BLU LABEL UNLIMITED

Blue Label Telecoms
Annual Results

Results for the year ended 31 May 2025

BLU Group

Reimagining Value.
Restructuring for Growth.

Over the past year, we have undertaken a bold transformation – reshaping Blue Label Telecoms into **BLU Label Unlimited**, a streamlined, future-fit digital solutions business. This evolution reflects our commitment to bridging the digital divide through an empowered ecosystem that enables access, connectivity, and opportunity for all.

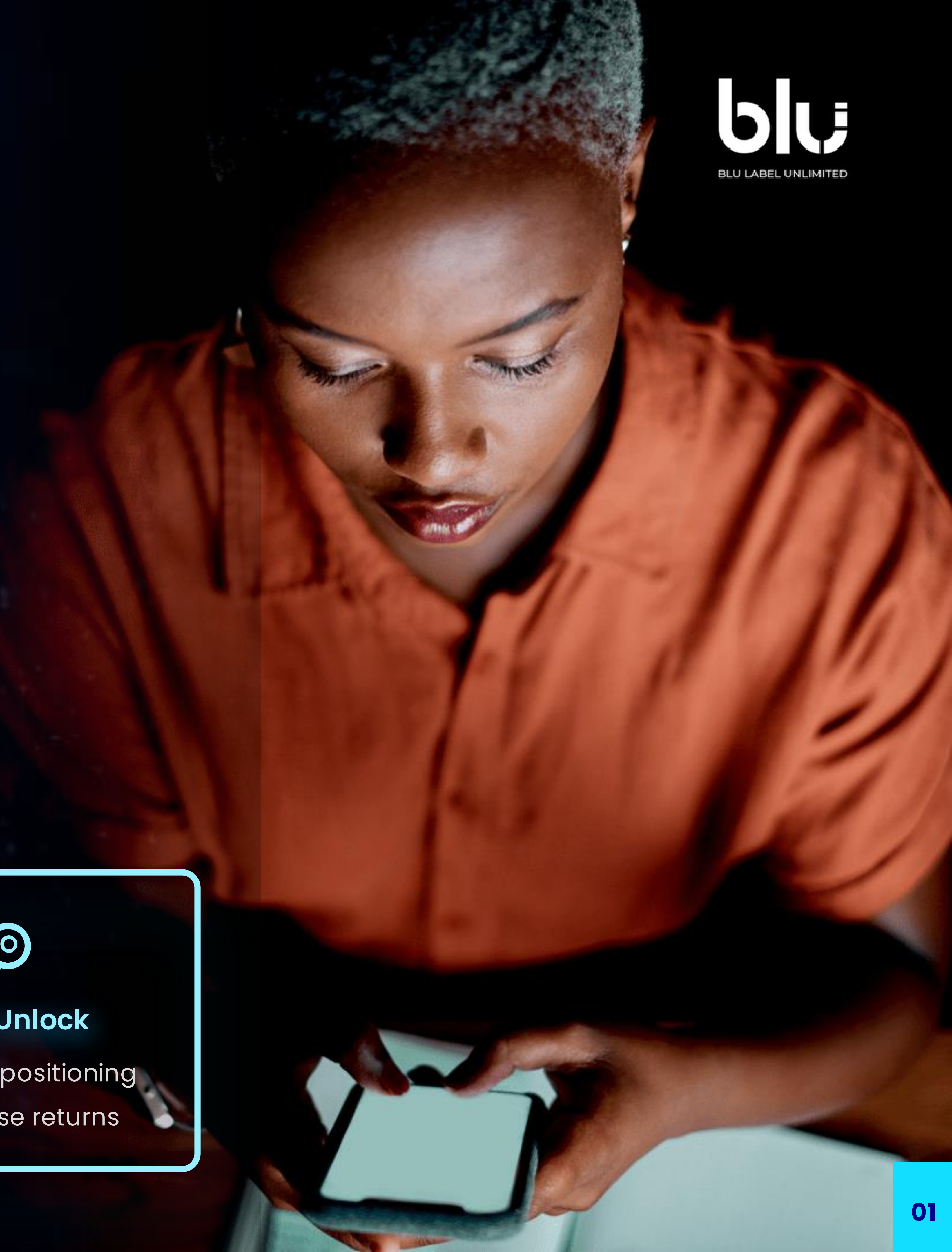
Our shift to an agile, integrated model positions us to scale faster, unlock new revenue streams, and drive long-term value for stakeholders.

For investors, this means:

Clarity
A simplified structure and clear strategic focus

Scalability
A platform built for growth in high-demand in real time

Value Unlock
Strategic repositioning to maximise returns



BLU Group

A Strategic Reset

Why the name change and rebrand

Market confusion over the scope of BLU Label’s core offerings and capabilities

The need to showcase the full breadth and connectivity of the BLU ecosystem

To further unite our people, partners, and platforms under a single, compelling brand

What the rebrand will signal

Business Simplification

A clear, integrated operating model

Modernised Brand

Cutting-edge platform and refreshed identity aligned to constantly evolving markets

Platform Thinking

Enabling growth through agile, scalable and connected solutions

BLU Group

The New BLU – A Unified Ecosystem of Solutions

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Clarity and Focus: What Each Solution Set Delivers

Bucket	Value Delivered
BLU Platform Solutions	'X'-Tech (Aeon): BluSky; Advances; IOT: TechNov8; Transport: SmartTap; Payments: Transaction Junction, LipaPayments, unipay; Ticketing: ticketpro; Product: BLUECOM, RINGAS, Blu Voucher, UniPIN, BLUREACH
BLU ENERGY Solutions	Emergency Assurance, metering and vending: CIGICELL, UTILITIES WORLD, REWARE, Visual Revenue Management; Green Energy: BLU ENERGY SOLUTIONS
BLU Distribution Solutions	Physical Distribution: GloCell Distribution, The Prepaid Company; Virtual Distribution: BLUE LABEL DISTRIBUTION, GloCell Retail Solutions
BLU Media Solutions	Physical and Digital: BLUE LABEL MEDIA
BLU Data & AI Solutions	Data Analytics: bluNOVA insights optimised, ALTBUREAU; Lead Generation: BLUE LABEL; Digital Footprint
BLU Training Solutions	Training for Employment: BLU TRAIN GROUP
BLU TELCO Solutions	cellC, CEC COMM EQUIPMENT COMPANY, BLC

BLU Group

BLU Platform Solutions

A scalable, secure, and adaptable digital backbone powering products, services, payments, transport, IoT and beyond.

Scale without limits

Proprietary software hosted on cloud infrastructure for all transactions including reconciliation, settlements, and fraud prevention.

From payments to possibilities

BLU Advance's pioneering of emergency electricity top-up, white-label tech, cashless transactions, and nano-reloads.

Consumer intelligence

Advanced profiling and behaviour analytics to upsell, cross-sell and drive lifetime value.

