/separation benefits, 107 352 shares at a price of R5.65 vested during the financial year in terms of the 2022 conditional share plan. All other conditional share plan awards relating to GB Levin and JS Newman lapsed on exit. No dividends were applicable to the 2022 conditional share plan.
3. Agreements were reached wherein it was resolved that GB Levin and JS Newman would exit the Group on 30 November 2024 and 26 August 2024 respectively.

Executive Directors and prescribed officers remuneration for the year ended 31 May 2024	Explanatory notes	BM Levy R'000	MS Levy R'000	DA Suntup R'000	GB Levin R'000	JS Newman R'000	Total R000
Fixed remuneration		11 701	11 701	6 198	5 318	5 172	40 090
Other benefits		—	—	36	240	—	276
2024 short-term incentive bonus	1	6 649	6 649	2 406	886	1 656	18 246
2021 conditional share plan	2	2 488	2 488	1 318	1 905	550	8 749
Single total figure of remuneration		20 838	20 838	9 958	8 349	7 378	67 361

1. Based on the performance for the period ended 31 May 2024, paid in the following financial year.
2. Calculated using a share price of R4.30 as at 31 May 2024, vesting at 72% as a result of outcomes over the three-year performance period ended 31 May 2024, to be settled in the following financial year. No dividends were applicable to the 2021 conditional share plan.

Compliance with policy

The Remuneration and Nomination Committee is satisfied that the remuneration and reward policy has been complied with for the year under review, insofar as executive management is concerned.

Termination of office

No payments were made on employment termination to any executive management members during the financial year ended 31 May 2025.

REMUNERATION REPORT CONTINUED

Forfeitable share scheme – granted and unvested instruments

	Issue date	Issue price R	Vesting date	Awards outstanding as at the beginning of the year	Number of shares awarded during the year	Awards forfeited during the year	Awards vested during the year	Balance as at the end of the year	Fair value at 31 May 2025 R'000
CONDITIONAL SHARE PLAN									
For the year ended 31 May 2025									
Executive Directors									
BM Levy ²	6 April 2022	6.42	31 August 2024	803 501	—	(224 980)	—	578 521	6 855
BM Levy	1 September 2022	6.25	31 August 2025	874 878	—	—	—	874 878	10 367
BM Levy	23 October 2023	3.22	31 August 2026	1 817 001	—	—	—	1 817 001	21 531
BM Levy ³	19 November 2024	4.93	31 August 2027	—	—	—	—	—	—
				3 495 380	—	(224 980)	—	3 270 400	38 754
MS Levy ²	6 April 2022	6.42	31 August 2024	803 501	—	(224 980)	—	578 521	6 855
MS Levy	1 September 2022	6.25	31 August 2025	874 878	—	—	—	874 878	10 367
MS Levy	23 October 2023	3.22	31 August 2026	1 817 001	—	—	—	1 817 001	21 531
MS Levy ³	19 November 2024	4.93	31 August 2027	—	—	—	—	—	—
				3 495 380	—	(224 980)	—	3 270 400	38 754
DA Suntup ²	6 April 2022	6.42	31 August 2024	425 565	—	(119 158)	—	306 407	3 631
DA Suntup	1 September 2022	6.25	31 August 2025	463 369	—	—	—	463 369	5 491
DA Suntup	23 October 2023	3.22	31 August 2026	962 354	—	—	—	962 354	11 404
DA Suntup ³	19 November 2024	4.93	31 August 2027	—	—	—	—	—	—
				1 851 288	—	(119 158)	—	1 732 130	20 526
Prescribed officers									
GB Levin ¹	6 April 2022	6.42	31 August 2024	615 300	—	(172 284)	(443 016)	—	—
GB Levin ⁴	1 September 2022	6.25	31 August 2025	198 801	—	(91 449)	(107 352)	—	—
GB Levin ⁵	19 November 2023	3.22	31 August 2026	412 882	—	(412 882)	—	—	—
				1 226 983	—	(676 615)	(550 368)	—	—
JS Newman ^{1,5}	6 April 2022	6.42	31 August 2024	177 570	—	(177 570)	—	—	—
JS Newman ⁵	1 September 2022	6.25	31 August 2025	193 344	—	(193 344)	—	—	—
JS Newman ⁵	19 November 2023	3.22	31 August 2026	401 549	—	(401 549)	—	—	—
				772 463	—	(772 463)	—	—	—

¹ GB Levin and JS Newman exited the Group on 30 November 2024 and 26 August 2024 respectively.

² Although 578 521 shares vested to BM Levy and MS Levy and 306 407 shares vested to DA Suntup during the year, the transfer and/or sale of these shares were restricted due to a closed period in terms of the JSE Listings Requirements. The shares will be transferred once the closed period expires. The shares are included in treasury shares and management has concluded that no agency relationship exists over the shares while these rights are restricted.

³ The 2024 share awards were not allocated to BM Levy, MS Levy and DA Suntup because they were placed in a closed period. The shares will be awarded once the closed period expires.

⁴ The vesting of 107 352 shares formed part of GB Levin's Accrued Termination/Separation Benefits.

⁵ These awards lapsed on exit.

REMUNERATION REPORT CONTINUED

Forfeitable share scheme – granted and unvested instruments

	Issue date	Issue price R	Vesting date	Awards outstanding as at the beginning of the year	Number of shares awarded during the year	Awards forfeited during the year	Awards vested during the year	Balance as at the end of the year	Fair value at vesting date R'000	Fair value at 31 May 2024 R'000
FORFEITABLE SHARE SCHEME										
For the year ended 31 May 2024										
Executive Directors										
BM Levy	1 September 2020	3.20	31 August 2023	1 520 776	138 999	—	(1 659 775)	—	5 477	—
BM Levy	6 April 2022	6.42	30 August 2024	803 501	—	—	—	803 501	—	3 455
BM Levy	1 September 2022	6.25	29 August 2025	874 878	—	—	—	874 878	—	3 762
BM Levy	23 October 2023	3.22	31 August 2026	—	1 817 001	—	—	1 817 001	—	7 813
				3 199 155	1 956 000	—	(1 659 775)	3 495 380	5 477	15 030
MS Levy	1 September 2020	3.20	31 August 2023	1 520 776	138 999	—	(1 659 775)	—	5 477	—
MS Levy	6 April 2022	6.42	30 August 2024	803 501	—	—	—	803 501	—	3 455
MS Levy	1 September 2022	6.25	29 August 2025	874 878	—	—	—	874 878	—	3 762
MS Levy	23 October 2023	3.22	31 August 2026	—	1 817 001	—	—	1 817 001	—	7 813
				3 199 155	1 956 000	—	(1 659 775)	3 495 380	5 477	15 030
DA Suntup	1 September 2020	3.20	31 August 2023	805 462	73 619	—	(879 081)	—	2 901	—
DA Suntup	6 April 2022	6.42	30 August 2024	425 565	—	—	—	425 565	—	1 830
DA Suntup	1 September 2022	6.25	29 August 2025	463 369	—	—	—	463 369	—	1 992
DA Suntup	23 October 2023	3.22	31 August 2026	—	962 354	—	—	962 354	—	4 138
				1 694 396	1 035 973	—	(879 081)	1 851 288	2 901	7 961
Prescribed officers										
GB Levin	1 September 2020	3.20	31 August 2023	328 125	29 991	—	(358 116)	—	1 182	—
GB Levin	6 April 2022	6.42	30 August 2024	615 300	—	—	—	615 300	—	2 646
GB Levin	1 September 2022	6.25	29 August 2025	198 801	—	—	—	198 801	—	855
GB Levin	23 October 2023	3.22	31 August 2026	—	412 882	—	—	412 882	—	1 775
				1 142 226	442 873	—	(358 116)	1 226 983	1 182	5 276
JS Newman	6 April 2022	6.42	30 August 2024	177 570	—	—	—	177 570	—	764
JS Newman	1 September 2022	6.25	29 August 2025	193 344	—	—	—	193 344	—	831
JS Newman	23 October 2023	3.22	31 August 2026	—	401 549	—	—	401 549	—	1 727
				370 914	401 549	—	—	772 463	—	3 322

REMUNERATION REPORT CONTINUED

Non-Executive Director remuneration

	2025 R'000	2024 R'000
Non-Executive Directors		
LM Nestadt	2 635	2 486
H Masondo*	764	507
NP Mnxasana	1 006	835
JS Mthimunya	1 439	1 358
LE Mthimunya	1 404	1 212
SJ Vilakazi	1 476	1 223
	8 724	7 621

* Appointed 1 August 2023.

