Discovery

Sustainability Report

for the year ended 30 June 2025

Contents

Our reporting suite

Our Sustainability Report is supported by a comprehensive suite of reports that provide our stakeholders with a holistic overview of the Group, its prospects and performance during the 2025 financial year (FY2025). These reports can be accessed on our website.

THIS REPORT

Sustainability Report

Discloses the Group's performance against our Integrated Sustainability Framework and, where appropriate, against relevant standards and frameworks.

Group Annual Financial Statements

Contains Group audited consolidated annual financial results for Discovery Limited, the Group's embedded value statement and five-year review.

Climate Report

Details Discovery's approach to climate change and climate-related disclosures regarding governance, strategy, risk management, and metrics and targets.

Remuneration Report

Outlines our Remuneration Policy and implementation approach, along with factors influencing our remuneration-related decisions.

ESG Databook

Contains quantitative and qualitative disclosures across ESG factors over a five-year period, where applicable, and guided by global reporting standards.

Integrated Annual Report

Details how we created, preserved or eroded value during the year. This is our primary report to our shareholders and providers of financial capital. This report also includes information relevant to our other key stakeholders.

Governance Report

Outlines the Group's governance philosophy, leadership and compliance with the King Report on Corporate Governance™ for South Africa, 2016 (King IV™)*.

Tax Transparency Report

Communicates material tax disclosure information to demonstrate our commitment to tax transparency and operating as a force for good through our tax contributions.

Annual financial results presentation and booklet

Notice of Annual General Meeting

NAVIGATING OUR REPORTING SUITE

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This icon refers to additional information available on www.discovery.co.za

Our reporting suite is best viewed in Adobe Acrobat for desktop, mobile or tablet. Click to download or update to the latest Adobe Acrobat Reader

SECTION 01

Introduction

A message from our

Group Chief Executive and Head of ESG and Investor Relations

ADRIAN GORE AND DAVID DANILOWITZ

The 2025 financial year was a defining year for Discovery; a period of exceptional progress, renewed purpose and deepened impact. We often reflect on Discovery's rich history of innovation and expansion, but it is increasingly clear that our greatest era is not in the past; it is now. We have never been more aligned, more effective or more ready to create lasting impact through our Integrated Sustainability Framework.

In every market and across every line of business, we intensified the application of our Shared-value model, which continues to be a uniquely powerful mechanism for delivering value to clients, driving behaviour change and improving societal outcomes, while achieving sustainable growth.

The year unfolded against a backdrop of heightened geopolitical uncertainty, trade tensions and shifting global policy priorities. In South Africa, confidence was supported by positive election outcomes, progress on energy and logistics reforms, and easing concerns around the implementation of the National Health Insurance (NHI) Act – all of which are critical to sustainable social and economic development. In the United Kingdom, fiscal pressures and ongoing National Health Service backlogs sustained high demand for private medical insurance, highlighting the role of our model in improving access to care **and reducing healthcare demand**. Despite **a rising healthcare burden in most markets,** the increase in the global risk environment and the **acceleration of technological and demographic trends** underpin the relevance of the Vitality Shared-value model and its unique data. The Group is adequately positioned for a new distinct phase of scaled organic growth and impact, with continued investment in technology and artificial intelligence (AI) and focused execution through our recently formed global composite, Vitality, and our home business, Discovery South Africa.

Within this environment, four intersecting global trends amplified the importance of Discovery's Shared-value model. **Behavioural risk** remains the defining driver of health outcomes, with 37% of healthcare costs attributable to modifiable behaviours across age, gender and health status – an impact that grows with age and chronicity. **Demographic change**, including ageing populations and rising chronic disease, is placing increasing strain on healthcare and social systems, underscoring the need for preventative interventions and proactive health management. **Technological advances** in AI, data science and drug innovation are transforming diagnostics, treatment and personalisation of care, while also introducing cost pressures that challenge system affordability.

Rising social responsibility is pushing businesses to adopt broader shared-value approaches that deliver benefits to all stakeholders through their products, services and client journeys.

Discovery is well positioned in each of these areas to continue driving the impact of our Shared-value model. Our uniquely rich data set, combined with the rapid scaling of our platforms and investments in AI such as Discovery AI and Vitality AI, allows us to deepen engagement through hyper-personalised client journeys and optimise our client propositions.

What sets this period apart is not only the strength of our business performance, but what powered it: a profound commitment to our core **purpose and values**. In every market and across every line of business, we intensified the application of our Shared-value model, which continues to be a uniquely powerful mechanism for delivering value to clients, driving behaviour change and improving societal outcomes, while achieving sustainable growth.

Throughout the year, our teams worked with clarity and discipline. Innovation and prudence were carefully balanced, and we launched new products, deepened digital engagement and expanded our global reach, while exercising sound judgement. In parallel, optimism and rigour guided us through uncertainty in local and global markets, with our risk and capital management frameworks proving resilient.

The scale of our impact speaks to this. In FY2025, we made meaningful progress in delivering on our core purpose – **making people healthier and enhancing and protecting their lives.** We recorded more than 640 million healthy activities, with over 5 million life years saved and R19.4 billion in value returned to clients.

All our core metrics showed strong momentum, and we are firmly on track to achieve our ambitious goal of 1 billion healthy activities per year by 2030.

This progress is significant in the context of a global health landscape defined by rising chronic disease, ageing populations and an increasing share of life expectancy spent in poor health. These trends, exacerbated by the escalating cost of new treatments and technologies, are placing unsustainable pressure on health systems and driving long-term increases in insurance premiums globally.

Discovery is uniquely positioned to solve for this. Through innovations like Personal Health Pathways, we are transforming how healthcare is delivered; from reactive and generalised to proactive and personalised. Already, 2.2 million adult members are eligible to engage in these tailored journeys, which use dynamic digital platforms to deliver actionable health insights, targeted interventions and personalised rewards. These not only foster lasting behaviour change but measurably improve health outcomes.

The Personal Health Fund provides members and their families with up to R10 000 for day-to-day benefits for completed Next-best Actions – another step in making high-value preventative care more accessible, personalised and integrated. As at end of June 2025, members had accumulated R137 million in Personal Health Funds by completing Next-best Actions.

We enhance and protect lives beyond Discovery Health through Vitality integration across our products in all markets to deepen engagement. Discovery's insurance products, which have R19.4 billion in Vitality integrated premiums, are one example of products promoting responsible behaviours, and demonstrating greater physical resilience through lower mortality and morbidity rates.

We continue to go beyond sharing value with our clients by **strengthening social systems** for broader society. We invested R117 million in social initiatives during the year through corporate social investment (CSI), community upliftment initiatives and skills development. Recognising that most of the South African population is deprived of access to quality private healthcare and relies on an over-extended public healthcare system, we remain committed to improving access to quality healthcare and training healthcare professionals. In line with this, we contributed R21 million through the Discovery Fund to various non-profit organisations (NPOs) that provide essential healthcare services to rural, underserved communities. In FY2025, Discovery Foundation disbursed R14 million in research and training grants to support academic medicine.

Our role as a force for good has amplified through stronger collaboration with government and business in addressing South Africa's most pressing challenges. This includes active participation in initiatives to restore energy stability, unlock infrastructure investment and tackle youth unemployment, crime and corruption through the Business Unity South Africa (BUSA) CEO pledge. The impact of these partnerships is tangible. While 2023 was characterised by widespread loadshedding, rising public cynicism and uncertainty about the country's future, we close FY2025 in a fundamentally different position: a government of national unity, a marked reduction in loadshedding and a renewed, collective drive for economic growth.

Promoting healthy habits among our clients and broader society must go hand in hand with recognising the profound impact of the environment on human health. We cannot separate personal wellbeing from planetary wellbeing. In this light, we are committed to **restoring the environment** by reducing our environmental footprint and making renewable energy accessible. In addition to exceeding our short-term climate-related target – a 31.2% reduction in Scope 1 and 2 emissions against our 2019 baseline – we also published our Net-zero Transition Plan. The plan sets out a clear and comprehensive roadmap for how the Group will achieve net-zero emissions by 2050.

Discovery Green is on track to supply 100% renewable energy to 1 Discovery Place by 2027, following financial close on a 150 MW wind farm in May 2025 and the award of an electricity trading licence from the National Energy Regulator of South Africa (NERSA), making it one of just 10 licensed traders in South Africa. This marks a major milestone in our contribution to the national energy transition, economic growth and societal upliftment, with research showing that expanding access to renewable energy for SMMEs could create over 52 000 jobs per year and result in about 228 000 jobs for renewables and storage, as well as boost five-year GDP growth by 0.7%.

Our people remain central to our performance, and we have been humbled to see them achieve remarkable feats during the year, reinforcing that people – especially Discovery people – can achieve anything they set their minds to. We deepened our investment in leadership development, inclusion and wellbeing, and continued to build a strong culture anchored in trust, performance and our clearly defined purpose and values. Being recognised as a Top Employer for the sixth consecutive year reflects this, but the most important indicator is the continued innovation, resilience and collaboration shown by our people every day. A standout example is four Discovery women being featured in the 100 Influential Women in Tech 2025 directory – a prestigious global recognition celebrating women shaping the future of the information and communication technology industry through vision, innovation and impact.

Innovation is in Discovery's DNA, and our Shared-value model means we harness **our model and capabilities** to drive scaled impact. We have several mechanisms in place to ensure continual innovation in our business, including engaging meaningfully to share and scale our capabilities across the industries we operate in, leveraging AI responsibly and ensuring our people are future-fit. Our Group-wide AI enablement is translating into smarter, more rewarding client experiences through Discovery AI and Vitality AI. Discovery AI, launched in FY2025, expands our Next-best Actions framework into a secure, intelligent assistant that delivers personalised financial insights and support. Vitality AI represents the next evolution of shared value, harnessing our data and assets to hyper-personalise risk, communication and rewards, with innovations like Personal Health Pathways showing the potential for tailored engagement at scale.

As we look ahead to FY2026 and beyond, we do so with optimism – not naïvely, but as a deliberate choice. In a complex, uncertain world, it is easy to focus on the negative. But our approach is different: we recognise risks clearly and act boldly to build the positive and change the prevailing narrative. That optimism, anchored in purpose, is the Discovery difference – business as a force for good, driven by values, shaped by people and focused on real outcomes.

This report, and the work it reflects, affirms our conviction that we can maximise our impact through our Group Shared-value model and build a sustainable business that benefits both current and future generations.

ADRIAN GORE
Group Chief Executive

DAVID DANILOWITZ
Head of ESG and Investor Relations

> **In a complex, uncertain world, it is easy to focus on the negative. But our approach is different: we recognise risks clearly and act boldly to build the positive and change the prevailing narrative.**

Our sustainability performance at a glance

These highlights provide a snapshot of our sustainability outcomes during the year through the lenses of our Integrated Sustainability Framework's sustainability differentiators and good business enablers.

Improved
Decreased

SUSTAINABILITY DIFFERENTIATORS

Make people healthier
Physical health

>48.8 million
lives impacted globally
(FY2024: 42 million)

>640 million
healthy activities recorded[1]
(FY2024: 576 million)

>5 million
life years saved[2]
(FY2024: >3.7 million)

R19.4 billion
shared-value dividend[3]
(FY2024: R14.9 billion)

2.2 million
adult members eligible to engage in Personal Health Pathways

R137 million
Personal Health Funds accumulated by members by completing Next-best Actions

Launched Active Smart, the **most affordable plan in the open medical scheme industry** for young professionals

Enhance and protect lives
Holistic health

R19.4 billion
ESG-integrated premiums for Discovery's responsible insurance products
(FY2024: R18.4 billion)

11% **lower drawdowns** in post-retirement products since 2015, improving preservation of retirement savings

Discovery Insure won **Best Automobile Insurance Award** (Global Insurance Innovation Awards 2024) for the Vitality Drive 3.0 programme and the **2025 Insurance Innovation of the Year Award** (2025 African Insurance Awards) for the Vitality Car Rating

Discovery Bank was ranked **1st in consumer sentiment** in the 2024 DataEQ SA Banking Sentiment Index **VitalityLife members with Optimiser**
saved up to 40%
of their annual premium through incentives and rewards in 2024

£105 million
total rewards and savings for VitalityLife and VitalityHealth members from the Vitality programme

Strengthen social systems
Collective health

Celebrated four years of Pothole Patrol, with **>295 000 potholes filled since inception**
(FY2024: >230 000 since inception)

Invested **R117 million** through CSI, **community upliftment initiatives and skills development for the unemployed**
(FY2024: R101 million)

Invested **R21 million in expanding access to healthcare** *(FY2024: R28 million)* through the Discovery Fund and **R14 million in building healthcare capacity** *(FY2024: R13 million)* through the Discovery Foundation

Since inception, Discovery Foundation has invested over **R331 million to support academic medicine** through research, development of rural and underserved medical institutions and training of medical specialists

Expanded Safe Journeys to School into Gauteng in addition to the Western Cape to now serve over **22 300 learners** daily

Restore the environment
Planetary health

Discovery Green reached financial close, unlocking **150 MW** of clean energy generation, which is expected to be available from 2027

Discovery Green partnered with Sasol to make renewable energy accessible to the currently underserved SMME market

31.2% cumulative **reduction in global Scope 1 and 2 emissions** against our 2019 baseline Increased **solar as a percentage of total electricity consumption** in our South African offices to **4.7%** *(FY2024: 4%)* through **rooftop solar**

Achieved **carbon neutral operations** (Scope 1 and 2 emissions) in the UK

Published our inaugural **Net-zero Transition Plan** in Q4 2025

Received **zero waste-to-landfill accreditation** at our Cape Town, KwaZulu-Natal and Gqeberha offices

GOOD BUSINESS ENABLERS

Our purpose and values
Our people
Our governance
Our brand
Our model and capabilities

Received upgraded **10.0 low-risk rating** and **#1 top rated insurer globally** (FY2024 reporting) for the Morningstar Sustainalytics ESG risk rating

Received a further rating upgraded score of 66 (90th percentile) from **S&P Global**

Achieved highest MSCI rating category – **AAA** for FY2024 cycle

Employee experience survey score remained unchanged at **80%**

Group balanced scorecard includes **35% Sustainability metrics**[4]

Maintained our **level 1 Broad-based Black Economic Empowerment status**

Exceeded our voluntary minimum Board gender diversity target with **50% gender diversity**

Minimum pay threshold in SA is **R200 000, almost 3.5 times the national minimum wage in South Africa**

Four Discovery women featured in the **100 Influential Women in Tech 2025**

Vitality UK accredited a **Living Wage Employer** by the Living Wage Foundation

Maintained a **gender pay gap** of **0%** for same role size

Improved workforce diversity at senior leadership with **44% gender diversity and 40% racial diversity**

Vitality UK was awarded the **Protection Provider of the Year at the 2025 Scottish Mortgage Awards** and received the **five-star Provider Service** rating at the 2025 Corporate Adviser Awards

Discovery Bank won three Ask Afrika Orange Index® awards
- Best overall client experience among 200 companies across 26 industries in South Africa
- 1st in the retail banking segment for the third consecutive year
- Ranked highest in the private banking segment for the first time

Discovery Bank **ranked 1st** for operational and reputational performance in **DataEQ's 2024 South African Banking Sentiment Index**

1 *Healthy activities include relevant physical activity events recorded and HealthyFood purchases, annually.*
2 *Life years saved is calculated, annually, from healthy activities recorded, using the methodology informed by the Habit Index.*
3 *Calculated annually and includes R6.9 billion and R11.4 billion shared value and rewards returned to clients, respectively, and R1.1 billion Vitality behaviour change savings created for Discovery Health Medical Scheme.*
4 *Includes ESG (and GHG emissions), client perception, strategy and people-related metrics.*

About this report

Our Sustainability Report outlines how we share value in support of our purpose to make people healthier and enhance and protect lives. This report includes information on how we performed against our Integrated Sustainability Framework, which is grounded in four sustainability differentiators and supported by the Group's good business enablers.