Monetise the base

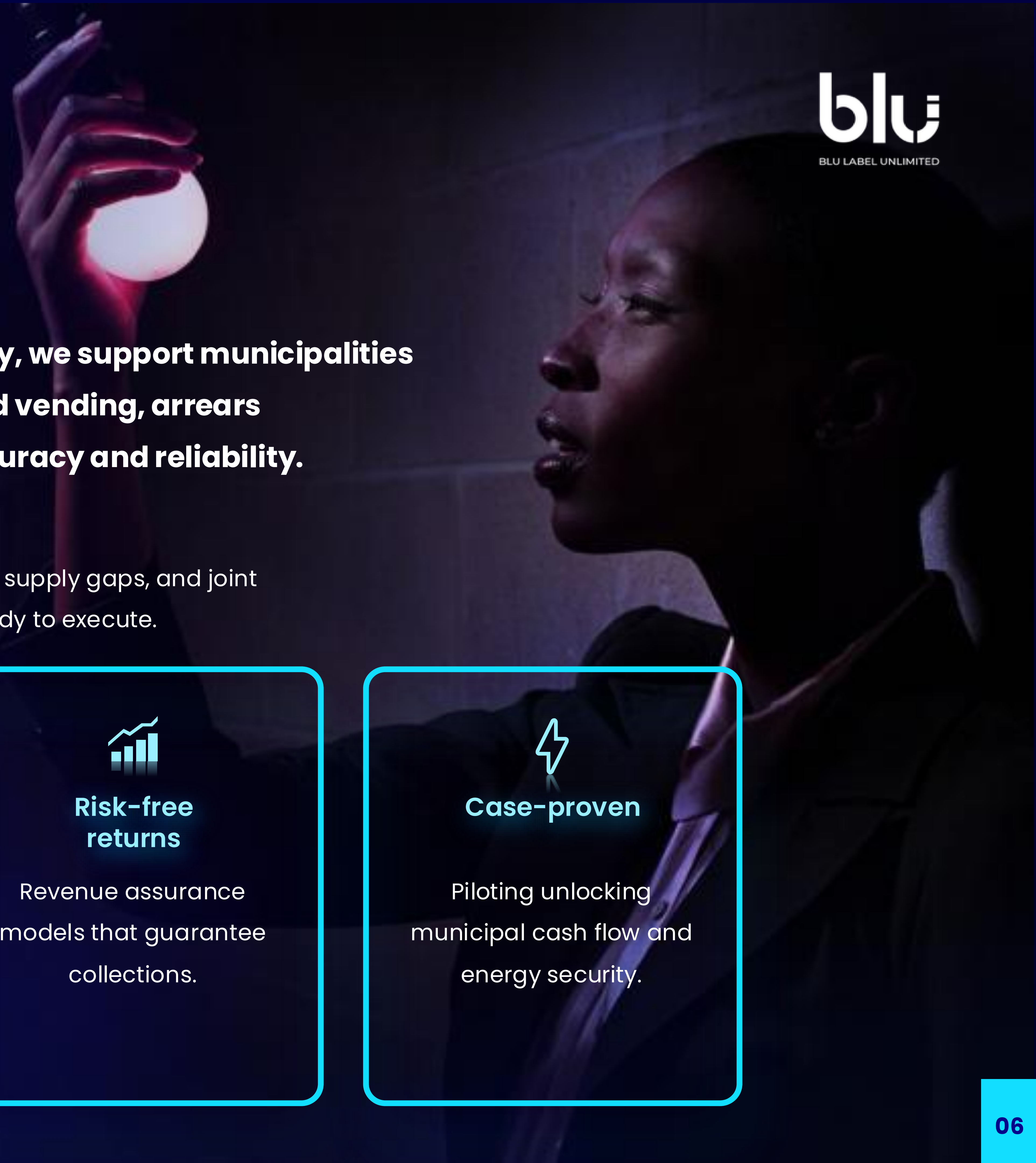
AdTech capabilities to reach millions with targeted, high-conversion campaigns.

Proven in market

Efficiencies, fraud reduction and speed to market.

BLU Energy Solutions

Streamlining revenue collection with precision and efficiency, we support municipalities in ensuring seamless cash flow. Our services include prepaid vending, arrears collection, and prompt bill payments, all guaranteed for accuracy and reliability.



Scalable green projects

Fundable nodal/sub-station solar builds and battery supply, niche supply gaps, and joint development agreements with the likes of Central Energy Fund ready to execute.

Power where it's needed

Largest electricity vendor in South Africa, vending to both large and small users.

Fixing the revenue leak

Closing the multi-billion rand municipal collection leakage through smart account reconstruction and metering.

Risk-free returns

Revenue assurance models that guarantee collections.

Case-proven

Piloting unlocking municipal cash flow and energy security.

BLU Group

BLU Distribution Solutions

Physical and virtual access to digital products and services delivered via an unrivalled distribution network.

Everywhere, for everyone

Seamless access to airtime, electricity, financial products and more - anytime, anywhere.

World-class products for emerging markets

Bringing global-quality digital products and services to consumers.

Voucher ecosystem dominance

From the ubiquitous BluVoucher to UniPin, and Ringas - powering exponential growth.

Unmatched reach

On-the-ground sales teams plus nationwide banking, retail, omni-channel and on-and offline presence.

BLU Group

BLU Media Solutions

Platforms and tools to monetise audiences through advertising, content, and engagement.

Hyper-targeted reach

Data-driven AdTech delivering precision audience engagement.

Asset digitisation

Transforming physical customer touchpoints into revenue-generating media real estate.

Content that converts

Enabling brands to activate, engage, and transact in one seamless ecosystem.

BLU Data & AI Solutions

Turning transaction flows into intelligence, monetisation, and strategic decision-making tools.

Data as the next currency

Building a low-transaction-fee future with monetisation driven by insights.

Actionable intelligence

AI-driven customer segmentation, credit risk modelling, and behavioural prediction.

Compliant & trusted

POPIA and CPA aligned, with alternative bureau capability for lead generation at scale.

Monetising the ecosystem

Leveraging data to drive new revenue streams beyond traditional margins

BLU Group

BLU Training Solutions

Skills development and digital upskilling for employability and economic inclusion.