The proposed fees payable to Non-Executive Directors are set out below:

	Current fee 2025 R	Proposed fee 2026 R
Services as Directors		
– Chairman of the Board (per annum)	2 434 233	2 531 602
– Board members (per annum)	536 963	558 442
Audit, Risk and Compliance Committee		
– Chairman (per annum)	486 846	506 320
– Member (per annum)	300 699	312 727
Remuneration and Nomination Committee		
– Chairman Remuneration (per annum)	286 380	297 835
– Chairman Nomination (per annum)	200 466	208 485
– Member (per annum)	171 828	178 701
Investment Committee		
– Chairman (per annum)	286 380	297 835
– Member (per annum)	171 828	178 701
Transformation, Social and Ethics Committee		
– Chairman (per annum)	171 828	178 701
– Member (per annum)	107 393	111 689
Ad hoc Committee		
– Chairman (per meeting)	64 436	67 013
– Member (per meeting)	38 660	40 206



SJ VILAKAZI
Chairman

30 September 2025

LEVEL 04

Speed boost activated

- 130 → ESG Reporting Index
- 142 → Notice of virtual Annual General Meeting
- 148 → Form of proxy
- 149 → Notes to the form of proxy
- 150 → Glossary
- 153 → Administration

EFFICIENCY

SPEED BOOST ACTIVATED:

Unlocking new territories, expanding digital footprints.

Expand our **distribution channels** in **banking, retail, independent and informal markets**, while investigating new, **primarily digital channels**.

Add **innovative products and services** to our portfolio to increase volumes and margins in existing embedded channels.

NEXT LEVEL →

LOADING



ESG REPORTING INDEX

We have included a reporting index table based on the JSE Sustainability Disclosure Guidance, indicating the materiality assessment of the sustainability topics. Where the relevant disclosure is available and has been provided a reference to such disclosure has been noted for ease of reference.

Certain disclosures require a process of data collection and verification and will be disclosed in future years' reports.

The JSE/BLT legend indicates disclosures and metrics required by the JSE Sustainability Disclosure Guidance (JSE) and metrics that are used by the Group (BLT) that extend beyond the metrics and disclosures recommended by the JSE.

The C/L legend indicates whether metrics and disclosures are considered core or leadership metrics as defined in the JSE Sustainability Disclosure Guidance.

The material and relevant column indicates the initial assessment of whether sustainability topics are considered material and relevant or not. Specific topics are still being analysed as to materiality and an annual review will be conducted to review and confirm the materiality assessments.

Category	Topic	Sub-topic	JSE/BLT Label	C/L	Metric	Material and relevant	Page number in the report	Section in the report
Governance	Board composition	Board diversity	JSE	C	Composition of the Board and its Committees by race, gender, age group (under 30, 30–50, over 50) and, where relevant, any under-represented social groups.	Yes	Pages 11 and 12	Board of Directors
		Board competence	JSE	C	Description of the specific skills, competencies, and experience on the Board to address the organisation's significant sustainability-related impacts, risks, and opportunities.	Yes	Page 11	Board of Directors
		Board independence	JSE	C	Composition of the Board regarding: executive or non-executive; independence; tenure on the governance body; and the number and nature of each individual's other significant positions and commitments.	Yes	Pages 13 to 15	Board of Directors
	Remuneration	Remuneration practices	JSE	C	How the remuneration policies for Board members and senior executives relate to their objectives and performance in relation to delivery of the organisation's strategy and management of its impacts on people, the environment and the economy, noting the split between fixed pay and variable pay, and with variable pay split into short and long-term incentives.	Yes	Pages 105 to 128	Remuneration report
	Ethical behaviour	Anti-corruption	JSE	C	Total percentage of governance body members, employees and business partners who have received training or awareness-raising on the organisation's anti-corruption policies and procedures, broken down by employee category and region.	Yes	Page 75 (excluding governance body members)	Effective and ethical leadership – maintaining high ethical standards
			JSE	C	Total number and nature of incidents of corruption confirmed during the current year, related to this year and previous years, with a description of the activities taken to address confirmed incidents, and of the outcomes of these activities.	Yes	Page 76	Effective and ethical leadership – ethical breaches

ESG REPORTING INDEX CONTINUED

Category	Topic	Sub-topic	JSE/Blu Label	C/L	Metric	Material and relevant	Page number in the report	Section in the report
Governance continued	Ethical behaviour continued		JSE	C	A description of: (i) the internal and external grievance mechanisms (including whistleblowing facilities) for reporting concerns about unethical or unlawful behaviour and lack of organisational integrity; (ii) mechanisms for seeking advice about ethical and lawful behaviour and organisational integrity; and (iii) the extent to which these various mechanisms have been used, and the outcomes of processes using these mechanisms.	Yes	Page 75	Effective and ethical leadership – setting the tone for the Group's ethics
			JSE	L	Discussion of initiatives and stakeholder engagement to improve the broader operating environment and culture to combat corruption.	Yes	Page 72	Social impact – customer and supply chain responsibility
			JSE	C	Total monetary value of financial and in-kind political contributions made directly and indirectly by the organisation, country and recipient/beneficiary.	Yes	Page 76	Effective and ethical leadership – maintaining high ethical standards
			JSE	C	Identify the significant issues that are the focus of the Company's participation in public policy development and lobbying, including within any business association that the Company is a member of; describe the Company's strategy relevant to these areas of focus, identifying any differences between its lobbying positions and its purpose, policies, goals and other public positions.	No	N/A	N/A
	Compliance and risk management	Incidents	JSE	C	Number and nature of significant environmental, social and/or governance-related incidents during the reporting period, including incidents of legal non-compliance (whether under investigation, pending finalisation, or finalised) and directives, compliance notices, warnings or investigations, and any public controversies.	Yes	Page 97	Compliance report

ESG REPORTING INDEX CONTINUED

Category	Topic	Sub-topic	JSE/Blu Label	C/L	Metric	Material and relevant	Page number in the report	Section in the report
Governance continued	Compliance and risk management continued	Fines and monetary loss	JSE	C	Total number and monetary value of fines, settlements, penalties, and other monetary loss suffered in relation to ESG incidents or breaches, including individual and total cost of the fines, settlements and penalties paid in relation to ESG incidents or breaches; and description of plans to address any incidents or breaches.	Yes	Page 97	Compliance report
		Tax paid and estimated tax gap	JSE	C	A description of the organisation's approach to tax, including: (i) whether the organisation has a tax strategy and, if so, a link to this strategy if publicly available; (ii) the governance body or executive-level position within the organisation that formally reviews and approves the tax strategy, and the frequency of this review; (iii) how its approach to tax is linked to the business and sustainability strategies of the organisation.	Yes	Page 97	Compliance report
	Tax transparency		JSE	C	For each tax jurisdiction: the total global tax borne by the Company, including corporate income taxes, property taxes, non-creditable VAT and other sales taxes, employer-paid payroll taxes and other taxes that constitute costs to the Company, by category of taxes.	Yes	Page 97	Compliance report
			JSE	L	Extent of exposure to countries and jurisdictions recognised for their corporate tax rate, tax transparency and tax haven status; estimated tax gap (gap between estimated effective tax rate and estimated statutory tax rate).	No	N/A	N/A
		Diversity and inclusion	JSE	C	Percentage of employees per employee category by race, gender, age group (under 30, 30 – 50, over 50), and where relevant, other diversity indicators.	Yes	Pages 61 and 64	Social impact: human capital
Social	Labour standards		Blu Label		Total headcount	Yes	Page 61	Social impact: human capital – balancing a young workforce
			JSE	C	Number of allegations and confirmed incidents of discrimination and/or human rights incidents relating to workers' incidents during the reporting period, noting the investigation status of reported and actual incidents, actions taken, and total amount of monetary losses due to legal proceedings associated with labour law violations, employment discrimination, and/or human rights violations.	Yes	Page 75	Effective and ethical leadership

ESG REPORTING INDEX CONTINUED

Category	Topic	Sub-topic	JSE/Blu Label	C/L	Metric	Material and relevant	Page number in the report	Section in the report
Social continued	Labour standards continued	B-BBEE	Blu Label		B-BBEE status level and diversity indicators	Yes	Page 62	Social impact: human capital – human capital profile
		Employee engagement survey	Blu Label		Scores on: • Job satisfaction • Meaningful job • Overall engagement • Happy at work • Feeling valued and safe • Significant work	Yes	Pages 62	Social impact: human capital – human capital profile
		Pay equality	JSE	C	Ratio between the CEO's total annual remuneration and the median, lower quartile, and upper quartile of the total annual remuneration of all the organisation's employees (excluding the CEO).	Yes	Will be disclosed in future reports.	N/A
			JSE	L	The ratio of the average annual remuneration of the top 10% of the organisation's top earners, and the average annual remuneration for the bottom 10% of the lowest earners in the organisation.	Yes	Will be disclosed in future reports.	N/A
			JSE	C	The total annual remuneration of both the highest paid employee and the lowest paid employee; the average remuneration; and the median remuneration of all employees.	Yes	Will be disclosed in future reports.	N/A
			JSE	C	Ratio of the total annual remuneration of women to men and by race group, for each employee category, by "significant locations of operation" (as defined by the organisation).	Yes	Will be disclosed in future reports.	N/A
		Wage level and living wage	JSE	C	When a significant proportion of employees are compensated based on wages subject to minimum wage rules, report the relevant ratio of the standard entry-level wage by race and gender compared to the applicable legislated minimum wage for the sector.	Yes	Page 69	Social impact: human capital – wage level and living wage
			JSE	C	Ratio of lowest wage to living wage for employees and non-employee workers for each significant location of operation.	Yes	Will be disclosed in future reports.	N/A
			JSE	L	Percentage of employees and non-employee workers whose wages fall below a specific living wage methodology or benchmark.	Yes	Will be disclosed in future reports.	N/A