Reporting scope and boundary

This Sustainability Report provides a comprehensive view of Discovery Limited (Discovery or the Group) from 1 July 2024 to 30 June 2025. This report, published on 22 October 2025, includes:

- All material events up to the date of approval by the Board of Directors (Board) on 16 October 2025
- Financial and non-financial information on the performance of our market-specific strategic strands: Discovery (South Africa) and Vitality, including entities in Discovery's audited consolidated annual financial statements
- Information relating to the Group's sustainability-related governance practices and how these support planetary and social health and where applicable, economic development

The majority of the qualitative and quantitative data in this report relates to our South African business reporting segments. The Group derives the bulk of its revenue from these business units, where more than 80% of our people are employed. We report on environmental, social and governance (ESG) indicators for Discovery South Africa and Vitality, and we continue to improve the consolidation of non-financial information to reflect a broader Group perspective.

For more information about the Group's strategic and financial performance, prospects and revenue by geography, refer to our 2025 IAR.

For comprehensive information on our governance philosophy, leadership and compliance with King IV™, refer to our 2025 Governance Report.

Frameworks and reporting criteria

In preparing this report we were guided by the:

- Global Reporting Initiative (GRI) – we continue to align our reporting with the GRI and Discovery has reported in accordance with the GRI Standards for the period 1 July 2024 to 30 June 2025
- Sustainability Accounting Standards Board Standards
- United Nations Principles
- JSE Sustainability and Climate Disclosures
- Task Force on Climate-related Financial Disclosures (TCFD)*
- ESG rating agencies criteria

* *The TCFD was disbanded in 2023 following the release of the International Sustainability Standards Board (ISSB) International Financial Reporting Standards (IFRS) S1 and S2. We will continue reporting against the TCFD recommendations as it has become the foundation for climate-related financial disclosure globally. We also continue working to align with IFRS S2 Climate-related Disclosures.*

Discovery continues to analyse evolving global expectations to develop reporting strategies and sustainability initiatives. We continuously review Discovery's ESG financial reporting practices, benchmarking them against industry-leading standards and emerging trends, including assessment of the ISSB's IFRS S1 and S2 disclosure standards.

The Churchgate Partners ESG World platform is incorporated on our website to improve ESG transparency and efficiently disclose real-time sustainability-related information to all our stakeholders.

Forward-looking statements

This report may include certain forward-looking statements regarding the Group's future performance and prospects. These statements cannot be considered guarantees of future performance or outcomes as they may be influenced by emerging risks, future events, changing circumstances and other important factors that cannot be predicted and are beyond Discovery's control. These events may cause actual results to differ materially from our current expectations as disclosed in this report.

Combined assurance

Discovery is committed to disclosing accurate information that supports stakeholders in their decision-making. Our Combined Assurance model integrates the efforts of our management and independent internal and external assurance providers to assure the integrity of this report. In the year under review, our reporting suite was assured as follows:

- Joint external audit assurance of Financial Statements by KPMG and Deloitte
- Limited external assurance of selected sustainability information by the independent external auditor, Nexia SAB&T
- Limited assurance of factual statements by Group Internal Audit, which also verifies the indicators not assured by Nexia SAB&T
- Verification of GHG emissions inventory by Verify CO_2
- Verification of Broad-Based Black Economic Empowerment (B-BBEE) rating by Honeycomb BEE Ratings

Based on these engagements, Group Internal Audit believes the quantitative and qualitative information in this report accurately reflects the Group's performance for FY2025.

This report is the culmination of a Group-wide process led by Discovery's sustainability team. Senior resources reviewed drafts at key stages of the process before submission to the Social and Ethics Committee. The Board of Directors approved this report following a review by the Social and Ethics Committee, a content assessment by Group Internal Audit (which reviews factual statements in the report) and the recommendation of the Discovery Board.

For details on our sustainability-related governance structures, refer to page 126.

Refer to our ESG Reports to view the GRI Annexure and GRI Content Index

Refer to our website to view Discovery's ESG profile (ESG World platform)

Find our external audit opinion and verification statements online.

Board approval

Discovery's Board is responsible for the integrity of this report, and it confirms this report materially complies with the requirements of the frameworks and guidance outlined alongside. Based on its review, the Board believes this report accurately and comprehensively portrays how Discovery leverages shared value to fulfil our purpose of making people healthier and enhancing and protecting their lives.

The Board unanimously approved this report on 16 October 2025.

Sir Mark E Tucker
Independent Non-executive Chairperson

Adrian Gore
Group Chief Executive

We welcome your feedback on our reporting suite. For copies of this report or to submit any comments, email **sustainability@discovery.co.za** or **askthecfo@discovery.co.za**

Our business model

We manage the creation, preservation and erosion of value through resources and relationships available or established to provide products and services through our composites. To understand our business is to understand our **WHY**, **HOW** and **WHAT**.

WHY we are in business

OUR CORE PURPOSE

to make people healthier and enhance and protect their lives.

HOW we operate

WHAT SETS US APART

Our core purpose manifests through our pioneering and bespoke Shared-value model across our Discovery SA and Vitality (Vitality UK and Vitality Global) composites – underpinned by our leading Vitality behaviour-change platform and supported by our unique foundation and operating model.

OUR VALUES

Our core purpose and values underpin every decision we make, ensuring we manage value creation, preservation and erosion in a balanced way.

- Great people
- Liberate the best in people
- Intellectual leadership
- Drive, tenacity and urgency
- Innovation and optimism
- Business astuteness and prudence
- Customer, customer, customer
- Integrity, honesty and fairness
- Force for good

OUR STRATEGIC OBJECTIVES

To deliver on our core purpose and strategy, we focus on three strategic objectives:

1 Building brilliant businesses across our composites

2 Strengthening our foundation through key business enablers

3 Enhancing our financial and social impact

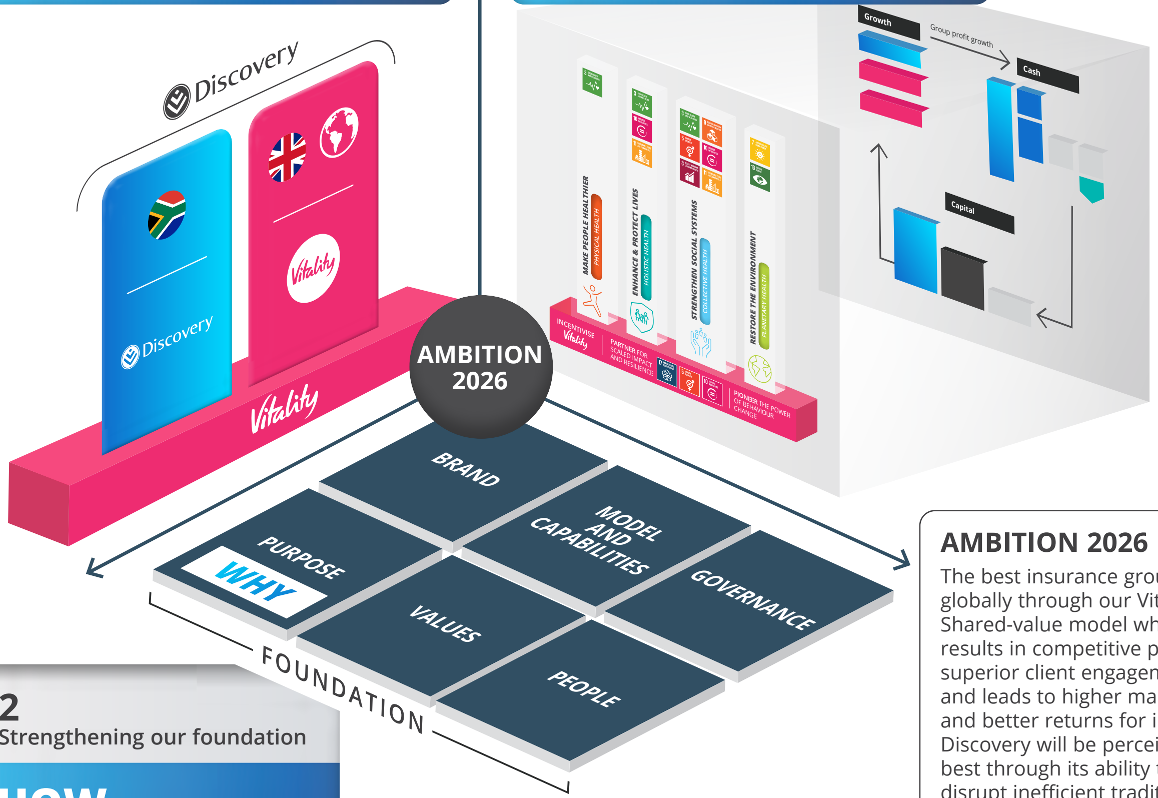
Our **WHY**, **HOW** and **WHAT** are informed by integrated thinking and are fundamentally linked to the resources and relationships we rely on to create and preserve value for our stakeholders.

1 Building brilliant businesses

WHAT Our products and services, driven through our composites

3 Enhancing our financial and social impact

HOW Our operating model



2 Strengthening our foundation

HOW

AMBITION 2026

The best insurance group globally through our Vitality Shared-value model which results in competitive products, superior client engagement, and leads to higher margins and better returns for insurers. Discovery will be perceived as best through its ability to disrupt inefficient traditional insurance models, which gives the Group value and leverage with its partners.

We unpack our performance against strategy from page 5.

For more information on our social and environmental impact, refer to page 55.

SECTION 02

Our approach to **sustainability**

Our Integrated Sustainability Framework

Our Integrated Sustainability Framework guides our approach to Sustainability and ESG. The framework is aligned with our core purpose of making people healthier and enhancing and protecting their lives. With this as our foundation, we maximise our impact through our Group Shared-value model to improve health outcomes and strengthen healthcare systems while ensuring strong environmental and governance performance.

We depend on the broader social and environmental context and strive to influence solutions to challenges beyond our immediate business interests. Shared value is at the heart of who we are, underpinning our products, services, stakeholder interactions and performance metrics.

Discovery sets ambitious goals and science-based targets at Group and business levels to drive and demonstrate progress. This approach involves:

- Scaling purpose-led innovation through our business model and across the value chain
- Disrupting the traditional financial and insurance services sector through shared value
- Aligning with and collaborating on global initiatives
- Meeting investor and ESG rater expectations

HOW WE DEFINE SUSTAINABILITY

Our commitment to sustainability is reflected in our goal to build sustainable businesses, through a long-term value lens, that create and share social and economic value in a dynamic landscape, in line with our core purpose. Our core purpose is aligned to the goal of maintaining an environment that enables and sustains good health and wellbeing. We adopt a double materiality approach, assessing our broader societal and environmental impacts while evaluating how these factors affect our ability to create and preserve value for stakeholders.

We are also guided by and aligned to the UN and GRI definition of sustainability: *"Development that meets the needs of the present without compromising the ability of future generations to meet their own needs."*

Contributing to the Sustainable Development Goals

The United Nations Sustainable Development Goals (SDGs) are a global call to action for a more sustainable future by 2030. To ensure we contribute meaningfully to global efforts, we incorporate nine SDGs into our Integrated Sustainability Framework. We believe we can contribute to these goals to achieve sustained, scaled impact and support a sustainable future for people and the planet.

Read more about our contribution to the SDGs throughout this report and in our SDG annexure, available on our website.

Our sustainability differentiators

Our four sustainability differentiators are the social and environmental impact dimensions unique to Discovery and our Shared-value model. They include:

MAKE PEOPLE HEALTHIER | **ENHANCE AND PROTECT LIVES** | **STRENGTHEN SOCIAL SYSTEMS** | **RESTORE THE ENVIRONMENT**

These differentiators guide how we allocate resources to achieve the greatest impact. They are underpinned by our impactful, global partnerships and our Vitality chassis, which incentivises behaviour change.

We unpack our sustainability differentiators in detail on pages 20 to 74.

Our good business enablers

Our good business enablers – ***brand, model and capabilities, people, purpose, values and governance*** – equip us to deliver on our sustainability differentiators. Aligned with the foundation of our ***operating model***, these enablers represent the ESG risk and opportunity factors ensuring business sustainability.