Scale that matters

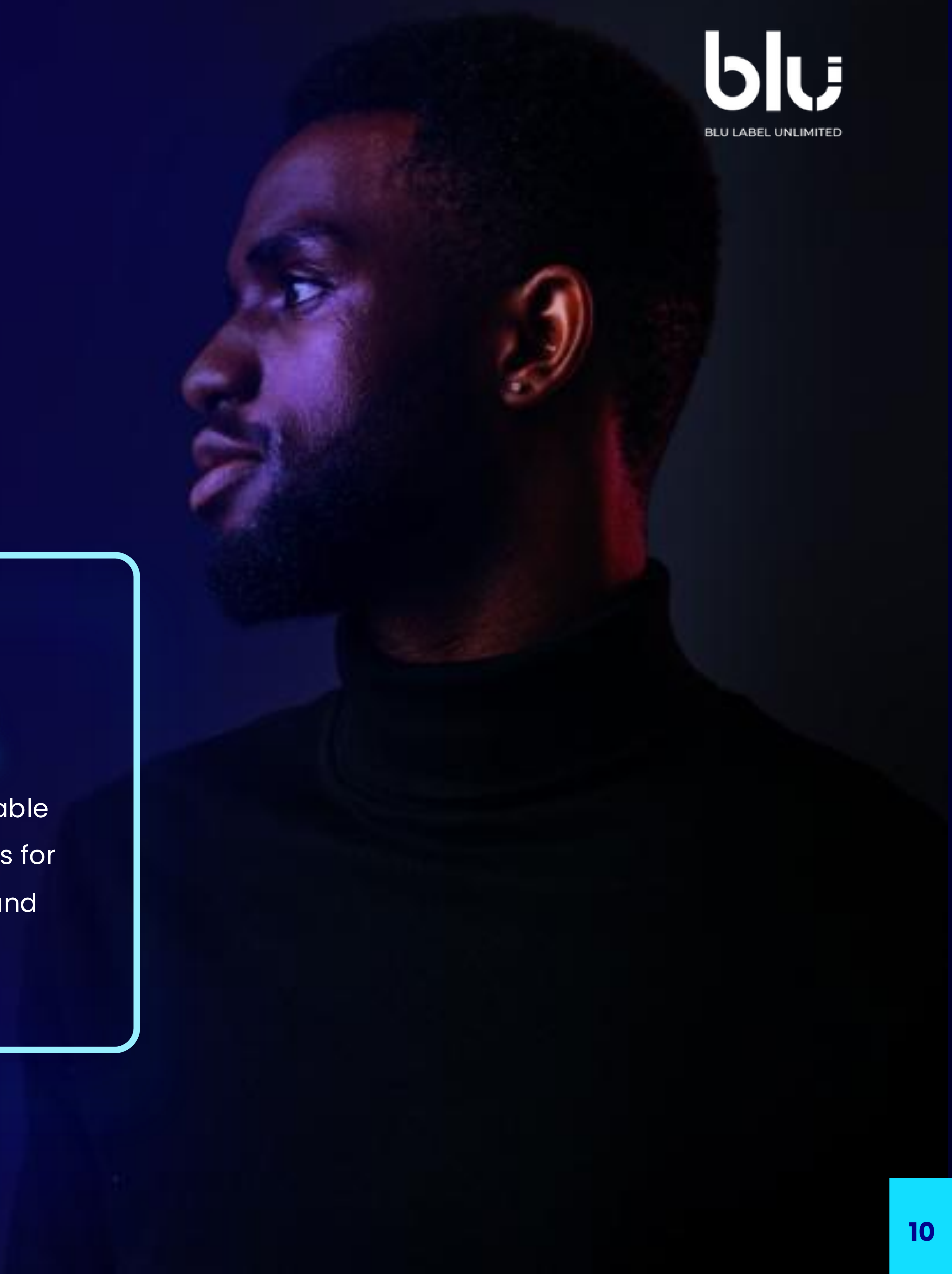
Training and employing up to 6,690 individuals under an existing contract.

Digital-first learning

Preparing the workforce for tomorrow's tech-enabled economy.

Impact at speed

Rapidly deployable training solutions for communities and corporates.



BLU Telco Solutions

Strategic telecoms plays to enhance connectivity and financial inclusion.

Synergistic growth

Leveraging telecoms partnerships to expand reach and product stickiness.

Smart credit solutions

Enabling lending models tied directly to usage and payment behaviour.

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BLU Platform Solutions

BluSky: Building a Stronger Technology Backbone

BluSky marks an important step in our technology evolution. It replaces legacy systems with a modern, cloud-based platform designed to deliver stability, scalability, and operational efficiency across the business.

The platform gives us greater agility to launch new products, improve system uptime, and integrate services seamlessly across our ecosystem. It strengthens the foundation of our business while ensuring a more reliable and secure experience for customers and partners.

BLU Group
BLU Platform Solutions

Transport

Smart Tap (a proprietary platform)

Fully deployed across Putco's 1,500 buses, eliminating fraud since Nov 2024 and processing exclusively high volume monthly transactions.

Commuter & Long-Haul Bus Expansion

Rolled out NFC ticketing for PUTCO, signed the Ipelegeng contract, progressed Muvo integration, and launched new long-haul offerings with additional carriers and an upcoming dedicated platform.

Strong growth trajectory

There is a strong pool of over 500 bus carriers in SA. We are in advanced stages of concluding two further carrier deals with monthly volumes accelerating.

Enhanced passenger convenience

Online ticket top-ups launching by September 2025, enabling seamless digital purchases.

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BLU Group
BLU Platform Solutions

Payments

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Product innovation & expansion

Launched fit-for-purpose solutions to drive cross- and upselling, including a new recon platform that improves retailer visibility, cost control, and cashflow management.

Regional growth momentum

First to launch an integrated mobile money orchestration platform in Zambia, with expansion underway in Botswana, Namibia, Eswatini, and Lesotho; deepening African market reach through Visa Cybersource integration.

BLU Group

BLU Platform Solutions

Ticketing

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Resilient Sales & Brand Strength

Maintained a strong market position in a mature and competitive landscape, with robust forward sales momentum and a record trading month achieved during the year.

Technology & Operational Efficiencies

Transition to Ticketpro 3.0 delivering cost savings and efficiency gains through better event operations cost recovery, streamlined quoting processes, and reduced equipment losses.

Pioneering AI, IoT & XR (Extended Reality) Innovation

Technov8 develops and delivers AI-powered IoT and Extended Reality (XR) solutions that tackle real-world challenges in healthcare, education, training, mining, and manufacturing. By blending advanced technology with practical applications, we transform complexity into opportunity.

grAIdar – Smarter Learning, Smarter Teaching

An AI-driven digital marking platform that frees educators from repetitive grading. grAIdar delivers deep learner performance insights, empowering teachers to focus on what matters most: improving education outcomes.

BLU Group
BLU Platform Solutions

Ticketing

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ARMS – Assisted Reality Medical Support

A breakthrough telehealth solution combining voice-operated, head-mounted tablets with AI. ARMS enables hands-free collaboration, real-time expert guidance, and automated medical records — enhancing accuracy and improving patient outcomes.

ARMS Co-Health – Community Healthcare Reinvented

An IoT-enabled telehealth platform designed for community healthcare workers. ARMS Co-Health captures real-time patient data and monitors Community Event-Based Surveillance (CEBS) signals, driving early detection of health threats and improving primary care delivery at scale.

WorkForce – Smarter Field Service Management

WorkForce digitises operations with real-time visibility, accountability, and compliance tracking. By eliminating manual processes, accelerating response times, and improving coordination, it boosts productivity, safety, and efficiency across industries.