ESG REPORTING INDEX CONTINUED

Category	Topic	Sub-topic	JSE/Blu Label	C/L	Metric	Material and relevant	Page number in the report	Section in the report
Social continued	Labour standards continued	Freedom of association and collective bargaining	JSE	C	Describe how the organisation manages freedom of association and collective bargaining, noting any policy or policies considered likely to affect workers' decisions to form or join a trade union, bargain collectively, or in trade union activities.	Yes	Page 76	Effective and ethical leadership – maintaining high ethical standards
			JSE	C	Percentage of total employees covered under collective bargaining agreements.	Yes	Page 76	Effective and ethical leadership – maintaining high ethical standards
			JSE	C	Disclose the extent of major work stoppages (including both strikes and lockouts) due to disputes between the undertaking and its workforce, including the number of major work stoppages, and for each: number of workers involved; length in days of stoppage, reasons, and steps taken to resolve each dispute.	Yes	Page 76	Effective and ethical leadership – maintaining high ethical standards
			JSE	L	An explanation of the due diligence assessment performed on suppliers for which the right to freedom of association and collective bargaining is at risk including measures taken by the organisation to address these risks.	Yes	Page 72	Social impact: customer and supply chain responsibility – monitoring human rights
		Characteristics of employees and workers in workforce	JSE	C	Describe key characteristics of employees in own workforce, including: total number of all employees by country; permanent employees; temporary employees; non-guaranteed hours employees; full-time employees; and part-time employees – with breakdown by race and gender for each.	Yes	Page 60	Social impact: human capital – human capital profile
	Community development	Community human rights	JSE	C	Total number and percentage of operations that have been subject to a human rights due diligence process or impact assessments, by country.	No	N/A	N/A
			JSE	C	Nature of processes for engaging with affected communities and their representatives, and channels for the affected community members to raise concerns.	No	N/A	N/A
			JSE	C	Number and type of grievances reported with associated impacts related to a salient human rights issue in the reporting period, and an explanation of the percentage of these that are remedied in agreement with those who expressed the grievance.	Yes	Page 75	Effective and ethical leadership – maintaining high ethical standards

ESG REPORTING INDEX CONTINUED

Category	Topic	Sub-topic	JSE/Blu Label	C/L	Metric	Material and relevant	Page number in the report	Section in the report
Social continued	Community development continued		JSE	L	Number and percentage of relevant sites (typically those involved in extracting, harvesting, or developing natural resources or energy) that implement a human rights and security approach consistent with the Voluntary Principles on Security and Human Rights.	No	N/A	N/A
			JSE	L	Number and percentage of sites at which the ownership, use of or access to land is contested, and an explanation of actions taken to address related social risks.	No	N/A	N/A
		Skills for the future	JSE	C	Describe the employee and external skills development programmes to develop skills that increase the recipient's future mobility, career development, and/or income-earning potential.	Yes	Page 66	Social impact: human capital – recruitment
		Employment and wealth creation	JSE	C	Total number and rate of new employee hires during the reporting period, by age group, gender, other indicators of diversity, and region.	Yes	Page 65	Social impact: human capital – how we performed
			JSE	C	Total number and rate of employee turnover (for permanent employees) during the reporting period, by age group, gender, other indicators of diversity, and region.	Yes	Page 63	Social impact: human capital – how we performed
		Economic contribution	JSE	C	Direct economic value generated and distributed on an accrual basis, covering the basic components for the organisation's global operations, ideally split out by: (i) Revenue (ii) Operating costs (iii) Employee wages and benefits (iv) Payments to providers of capital (v) Payments to government (taxes, royalties, levies, etc.) (vi) Community investment (including charitable giving, impact investment and other social investment).	Yes	Page 51	Value added statement
			JSE	C	Description of significant identified indirect economic impacts of the organisation, including for example: number of jobs supported in supply or distribution chain; number of suppliers/enterprises supported from defined vulnerable groups; nature of economic development in areas of high poverty; availability of products and services for those on low incomes or previously disadvantaged; enhanced skills and knowledge in a professional community or geographic location.	Yes	Page 67	Social impact: human capital – entrepreneurship at our core
			JSE	C	Percentage of the procurement budget used for significant locations of operation that is spent on local suppliers, noting the organisation's definitions of "local" and "significant locations of operation".	Yes	Will be disclosed in future reports.	N/A

ESG REPORTING INDEX CONTINUED

Category	Topic	Sub-topic	JSE/Blu Label	C/L	Metric	Material and relevant	Page number in the report	Section in the report
Social continued	Community development continued		JSE	L	Description (quantitative and qualitative) of the extent of significant infrastructure investment and services supported.	No	N/A	N/A
			JSE	L	Total monetary value of financial assistance received by the organisation from any government during the reporting period.	No	N/A	N/A
	Health and safety	Workplace health and safety	JSE	C	Number and rate of fatalities as a result of a work-related injury or ill health during the reporting period across the organisation; the disclosure should include both employees and workers who are not employees, but whose work and/or workplace is controlled by the organisation.	Yes	Page 69	Social impact: human capital – health and safety performance
			JSE	C	Number of recordable work-related injuries, and the number of work-related illnesses or health conditions arising from exposure to work-related hazards during the reporting period; the disclosure should include both employees and workers who are not employees, but whose work and/or workplace is controlled by the organisation.	Yes	Page 69	Social impact: human capital – health and safety performance
			JSE	L	An explanation of how the organisation facilitates workers' access to non-occupational medical and healthcare services and the scope of access provided for employees and workers, and a description of any voluntary health promotion services and programmes offered to workers to address major non-work-related health risks, including the specific health risks addressed.	No	N/A	N/A
	Customer responsibility	High-risk products and services	JSE	C	Description of products and services that present specific risks to individuals, communities, or the environment; an outline of the nature of these risks, and the measures taken to mitigate these.	No	N/A	N/A
			JSE	C	Number and nature of any product recalls	No	N/A	N/A
		Wellness	Blu Label		Number of leave days per employee for the following categories: • Annual leave • Sick leave • Maternity leave • Paternity leave	Yes	Page 67	Social impact: human capital – leave trends and analysis
		Product innovation	JSE	C	Total research and development spend	No	N/A	N/A
			JSE	L	Total costs related to research and development aimed at enhancing social or environmental attributes of products and services.	No	N/A	N/A

ESG REPORTING INDEX CONTINUED

Category	Topic	Sub-topic	JSE/Blu Label	C/L	Metric	Material and relevant	Page number in the report	Section in the report
Social continued	Customer responsibility continued		JSE	L	Percentage of revenue from products and services designed to deliver specific social or environmental benefits or to address specific sustainability challenges; if the Company applies a taxonomy or benchmark to label their activities as sustainable, they should report on the benchmark used and how they meet the benchmark criteria.	No	N/A	N/A
		Consumer data and privacy	JSE	C	A description of the mechanisms and steps taken to ensure privacy of consumer data.	Yes	Page 97	Compliance report
			JSE	C	Total number of substantiated complaints received concerning breaches of customer privacy (categorised by complaints received from outside parties and substantiated by the organisation, and complaints from regulatory bodies), and total number of identified leaks, thefts, or losses of customer data.	Yes	Page 97	Compliance report
	Supply chain	Supply chain (Social)	JSE	C	Description of the operations and suppliers considered to have a significant risk of child labour, forced or compulsory labour, or other significant actual and potential negative social impacts, given the type of operation, commodities, or geographic region, and the nature of the measures taken by the organisation intended to contribute to eliminating these risks.	Yes	Page 72	Social impact: customer and supply chain responsibility – monitoring human rights
			JSE	C	The number and percentage of identified child labour or forced and compulsory labour incidents in its operations or value chain; and percentage of these where the reporting entity has played a role in securing remedy for those affected.	Yes	Page 72	Social impact: customer and supply chain responsibility – monitoring human rights
			JSE	C	Report wherever materials across the supply chain: mechanisms (e.g. supplier screening, and audits) to identify and address significant actual and potential negative social impacts, nature of these impacts and measures to address these.	Yes	Page 72	Social impact: customer and supply chain responsibility – monitoring human rights
			JSE	L	Percentage of products certified by external agencies, Percentage of traceable origin.	To be assessed	N/A	N/A