We unpack our good business enablers in detail on pages 78 to 128.

Leveraging shared value to deliver on our Integrated Sustainability Framework

Operationalised through Vitality, Discovery's Shared-value model creates a virtuous cycle of value creation and enables our sustainability.

Our shared-value lens transforms insurance – traditionally a grudge purchase – into a driving force for social change and healthy behaviour. The value we create and share extends beyond the insurance environment, impacting all the ecosystems in which we operate.

Shared value is brought to life by the data that supports it. Our 28 years in behavioural insurance give us insight into how leveraging shared value can positively impact our entire operating universe:

7% to **15%**
Lower cost of insurance

10% to **50%**
Increase in value of new business margin

Up to **40%**
Improvement in health outcomes, including physical activity, health screenings and healthy food purchases

SHARED VALUE IN ACTION – HOW WE AMPLIFY OUR CONTRIBUTIONS

Vitality is at the heart of Discovery's Shared-value model. Our rich and comprehensive dataset gives us a deep understanding of behaviour and its impact on risk. Through Vitality, we reward clients for positive behaviour change in health, financial wellness and driving safety. This virtuous cycle of healthy behaviour, insurer savings and client incentives ultimately drives impact for clients and society.

Input: Shared-value dividend

Our Shared-value model incentivises clients to improve and maintain healthy activities, earning shared-value dividends.

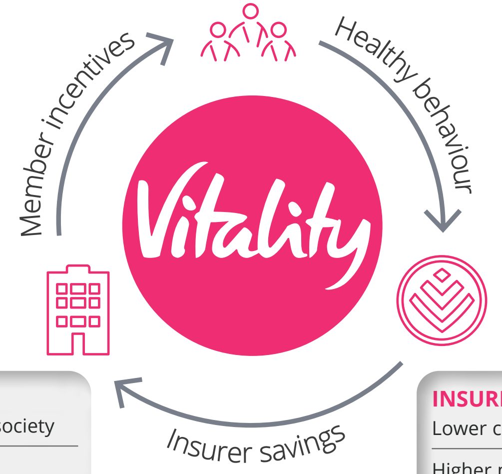
In FY2025, we provided
R19.4 billion
value to clients, including:

R6.9 billion
shared value returned

R11.4 billion
rewards returned

R1.1 billion
Vitality behaviour change savings created for Discovery Health Medical Scheme

CLIENTS
Improved health and behaviour outcomes
Better value through improved price and benefits



SOCIETY
Healthier society
Improved productivity
Reduced healthcare burden

INSURER
Lower claims
Higher margins
Positive selection
Lower lapses

Goal: 1 billion healthy activities per year by 2030

Our long-term goal has a quantifiable impact on clients and society. Our advanced technology enables us to measure activity and its impact through data, in-depth research and our global reach. This applies to physical health (through nutrition, exercise, mental wellbeing and smoking cessation) and holistic health (through improved accident rates and physical and financial wellbeing).

Impact: More than 5 million life years saved

In FY2025, we measured **more than 640 million healthy activities** through our global programmes, with a quantifiable impact of **more than 5 million additional life years** for Discovery and our partners' clients.

In millions	
Discovery SA	**191** (FY2024: 164)
Vitality UK	**129** (FY2024: 113)
Vitality Global	**322** (FY2024: 299)
Total	**642** (FY2024: 576)

STRENGTHENING THE ECOSYSTEMS IN WHICH WE OPERATE

Guided by our shared-value ethos, we use our scale, insights and capabilities to support and strengthen healthcare systems, contribute to nation-building and support economic inclusivity. Societal challenges and related opportunities inspire our innovations, which help us deliver on our core purpose.

HOW WE SUPPORT OUR ECOSYSTEMS AND WHO BENEFITS

Incentivising healthy choices

- Make people healthier (page 20)
- Taking our Shared-value model into the workplace (page 38)

Addressing critical skills shortages

- **Discovery Foundation:** Addressing the critical shortage of medical graduates and specialist skills (page 60)
- Developing the skills our industry needs (page 60)

Improving healthcare quality, reducing costs and increasing access

- **Discovery Fund:** Supporting service delivery in rural and underserved communities (page 57)
- Beyond the iron triangle (page 22)
- Expanding access to quality healthcare (page 56)

Collaborating to support constructive policy development

- Partnering as a force for good (page 64)
- Emerging risks and research (page 112)
- Responsibility for ethics (page 97)

Supporting cost control and quality management across the system

- Responding to emerging trends (page 24)
- Beyond the iron triangle (page 22)

Research, data analytics and thought leadership

- Research into ESG-related risks and solutions (page 112)
- Incentivising good driving through Discovery Insure (page 45)

Enhancing road and community safety

- Paving the way for safer roads (page 62)
- Keeping learners safe (page 62)
- Shared-value benefits for clients and broader society (page 47)
- Keeping our Bank clients safe with security and safety features (page 52)

Driving environmental sustainability

- Restore the environment (page 65)

Promoting financial inclusion and education

- Beyond the iron triangle (page 22)
- Financial inclusion through **Discovery Life** (page 44)
- Financial education and inclusion through **Discovery Insure** (page 47)
- Financial education and inclusion through **Discovery Bank** (page 53 and 54)
- Encouraging healthy financial behaviour beyond our client ecosystem (page 53)

Members and clients · Healthcare professionals · Healthcare system · Broader society · Non-governmental organisations · Employees (improved productivity) · Employers (improved productivity) · Regulators · Educational institutions · Government

Our CSI promotes social impact, especially in South Africa, which faces escalating socio-economic challenges. CSI spending forms part of the greater spending dedicated to all social impact initiatives in our business. Our work through the Discovery Fund and Discovery Foundation is key to our impact in this regard, strengthening the public health system through training and service innovation and improving access to quality healthcare, including in rural and underserved areas.

We strengthen our ecosystems through the Discovery Fund and Discovery Foundation by:

1. Increasing human resources (HR) for health through training, including specialist training
2. Supporting service delivery in rural and underserved communities
3. Supporting health service innovation through technology and developing and replicating successful health models to increase access to service in rural and underserved areas
4. Engaging and forging strategic partnerships with other industry players
5. Supporting programmes that address the racial bias in the South African healthcare system
6. Promoting gender transformation in the health workforce
7. Restoring the environment through strategic partnerships

CONSUMER FINANCIAL EDUCATION

The Discovery website offers anyone a comprehensive library of financial education and tools, including calculators, how-to videos, webinars and documents and guides.

Refer to our website for more detail on our financial education and tools.

Ensuring sustainability

We rely on strong supporting functions, structures and frameworks to execute our Integrated Sustainability Framework successfully. Our commitment to promoting society and health is demonstrated through engaging with key stakeholders, implementing robust sustainability governance practices, managing risks and compliance effectively and continuously aligning with best practices.

Stakeholder engagement

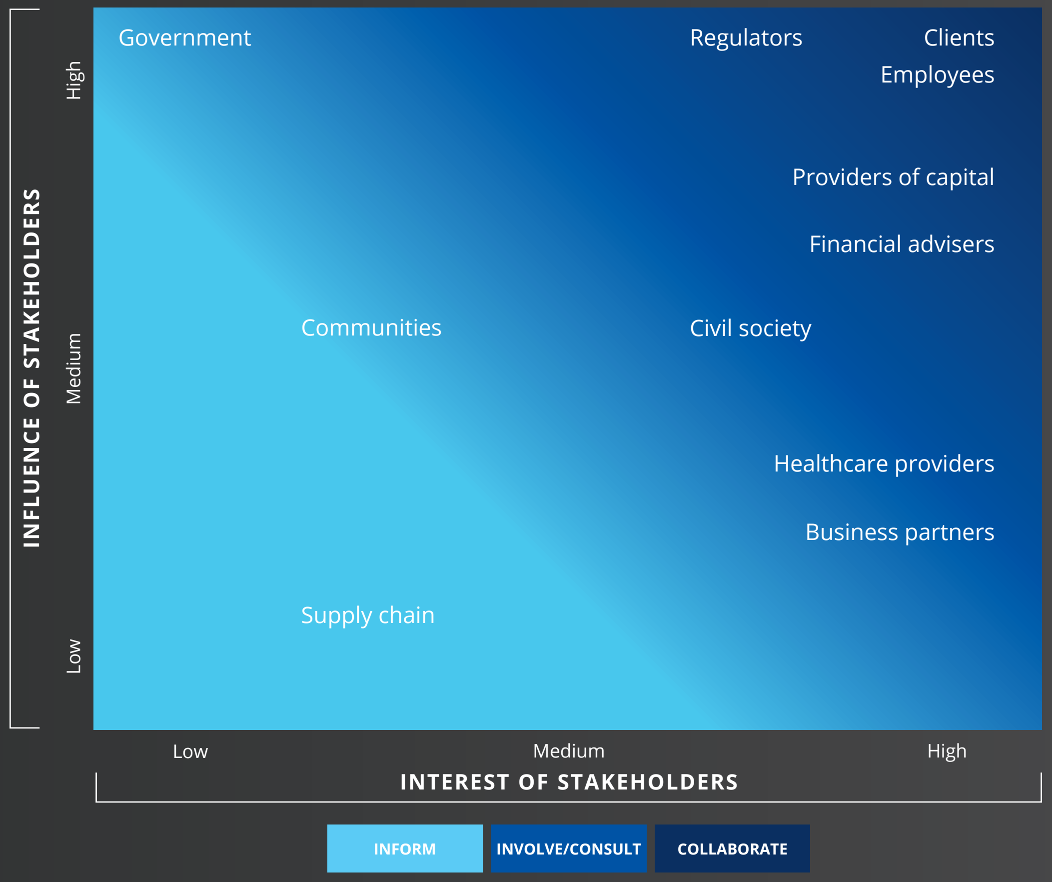
Maintaining good relationships with key stakeholders is critical to sustaining value across the Group. We engage with our stakeholders regularly to understand their concerns, needs and insights, which drives the success of our Integrated Sustainability Framework. By recognising the mutual relationships between Discovery and our stakeholders, we can better identify, anticipate and respond to significant sustainability challenges and opportunities.

OUR STAKEHOLDERS

- Government and regulators
- Employees
- Providers of capital
- Clients
- Healthcare providers
- Business partners
- Society

OUR STAKEHOLDER ENGAGEMENT FRAMEWORK

Our Stakeholder Engagement Framework guides our strategic approach to engaging with our stakeholders to manage ESG-related risks. The framework includes a matrix guiding our levels of engagement with each stakeholder group. Our approach varies depending on our objectives, outcomes, timeframes and resources and stakeholders' level of influence or interest. The graphic below maps out our approach to managing our stakeholder relationships – inform, involve/consult or collaborate.



Our Stakeholder Engagement Policy and Framework were last reviewed and updated in February 2025, and approved by the Board's Social and Ethics Committee.

For more details on our stakeholder relationships, refer to our 2025 Integrated Annual Report.

OUR ESG ENGAGEMENT MATRIX

	WHAT WE ENGAGE ON		WHO WE ENGAGE WITH: Employees	Society incl. communities and civil society	Suppliers	Clients	Providers of Capital	Trade associations and industry bodies	Healthcare providers	Rating agencies	Business partners and Financial advisers	Government and regulators
Environment	**Climate**	▪ Energy and fuel efficiency ▪ GHG emissions ▪ Technology and opportunity	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Environment	**Natural resources**	▪ Water (use and pollution) ▪ Land, forests and biodiversity	✓	✓	✓		✓	✓	✓	✓	✓	✓
Environment	**Waste and toxicity**	▪ Waste management ▪ Hazardous and non-hazardous waste ▪ Emissions ▪ Electronic waste	✓	✓	✓	✓	✓	✓	✓	✓		✓
Environment	**Environmental risk management**	▪ Disaster planning, response and resiliency ▪ LEED design, green building and certification ▪ Climate change	✓	✓	✓	✓	✓	✓		✓	✓	✓
Social	**Human rights**	▪ Own operations ▪ Supply chain standards	✓	✓	✓	✓	✓	✓		✓	✓	
Social	**Labour, health and safety**	▪ Fair wages, benefits, training and development ▪ Labour standards and laws ▪ Employee engagement	✓	✓	✓		✓	✓		✓	✓	✓
Social	**Diversity, equity and inclusion**	▪ Equal opportunity and participation ▪ Non-discrimination	✓	✓	✓		✓	✓	✓	✓	✓	✓
Social	**Product safety, quality and brand**	▪ Customer satisfaction ▪ Affordability, accessibility and responsible development	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Social	**Community engagement, partnerships and memberships**	▪ Volunteer hours ▪ Building the nation ▪ Alliance with key organisations, council and institutions ▪ Trade associations/industry bodies membership ▪ Corporate philanthropy	✓	✓			✓	✓	✓	✓		✓
Governance	**Board composition**	▪ Effectiveness and independence ▪ Diversity, skills and experience	✓				✓			✓		✓
Governance	**Ethics and compliance**	▪ Ethical culture ▪ Anti-corruption and bribery ▪ Cyber security and data privacy ▪ Oversight and accountability ▪ Management policies, systems and disclosure (transparency) ▪ Political contributions and lobbying	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Governance	**Corporate governance**	▪ Executive compensation ▪ Board leadership ▪ Shareholder rights	✓				✓	✓		✓		✓
Governance	**Risk management and mitigation**	▪ Codes of conduct ▪ Sensitivity analysis and stress-testing	✓		✓	✓	✓	✓	✓		✓	✓

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Governing sustainability

HOW WE SUPPORT GOOD SUSTAINABILITY GOVERNANCE

Good governance extends beyond compliance. It builds an ethical culture and enhances leadership, risk management, performance management and transparency – all of which are crucial for effectively managing sustainability. We support good sustainability governance through the following mechanisms:

- Our Group Chief Executive assumes responsibility for sustainability within Discovery
- Responsibilities at Board and executive levels ensure delivery on our Integrated Sustainability Framework
- ESG risks and opportunities are assessed, managed and publicly disclosed for the Group
- Financial and sustainability performance measures, including climate-related and other ESG targets, are linked to remuneration
- Our model and capabilities, organisational structure and remuneration are reviewed to ensure they enable delivery on our sustainability ambitions and goals

Our stakeholder-inclusive approach to corporate governance – with the support of our risk and compliance functions – ensures the highest standards of risk management and compliance are embedded across the Group, including regarding sustainability matters.