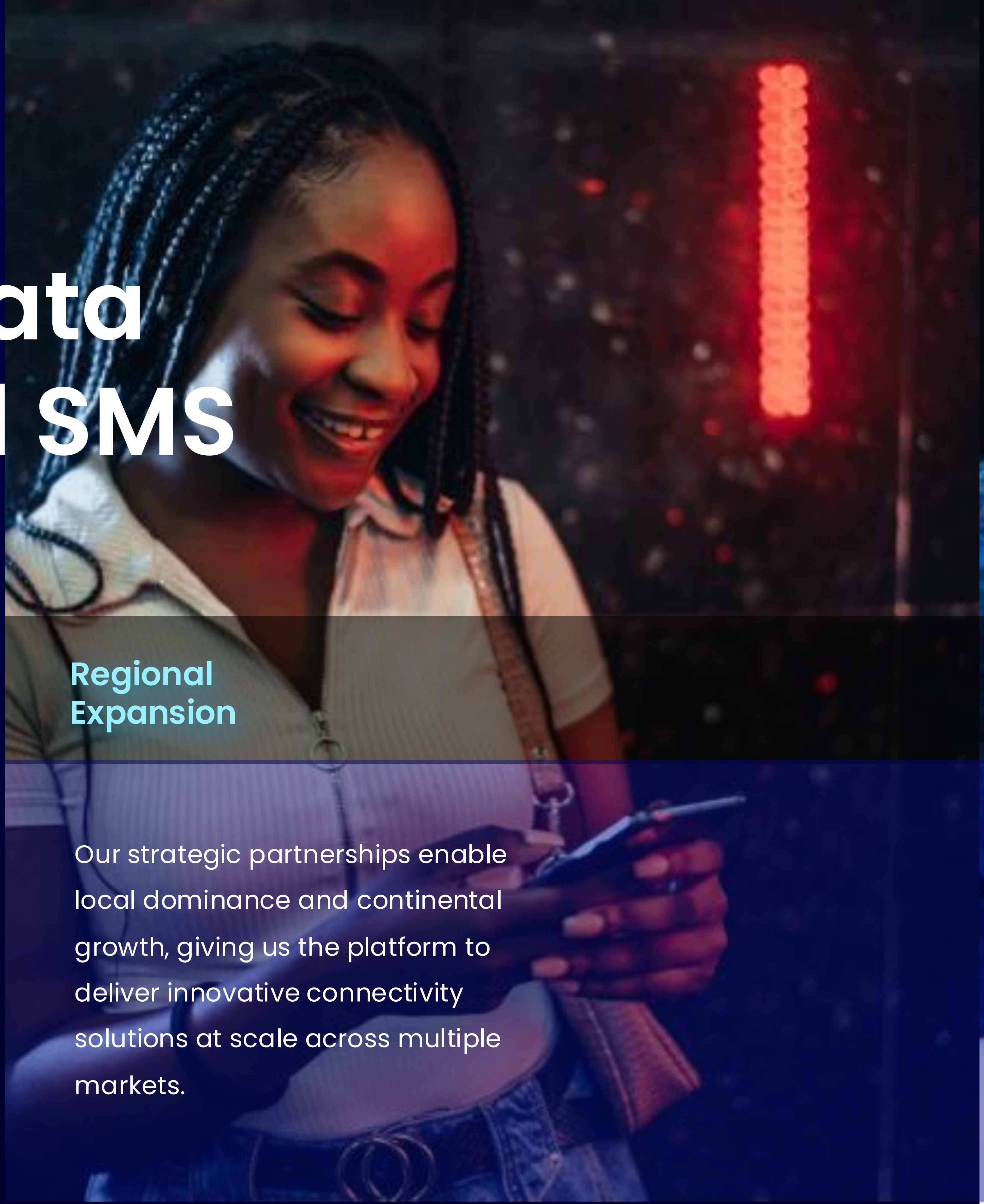
yomo – Youth Connectivity & FinTech for the Future

yomo is a youth-focused MVNO and FinTech platform built to empower young South Africans. Through affordable connectivity and tailored financial services, yomo bridges the gap between digital access and opportunity — unlocking pathways in education, skills, jobs, entrepreneurship, mentorship, and well-being.

BLU Group
BLU Platform Solutions

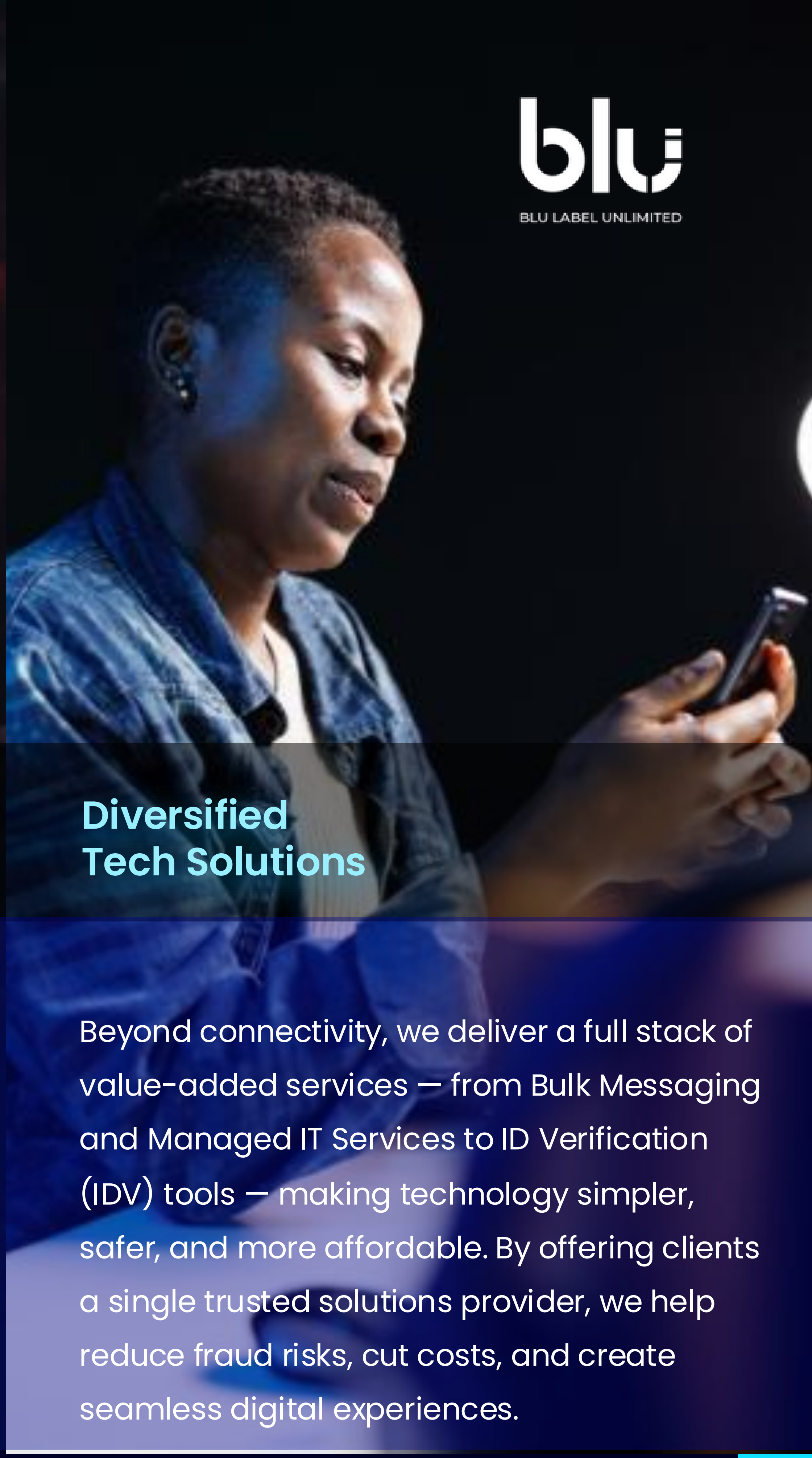
Reverse Data Billing and SMS

We’ve partnered with leading MNOs to accelerate the rollout of reverse data billing, reducing consumer costs and reshaping digital access. With plans to expand across Africa, Bluecom is positioning itself as the continent’s super-aggregator, unlocking scale and driving down data costs for future deals.



Regional Expansion

Our strategic partnerships enable local dominance and continental growth, giving us the platform to deliver innovative connectivity solutions at scale across multiple markets.



Diversified Tech Solutions

Beyond connectivity, we deliver a full stack of value-added services — from Bulk Messaging and Managed IT Services to ID Verification (IDV) tools — making technology simpler, safer, and more affordable. By offering clients a single trusted solutions provider, we help reduce fraud risks, cut costs, and create seamless digital experiences.