ESG REPORTING INDEX CONTINUED

Category	Topic	Sub-topic	JSE/Blu Label	C/L	Metric	Material and relevant	Page number in the report	Section in the report
Environmental	Climate change	GHG emissions	JSE	C	Absolute gross greenhouse gas emissions expressed as metric tonnes of CO ₂ equivalent and measured in accordance with the Greenhouse Gas Protocol for: Scope 1, Scope 2, and Scope 3 emissions. Scope 1 and Scope 2 emissions should be disclosed separately for: (i) the consolidated accounting group (the parent and its subsidiaries); and (ii) associates, joint ventures, unconsolidated subsidiaries or affiliates not included in (i).	Yes	Will be disclosed in future reports.	N/A
			JSE	L	Scope 3 emissions should include upstream and downstream emissions. The categories of Scope 3 emissions and the basis for measurement of information provided by entities in the value chain should be disclosed. Recognising the challenges related to the disclosure of Scope 3 emissions, including data availability, reasons should be provided when Scope 3 emissions or categories of Scope 3 emissions are omitted.	To be assessed	N/A	N/A
			JSE	C	GHG emissions intensity for Scope 1, 2 and 3, expressed as metric tonnes of CO ₂ equivalent per unit of physical or economic output.	Yes	Will be disclosed in future reports.	N/A
		Energy mix	JSE	C	Total energy use and share of energy usage by generation type noting use of energy from renewable non-fossil sources, (namely wind, solar (solar thermal and solar photovoltaic) and geothermal energy, ambient energy, tide, wave and other ocean energy, hydropower, biomass, landfill gas, sewage treatment plant gas, and biogas).	No	N/A	N/A
		Science-based targets	JSE	L	Define and report progress against time-bound short, medium, and long-term science-based GHG emissions targets that align with the goals of the Paris Agreement and Glasgow Climate Pact. This includes reducing global carbon dioxide emissions by 45% by 2030 relative to the 2010 level, and to net zero around mid-century, based on the best available scientific knowledge and equity, taking into account common but differentiated responsibilities and respective capabilities, and in the context of sustainable development and efforts to eradicate poverty. Science-based emissions reduction targets should be informed by recognised scientific methodologies and verified through approved processes; they should (as an absolute minimum) be consistent with relevant host country/ies' Nationally Determined Contribution.	No	N/A	N/A
		Just transition	JSE	C	Existence and nature of a "transition plan" that commits to stakeholder engagement with affected workers and communities (see the JSE Climate Disclosure Guidance for further detail).	No	N/A	N/A

ESG REPORTING INDEX CONTINUED

Category	Topic	Sub-topic	JSE/Blu Label	C/L	Metric	Material and relevant	Page number in the report	Section in the report
Environmental continued	Climate change continued		JSE	C	Number of workers in the past year recruited, retrained, retrenched, and/or compensated due to the implementation of the decarbonisation plan.	No	N/A	N/A
			JSE	L	Number of engagements undertaken with the affected parties by group and geography.	No	N/A	N/A
			JSE	L	Nature of climate-related lobbying activities, and those of relevant associations and membership groups, and their alignment with the objectives of the Paris Agreement and Glasgow Climate Pact.	No	N/A	N/A
			JSE	L	Nature of provision for the delivery of the transition plan within executive remuneration.	No	N/A	N/A
			JSE	L	Nature of provision for impacts on workers and communities within climate scenario plans.	No	N/A	N/A
			JSE	L	Amount of capital and expenditure deployed on direct and indirect climate adaptation and climate mitigation efforts.	No	N/A	N/A
	Water security	Water usage	JSE	C	Total water consumption from all areas, and from areas with water stress.	Yes	Page 93	Our environmental impact
			JSE	L	Total water withdrawal from all areas with water stress, with a breakdown by following sources if applicable: surface water, groundwater, seawater, produced water and third-party water.	No	N/A	N/A
			JSE	L	Freshwater consumption intensity: total freshwater use per material unit (e.g. sales revenue, unit of production, square metre of building, or other).	No	N/A	N/A
	Biodiversity and land use	Biodiversity footprint (ecosystems)	JSE	C	Number and area of sites owned, leased, or managed in or adjacent to areas of high biodiversity value (key biodiversity areas – KBAs), for operations (if applicable) and full supply chain (if material).	No	N/A	N/A
			JSE	C	Area of land used for the production of basic plant, animal or mineral commodities (e.g. the area of land used for forestry, agriculture or mining activities).	No	N/A	N/A
			JSE	C	Level of capital and expenditure deployed towards implementation of measures undertaken to manage positive impacts and avoid, minimise, restore/rehabilitate and/or offset negative impacts on biodiversity and ecosystems.	No	N/A	N/A
			JSE	L	Describe wherever material across the value chain mechanisms aimed at enhancing the management of biodiversity and ecosystem impacts (such as policies, targets, certifications, and audits).	No	N/A	N/A

ESG REPORTING INDEX CONTINUED

Category	Topic	Sub-topic	JSE/Blu Label	C/L	Metric	Material and relevant	Page number in the report	Section in the report
Environmental continued	Biodiversity and land use continued		JSE	L	Describe and report results of any processes aimed at identifying, assessing and/or managing the biodiversity footprint of the organisation, including for example: size and location of all habitat areas protected or restored, and whether the success of the restoration measure was or is approved by independent external professionals; and status of each area based on its condition at the close of the reporting period, noting the standards and methodologies used.	No	N/A	N/A
	Pollution and waste	Solid waste	JSE	C	Total weight of waste generated (non-recycled), with a breakdown by composition of waste, noting percentage directed to disposal (including landfill and incineration), and percentage diverted from disposal (e.g. reuse, recycling, recovery).	No	N/A	N/A
			JSE	C	Total weight of hazardous waste generated, noting percentage directed to disposal (including landfill and incineration), and percentage diverted from disposal (e.g. reuse, recycling, recovery).	No	N/A	N/A
			JSE	C	Waste intensity: total waste per material unit (e.g. sales revenue, unit of production, or other).	No	N/A	N/A
		Single-use plastic	JSE	L	Report wherever material along the value chain: estimated metric tonnes of single-use plastic consumed and the share (%) of single-use plastic weight of total plastic weight.	No	N/A	N/A
		Atmospheric pollution	JSE	C	Report wherever material along the value chain: nitrogen oxides (NOx), sulphur oxides (SOx), volatile organic compounds (VOC), persistent organic pollutants (POP), particulate matter, and other significant air emissions identified in relevant regulations.	No	N/A	N/A
			JSE	L	Wherever possible estimate the proportion of specified emissions that occur in or adjacent to urban/densely populated areas.	No	N/A	N/A
		Water pollution	JSE	L	Total water discharge to all areas in megalitres, and list of priority substances of concern for which discharges are treated, including how these substances were defined, approach to setting discharge limits, and number of incidents of non-compliance with discharge limits.	No	N/A	N/A

ESG REPORTING INDEX CONTINUED

Category	Topic	Sub-topic	JSE/Blu Label	C/L	Metric	Material and relevant	Page number in the report	Section in the report
Environmental continued	Supply chain and materials	Supply chain (environmental)	JSE	L	Report wherever material across the supply chain: mechanisms (e.g. supplier screening, and audits) to identify and address significant actual and potential negative environmental impacts, nature of these impacts, and measures to address these.	Yes	Page 72	Social impact: customer and supply chain responsibility
		Materials of concern	JSE	C	Process to identify and manage emerging materials and chemicals of concern in products (materials of concern could include conflict minerals or recognised high-impact raw materials such as palm oil).	Yes	Page 72	Social impact: customer and supply chain responsibility
			JSE	L	Percentage of materials identified in point 1 above that are covered by a sustainability certification standard or formalised sustainability management programme.	To be assessed	N/A	N/A

NOTICE OF VIRTUAL ANNUAL GENERAL MEETING

Notice is hereby given to Blu Label shareholders recorded in the Company's securities register on Friday, 19 September 2025, that the 18th AGM of shareholders of Blu Label Unlimited Group Limited will be held on Friday, 21 November 2025 at 10:00 (South African Standard Time). This AGM shall be conducted entirely by electronic communication as permitted by the Companies Act, No 71 of 2008, as amended (the Act or Companies Act) and by the Company's MOI. The AGM will conduct such business as may lawfully be dealt with at the AGM and to consider and, if deemed fit, pass, with or without modification, the ordinary and special resolutions set out hereunder in the manner required by the Companies Act, as read with the Listings Requirements of the JSE Limited (Listings Requirements).

In terms of section 63(1) of the Act, meeting participants (including proxies) will be required to provide reasonably satisfactory identification before being entitled to participate in or vote at the AGM. Acceptable forms of identification include original and valid identity documents, driving licences and passports.