Governance is one of our Integrated Sustainability Framework's good business enablers. Read more about how good governance is integrated into our business from page 125.

Risk and compliance

The Board is committed to developing and maintaining the Group's strong risk and compliance management capabilities and culture while providing appropriate protection to policyholders, clients and stakeholders. Strong governance and a robust risk and compliance framework are core to this approach, supported by procedures and systems to ensure we adhere to high levels of personal and professional integrity.

Managing risk is part of Our model and capabilities, which is one of our good business enablers. For more detail on our ESG risk management approach, see pages 111 to 121.

Aligning with leading best practice

We demonstrate our commitment to ESG performance by aligning to best practice, and through global memberships, index inclusions and commitments. This enhances our transparency and ensures stakeholders have the information they need to understand our sustainability journey and make informed decisions. External recognition helps us measure our ESG progress, with 8% of our Group single incentive scorecard linked to ESG-related targets, which includes Discovery's ESG ratings.

OUR KEY MEMBERSHIPS AND COMMITMENTS

MEMBERSHIPS AND PARTICIPATION

- United Nations Global Compact (UNGC) Target Gender Equality programme
- UNGC Network South Africa
- UNGC Climate Ambition Accelerator
- UNGC SDG Innovation Accelerator
- UNGC SA Engaging and Supporting SMEs committee
- NBI Science Based Targets Network working group

COMMITMENTS

- Level 1 B-BBEE Codes of Good Practice
- UNGC Ten Principles
- Furthering the UN SDGs
- World Economic Forum Stakeholder Capitalism Metrics
- Signatory and active participant of the United Nations Principles for Responsible Investment (PRI)
- Signatory to the United Nations Environment Programme Finance Initiative (UNEP FI) Principles for Sustainable Insurance

Refer to page 96 for details on our work with lobbying bodies, trade associations and think tanks to advance policy reform and sustainable economic development.

PARTNERING AS A FORCE FOR GOOD

Through our involvement with BUSA, we pledged to partner with over 130 of South Africa's leading corporations to assist, build and bolster initiatives aimed at addressing the country's current challenges with the aim of achieving sustainable, inclusive economic growth.

Through our Health Funders Association and BUSA memberships, we collaborate with the South African government to establish the necessary mechanisms to achieve a sustainable system of universal healthcare as outlined in the Presidential Health Compact.

Discovery is an active participant in the Board and Technical Advisory Committee of the Health Funders Association, providing technical input and participating in discussions on matters of industry importance.

We are also an active participant in the BUSA Health Policy group, which has been formed to deal with health-related topics. This included building on lessons learnt from COVID-19 in respect of public-private partnerships and collaboration.

We actively collaborate with several regulatory bodies, such as the Health Professions Council of South Africa, South African Pharmacy Council and South African Nursing Council.

EXTERNAL RECOGNITION

We maintained the highest peer ratings across the following:

S&P Global Ratings

S&P Global (Dow Jones Sustainability Index):
66 score in the 90% percentile for 2024 reporting cycle, reflecting an improved outcome

SUSTAINALYTICS

Morningstar Sustainalytics risk rating:
Received an upgraded score of **10.0 low-risk** rating, a significant improvement from our 14.9 score. Discovery is now the **#1 top rated insurer** globally for FY2024 reporting cycle

MSCI ESG RATINGS AAA

MSCI ESG Index:
AAA rating for the FY2024 reporting cycle, placing Discovery in the industry leader category

IRAS

IRAS Sustainability Data Transparency Index:
ranked first in the financial services – insurance and benefits sector in 2023*

FTSE4Good

Constituent of the FTSE4Good Index Series

Relative to South African life insurance peer group.

Material themes guiding our sustainability approach

To fulfil our purpose and be a force for good, we must identify external factors impacting our ability to create and share value, as well as our impact on our stakeholders and broader society.

We undertake an annual process with stakeholder input (including investors and Non-executive Directors) to determine our material matters and themes. Our robust double materiality assessment looks outward to understand our societal and environmental impact and inward to determine what impacts our ability to create value for our stakeholders. This process informs the material themes and matters for our Integrated Annual Report and Sustainability Report, ensuring cohesive messaging.

In FY2025, our materiality determination process identified and prioritised eight themes that influence enterprise value and Discovery's impact on the economy, environment and society. These themes, and the material matters that inform them, align with stakeholder concerns and needs and support the delivery of our core purpose.

The Group Executive Committee reviews the materiality assessment, which is submitted to the Board for validation.

How our material themes relate to our Integrated Sustainability Framework

We mapped our FY2025 material themes against our Integrated Sustainability Framework and the SDGs to ensure clear pathways for meaningful impact.

SUSTAINABILITY DIFFERENTIATORS

- Make people healthier
- Strengthen social systems
- Enhance and protect lives
- Restore the environment

GOOD BUSINESS ENABLERS

- Our purpose and values
- Our people
- Our brand
- Our model and capabilities
- Our governance

Links to executive remuneration

We have embedded our ESG targets, which are included alongside, into our remuneration to ensure alignment at leadership level.

Our Integrated Sustainability Framework also depends on maintaining **sustainable financial health** across the Group.

For more information on Discovery's financial performance, refer to our 2025 IAR.

1 Advance our disruptive Shared-value model

We develop products that are both standalone and integrated, delivering measurable shared value for clients, our business and society. These offerings are relevant, personalised and high quality, reflecting client needs while responding to disruptive technologies, new entrants, competitors and socio-environmental concerns. Guided by Discovery's organic growth strategy and the Vitality Shared-value model, our products also incentivise positive behaviour change in areas such as health, financial wellbeing, road safety and environmental sustainability.

Targets

- 1 billion healthy activities per year by 2030
- 2 million Discovery Bank clients by 2029

KPIs

- Life years saved
- Shared-value dividend to clients
- Responsible insurance product premiums
- Number of global markets where we operate

What we measure

- Customer engagement levels
- Tracking improvements in health outcomes
- Insurance partner membership base

Related sustainability differentiators and good business enablers

- Make people healthier
- Enhance and protect lives
- Our model and capabilities
- Our brand

RELATED SDGs

3 Good health and well-being; 8 Decent work and economic growth; 7 Affordable and clean energy

2 Leverage and manage technology and innovation

We harness technology, innovation and our unique data set to drive value in emerging areas such as the Internet of Things and AI, ensuring their responsible use through strong governance. At the same time, we build cyber-resilient platforms that safeguard data privacy and promote digital inclusion and equality through our products and services.

Targets

- Empower 10 000 of our people to effectively use generative AI

KPIs

- Number of employees engaged and trained in Discovery's GenAI Academy
- Number of data breaches and cyber-security incidents
- Number of research publications
- Discovery Bank availability percentage

What we measure

- Digital platform engagement
- Number of insurance innovations

Related sustainability differentiators and good business enablers

- Make people healthier
- Enhance and protect lives
- Strengthen social systems
- Restore the environment
- Our model and capabilities

RELATED SDGs

3 Good health and well-being; 7 Affordable and clean energy; 9 Industry, innovation and infrastructure

3 Empower our people

We attract and retain top talent to build motivated, engaged teams that reflect Discovery's culture and address scarce skills critical to our success. By leveraging diversity, supporting non-discrimination and embedding equitable practices, we foster a sense of belonging for all employees. At the same time, we provide job security, relevant benefits and support for physical and mental wellbeing, while managing performance in the current environment and preparing our people for the future.

Targets

- Employment equity targets
- Senior female appointment targets (UK)
- Employee engagement percentage
- Staff retention percentage
- Skills development target

KPIs

- Employee experience survey score
- Workforce Vitality Age vs actual age gap
- Workforce turnover and involuntary turnover
- Employee training hours/days
- Learning and development spend
- Percentage of employees with active Vitality membership
- Number of employees registered with Healthy Company

What we measure

- Employee wellbeing
- Workforce diversity recruitment and representation

Related sustainability differentiators and good business enablers

- Make people healthier
- Enhance and protect lives
- Strengthen social systems
- Restore the environment
- Our model and capabilities

RELATED SDGs

5 Gender equality; 10 Reduced inequalities

4 Ensure good corporate governance and leadership

We comply with regulatory requirements while actively engaging in shaping a complex environment, embedding good governance, risk management and ethical leadership across the business. Our values-based approach, built on fairness, integrity and transparency, ensures clients are treated fairly, products remain suitable and communications are responsible. We also monitor supply chain impacts, support fair and responsible remuneration practices and uphold effective disclosure to strengthen trust and deliver long-term value.

Targets

- 40% black and 30% female Board representation by FY2026
- Top quartile ESG ratings
- Minimum wage

KPIs

- Vertical and diversity pay gaps with internal targets
- Client perception score
- Number of employees trained on ethical conduct
- Ethical incidents reported

What we measure

- Board effectiveness reviews
- Client complaints data

Related sustainability differentiators and good business enablers

- Strengthen social systems
- Our governance
- Our people
- Our brand
- Financial strength

RELATED SDGs

5 Gender equality

5 Operate within a volatile socio-economic environment

We monitor and respond to economic uncertainty arising from geopolitical tensions, tariffs, energy instability, infrastructure failures and commodity shocks, alongside pressures such as unemployment, inflation and low growth that have inequitable effects. At the same time, we adapt to societal shifts including an ageing population, youth disillusionment, eroding social cohesion, inequities in social security systems and rising mental health challenges. We also recognise the strain on healthcare systems and support them through digital and preventative solutions, specialist training and targeted funding.

Targets

- Discovery Green to provide 1 Discovery Place with 100% renewable energy by 2027

What we measure

- Impact of economic conditions on persistency rates across product lines
- Impact of interest rates, currency and market volatility
- Impact of demographic and environmental conditions and risk factors on claims rates across product lines
- Response to grid failures and other power-related issues in South Africa
- Response to water limitations in South Africa

Related sustainability differentiators and good business enablers

- Make people healthier
- Enhance and protect lives
- Our brand
- Our model and capabilities
- Financial strength
- Strengthen social systems
- Restore the environment

RELATED SDGs

3 Good health and well-being; 7 Affordable and clean energy; 9 Industry, innovation and infrastructure; 8 Decent work and economic growth; 10 Reduced inequalities

6 Ensure long-term financial sustainability

We deliver sustainable performance through our Shared-value business model, allocating capital to support long-term resilience. This includes adapting to physical and transition risks from climate change, while embedding ESG considerations across our value chain, investments, products and services to assess and manage related risks.

KPIs

- Credit loss ratio
- Research spend
- Percentage lower cost for DHMS members vs other schemes
- DHMS fraud recovery amount
- Road fatality rate

What we measure

- Performance of Shared-value model across key risk and value indicators
- ESG investment criteria

Related sustainability differentiators and good business enablers

- Restore the environment
- Our purpose and values
- Our governance

RELATED SDGs

3 Good health and well-being; 13 Climate action

7 Expand and strengthen our social impact

We scale our collaborative impact through initiatives such as crowdsourced philanthropy, employee volunteering and public–private partnerships, while addressing societal challenges in healthcare, financial wellness and road safety by leveraging our unique differentiators, including behavioural change, education investment and the Vitality platform. At the same time, we provide products and services that promote inclusion and education across the healthcare, insurance and finance industries.

Targets

- Impact 1 million lives in rural and underserved areas by 2026
- Train 600 medical specialists by 2026
- 20% employees volunteering for Discovery ForGood annually

KPIs

- Potholes repaired through Pothole Patrol
- Enterprise supplier development disbursements
- Skills development and training for the unemployed
- Social investment
- Financial inclusion: number of lives covered by KeyCare and Flexicare
- Number of employees volunteering
- Rand value of employee volunteering activity
- Discovery Fund essential healthcare services in rural communities
- Research grants for black medical public sector specialists
- Procurement spend on black-owned businesses

Related sustainability differentiators and good business enablers

- Make people healthier
- Enhance and protect lives
- Strengthen social systems
- Restore the environment
- Our purpose and values
- Our people

RELATED SDGs

3 Good health and well-being; 10 Reduced inequalities; 11 Sustainable cities and communities; 17 Partnerships for the goals

8 Strengthen our environmental stewardship

We are committed to reducing carbon emissions on the path to net zero and supporting clients, suppliers and partners to lower their impact through behaviour change. At the same time, we manage the environmental footprint of our operations, focusing on waste, water and biodiversity.