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BLU Group
BLU Platform Solutions

BLU Energy Solutions

As South Africa's largest prepaid electricity vendor, BLU Energy powers financial inclusion by streamlining revenue collection, ensuring municipalities receive reliable cash flow while giving millions of residents seamless, equitable access to essential services.

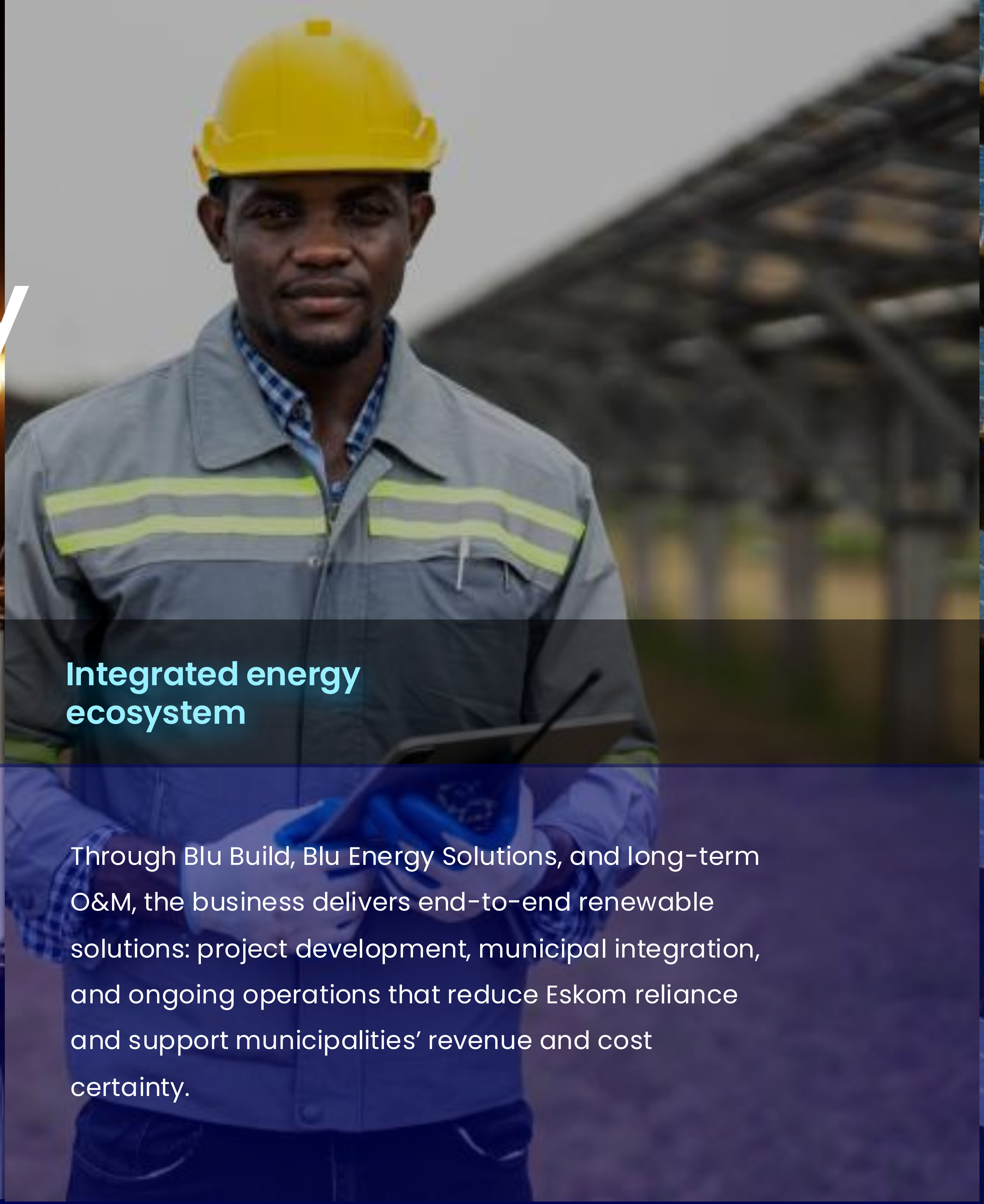
Problem: South African municipalities owe Eskom R300–R400bn, with losses from stolen and fraudulent tokens escalating by up to R3bn every month.

Solution: BLU Energy's secure prepaid vending and collections model closes the leakage, safeguards revenue, and creates a bankable pathway to recover and sustain municipal cash flows.

Revenue Assurance as Future Growth Driver

Major bids underway in several municipalities and metros, driving higher margin revenues off leakage finding. The only loser in this model is the person stealing the electricity as we are only incentivised off revenue = improvement. This model can be replicated in almost every municipality in SA.

RT29 – one of seven companies in SA to be awarded a transversal contract to supply and install smart meters to any municipality and metro.



BLU Group

BLU Platform Solutions

BLU Energy Solutions

Unlocking municipal renewable energy

Blu Energy has created a bankable model for Independent Power Producers (IPPs) by leveraging Cigicell's R40bn+ annual prepaid electricity collections, ensuring secure repayment and enabling municipalities to access cost-effective, reliable power.

Integrated energy ecosystem

Through Blu Build, Blu Energy Solutions, and long-term O&M, the business delivers end-to-end renewable solutions: project development, municipal integration, and ongoing operations that reduce Eskom reliance and support municipalities' revenue and cost certainty.

Scalable growth pipeline

A portfolio of identified municipal sites, each suitable for 10–20MW solar PV plants, positions Blu Energy to build significant capacity, supported by advanced project data analytics and spade-ready renewable projects.

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BLU Energy Solutions

Strategic partnerships driving execution

Partnerships with funders provide a unique combination of revenue assurance, funding capacity, and technical expertise to accelerate delivery of renewable energy solutions within municipalities.

Geographic Expansion & Client Wins

Completed Bela-Bela and Modimolle RT29 projects with the rollout of two new projects in the Eastern Cape commencing; breakthrough win in Stellenbosch opens new Western Cape opportunities.

BLU Group

BLU Distribution Solutions

Transformational execution

Delivered significant, major projects in FY25, processing R40+ billion in transactions.

Operational and strategic gains

Reduced fraud losses, optimised voucher procurement, and restructured to strengthen Technology, AI, and Branded Vouchers capabilities.

Navigating market pressures

Addressing margin compression in prepaid and intensifying voucher competition through new leadership, IT upgrades, and a dedicated vouchers business unit.

BLU Group

BLU Distribution Solutions

BLU LABEL UNLIMITED

Resilient Leadership in Challenging Market

Maintained scale and operational leadership despite aggressive banking/retail competition, subscriber spend dilution, and SIM market pressures; strategic aggregator partnerships in place to defend and protect high-volume business.

Margin & Treasury Levers

Strengthened treasury position expected to unlock margin gains via improved buy rates, lower interest costs, and enhanced negotiating power for early settlements and bulk purchases.

SIM & Inflow Revenue Focus

Achieved 2% YoY service revenue growth with inflow revenue as a core KPI; bespoke branded pack outperformed industry retention averages

Operational Efficiencies & Strategic Projects

SIM distribution efficiency improved gross profit despite lower volumes; U-Belong learnership integration underway with 650 agents/month rollout.

BLU Group

BLU Media Solutions

Integrated Media Ecosystem

We fuse outdoor, digital, and transit channels with Blue Label's unrivalled distribution reach, creating a seamless brand activation platform that engages consumers wherever they are.