RECORD DATES, PROXIES AND VOTING

In terms of sections 59(1)(a) and (b) of the Act, the Board of the Company has set the record date for the purpose of determining which shareholders are entitled to:

- receive notice of the virtual AGM (being the date on which a shareholder must be registered in the Company's shareholders' register to receive notice of the virtual AGM) as at Friday, 19 September 2025;
- participate in and vote at the virtual AGM (being the date on which a shareholder must be registered in the Company's shareholders' register to participate in and vote at the virtual AGM) as at Friday, 14 November 2025; and
- the last date to trade before participating in and voting at the virtual AGM is Tuesday, 11 November 2025.

Certificated shareholders or own-name dematerialised shareholders may attend and vote at the virtual AGM, or alternatively appoint a proxy to attend, speak and, in respect of the applicable resolution(s), vote in their stead by completing the attached form of proxy and returning it to the Transfer Secretaries at the address given in the form of proxy for administrative purposes by no later than 10:00 (South African Standard Time) on Wednesday, 19 November 2025.

Shareholders who have dematerialised their shares, other than those shareholders who have dematerialised their shares with own-name registration, should contact their central securities depository participant (CSDP) or broker in the manner and within the time stipulated in the agreement entered into between them and their CSDP or broker to furnish their voting instructions; or if they wish to attend the virtual AGM, to obtain the necessary letter of representation to do so.

On a show of hands, every shareholder present in person or represented by proxy and entitled to vote shall have only one vote irrespective of the number of shares such shareholder holds. On a poll, every shareholder, present in person or represented by proxy and entitled to vote, shall be entitled to that proportion of the total votes in the Company which the aggregate amount of the nominal value of the shares held by such shareholder bears to the aggregate amount of the nominal value of all shares issued by the Company.

Certificated shareholders or own-name dematerialised shareholders who are entitled to attend and vote at the virtual AGM are entitled to appoint a proxy to attend, participate in and vote at the virtual AGM in their stead. A proxy need not also be a shareholder of the Company. The completion of a form of proxy will not preclude a shareholder from attending the virtual AGM.

ELECTRONIC PARTICIPATION

The Company has engaged the services of The Meeting Specialist Proprietary Limited (TMS) to host the AGM. This will take place on an interactive electronic platform that will facilitate remote participation and voting by shareholders. TMS will also act as scrutineer for the purposes of the AGM. Shareholders who wish to attend in person or participate electronically and/or vote at the AGM are required to contact TMS as soon as possible, but in any event no later than 10:00 (South African Standard Time) on Wednesday, 19 November 2025 on:

E-mail: proxy@tmsmeetings.co.za

Telephone: Farhana Adam (+27 84 433 4836)

Izzy van Schoor (+27 81 711 4255)

Michael Wenner (+27 61 440 0654)

Members of the media and other stakeholders are welcome to attend the AGM via the electronic link. If visitors wish to attend virtually, they should contact TMS via the e-mail/telephone details above to obtain a link to the online meeting. TMS will assist shareholders with the requirements for participation in, and/or voting at the AGM, including details on accessing the electronic voting platform.

TMS will first validate such requests and confirm the shareholder's identity in terms of section 63(1) of the Companies Act, and, if the request is validated, further details on using the electronic communication facility will be provided. The Company will inform participants who notified TMS of their intended participation by no later than 17:00 (South African Standard Time) on Thursday, 20 November 2025 by e-mail of the relevant details through which participants can participate electronically.

NOTICE OF VIRTUAL ANNUAL GENERAL MEETING CONTINUED

PRESENTATION OF THE 2025 ANNUAL FINANCIAL STATEMENTS AND REPORTS FROM THE DIRECTORS AND RELEVANT COMMITTEES

The following will be presented to shareholders at the AGM in accordance with section 61(8) of the Companies Act:

- The 2025 audited Group annual financial statements, including the external auditor, ARCC and directors' reports; and
- The Social, Ethics and Transformation Committee and Remuneration Committee reports.

The Company's annual financial statements are available on the Company's website at: <https://www.bluelabeltelecoms.co.za/annual-results.php>, and the reports of the Social, Ethics and Transformation Committee and Remuneration Committee are set out on pages 103 and 104 and pages 105 to 120 of the 2025 Integrated Annual Report, respectively available on the Company's website at: <https://www.bluelabeltelecoms.co.za/integrated-annual-reports.php>.

ORDINARY RESOLUTIONS

In terms of sections 62(3)(c) and 65(7) of the Act, unless otherwise specified, in order for each of the following ordinary resolutions to be passed, each resolution must be supported by more than 50% (fifty percent) of the voting rights exercised.

1. Ordinary resolution number 1: Re-election of Non-Executive Directors retiring by rotation

It is recorded that

- LM Nestadt, LE Mthimunya and NP Mnxasana retire as Independent Non-Executive Directors of the Company in terms of the MOI.
- Messrs LM Nestadt, LE Mthimunya and NP Mnxasana, being eligible, offer themselves for re-election.

"Resolved, each by way of a separate vote that LM Nestadt, LE Mthimunya and NP Mnxasana are hereby re-elected as Independent Non-Executive directors of the Company."

2. Ordinary resolution number 2: Reappointment of external auditor

"Resolved that on the recommendation of the current Audit, Risk and Compliance Committee of the Company, SizweNtsalubaGobodo Grant Thornton Inc., is reappointed as independent registered auditor of the Company, and that Alex Philippou be appointed as the individual audit partner, to hold office for the ensuing year until the conclusion of the next AGM of the Company."

3. Ordinary resolution number 3: Election of the members of the Audit, Risk and Compliance Committee

"Resolved that the following Independent Non-Executive Directors be and are hereby elected, each by way of a separate vote, as members of the Audit, Risk and Compliance Committee of the Company with immediate effect, until the conclusion of the next AGM of the Company:

- NP Mnxasana, subject to the adoption of the proposed ordinary resolution number 1;
- LE Mthimunya as member and Chairlady, subject to the adoption of the proposed ordinary resolution number 1; and
- SJ Vilakazi."

4. Ordinary resolution number 4: Election of the members of the Social, Ethics and Transformation Committee

"Resolved that the following individuals be and are hereby elected, each by way of a separate vote, as members of the Social, Ethics and Transformation Committee of the Company with immediate effect, until the conclusion of the next AGM of the Company:

- BM Levy;
- H Masondo;
- LE Mthimunya, subject to the adoption of the proposed ordinary resolution number 1;
- DA Suntup (alternate to BM Levy); and
- SJ Vilakazi."

5. Ordinary resolution number 5: Non-binding advisory endorsement of the remuneration and reward policy

"Resolved, by way of a non-binding advisory vote, that the Blu Label Unlimited Group Limited remuneration and reward policy (excluding the remuneration of Non-Executive Directors and the members of the statutory and Board Committees for their services as Directors and members of Committees) as set out in the remuneration report in the integrated annual report 2025 is endorsed."

6. Ordinary resolution number 6: Non-binding advisory endorsement of the Group's remuneration implementation report

"Resolved, by way of a non-binding advisory vote, that the Group's remuneration implementation report set out in the remuneration report in the integrated annual report 2025 is endorsed."

7. Ordinary resolution number 7: Directors' authority to implement ordinary and special resolutions.

"Resolved that every Director of the Company is authorised to do all such things and sign all such documents as may be necessary for or incidental to the implementation of the ordinary and special resolutions passed at the AGM."

NOTICE OF VIRTUAL ANNUAL GENERAL MEETING CONTINUED

SPECIAL RESOLUTIONS

In terms of sections 62(3)(c) and 65(9) of the Act, the minimum percentage of voting rights required for each of the following special resolutions to be passed is 75% (seventy-five percent) of the voting rights exercised.

1. Special resolution number 1: Non-Executive Directors' remuneration

"Resolved that in terms of section 66(9) of the Act, the following remuneration shall be payable to the Non-Executive Directors for their services as Directors from 1 June 2025 to 31 May 2026."