Targets

- 25.2% cumulative reduction in Scope 1 and 2 emissions against 2019 baseline in FY2025
- Carbon neutral in South African operations by 2027
- Net zero by 2050 or earlier
- Maintain zero waste-to-landfill accreditation

KPIs

- Percentage of waste sent to landfill

What we measure

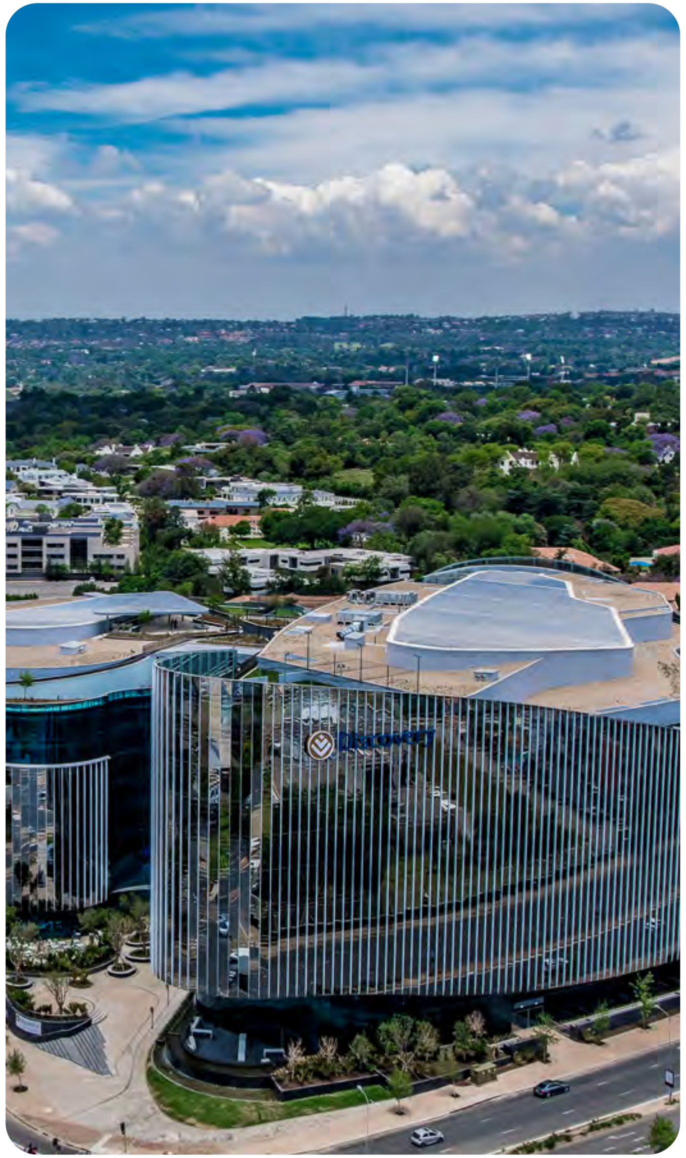
- Paper use
- Kilolitres of water withdrawn from municipal water supplies
- GHG emissions
- Waste management

Related sustainability differentiators and good business enablers

- Restore the environment
- Our purpose and values
- Our governance

RELATED SDGs

7 Affordable and clean energy; 13 Climate action



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SECTION 03

Sustainability **differentiators**

Make people healthier

Physical health

SUPPORTING THE SDGs

Our contribution is underpinned by the Vitality chassis, which supports:

RELATED MATERIAL THEMES

- Advance our disruptive Shared-value model
- Operate within a volatile socio-economic environment
- Ensure long-term financial sustainability
- Leverage and manage technology and innovation
- Expand and strengthen our social impact

WHY does this matter?

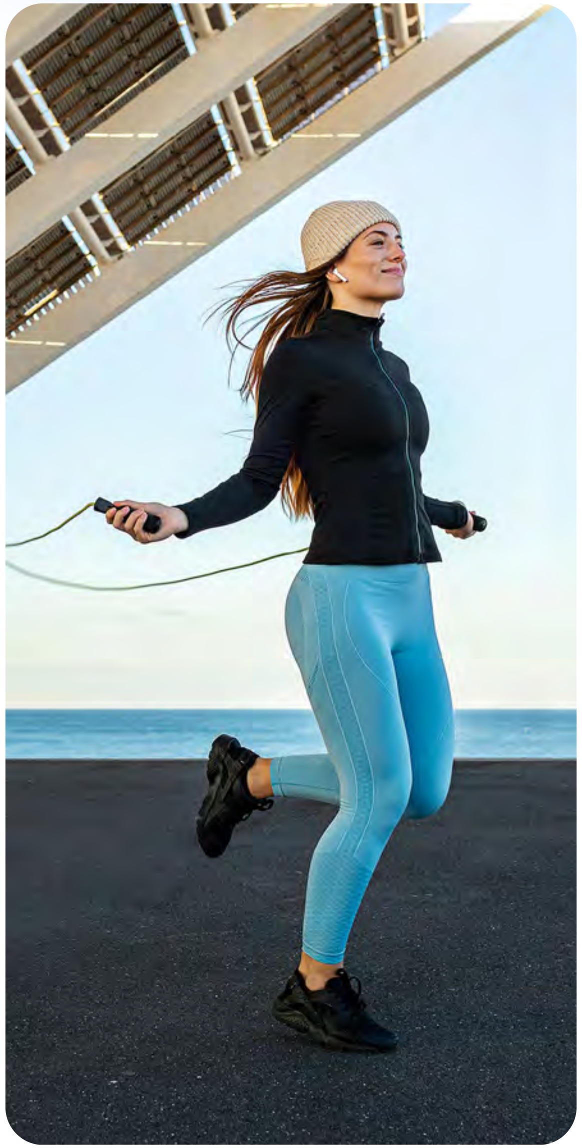
Making people healthier is the core of our business and the first sustainability differentiator of our Integrated Sustainability Framework, **linking directly to our purpose**. We take a preventative approach to healthcare that leverages our deep understanding of individual health risks to incentivise healthy behaviours scientifically proven to reduce those risks.

WHAT do we do?

Our business is directly linked to the health and wellbeing of our clients. The Vitality Shared-value model uses leading **behavioural analytics, rewards and incentives** to help clients **make healthier choices**. Doing this makes us more competitive, benefits the business and maximises its **positive impact on our clients and society**.

HOW do we do this?

Beyond the iron triangle	Page 22
Responding to **emerging trends in healthcare**	Page 24
Personalising healthcare to drive behaviour change and shared value	Page 28
Driving behaviour change through the **Vitality platform**	Page 32
Taking our Shared-value model **into the workplace**	Page 38



TARGET

1 billion
healthy activities per year by 2030

PROGRESS MADE IN FY2025

Recorded
>640 million
healthy activities during FY2025, including 100 million HealthyFood items purchased

KEY DEVELOPMENTS ON OUR JOURNEY TO MAKING PEOPLE HEALTHIER

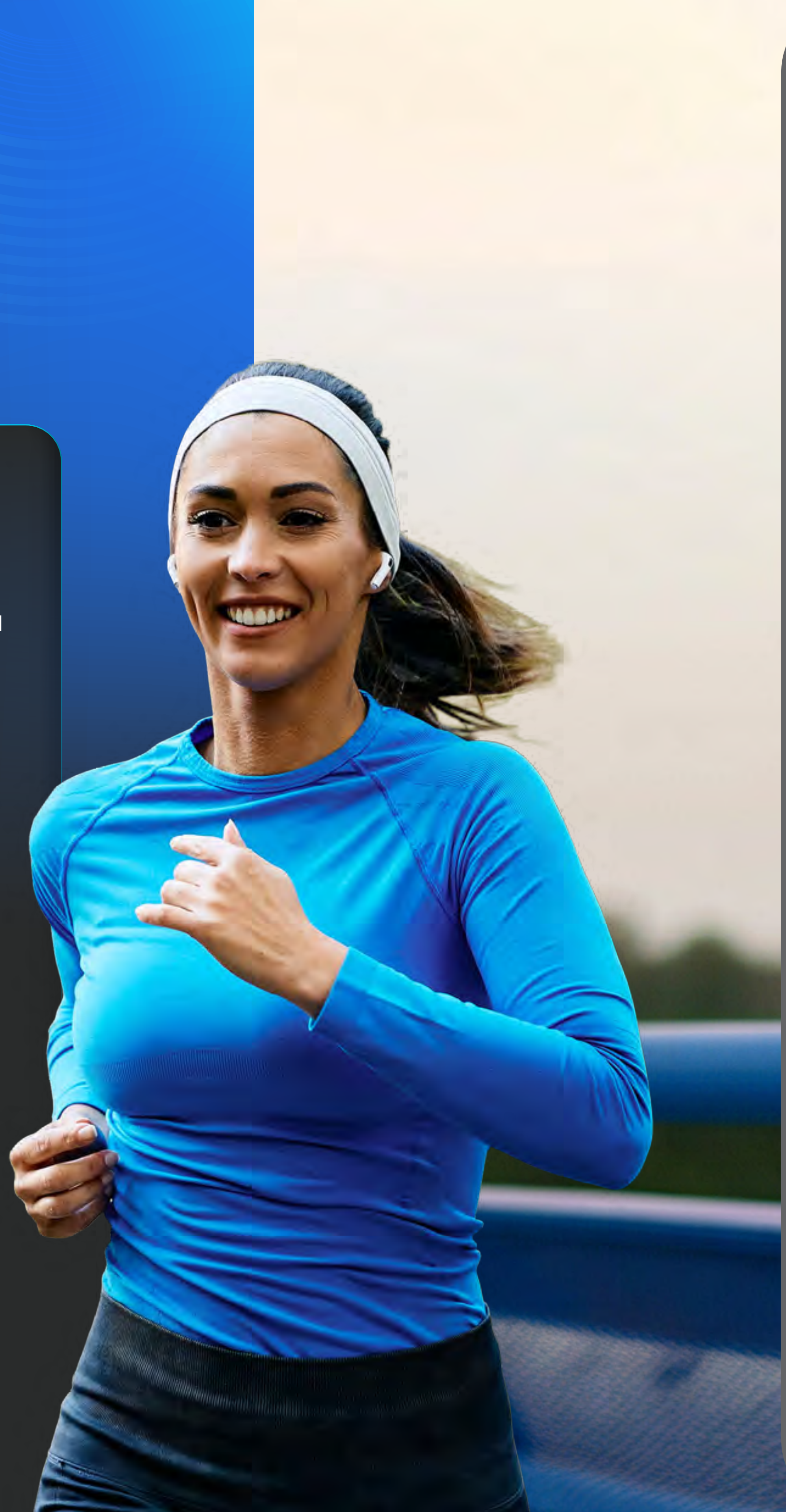
Impacted
>48.8 million
lives globally
(FY2024: 42 million lives)

>5 million
life years saved
(FY2024: >3.7 million)

- The Group's global presence expands across 42 markets and our insurance partner membership increased by 27%
- Discovery Health Medical Scheme (DHMS) members pay an average of 12.7% less than members of the subsequent seven largest open schemes (FY2024: 11.1%)
- Through our Hospital Care Rating Initiative, members can compare hospitals' performance on healthcare quality and efficiency metrics and allowing them to make more informed choices. Among the 135 private hospitals rated, 89% achieved 'better than expected' or 'as expected' ratings, reflecting the quality and efficiency of the private health system in South Africa
- In FY2025, Vitality UK members completed 76 903 health checks and received over £105 million in total value in rewards.
- During the year, Vitality UK launched Pick and Play, the next generation of its Vitality programme, as well as new digital mental health and medicated weight-management pathways
- Rolled out Personal Health Pathways to optimise engagement in precise and personalised Next-best Actions to improve healthy habits and outcomes
- Discovery's Personal Health Pathways innovation won the Gold Award at the 2025 Qorus-NTT DATA Innovation in Insurance Awards in the Re-imagining the Customer Experience category. Discovery also received a bronze award in the Global Innovator category, which recognises overall world leaders in insurance innovation
- Introduced a new Personal Health Fund within the DHMS, giving members access to additional funding for day-to-day benefits based on completion of Personal Health Pathway actions
- Launched a new Active Smart Plan within the DHMS, creating the most affordable plan in the open medical scheme industry for young professionals
- >1.7 million screenings and vaccinations (FY2024: 2.4 million)

LOOKING AHEAD

- Expand Personal Health Pathways and Vitality AI to global partners
- Further entrench our strategy of precision and personalisation across our healthcare product and service-offering and across our service and administration operating environment.
- Grow the core medical scheme and health insurance businesses
- Advance constructive and sustainable health policies
- Continue to strengthen and build on our collaborative relationships with healthcare providers
- Build the brand through thought leadership, innovative products and service excellence



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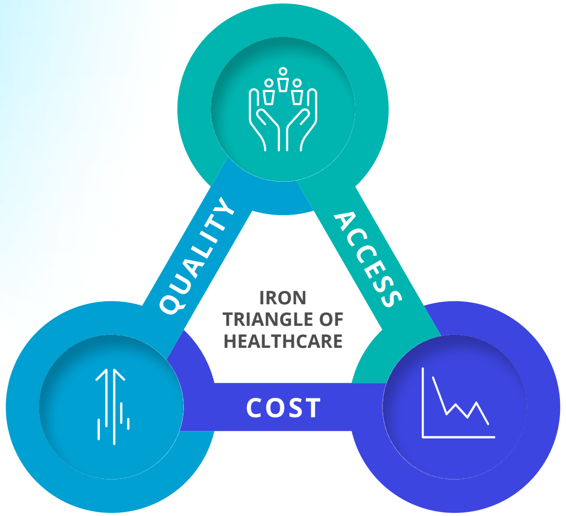
Beyond the iron triangle

Healthcare is often reflected as a three-way trade-off between access, cost and quality – the theory of the iron triangle. Improving one domain is expected to come at the expense of the others. Discovery Health's pioneering use of data and technology enables us to create new ways to improve access to healthcare and reduce the associated costs without lowering quality – thereby moving beyond the iron triangle.

Discovery Health's and VitalityHealth's affordable healthcare models, which increase access to lower-cost and quality healthcare include:



We are committed to enhancing our understanding of societal healthcare needs and innovating access to private healthcare for more people. Building robust private healthcare networks and leveraging our data science capabilities reveal where quality healthcare meets affordability, for medical scheme members and healthcare consumers more broadly.

IMPROVING ACCESS

Diversified and affordable medical scheme and health insurance products

- Active Smart
- KeyCare Start Regional
- Dynamic Smart Hospital network
- Flexicare
- Healthy Company
- Prepaid Health
- Emergency Cover
- Vitality GP (UK)
- Care Hub (UK)
- Consultant Finder (UK)

IMPROVING QUALITY OF CARE

Healthcare providers

- Value-based care contracting
- Hospital Care Rating
- HealthID (electronic health record)

Member programmes

- Chronic care programmes including diabetes, cardiovascular, mental health
- Personal Health Pathways
- Member Care Programme and Advanced Illness Benefit
- Oncology Innovation Benefit and Specialised Medicine and Technology Benefit

REDUCING COSTS

Digital healthcare and alternative settings of care

- Discovery Health app
- Virtual Urgent Care
- Virtual Physical Therapy
- Digital Therapeutics for Mental Health
- Hospital at Home
- Point-of-care Pathology

Supply-side cost efficiency

- Network discounts
- Provider risk management
- Fraud, waste and abuse

Only around 16% of South Africans are members of a medical aid scheme, with the main barrier to private healthcare being affordability. We recognise financial inclusion as one of the material matters critical to the sustainability of our business, society and the environment in which we operate. DHMS offers a wide range of plans to suit all levels of medical needs and financial affordability. In addition, Discovery Health provides solutions for people who cannot afford to join a medical scheme, including exempted health insurance products that advance our ambition to extend quality primary healthcare solutions to a much broader cross-section of South Africa's population.