Monetising Everyday Touchpoints

From buses to prepaid vouchers to in-store touchpoints, we transform daily interactions into powerful, revenue-generating media assets that deliver visibility and measurable impact.

Expansive Digital Footprint

Our fast-growing network of digital screens in high-traffic zones enables dynamic, real-time content delivery, ensuring brands connect with audiences at the right place, right time, and right frequency.

Hyper-Targeted Engagement

Powered by data-driven AdTech and programmatic platforms, we deliver precision targeting across outdoor and digital media — maximising ROI through audience-specific, real-time campaigns.

BLU Data and AI Solutions

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BLU Data & AI harnesses South Africa's richest data lake, profiling millions of thin-file and traditional consumers to uncover behavioural patterns, monetise transactions, and enable smarter, non-traditional engagement at scale.

Mining Insights That Matter

We interact with millions of South Africans daily, capturing and updating a dynamic consumer database that reveals purchasing behaviours and lifestyle preferences. These insights fuel our AI-driven strategy, transforming raw data into predictable revenue streams and actionable customer intelligence.

South Africa's Richest Data Lake

Our data lake empowers us to segment and profile both underserved thin-file customers and established clients, unlocking hidden value, driving personalised engagement, and monetising buying patterns at scale.

Full Value Chain Control

From data ownership to lead generation, call centres, customer relationships, and in some cases the products themselves, BLU controls the entire chain. This integrated approach ensures efficiency, compliance, and superior outcomes.

Market Leadership in Data & Leads

Our ambition is clear - to be South Africa's most trusted data provider and #1 lead supplier. By leveraging advanced analytics partners within POPIA-compliant frameworks, we deliver quality, reliability, and performance that sets the market standard.

BLU Training Solutions

Major UIF-Backed Job Creation

We've unlocked over R350 million in UIF funding, driving the creation of 6,690 new jobs in just 12 months. Already, 3,400 trainees have been placed into employment nationwide, transforming lives and energizing communities across South Africa.

Skills Development at Scale

Every recruit embarks on a structured learnership journey, earning NQF-accredited certificates that elevate their career prospects and empower previously unskilled youth to step confidently into the future of work.

Expansion in Motion

Building on this momentum, we've applied for additional UIF funding to create a further 10,000 jobs, cementing our role as a force for change in tackling South Africa's unemployment crisis.

From Training to Employment

Unlike many initiatives, we absorb all our learners into real jobs post-training. Our ability to scale rapidly is powered by resilient leadership, operational excellence, and the agility to manage thousands of staff seamlessly.

World-Class Training Facilities

Our fully equipped Randburg training centre can host 1,000+ learners every month, ensuring a continuous pipeline of skilled, work-ready candidates who are prepared to make an immediate impact.

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BLU Telco Solutions

Disciplined Growth & Risk Management

Refined credit scoring with BluNova reduced first-payment defaults and improved portfolio quality, balancing acquisition volumes with profitability.

Operational Efficiencies & AI Impact

16 automated processes deployed, engaging 170k customers monthly, preventing ~40 fraudulent sales/month, and driving R1.55m in average monthly collections.

Channel & Store Optimisation

Success with franchising company-owned stores, with revamped outlets showing double-digit growth in acquisitions and renewals.

Strategic Initiatives for FY26

Channel expansion (telesales, retail, iStore), stronger base management, VAS growth, and improved collections via DebiCheck to underpin sustainable, profitable growth.

BLU Group

Cell C: Recovery, Readiness, and Route to Value Unlock

Potential IPO Strategy

Strategic Rationale

Unlock shareholder value, enhance governance, and secure access to growth capital

Potential Pathway to Listing

Execution of defined operational, financial, and regulatory milestones

Readiness Status

Operational turnaround complete; strong financial controls; regulatory processes on track

BLU Group

Cell C: Recovery, Readiness, and Route to Value Unlock

Brief Recap

- Successful cost transformation and shift to an asset-light operating model
- Stabilised operations with improved financial performance

Cell C: Recovery, Readiness, and Route to Value Unlock

What This Means for BLU

Monetisation Opportunity

Realising value from our investment , and deploy proceeds into high-growth, high-return solutions

Investment Optionality

Opportunity to attract investment in Cell C for outside shareholders

Strategic Focus

Sharpened strategic focus and clearer view of its value on a standalone basis

Financial Highlights

Revenue | **R14.1 billion***

Increase in gross profit of
2% to R3.38 billion
(2024: R3.30 billion)

Increase in gross profit margin from
22.57% to 24.02%

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)

* 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.

BLU Group

Outlook: Focused Execution, Measurable Outcomes

Outlook and Strategic Priorities – FY26

Accelerate Returns

Drive revenue and margin growth from our core solution buckets

Value Creation

The seven “buckets of solutions” approach will best position the Group to capture value from both vertical and horizontal integration

Ecosystem Engagement

Strengthen relationships with customers and partners to enhance cross-selling and retention

Strategic Asset Value Unlock

Monetise and optimise returns from investments such as Cell C

Targeted Expansion

Evaluate selective entry into adjacent growth sectors, including high potential areas such as renewable energy, IoT, data and Fintech

BLU Group

Financial Highlights

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Revenue

For the period ended 31 May 2025

BLU LABEL UNLIMITED

	Group May 2025 R'000	Group May 2024 R'000	Growth R'000	Growth %
Prepaid airtime, data and related revenue	30,456,858	30,837,897	(381,039)	(1%)
- Prepaid airtime and data	8,625,289	9,078,108	(452,819)	(5%)
- "PINless" airtime top-ups	21,831,569	21,759,789	71,780	0%
Postpaid airtime, data and related revenue	171,467	144,314	27,153	19%
Prepaid & Postpaid SIM cards	344,379	356,982	(12,603)	(4%)
Services	520,167	462,382	57,785	12%
Subscription income share	515,246	460,574	54,672	12%
Gross electricity revenue	44,246,898	36,184,508	8,062,390	22%
- Electricity commission	319,964	287,065	32,899	11%
- Gross electricity revenue	43,926,934	35,897,443	8,029,491	22%
Handsets, tablets and other devices	2,395,249	2,735,524	(340,276)	(12%)
Finance revenue	319,833	422,855	(103,022)	(24%)
Gross ticketing revenue	1,367,832	1,510,604	(142,772)	(9%)
Gross universal vouchers revenue	15,310,837	15,911,809	(600,972)	(4%)
Other revenue	391,716	315,735	75,982	24%
Gross revenue	**96,040,483**	**89,343,184**	**6,697,299**	**7%**
Less: imputed gross revenue	(81,990,305)	(74,744,741)	(7,245,566)	10%
Reported revenue	**14,050,177**	**14,598,444**	**(548,266)**	**(4%)**

Group Income Statement
For the period ended 31 May 2025

	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	9962%
- 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%