The proposed fees payable to Non-Executive Directors are set out below:

	Current fee 2025 R	Proposed fee 2026 R
Services as Directors		
– Chairman of the Board (per annum)	2 434 233	2 531 602
– Board members (per annum)	536 963	558 442
Audit, Risk and Compliance Committee		
– Chairman (per annum)	486 846	506 320
– Member (per annum)	300 699	312 727
Remuneration and Nomination Committee		
– Chairman Remuneration (per annum)	286 380	297 835
– Chairman Nomination (per annum)	200 466	208 485
– Member (per annum)	171 828	178 701
Investment Committee		
– Chairman (per annum)	286 380	297 835
– Member (per annum)	171 828	178 701
Transformation, Social and Ethics Committee		
– Chairman (per annum)	171 828	178 701
– Member (per annum)	107 393	111 689
Ad hoc Committee		
– Chairman (per meeting)	64 436	67 013
– Board member (per meeting)	38 660	40 206

2. Special resolution number 2: General authority to repurchase shares

"Resolved that, pursuant to the MOI, the Company or any of its subsidiaries are hereby authorised by way of a general approval, from time to time, to acquire ordinary shares in the share capital of the Company in accordance with the Act and the Listings Requirements, provided that:

- the number of its own ordinary shares acquired by the Company in any one financial year shall not exceed 20% (twenty percent) of the ordinary shares in issue at the date on which this resolution is passed;
- this authority shall lapse on the earlier of the date of the next AGM of the Company or the date 15 (fifteen) months after the date on which this resolution is passed;
- the Board has resolved to authorise the acquisition and that Blu Label will satisfy the working capital statement requirements pursuant to paragraph 11.26(d) of the Listings Requirements and the solvency and liquidity test immediately after the acquisition and that since the test there have been no material changes to the financial position of Blu Label;
- the acquisition must be effected through the order book operated by the JSE trading system and done without any prior understanding or arrangement between the Company and the counterparty;

NOTICE OF VIRTUAL ANNUAL GENERAL MEETING CONTINUED

- (e) the Company only appoints one independent third-party agent to effect any acquisition(s) on its behalf;
- (f) the price paid per ordinary share may not be greater than 10% above the weighted average of the market value of the ordinary shares for the 5 (five) business days immediately preceding the date on which an acquisition is made;
- (g) the number of shares acquired by subsidiaries of the Company shall not exceed 10% (ten percent) in the aggregate of the number of issued shares in the Company at the relevant times;
- (h) an announcement containing full details of such acquisitions of shares will be published as soon as the Company and/or its subsidiaries have acquired shares constituting, on a cumulative basis, 3% (three percent) of the number of shares in issue at the date of the meeting at which this special resolution is considered and if approved, passed, and for each 3% (three percent) in aggregate of the initial number (the number of that class of shares in issue at the time that the general authority from shareholders is granted) acquired thereafter; and
- (i) the acquisition of shares by the Company or its subsidiaries may not be effected during a prohibited period, as defined in paragraph 3.67 of the Listings Requirements, unless they have in place a repurchase programme where the dates and quantities of securities to be traded during the relevant period are fixed (not subject to any variation) and have been submitted to the JSE in writing before the commencement of the prohibited period. The issuer must instruct an independent third party, which makes its investment decisions in relation to the issuer's, securities independently, before the commencement of the prohibited period to execute the repurchase programme submitted to the JSE."

The Listings Requirements require, in terms of paragraph 11.26, the following disclosures, which appear in the integrated annual report:

- major shareholders – refer to page 118 of the Group annual financial statements;
- material change – there were no material changes;
- share capital of the Company – refer to page 106 of the Group annual financial statements; and
- responsibility statement – refer to page 9 of the Group annual financial statements.

By order of the Board



J VAN EDEN
Group Company Secretary

Sandton

30 September 2025

NOTICE OF VIRTUAL ANNUAL GENERAL MEETING CONTINUED

EXPLANATORY NOTES

Presentation of the annual financial statements

In terms of section 61(8)(a) of the Act, the Directors' report, audited Group annual financial statements for the immediately preceding financial year and the Audit, Risk and Compliance Committee report are to be presented to shareholders at the virtual AGM.

Ordinary resolution number 1 : Re-election of Directors

In accordance with the MOI, one-third of the Directors are required to retire at each AGM and may offer themselves for re-election. Messrs LM Nestadt, LE Mthimunye and NP Mnxasana retire by rotation at the AGM in accordance with article 25.17 of the MOI. Messrs LM Nestadt, LE Mthimunye and NP Mnxasana, have offered themselves for re-election.

The Nomination Committee assessed each member's suitability, considering independence and performance, and the Board accepted the assessment results. Accordingly, the Board recommends their re-elections to shareholders.

A brief biography of LM Nestadt, LE Mthimunye and NP Mnxasana can be found on pages 13 and 14 of the integrated annual report available on the Company's website at www.bluelabeltelecoms.co.za.

Ordinary resolution number 2: Reappointment of external auditor

In terms of section 90(1) of the Act, each year at its AGM, the Company must appoint an auditor meeting the requirements of section 90(2) of the Act.

SizweNtsalubaGobodo Grant Thornton Inc expressed its willingness to continue in office and this resolution proposes the reappointment of SizweNtsalubaGobodo Grant Thornton Inc as the Company's auditor until the next AGM. In addition, Mr Alex Philippou is appointed as the individual registered auditor for the ensuing year as contemplated in section 90(3) of the Act.

The Audit, Risk and Compliance Committee has satisfied itself that the proposed auditor, SizweNtsalubaGobodo Grant Thornton Inc and Mr Alex Philippou, are independent of the Company in accordance with sections 90 and 94 of the Act and the applicable rules of the International Federation of Accountants.

The Audit, Risk and Compliance Committee has recommended the reappointment of SizweNtsalubaGobodo Grant Thornton Inc as independent registered auditor of Blu Label for the 2026 financial year.

Ordinary resolution number 3: Election of Audit, Risk and Compliance Committee members

In terms of section 94(2) of the Act, each Audit Committee member must be elected by shareholders at its AGM. King IV likewise requires public company shareholders to elect each member of an audit committee at an AGM.

In terms of Regulation 42 of the Companies Regulations 2011, relating to the Act, at least one-third of the members of the Company's Audit, Risk and Compliance Committee at any particular time must have academic qualifications, or experience in economics, law, corporate governance, finance, accounting, commerce, industry, public affairs or human resource management.

The Nominations Committee assessed each member's suitability, considering independence, performance, skill, and expertise requirements, and the Board accepted the assessment results. Accordingly, the Board recommends their election as members of the Audit, Risk and Compliance Committee to shareholders. The integrated annual report, available on the Company's website at www.bluelabeltelecoms.co.za, includes a brief biography of NP Mnxasana, LE Mthimunye, and SJ Vilakazi on pages 14 and 15.

Ordinary resolution number 4: Election of members of the Social, Ethics and Transformation Committee

Shareholders are required to elect the Social, Ethics and Transformation Committee at each AGM of the Company, in accordance with the Companies Act as amended pursuant to the Companies Act amendments.

The Nominations Committee assessed each member's suitability, considering independence, performance and skill, and expertise requirements, and the Board accepted the assessment results. Accordingly, the Board recommends their election as members of the Social, Ethics and Transformation Committee to shareholders.

A brief biography of BM Levy, H Masondo, LE Mthimunye, DA Suntup and JS Vilakazi can be found on pages 13 to 15 of the integrated annual report available on the Company's website at www.bluelabeltelecoms.co.za.

Ordinary resolution number 5: Non-binding advisory vote: Endorsement of the remuneration and reward policy

King IV requires a company to table its remuneration and reward policy for a non-binding advisory vote by shareholders at its AGM. This vote enables shareholders to endorse the remuneration policy adopted for Executive Directors. The Blu Label Remuneration Policy is contained on pages 111 to 119 of the integrated annual report, available on the Company's website at www.bluelabeltelecoms.co.za.

The advisory vote is non-binding only, therefore, failure to pass this resolution will not have any legal consequences relating to existing arrangements.

Should 25% or more of the votes be cast against this non-binding advisory resolution, the Remuneration Committee undertakes to engage with shareholders to understand the reasons for the vote and make recommendations based on the feedback received.

Ordinary resolution number 6: Non-binding advisory vote: Endorsement of the remuneration implementation report

NOTICE OF VIRTUAL ANNUAL GENERAL MEETING CONTINUED

King IV requires a company to table its remuneration implementation report for a non-binding advisory vote by shareholders at its AGM. This vote enables shareholders to endorse the remuneration implementation report for Executive Directors.

The advisory vote is of a non-binding nature only, therefore, failure to pass this resolution will not have any legal consequences relating to existing arrangements.

Should 25% or more of the votes be cast against this non-binding advisory resolution, the Remuneration Committee undertakes to engage with shareholders to understand the reasons for the vote and make recommendations based on the feedback received.

The remuneration implementation report can be found on pages 120 to 128 of the integrated annual report, available on the Company's website at www.bluelabeltelecoms.co.za.

Ordinary resolution number 7: Directors' authority to implement ordinary and special resolutions

The reason for ordinary resolution number 7 is to authorise any Director of the Company to do all things necessary to implement the ordinary and special resolutions passed at the AGM and to sign all such documentation required to give effect and to record the ordinary and special resolutions.

Special resolution number 1: Non-Executive Directors' remuneration

Special resolution number 1 is proposed to enable the Company to comply with the provisions of sections 65(1)(h), 66(8) and 66(9) of the Act, which stipulate that remuneration to directors for their services as directors may be paid only in accordance with a special resolution approved by shareholders.