KEYCARE

The DHMS KeyCare series is an income-based medical scheme series offering network arrangements that ensure members receive the best care available at an affordable price. Payment arrangements with a network of providers and facilities provide members with full cover – in line with their plan benefits – while keeping monthly premiums affordable.

KeyCare Start Regional, a partnership between DHMS, Mediclinic and Intercare, extends medical scheme coverage, **at the lowest price in the industry**, to people in specific regions across the Western Cape, Limpopo, Mpumalanga and Gauteng. At a lower entry point, members receive efficient, coordinated care with contributions up to 16% more affordable for principal members.

328 265
lives covered by KeyCare (average)
(FY2024: 364 360)

ACTIVE SMART

Attracting younger and healthier lives into the DHMS is a critical component of creating a long-term sustainable ecosystem. In 2025, the new Active Smart Plan was launched to meet the unique needs of young professionals and new medical scheme entrants. The plan is designed to be the **most affordable plan in the open medical scheme industry for young professionals**, while still offering meaningful healthcare protection.

The plan supports financial resilience by covering emergency and planned hospital admissions, while also offering access to essential services such as maternity and oncology care. Promoting preventive care and everyday wellbeing includes support for mental health, optical and dental needs, general practitioner visits, and common over-the-counter medications, which align with the health needs and lifestyles of younger members.

GAP ACTIVE

Discovery Health's Gap Active is a low-cost gap cover add-on that helps protect against shortfalls in hospital-related expenses – a common barrier to adequate cover for lower-income or younger members.

EMERGENCY COVER

In 2025, Discovery Health enhanced its Emergency Cover product to expand access to quality in-hospital care for individuals without medical aid – a critical step toward improving healthcare inclusion. The cover helps protect against the high, often unaffordable costs associated with medical emergencies, offering private emergency and in-hospital care depending on the plan selected.

The enhancements include cover for trauma and accidents, with private emergency transfer, casualty treatment and in-hospital care; medical emergencies such as heart attacks and strokes; and nine frequent and high-cost conditions like appendicitis and kidney stones.

For individuals who also need access to primary care, Emergency Cover can be bundled with Flexicare – helping to create a more comprehensive, affordable healthcare solution outside of traditional medical scheme membership.

Young professionals have distinctive healthcare needs, and they often invest time researching affordable plans that provide benefits they need most. The Active Smart Plan delivers a tailored solution, meeting these needs at an affordable price.

Dr Ron Whelan, CEO of Discovery Health

FLEXICARE

Flexicare is a unique exempted health insurance product powered by Discovery Health and underwritten by Auto and General that provides, access to quality private primary healthcare, wellness management, and a tailored suite of digital tools to **lower-income members and their families at an affordable cost**. Flexicare also gives employers the opportunity to cover their employees at an affordable price, providing them with access to unlimited GP and nurse consultations, among other essential healthcare services.

Clicks, as a distribution partner for Flexicare, and with a network of approximately 945 stores, including over 730 with in-store pharmacies, that are part of the Flexicare network, allows for more accessible and affordable purchase of quality healthcare cover. Flexicare gives Clicks Clubcard members a 10% cashback benefit on their monthly Flexicare premiums.

Flexicare has a GP network of 1 685 providers and 187 primary care clinics. In July 2024 Flexicare launched a specialist benefit that pays R2 000 per beneficiary per year for specialist visits.

119 304
lives covered by Flexicare
(FY2024: 108 286 lives)

Refer to the ESG Databook, Financial Inclusion for further information.

CARE HUB AND VITALITY GP

Vitality UK continues to improve access to healthcare through its integrated digital platform, the Care Hub. The hub enables members to manage their healthcare needs in one place – from 24/7 plan access and claims tracking to appointment booking with GPs and specialists. Members can self-refer for services such as physiotherapy, mental health support and cancer risk assessments, helping to reduce barriers to early intervention.

The Vitality GP service increases access to primary care by offering virtual consultations within 48 hours, face-to-face appointments and 24/7 clinical advice via phone. Members can also receive real-time treatment decisions, prescriptions sent directly to their pharmacy of choice and immediate referrals for further care, streamlining the healthcare journey and helping to reduce waiting times.

HOSPITAL AT HOME

Hospital at Home provides medical aid members access to a range of benefits delivered through a personalised care team in the comfort of their homes. It provides home-based hospital-level care to qualifying members with low-acuity cases or the option of early hospital discharge to home-based care. Patients receive a seamless healthcare experience that integrates world-class telehealth capabilities, digital tools and sophisticated remote monitoring devices enabling real-time and continuous tracking of the patient's clinical status.

By providing home-based care for less severe cases, Hospital at Home freed up around
750
hospital beds since introduction for other patients, catalysing disruptive change in the hospital sector.

Responding to emerging trends in healthcare

The future of healthcare is driven by the key technology and data trends that are creating opportunities for healthcare that is more precise and personalised. With ageing populations across most healthcare systems globally and consequent increased healthcare demand, greater precision and personalisation have significant potential to improve healthcare outcomes and lower long-term costs. Personal Health Pathways is a proprietary and patented platform developed by Discovery Health that leverages proprietary AI and data science technologies to drive improved clinical and physical activity habits, improving individual health outcomes and support the sustainability of medical schemes by reducing long-term healthcare costs. We also continue to expand our offerings to improve access to high-quality, affordable care for younger people and new medical scheme entrants.

KEY EMERGING TRENDS

- **Increased population ageing and its impact on healthcare costs**
- **The rise in chronic conditions, cancer and mental health challenges**
- **Medical inflation and supply side inefficiencies**
- **Low uptake of medical schemes by younger lives across the industry**

OUR RESPONSE

Leveraging proprietary AI and data science technologies to power Personal Health Pathways and Vitality, resulting in improved clinical and physical activity habits, individual health outcomes and long-term sustainability of medical schemes, including:

- **Chronic care programmes** page 26
- **Personal Health Pathways** page 28
- Leveraging our **Vitality model** to change risk outcomes over the long term page 29

Lowering the cost of care through advanced managed care interventions while ensuring access to quality care and innovative healthcare solutions

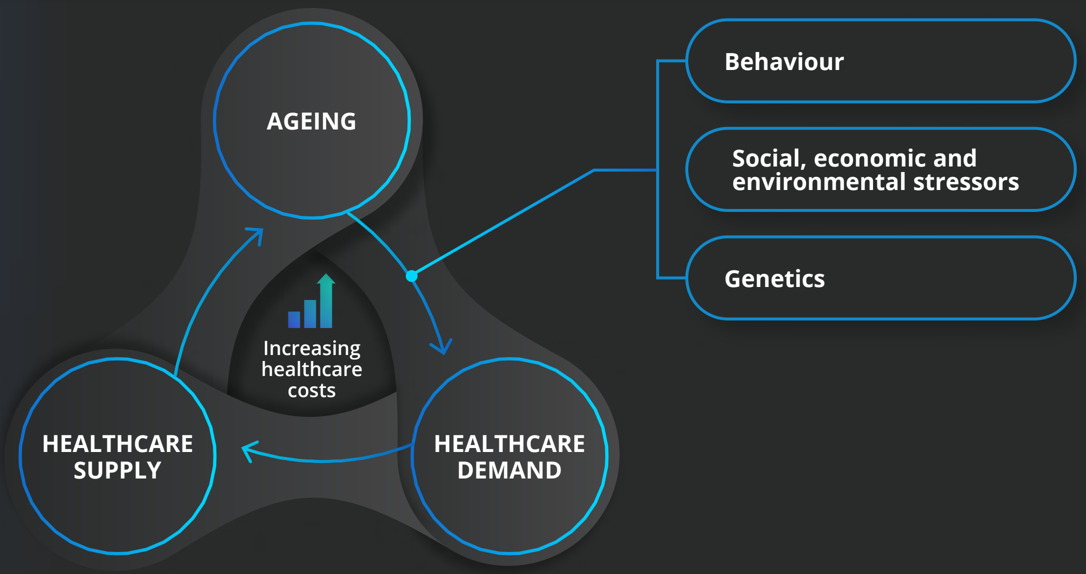
Launching the new **Active Smart Plan** to meet the unique needs of young professionals and new medical scheme entrants

page 23

THE VIRTUOUS CYCLE OF IMPROVED HEALTHCARE, AGEING AND INCREASED HEALTHCARE COSTS

Improvements in healthcare outcomes over the last 20 years have seen the median age of the world's population increase with improved life expectancy, particularly in low and middle-income countries. From 2000 to 2019, global disability adjusted life years decreased by 5%, indicating that people are living longer, healthier lives.

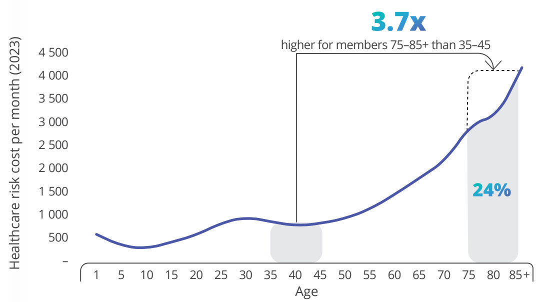
This has created a virtuous cycle in which improved healthcare supports longer lives and increases demand for healthcare, resulting in increased costs. As healthcare supply expands to meet growing demand and medical advances continue to improve outcomes, lifespans increase – further reinforcing the cycle.



INCREASED AGEING AND ITS IMPACT ON COSTS

Healthcare costs increase significantly as a person ages, with the cost of medical scheme members in the 75 to 85+ age group 3.7 times higher than for the 35 to 45-year age group, excluding the impact of chronic conditions. This cost is driven by multiple factors including higher hospital admission rates, more pathology tests, higher medicine costs and an increased number of elective procedures.

Cost of healthcare per life per month



2.3x
More pathology tests for members 75-85+ than 35-45

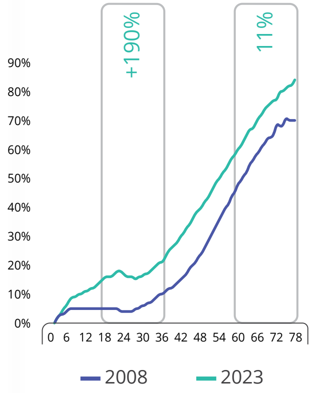
2.4x
Higher medicine cost for members 75-85+ than 35-45

2.5x
Higher admission rates for members 75-85+ than 35-45

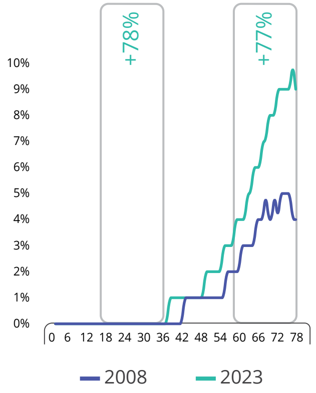
THE RISE IN CHRONIC CONDITIONS, CANCER AND MENTAL HEALTH CHALLENGES

The prevalence of chronic conditions has increased significantly since 2008 as a result of ageing populations, behavioural, genetic, socio-economic and other factors, driving increases in healthcare demand and costs. Across the DHMS, the increase in chronic and mental health conditions, particularly in younger lives, is particularly noteworthy.

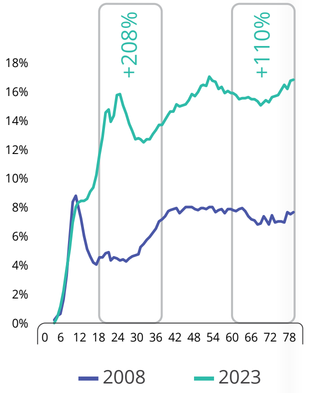
Increased in chronic prevalence among younger lives



Increased cancer prevalence across all age groups

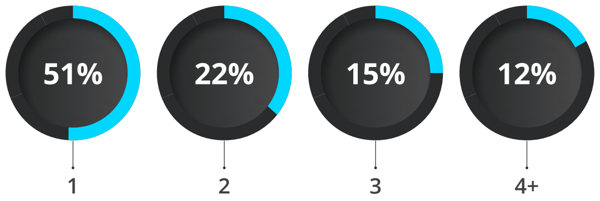


Increased mental health conditions among young adults

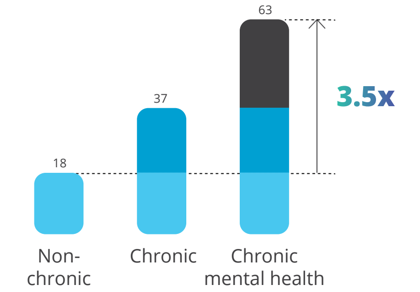


Chronic conditions also tend to overlap, with 49% of DHMS members living with chronic conditions being affected by two or more conditions: cardiovascular disease, diabetes, cancer and mental health. Our data also shows that members living with mental health conditions as well as other chronic conditions have significantly higher hospital admission rates and costs.

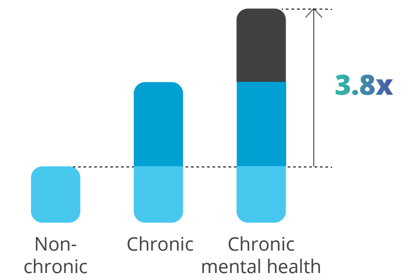
Proportion of population with number of chronic conditions



Hospital admission rate (%)*



Cost per life per month (ZAR)



* *Risk-adjusted for age, gender and plan.*

Refer to page 77 for information on how we are leveraging precision and personalisation to respond to these trends.

Care programmes designed to offer members enhanced support and extra benefits

Discovery Health has implemented over 14 disease prediction models that proactively identify members who might be at risk of various conditions. This enables early enrolment in specialised care management programmes resulting in better health outcomes and lower long-term healthcare costs.