Balance Sheet

As at 31 May 2025

	Group May 2025 R'000	Group May 2024 R'000
Non- current assets	**6,570,672**	**5,330,783**
Intangible assets and goodwill	2,227,330	2,183,199
Investments in associates and joint ventures	1,809,287	98,333
Loans to associates and joint ventures	1,302,614	1,967,246
Advances to customers	653,146	485,323
Other non-current assets	578,295	596,682
Current assets	**13,199,224**	**9,806,556**
Loans to associates and joint ventures	1,947,148	445,773
Inventories	4,665,220	4,409,011
Trade and other receivables	4,300,696	3,236,969
Advances to customers	990,621	751,036
Other current assets	473,435	67,527
Cash and cash equivalents	822,104	896,240
Total assets	**19,769,896**	**15,137,339**
Capital and reserves	**7,635,107**	**5,112,140**
Non-current liabilities	**3,246,384**	**3,351,850**
Borrowings	2,743,848	2,910,060
Other non-current liabilities	502,536	441,790
Current liabilities	**8,888,405**	**6,673,349**
Trade and other payables	5,974,889	5,335,058
Borrowings	2,673,100	1,166,190
Other current liabilities	240,416	172,101
Total equity and liabilities	**19,769,896**	**15,137,339**

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Cashflow

For the period ended 31 May 2025

	Group May 2025 R'000	Group May 2024 R'000
Cash generated by operations	**487,540**	**769,380**
Interest received	402,307	199,516
Interest paid	(1,035,022)	(1,082,619)
Taxation paid	(321,292)	(186,884)
Cash flows from operating activities	**(466,467)**	**(300,607)**
Cash flows from investing activities	**(300,711)**	**(61,192)**
Cash flows from financing activities	**692,304**	**(44,821)**
Net decrease in cash and cash equivalents	(74,874)	(406,620)
Cash and cash equivalents at the beginning of the period	896,147	1,302,767
Cash and cash equivalents at the end of the period	**821,273**	**896,147**

Investment in associates and joint ventures

As at 31 May 2025

	Group May 2025 R'000
Opening balance	98,333
Reversal of impairment of investment in Cell C	1,558,621
Investment in SPV5	241,969
Group's share of profits from associates and joint ventures	(55,376)
- Group's share of Cell C's accumulated net losses from 1 June 2019 to 31 May 2024	(1,606,557)
- Group's share of profits from Cell C from 1 June 2024 to 31 May 2025	1,507,904
- Group's share of profits from other associates and joint ventures	43,277
Other movements*	(34,260)
Closing balance	1,809,287

*Other movements include dividends received from an associate and the disposal of a joint venture.

Powering a Digital Future, Together

bluelabeltelecoms.co.za

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BLU LABEL UNLIMITED

Blue Label Annual Results

Cell C Performance

Unaudited financial results for the 12 months ended 31 May 2025

27 August 2025

Presenters

Jorge Mendes

Chief Executive Officer

El Kope

Chief Financial Officer

Agenda

- FY 25 Highlights
- Operational review
- Financial review
- Focus Areas for FY 26

FY 25 Highlights

FY 25 Highlights

1

Service revenue +6% YoY on sustained momentum across priority segments

2

Wholesale revenue +13% YoY with MVNO partnerships scaling recurring income

3

Returned to net profit, PBT +200% YoY

4

Network quality #2 overall and #1 On 4G Video in independent benchmarks

5

Brand relaunch delivered and ranked in Kantar BrandZ Top Brand #30

6

Public market readiness on track, with foundations in place

Robust core performance with double digit gains in strategic focus areas

Total Net Revenue	+4%
EBIT	+5%
Service Revenue	+6%
Prepaid Revenue	+2%
Prepaid Broadband Revenue	+18%
Gross Income Margins	+5%
Wholesale Revenue	+13%
Postpaid	+2%
Mobile Data Traffic	+31%
Blended ARPU	-2%

Note: Unaudited Non-IFRS Financial Results

Operational Review

Transformation journey building growth foundation

Brand repositioning

Kantar Top 30 Brands

KANTAR BRANDZ 2024 MOST VALUABLE SOUTH AFRICAN BRANDS

- Successful Brand relaunch
- Sponsorship momentum
- #2 OOH presence*
- Social Impact initiatives
  - Girl Code
  - Take a Child to work
  - Digital Labs

Technology investments

WINNER OPENSIGNAL AWARD

Tied in 1st place for South Africa Mobile Network Experience Report, Aug 2024.

- Best 4G Video experience
- 1st cloud-native VoLTE deployed in Africa
- Next-Gen Billing System launched
- Successful testing to offer widest 5G coverage

Value enhancements

askafrika ORANGE INDEX 2024/2025 INDUSTRY WINNER

Home Internet Excellence

- Compelling value propositions and product refresh:
  - MyConnecta platform
  - CVM Personalisation
  - Postpaid Portfolio – Elevate+

Channel refresh & expansion

Improved Customer Touchpoints

- Improved and expanded distribution channels
  - Wholesale
  - Retail
  - Digital
- Revamped stores with #50 stores completed

*Telmar, Jan 2025

cell C

Transformation journey building growth foundation

MVNO leadership

- Home of MVNOs positioning
- Old Mutual Connect launch
- Growth reported across MVNO partners

Performance culture

- Underpinned by talent bench strength
- Operating efficiency and execution excellence

Governance & Transparency

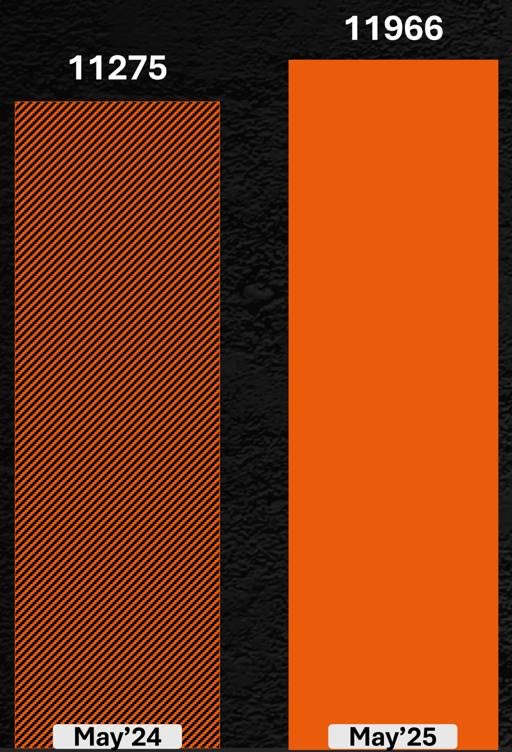
- Transparency and accountability rigour strengthened
- Robust governance framework and systems
- Values-driven leadership

Growth momentum

- Positive trajectory with positive EBIT growth (+5%)
- Improved profitability
- Public market readiness

Financial Review

Topline growth and strong cost management deliver sustained EBITDA



Gross Service Revenue

- **+6% growth**
- Gross Service Revenue pre- discounts and Commissions

Net Total Revenue

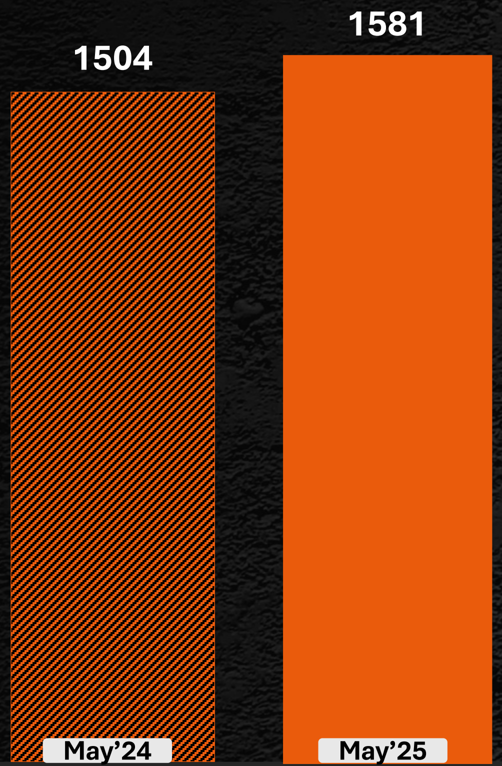
- **+4% growth**
- Total Revenue less discounts and commission, including equipment
- Equipment revenue for post paid excluded for IFRS