Special resolution number 2: General authority to repurchase shares

Special resolution number 2 seeks to allow Blu Label, by way of a general authority, to acquire its own issued shares (reducing the total number of ordinary shares of the Company in issue in the case of an acquisition by the Company of its own shares). This resolution is required in order to allow the Company to take advantage of any opportunity that presents itself to enhance shareholder value by repurchasing shares where the Company's share price is at a level that results in a share repurchase to the benefit of shareholders. Any decision by the Directors to use the general authority to acquire shares of the Company will be taken with regard to the prevailing market conditions, share price, cash needs of Blu Label, together with various other factors, and in compliance with the Act, Listings Requirements and the MOI.

Electronic participation at the virtual AGM

- (a) Shareholders wishing to participate electronically in the virtual AGM are required to:
 1. apply to TMS, by sending an e-mail to proxy@tmsmeetings.co.za to be received by TMS for administrative purposes by no later than 10:00 South African Standard Time on Wednesday, 19 November 2025.
- (b) For the electronic notice to be valid it must contain:
 - (i) where the Blu Label shareholder is an individual, a certified copy of his/her identity document and/or driver's licence and/or passport;
 - (ii) where the Blu Label shareholder is not an individual, a certified copy of a resolution or letter of representation by the relevant entity and a certified copy of the identity documents and/or passports of the persons who passed the relevant resolution or signed the relevant letter of representation. The letter of representation or resolution must set out from whom the relevant entity is authorised to represent the entity at the virtual AGM via electronic communication;
 - (iii) a valid e-mail address (contact address/number); and
 - (iv) by no later than 24 (twenty-four) hours before the virtual AGM the Company shall use its reasonable endeavours to notify a shareholder at its contact address/number of the relevant details through which the shareholder can participate via electronic communication.
- (c) The costs borne by the shareholder or his/her/its proxy(ies) in relation to the dial-in facility will be for his/her/its own account.

FORM OF PROXY

Blu Label Unlimited Group Limited

(formerly known as “Blue Label Telecoms Limited”)

(Incorporated in the Republic of South Africa)

(Registration number 2006/022679/06)

Share code: BLU ISIN: ZAE000109088

(Blu Label or the Company)

For use by certificated shareholders or own-name dematerialised shareholders at the AGM of the Company to be held entirely by electronic communication as permitted by the Companies Act, No 71 of 2008, as amended and by the Company's Memorandum of Incorporation at 10:00 South African Standard Time on Friday, 21 November 2025.

If dematerialised shareholders, other than own-name dematerialised shareholders, have not been contacted by their CSDP or broker with regard to how they wish to cast their vote, they should contact their CSDP or broker and instruct their CSDP or broker as to how they wish to cast their vote at the virtual AGM in order for their CSDP or broker to vote in accordance with such instructions. If dematerialised shareholders, other than own-name dematerialised shareholders, have not been contacted by their CSDP or broker, it would be advisable for them to contact their CSDP or broker, as the case may be, and furnish them with their instructions. Dematerialised shareholders who are not own-name dematerialised shareholders and who wish to attend the virtual AGM must obtain the necessary letter of representation from their CSDP or broker, as the case may be. This must be done in terms of the agreement entered into between the dematerialised shareholder and their CSDP or broker. If the CSDP or broker, as the case may be, does not obtain instructions from such dematerialised shareholders, it will be obliged to act in terms of the mandate furnished to it, or if the mandate is silent in this regard, to abstain from voting. Such dematerialised shareholders, other than own-name dematerialised shareholders, must not complete this form of proxy and should read note 10 overleaf.

Full name: I/We

of (address)

(BLOCK LETTERS)

Telephone: (Work)

Telephone: (Home)

Fax:

Cell number:

being the holder(s) of

Blu Label shares hereby appoint:

1. _____ or failing him/her,
2. _____ or failing him/her,
3. the Chairman of the AGM, as my/our proxy to vote for me/us on my/our behalf at the AGM of Blu Label shareholders to be held at 10:00 SAST on Friday, 21 November 2025, or any adjournment thereof as follows:

Ordinary resolutions		For	Against	Abstain
1.	Re-election of Directors retiring by rotation			
1.1	LM Nestadt			
1.2	LE Mthimunya			
1.3	NP Mnexasana			
2.	Reappointment of independent external auditor and appointment of designated audit partner			
2.1	SizweNtsalubaGobodo Grant Thornton Inc, as external auditor			
2.2	Alex Philippou, as designated audit partner			
3.	Election of members of the Audit, Risk and Compliance Committee			
3.1	NP Mnexasana, (subject to passing of resolution 1)			
3.2	LE Mthimunya as a member and Chairlady, (subject to passing of resolution 1)			
3.3	SJ Vilakazi			
4.	Election of members of the Social, Ethics and Transformation Committee			
4.1	BM Levy			
4.2	H Masondo			
4.3	LE Mthimunya, (subject to passing of resolution 1)			
4.4	DA Suntup as alternate to BM Levy			
4.5	SJ Vilakazi as a member and Chairman			
5.	Non-binding advisory endorsement of the remuneration and reward policy			
6.	Non-binding advisory endorsement of the remuneration implementation report			
7.	Directors' authority to implement ordinary and special resolutions			
Special resolution number 1: Non-Executive Directors' remuneration				
Special resolution number 2: General authority to repurchase shares				

Signed at

on

day of

2025

Signature

Assisted by (if applicable)

Please read the notes on the following page.

NOTES TO THE FORM OF PROXY

A shareholder entitled to attend and vote at the virtual AGM may appoint one or more persons as his/her/its proxy to attend, speak or vote in his/her/its stead at the virtual AGM. A proxy need not be a shareholder of the Company.

On a show of hands, every shareholder present in person or represented by proxy and entitled to vote shall have only one vote irrespective of the number of shares such shareholder holds. On a poll, every shareholder shall have, for each share held by him/her/it that proportion of the total votes in the Company which the aggregate amount of the nominal value of that share held by him/her/it bears to the aggregate amount of the nominal value of all the shares issued by the Company.

1. A shareholder may insert the name of a proxy or the names of two alternative proxies of his/her/its choice in the spaces provided with or without deleting "the Chairman of the AGM", but any such deletion must be initialled by the Blu Label shareholder. The person whose name appears first on the form of proxy and who is present at the virtual AGM will be entitled to act as proxy to exclude those whose names follow.
2. Please insert an "X" or insert the number of shares in the relevant spaces according to how you wish your votes to be cast. If you wish to cast your votes in respect of a lesser number of Blu Label shares exercisable by you, insert the number of Blu Label shares held in respect of which you wish to vote. Failure to comply with the above will be deemed to authorise and compel the Chairman, if the Chairman is an authorised proxy, to vote in favour of the resolutions, or to authorise any other proxy to vote for or against the resolutions or abstain from voting as he/she/it deems fit, in respect of all the shareholders' votes exercisable thereat. A shareholder or his/her/its proxy is not obliged to use all the votes exercisable by the shareholder or his/her/its proxy, but the total of the votes cast and in respect whereof abstention is recorded may not exceed the total of the votes exercisable by the shareholder or his/her/its proxy.
3. For administrative purposes only, the completed proxy forms must be lodged with The Meeting Specialist Proprietary Limited, One Exchange Square, 2 Gwen Lane, Sandown, Johannesburg, 2196. Completed proxy forms can also be posted to The Meeting Specialist PO Box 62043, Marshalltown, 2107 or e-mailed to proxy@tmsmeetings.co.za to reach them 48 hours before the AGM, that is by Wednesday, 19 November 2025 at 10:00 South African Standard Time. Any proxy forms not received by this time

must be provided electronically to the Chairman of the AGM immediately prior to the commencement of the AGM, via e-mail to proxy@tmsmeetings.co.za. Documentary evidence establishing the authority of a person signing the proxy form in a representative capacity must be attached to the proxy form prior to the proxy exercising a shareholder's right at the meeting, unless previously recorded or waived by the Chairman of the AGM.