More than one million members are registered on DHMS care programmes that cover a range of chronic conditions, unlocking holistic benefits for members and providing integrated support. Members enrolled in these programmes show better health outcomes at a lower cost to the Scheme, including improved diabetes management, reduced diabetes-related mortality, improved depression scores and reduced hospital admission rates linked to mental health challenges.

- **Personalised, in-person support teams**
- **Condition-specific benefits**
- **Expert-led health monitoring**
- **Proactive alerts for timely care**
- **Convenient home-based care**

CHRONIC CARE PROGRAMME MEMBERS

Programme	Members
Cardio Care	216 615
Diabetes Care	78 617
Oncology	101 395
Mental Health	8 450
HIV	82 216
Advanced Illness Benefit	4 244

INTRODUCING THE DEPRESSION RISK MANAGEMENT PROGRAMME

In response to the rising prevalence and cost of mental health conditions, predominantly driven by depression, Discovery Health has introduced a proactive strategy focused on early identification of depression risk and timely intervention to reduce symptom severity and associated healthcare costs. The Depression Risk Management Programme, a six-month, neuroscience-informed programme includes consultations with a Premier Plus GP or network psychologist, access to dietitians, digital therapeutics, virtual mental health coaching, and ongoing screening and monitoring.

Eligibility for the programme is determined through either a validated mental wellbeing assessment or a sophisticated disease prediction model that identifies members at risk. More than 10 000 members are enrolled in the Depression Risk Management Programme, representing 13% of the eligible population, and the programme demonstrates strong engagement.

Regular monitoring of depression symptom severity is reinforced through proactive outreach to those diagnosed, at risk or in potential relapse, enabling early detection and intervention. Recognising the vital role of primary care in mental health management, Discovery Health has subsidised the training of over 250 general practitioners in 2024, with the subsidies reopening in May 2025 to further strengthen mental health capacity in primary care.

In addition to the Depression Risk Management Programme, Discovery offers solutions and incentives to support members with mental health challenges. Members receive Vitality points for completing the mental health assessment and can activate the mental wellbeing module and get rewarded for tracking their mindful minutes and sleep goals through partner apps.

Digital therapeutics for mental health is the first medical-scheme-funded digital therapeutics product in South Africa. Members can access evidence-based mental health therapy through the Discovery Health app, including personalised care and treatment at any time from anywhere. As members engage, real-time data is shared with the prescribing healthcare professional to track progress in a dynamic feedback loop.

CASE STUDY

Improving diabetes care through a Shared-value model

Diabetes is a growing health concern in South Africa, with type 2 diabetes being particularly prevalent. This trend is also apparent among DHMS members, with members diagnosed with type 2 diabetes rising from 2.8% in 2014 to 5.0% in 2023.

Hospital admissions, the primary cost for this cohort, grew from R3.0 billion to R10.6 billion over the same period, a compound annual growth rate of 14.9%.

Improved process measures and clinical metrics have long been associated with better health outcomes and lower healthcare costs for people living with type 2 diabetes.

In 2020, the Discovery Health team set out to develop a proof of concept Shared-value model that would enhance care for members living with type 2 diabetes, aligned with Discovery's core purpose of making people healthier and enhancing and protecting their lives. The business case relied on determining value that could be unlocked through an investment in short-term actions that create substantial legacy benefits over time.

The Discovery Health Diabetes Shared-value Programme was designed with two key objectives:

- Improve clinical outcomes and quality of life for members who have type 2 diabetes
- Delay disease progression and arrest the rising costs linked to advancing diabetes

The programme was launched in 2021 and supports members who have type 2 diabetes to manage their condition more effectively through regular monitoring, education and proactive care, in partnership with a dedicated primary healthcare provider or related healthcare professional. It includes incentives for both patients and healthcare providers who meet the targets set in the shared-value approach.

In March 2025, our study of the results of the programme were published in the *New England Journal of Medicine Catalyst.* The study analysed data from nearly 150 000 medical scheme members from 2021 to 2023 and shows that the programme delivered meaningful improvements in HbA1c testing rates, glycaemic control and disease stability, with reduced hospital admissions and length of stay.

The Discovery Health Diabetes Shared-value Programme emphasises the importance of proactive diabetes management that encourages patients to take an active role in their care. The success of the programme paved the way for Discovery Health to introduce care programmes across other chronic conditions, including cardiovascular disease, chronic kidney disease and HIV.

More information on this study and other health insights are available on the **Discovery Health Insights Hub,** which shares analyses and findings of the ongoing studies performed by the Discovery Health Intelligence Team. These include a wide range of health-related themes with a focus on understanding the steps we can take to enhance and protect the lives of our clients and society.

Read the study online.

MEDICAL INFLATION AND SUPPLY SIDE INEFFICIENCIES

Medical inflation includes inflation-linked provider tariff increases, and increased healthcare utilisation as a result of higher demand for and supply of healthcare services including increased use of hospital, professional, radiology, and other services. The combined impact increased tariffs and higher utilisation results in medical inflation tracking above the consumer price inflation.

Discovery Health implements a range of advanced risk-management initiatives to manage healthcare utilisation and medical scheme costs, limiting annual contribution increases for members.

These initiatives include, among others:

- Care programmes
- Optimised provider tariffs and value-based care agreements

Refer to page 112 for more information.

- Network discounts
- Alternative settings of care
- Medicine cost optimisation
- Fraud, waste and abuse recoveries

Refer to page 115 for more information.

Personal Health Pathways and the Vitality shared-value programme help reduce costs by driving positive behaviour change and good habit formation, ultimately reducing healthcare risks and, healthcare demand. The Vitality programme, also attracts younger, healthier members to the scheme.

Refer to page 22 for more information on how we are lowering healthcare costs by transforming the iron triangle.

CASE STUDY

Revolutionising pathology with cutting-edge near patient micro-labs

Traditional pathology laboratories tend to use a centralised model with large machines operating far away from the patients point of care. Pathology costs across DHMS have grown significantly, increasing at 9.1% per annum from 2019 to 2024, more than double the rate of inflation.

Nanolabs, a subsidiary of Discovery Health, is pioneering a cutting-edge near patient model with micro-labs to reduce pathology turnaround times and costs. These labs are strategically located to minimise transit times, enhancing efficiency and speed. Each micro-lab needs as little as 12 square meters of space, is built to ISO15189 standards (the international standard for medical laboratory quality and competence) and can be fully operational in seven days. Nanolabs' custom-built laboratory information management system and digital workflow fully integrate into pathology equipment and hospital electronic health records to reduce processing time and human error.

To date, Nanolabs has rolled out four laboratories that have served more than 12 000 patients over the past year. Processing time for samples is 40% to 70% faster than traditional pathology models, with two-thirds of tests completed in 20 minutes or less, compared to an average for traditional pathology laboratories of 60 minutes. The rapid turnaround time enables referring practitioners to make clinical decisions more quickly, improving healthcare outcomes and lowering the cost of care through quicker treatment and interventions. Nanolabs' efficiency enables pricing that is 15% to 30% below incumbents without compromising quality, leading to lower laboratory pathology costs, reduced medical aid reimbursement or out-of-pocket expenses for patients.

LOW UPTAKE OF MEDICAL SCHEMES BY YOUNGER LIVES ACROSS THE INDUSTRY

Medical schemes are experiencing low uptake of medical scheme products, with 84 500 fewer medical scheme lives in the 20 to 29 age bracket when compared to uptake across the overall population distribution. Together with increased member longevity, this is contributing to increased average age in medical schemes.

A key driver of reduced uptake by younger individuals is the affordability of medical scheme cover with the proportion of income spent on medical scheme contributions being significantly higher for younger members. Healthcare needs for younger people are different, with a higher risk of medical emergencies from trauma and less need for advanced medical treatment for chronic conditions and oncology.

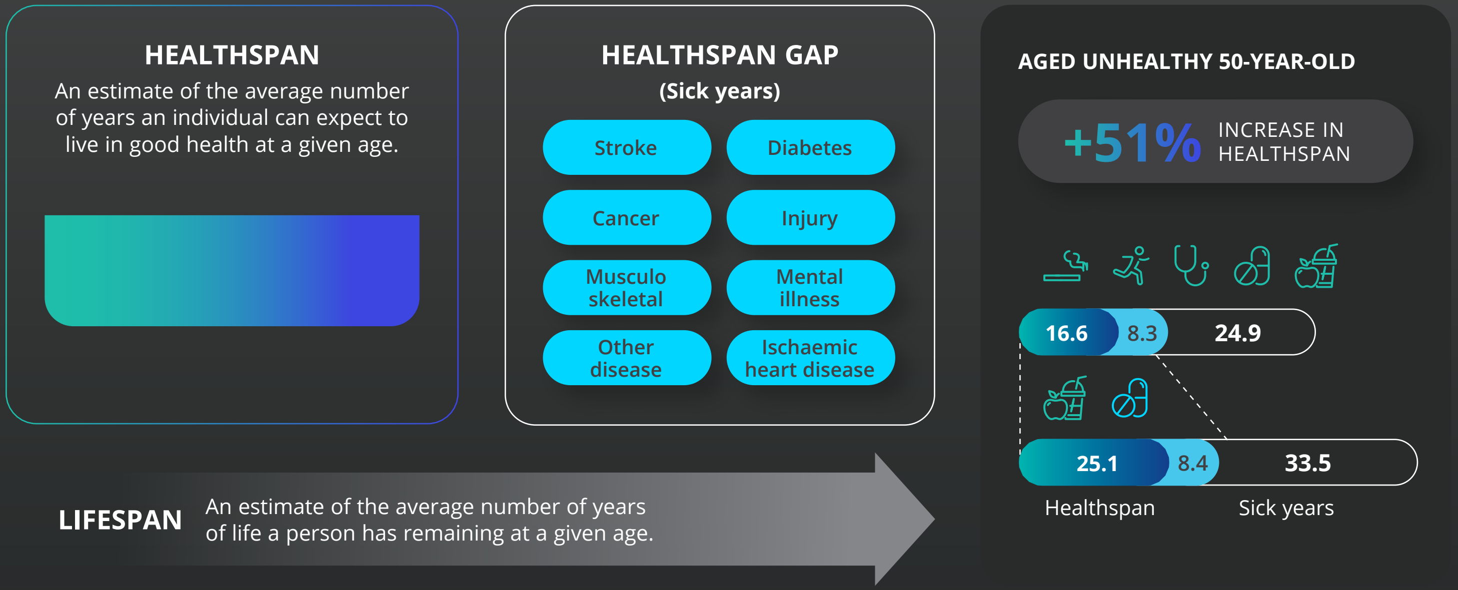
Refer to page 23 for more information on the Active Smart Plan, the most affordable plan in the open medical scheme industry for young professionals.

Personalising healthcare to drive behaviour change and shared value

As outlined in the preceding section, ageing populations and rising chronic disease prevalence mean that people are spending more of their lives in poor health. Compounded by the escalating costs of new treatments and technologies, these trends are impacting societies and healthcare costs, driving long-term increases in insurance premiums and putting pressure on healthcare systems worldwide.

As these trends become more prevalent, healthcare systems must transition to focus on prevention and proactive disease management. Our research indicates that small and easy-to-complete actions, taken consistently over time, can have a dramatic positive impact on life expectancy (lifespan) and healthspan, and the number of remaining years a person is likely to spend in good health.

A 50-year-old person can increase their healthspan by as much as 51% by taking a few simple actions on a consistent basis, while someone aged 70 years can increase their number of remaining years in good health by as much as 90%. Forming healthy habits improves health and longevity at all ages with the positive effects exponentially increasing with age.



HEALTHY HABITS LEAD TO BETTER HEALTH OUTCOMES

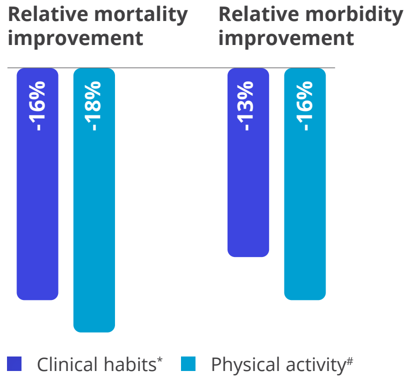
Habits play a crucial role in shaping health outcomes. Coupling healthy lifestyle behaviours, such as regular physical activity and a balanced diet, with proactive health-seeking actions, such as medicine adherence, regular health checks, and screening, can help to significantly improve their health trajectory, enhancing their chances of living healthier and longer lives.

We conducted a retrospective study on the membership base of Discovery Health-administered medical schemes from 2013 to 2019 to determine the impact of clinical and physical habits on mortality and morbidity. The results showed material benefits of moving from poor to strong physical activity and clinical habits.

156 655 observations

4 191 deaths

(64 363 unique members living with diabetes)



** Consistent completion of a clinically relevant action.*
 # Consistent completion of physical activity actions with a high degree of predictability.

Introduction
Our approach to sustainability
Sustainability differentiators
Make people healthier
Enhance and protect lives
Strengthen social systems
Restore the environment
Good business enablers

USING BEHAVIOURAL SCIENCE TO CHANGE HABITS

While the evidence of healthy habits improving health outcomes and reducing healthcare costs is clear, the challenge lies in driving targeted and sustained behaviour change. Precision and personalisation are key to behaviour change – delivering precise and personalised health and lifestyle recommendations, customised communication and individualised rewards, based on each individual's specific needs, preferences and circumstances. This approach makes interventions more specific and relevant, ultimately improving uptake and engagement and leading to better habit formation.

Developing precise and personalised health recommendations for a large population, optimised to reduce morbidity, mortality and healthcare costs, requires extensive data, advanced analytics and machine learning, alongside expertise in behavioural science and health economics. Discovery Health has over 30 years of clinical, lifestyle and behavioural data, and uses advanced actuarial analysis, data science modelling, AI and behavioural economics to converge multiple clinical and lifestyle actions into a personalised health pathway for every member.