EBITDA

- **EBITDA Flat**
- Prior year EBITDA includes **once-off** cost reversal of R218m
- Direct Expenditure Flat
- Operating Expenses +16%

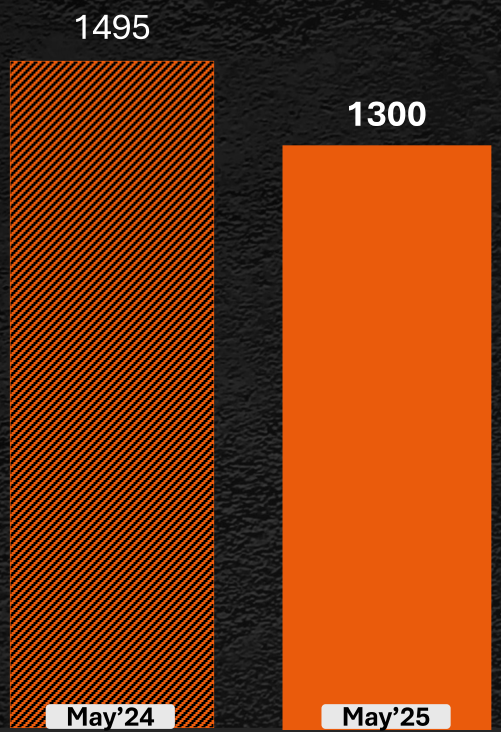
Note: Unaudited IFRS Financial Results

Performance remains solid with improvement in profitability



EBIT

- Growth of +5%
- EBIT Margin +14%
- Normalized EBIT for prior year R1,286m



Net Finance Costs

- Net Finance Cost is predominantly made up of interest on shareholder loans and finance costs on leases
- Decrease due to the reduction over time in our leases post the decommissioning of assets

PBT

- Improvement of >200%
- PBT improved on the back of 4% net revenue growth, delivering 5% EBIT growth and lower net finance costs

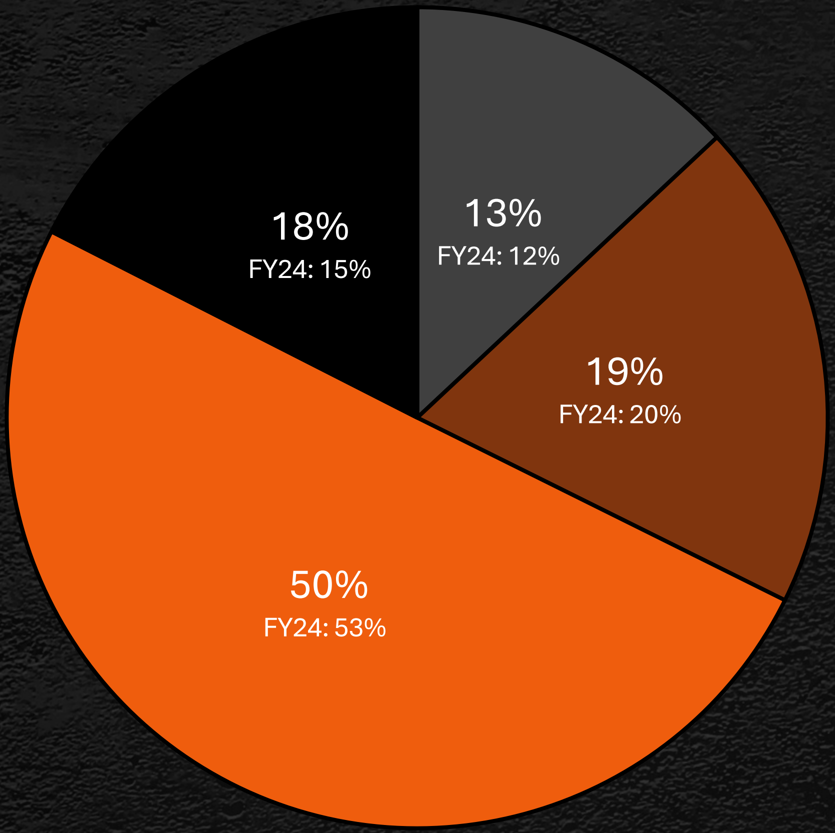
Note: Unaudited IFRS Financial Results

Beyond prepaid: Broadening and diversifying our revenue mix

Other Businesses – Strong growth (+10%)

- Other revenue is made up of Enterprise Revenue, Fibre revenue, Digital revenue and other sundry revenues like interconnect
- Other businesses' contribution grew by 3ppt, an early sign of portfolio expansion

Service Revenue Contribution %



Wholesale – Strong growth (+13%)

- Wholesale includes Bulk SMS, MVNO, and ATP services
- Wholesale contribution grew by 1ppt, reinforcing its role as a growth driver
- MVNO growth continues to drive category performance

Prepaid – Resilient growth (+2%)

- Prepaid broadband continues to show solid growth at +18%
- Prepaid's overall revenue contribution eased by 3ppt, reflecting deliberate diversification of the business

Postpaid – Resilient growth (+2%)

- Integrating operations of the CEC business to drive business performance
- Postpaid contribution eased by 1ppt, reinforcing opportunities to grow
- Optimised base by focusing on higher-yield customers, ensuring healthier revenue mix

Note: Unaudited IFRS Financial Results

Prepaid growth driven by data, broadly in line with market

Voice traffic	ARPU
-11%	R78 -2%

Data Traffic	Base
+20%	6.77m -1%

Broadband Data Traffic	Active Data Subs
+11%	4.29m +4%

Note: Unaudited IFRS Financial Results

Postpaid stabilisation underway, higher data usage accelerates data traffic growth

Voice traffic	+1%	
Data Traffic	+23%	
Postpaid ARPU	R224	-2%
Total Base	798k	-7%
Core Base	733k	-2%
Onbiller Base	65k	-45%

Note: Unaudited IFRS Financial Results

MVNO business outperforms the market

MVNO Customers (HLR)
+28%

Data Traffic
+127%

Voice traffic
+2%

Note: Unaudited IFRS Financial Results

Stronger balance sheet on a structurally improved footing

	R'm	% change
Total assets	5 074	+22 %
Total Liabilities	13 379	-8%
Equity	-8 305	+21%

- Total Assets: Deferred tax asset recognized in the current year as the company return to profitability
- Total Liabilities: Reduction in the trade and other payables offsetting increase in non-current shareholder debt
- Related party debt transactions are approximately 60% of the Total liabilities

Note: Unaudited IFRS Financial Results

FY 26
Focus Areas

Looking ahead

1

Maintain transformation momentum to reinforce operational and financial discipline

2

Conclude Postpaid business integration to capture full synergies and scale

3

Leverage MVNO leadership to accelerate wholesale growth

4

Grow and scale the enterprise business as a key driver of diversification

5

Sustain a high-performance, value-driven culture to support consistent delivery

6

Continue building sustainably to unlock future growth

Thank You