4. Any alteration or correction made to this form of proxy must be initialled by the signatory(ies).
5. Documentary evidence establishing the authority of a person signing this form of proxy in a representative capacity must be attached to this form of proxy unless previously recorded by the Transfer Secretaries or waived by the Chairman of the AGM.
6. The completion and lodging of this form of proxy will not preclude the relevant shareholder from attending the virtual AGM and speaking and voting in person thereat to the exclusion of any proxy appointed in terms hereof, should such shareholder wish to do so.
7. The Chairman of the AGM may accept or reject any form of proxy which is completed and/or received other than in accordance with these notes and instructions, provided that the Chairman is satisfied as to the manner in which the shareholder wishes to vote.
8. Where there are joint holders of shares:
 - 8.1 any such persons may vote at the virtual AGM in respect of such joint shares as if he/she/it were solely entitled thereto;
 - 8.2 any one holder may sign this form of proxy; and
 - 8.3 if more than one such joint holders are present or represented at the virtual AGM, the vote(s) of the senior shareholder (for that purpose seniority will be determined by the order in which the names of shareholders appear in the register) who tenders a vote (whether in person or by proxy) will be accepted to the exclusion of the vote(s) of the other joint shareholder(s).
9. Certificated shareholders and own-name dematerialised shareholders will be entitled to attend the virtual AGM in person or, if they are unable to participate in and wish to be represented thereat, must complete and return the attached form of proxy to the Transfer Secretaries in accordance with the time specified on the form of proxy.
10. Shareholders who hold shares through a nominee should advise their nominee or, if applicable, their CSDP or broker timeously of their intention to attend and vote at the virtual AGM or to be represented by proxy thereat in order for their nominee or, if applicable, their CSDP or broker to provide them with the necessary letter of representation to do so or should provide their nominee or, if applicable, their CSDP or broker timeously with their voting instruction should they not wish to attend the virtual AGM in person, in order for their nominee to vote in accordance with their instruction at the virtual AGM.
11. A vote given in terms of an instrument of proxy shall be valid in relation to the virtual AGM notwithstanding the death of the person granting it, the transfer of the shares in respect of which the vote is given, unless an intimation in writing of such death or transfer is received by the Transfer Secretaries, before the commencement of the virtual AGM.
12. Where this form of proxy is signed under power of attorney, such power of attorney must accompany this form of proxy, unless previously recorded by the Transfer Secretaries or unless this requirement is waived by the Chairman of the AGM.
13. A minor or any other person under legal incapacity must be assisted by his/her parent or guardian, as applicable, unless the relevant documents establishing his/her capacity are produced or have been registered by Blu Label or the Transfer Secretaries.
14. Unless revoked, an appointment of a proxy pursuant to this form of proxy remains valid only until the end of the virtual AGM or any postponement or adjournment of the virtual AGM. This form of proxy shall be valid at any resumption of a postponed or adjourned meeting to which it relates. However this form of proxy shall not be used at the resumption of the postponed or adjourned virtual AGM if it could not be used at the virtual AGM for any reason other than it was not lodged timeously for the virtual AGM. This form of proxy shall, in addition to the authority conferred by the Act, except insofar as it provides otherwise, be deemed to confer the power generally to act at the meeting in question, subject to any specific direction contained in this form of proxy as to the manner of voting.

GLOSSARY

Acronym	Definition
2026	Financial year 2026
2025	Financial year 2025
ACI	African, Coloured or Indian
AGM	Annual General Meeting
AI	Artificial intelligence
AltBureau	Alternative Bureau for data services
API	Application Programming Interface
APS	Aligned Partnered Solutions
ARCC	Audit Risk and Compliance Committee
ASPU	Average spend per user
BA	Bachelor of Arts
B-BBEE	Broad-based black economic empowerment
B2B	Business to Business
BCompt	Bachelor of Accounting Science
BCM	Business continuity management
BLC	Blue Label Connect
BLD	Blue Label Distribution
BLDS	Blue Label Data Solutions
BLU	Blu Label Unlimited Group Limited
BlueCom	Blue Label Communications Proprietary Limited
Blu Label	Blu Label Unlimited Group Limited
Blu Label Unlimited	Blu Label Unlimited Group Limited
Blu Voucher	Digital voucher system of Blu Label

Acronym	Definition
BluAdvance	Advanced prepaid electricity solution
BluApproved	Blu Label's trust and quality emblem
BluNova	Data and decision science platform of Blu Label
BMF	Black Management Forum
BO	Black-owned
BPO	Business process outsourcing
BProc	Baccalaureus Procuratoris
BRM	Business Relationship Management
BWO	Black women-owned
CA (SA)	Chartered Accountant
CEC	Comm Equipment Company
Cell C	Cell C Limited
CEO	Chief Executive Officer
CI/CD	Continuous Integration/Continuous Deployment
CSAT	Customer satisfaction score
CSDP	Central securities depository participant
CSP	Conditional share plan
CTA	College of Accounting Sciences
DE	Data engineering
DRP	Disaster recovery plan
EAP	Employee Assistance Programme
EBITDA	Earnings before interest, taxes, depreciation and amortisation
EE	Employment equity

GLOSSARY CONTINUED

Acronym	Definition
EME	Exempted Micro Enterprises
EPS	Earnings per share
ERM	Enterprise-wide Risk Management
ERP	Enterprise resource planning
ESG	Environmental, social and governance
EVP	Employee value proposition
Exco	Executive Committee
FAR	Fixed annual remuneration
FCR	First contact resolution
FD	Financial Director
FIC Act	Financial Intelligence Centre Act, 2001
HEPS	Headline earnings per share
HR	Human Resources
ICASA	Independent Communications Authority of South Africa
ICT	Information and Communication Technology
IDP	Individual development plan
IFRS	International Financial Reporting Standards
ILO	International Labour Organization
IoT	Internet of Things
<IR> Framework	The International Integrated Reporting Framework
IRCC	Internal Risk and Compliance Committee
ISMS	Information Management Security System
ISO	International Organization for Standardization

Acronym	Definition
IT	Information technology
JSE	Johannesburg Stock Exchange
King IV	The King IV Report on Corporate Governance for South Africa, 2016
KPI	Key performance indicator
LLB	Bachelor of Laws
LLM	Master of Laws
LTI	Long-term incentive
LTIP	Long-term incentive plan
MBA	Master of Business Administration
ML	Machine learning
MOI	Memorandum of incorporation
MVNE	Mobile virtual network enabler
MVNO	Mobile virtual network operator
NIST	National Institute of Standards and Technology
NPAT	Net profit after tax
OTT	Over-the-top
PAIA	Promotion of Access to Information Act
PIA	POPIA impact assessment
PIN	Personal identification number
POPIA	Protection of Personal Information Act
POPI	Protection of personal information
POS	Point of sale

GLOSSARY CONTINUED

Acronym	Definition
QSE	Qualifying small enterprises
RINGAS	RINGAS product associated with prepaid offerings
RITE	Reach, Innovate, Trust, Efficiency
RNC	Remuneration and Nomination Committee
ROCE	Return on capital employed
RoPA	Record of Processing Activities
SADC	Southern African Development Community
SAICA	The South African Institute of Chartered Accountants
SDG	Sustainable development goals
SED	Socio-economic development
SETC	Social, Ethics and Transformation Committee
SIM	Subscriber Identity Module
SLA	Service-level agreement
SME	Small and medium-sized enterprises
SMME	Small, medium and micro-enterprises
SOC	Security Operations Centre
SOE	State-owned entity

Acronym	Definition
STI	Short-term incentive
STIP	Short-term incentive plan
TicketPro	End-to-end ticketing system
TJ	Transaction Junction
TPC	The Prepaid Company Proprietary Limited
U-Belong	U-Belong project
UCT	University of Cape Town
UNGC	United Nations Global Compact
Unisa	University of South Africa
VAS	Value-added service
VCC	Venture Capital Company
VOC	Volatile organic compounds
VRM	Visual Revenue Management
WACC	Weighted average cost of capital
Wits	University of Witwatersrand
YES	Youth Employment Service

ADMINISTRATION

DIRECTORS

LM Nestadt (Chairman)*, BM Levy, MS Levy, H Masondo*, NP Mnxasana*, JS Mthimunya*, LE Mthimunya*, DA Suntup, SJ Vilakazi*

(* Independent Non-Executive)

(* Resigned 29 August 2025).

COMPANY SECRETARY

J van Eden

SPONSOR

Investec Bank Limited

AUDITORS

SizweNtsalubaGobodo Grant Thornton Inc.

BLU LABEL UNLIMITED GROUP LIMITED

(formerly known as "Blue Label Telecoms Limited")

(Incorporated in the Republic of South Africa)

(Registration number 2006/022679/06)

Share code: BLU ISIN: ZAE000109088



Registered address: 75 Grayston Drive,
corner Benmore Road,
Morningside Ext 5,
Sandton,
2196

Postal address: PO Box 652261,
Benmore,
2010

Contacts: +27 11 523 3000

E-mail: info@blts.co.za

Website: www.bluelabeltelecoms.co.za

LinkedIn: <https://www.linkedin.com/company/blu-label-unlimited/?viewAsMember=true>

Facebook: www.facebook.com/BlueLabelTelecoms

Instagram: <https://www.instagram.com/blulabelunlimited/>

YouTube: <https://www.youtube.com/@BlulabelUnlimited>

JSE share code: BLU

ISIN: ZAE000109088



75 Grayston Drive
(Corner of Grayston Drive and Benmore Road)
Morningside Extension 05, Sandton,
Johannesburg, South Africa



www.bluelabeltelecoms.co.za