PERSONAL HEALTH PATHWAYS – THE PLATFORM FOR PERSONALISED HEALTHCARE AND HEALTHY HABIT FORMATION

In FY2024, we introduced Personal Health Pathways, a patented and proprietary managed care platform that provides personalised recommendations to members based on their unique healthcare needs, with actions prioritised based on the proven causal effect of recommended actions on reduced mortality and lower healthcare costs.

Personal Health Pathways is enabled by a number of unique assets and skills, including:

Unparalleled data set enabling risk segmentation

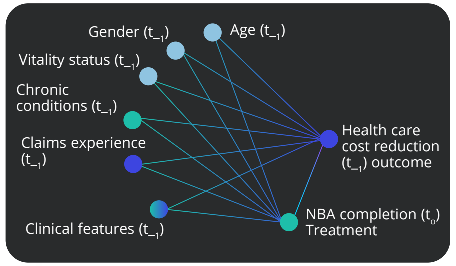
World's largest lifestyle, clinical and behavioural data set of more than 60 million life years to better understand every member's health risks and habits.

Age	50
Gender	Male
Vitality Status	Bronze
Registered conditions	Diabetic
FUB	6
RUB	3
BMI	Overweight
Blood pressure	Normal
Cholesterol	High
Past NBA completions	Frequent

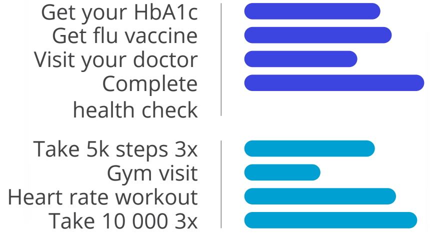
Value models

Sophisticated causal model to determine the value of each clinical and physical activity action to long-term health improvement.

CAUSAL MODEL



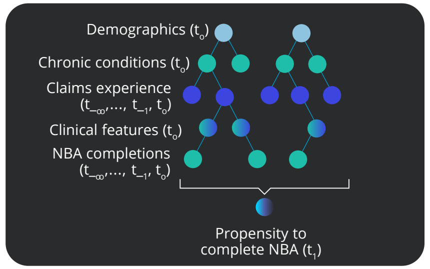
RELATIVE CONTRIBUTION TO HEALTH IMPROVEMENT



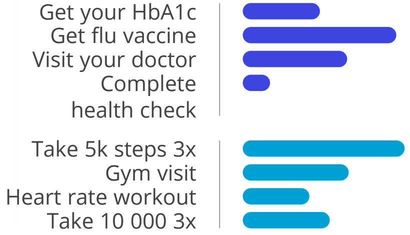
Propensity models

Machine learning model incorporating prior engagement data to determine the probability of a member completing a next-best action.

MACHINE LEARNING MODEL



RELATIVE PROBABILITY OF COMPLETING AN ACTION



Personal Health Pathways

Personalised and responsive pathways that dynamically respond to changing preferences, health status and life stage.

The modelling determines the Next-best Actions to be presented to a member.

Clinical Habit

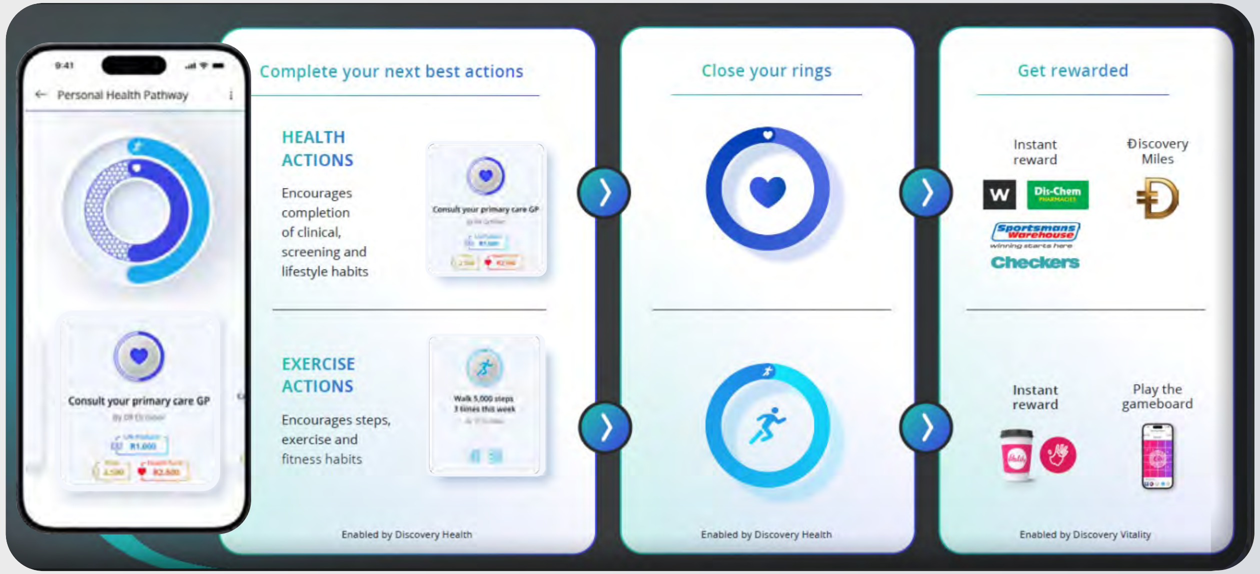
- 01 Get flu vaccine
- 02 Get your HbA1c
- 03 Visit your doctor
- 04 Complete VHC
- 05 Colon cancer screening
- 06 Podiatrist
- 07 Vitality age assessment
- 08 Mental wellbeing assessment

Physical Activity Habit

- 01 Take 5k steps 3x this week
- 02 Take 10k steps 3x this week
- 03 Complete heart rate workout
- 04 Visit the gym

● Shown to member

Personal Health Pathways create customised healthcare journeys for 2.2 million adult members of the DHMS. Through an intuitive digital platform on the Discovery Health app, Personal Health Pathways delivers personalised clinical and physical activity Next-best Actions, personalised communication and personalised rewards that foster engagement and lasting behaviour change, driving better health outcomes.



Personalised communication

A sophisticated communication engine ensures that members receive their actions at the optimal time, in their preferred tone and style and through the channel that most resonates with them.

- Health App
- Doctors
- Bank/ Corporate App
- Health Coaches
- WhatsApp
- Service Agents

Personalised actions

By leveraging the world's largest clinical and lifestyle data set, combined with advanced risk segmentation, machine learning, and data science capabilities, Next-best Actions are personalised, precise and dynamic for every member.

Personalised rewards

To drive engagement, members are rewarded for completing their Next-best Actions with actuarially matched and relevant, incentives. Rewards are personalised for each member, adjusting dynamically based on the likelihood of completion and the potential impact on the member's long-term health outcomes.

VALUE × PROPENSITY = REWARD

Each pathway is bespoke and dynamic for members, ensuring that every action is precisely targeted and personalised. Engagement is driven by delivering clinically relevant actions at the right moment and in the correct sequence. These actions are tailored to each member's health status and unique engagement patterns, enhancing the overall impact and relevance of the healthcare journey.

PERSONAL HEALTH PATHWAYS IMPACT AT A GLANCE

ACTIVATE PERSONAL HEALTH PATHWAYS

>300K
total activated lives

14.5%
of eligible members have activated

COMPLETE HEALTH ACTIONS

274K
completed actions

22.1%
completion rate

COMPLETE EXERCISE ACTIONS

1.3 million
completed actions

35.8%
completion rate

GET REWARDED

49% of activated members have earned a reward

20.4 million
rewards earned

DISCOVERY'S DIGITAL HEALTH ECOSYSTEM

Discovery Health has created a unique healthcare ecosystem that seamlessly connects members, providers and service agents by integrating the Discovery Health app and HealthID digital platforms. The ecosystem promotes more proactive, efficient and connected healthcare.

The HealthID platform shares important clinical and medical scheme information with patients' selected primary healthcare provider, including access to the patients' electronic health records, Personal Health Pathway dashboards and care programme enrolment. The platform includes additional functionality such as virtual consults, e-scripting and easy onward referrals.

The Discovery Health app enables a personalised, end-to-end healthcare journey by connecting members to care, benefits and insights through a single digital platform. In FY2025, its capabilities expanded with the launch of Personal Health Pathways, guiding members through tailored care based on individual risk and coverage.

Other innovations include virtual physical therapy – using AI-powered motion tracking and clinician oversight to support home-based rehabilitation – and 24/7 virtual urgent care with immediate access to emergency doctors, location-based ambulance dispatch and digital care coordination.

In 2025, a female health hub will be launched in the Discovery Health app, providing specific tools for enhanced maternity support and personalised menopause care.

Vitality Health's digital tools – Care Hub and the Vitality GP app – are discussed on page 23.

INTRODUCING THE PERSONAL HEALTH FUND

Discovery Health introduced the WELLTH Fund in 2023 to drive screening and prevention. The initiative was highly successful in enabling the early identification of conditions, improving health outcomes and lowering the cost of care and enriching our data set to inform more personalised and precise care.

+47%
increase in number of Health Checks in 2023

184 000
completed a Health Check for the very first time

>6.3 million
new data points collected

920 000
New member data points
members completing health checks/screening for the first time

The WELLTH Fund ran to the end of 2024, and from 1 January 2025 was replaced by the Personal Health Fund, which provides up to R10 000 for members and their families, depending on their plan choice and family structure. These funds accumulate as they complete their Personal Health Pathways Next-best Actions and can be used for additional day-to-day benefits. To ensure parity with existing members, new joining members will receive a once per lifetime benefit of up to R10 000 in additional funds paid into the Personal Health Fund. At 30 June 2025, members had accumulated R137 million in Personal Health Funds by completing Personal Health Pathways Next-best Actions.

Driving change through the Vitality platform

The Vitality programme is Discovery's behaviour-change platform, designed to address those areas that have the biggest potential to change risk outcomes over the long term. It combines insights from behavioural economics, clinical science, driving habits and personal financial management to guide and incentivise people to cultivate better behaviours. This allows us to create effective interventions that provide members with pathways to reduce personal risk, and incentivises them to improve behaviour through three programmes – Vitality Health, Vitality Drive and Vitality Money.

The Vitality Shared-value model is globally relevant.

42 markets

>48.8 million
lives impacted globally

Members are incentivised to engage in healthy behaviours like completing health checks, buying healthy food or increasing their physical activity. They are rewarded with Vitality points that accumulate annually to improve members' Vitality status, with higher status levels earning more rewards, including discounts, Discovery Miles and cash back on various goods and services. At the start of each year, Vitality points reset to zero to incentivise members to maintain healthy behaviours over time to keep earning points to maintain or improve their status.

R5.6 billion* **shared value to South African clients**
(FY2023: R5.3 billion)

R4.5 billion
premium discounts and cash backs paid by Discovery Life
(FY2024: R4.3 billion)

R989 million
discounts, boosts and PayBacks paid by Discovery Invest
(FY2024: R940 million)

R111 million
premium discounts and fuel cash backs paid by Discovery Insure
(FY2024: R144 million)

* *The shared value returned excludes Discovery Bank, Vitality UK and Vitality Global contributions. These are included in the total shared-value dividend at Group level.*

For more information on Vitality Drive, refer to page 47.

For more information on Vitality Money, refer to page 52.

IMPROVING OUR MEMBERS' HEALTH THROUGH KEY INTERVENTIONS

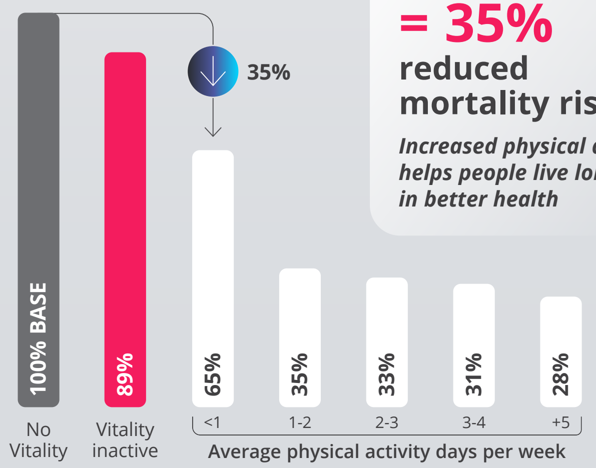
Vitality interventions focus on four key areas:

PHYSICAL ACTIVITY

Using the science of health behaviour change, Vitality encourages members to move more

Vitality helps members become more physically active by removing barriers to exercise, including cost, access to devices and lack of motivation – ultimately helping members to improve their health outcomes. Members pay less when they get active and can exercise in a way that suits them – at gyms, outdoors or in group settings.

Increased physical activity is positively correlated with reduced mortality risk



No Vitality to one physical activity day per week

= 35%

reduced mortality risk

Increased physical activity helps people live longer, in better health

In FY2025, Vitality UK launched Pick and Play, the next generation of its Vitality programme, that combines enhanced rewards, gamification and a new digital experience designed to drive increased levels of engagement with the Vitality programme and promote healthy habits among members.

Members can pick weekly rewards for earning activity points as well as the chance to play for extra monthly rewards, with more reward partners and more choice.

Vitality members exhibit better engagement in the health system – with a higher percentage completing Health Checks and mammograms

>48.8 million lives globally
(FY2024: 42 million lives)

38 billion steps averaged per day
(FY2024: 22 billion steps)

4 409 health assessments and vaccinations per day
(FY2024: 6 496 health assessments)

4 million workouts logged per day
(FY2024: 3.6 million workouts)

4 489 new devices logged per day
(FY2024: 4 265 new devices)

47 194 goals achieved per day
(FY2024: 41 535 goals achieved per day)

CASE STUDY

The association between physical activity and cancer progression and mortality

Cancer is a leading cause of premature mortality worldwide, with an estimated 10 million deaths each year globally in 2019 and 2020. The International Agency for Research on Cancer indicates that 56 802 cancer deaths were recorded in South Africa in 2020, with the five leading causes being lung, cervical, breast, prostate and oesophageal cancers.

It is estimated that 30% to 40% of cancers are preventable by addressing environmental and modifiable lifestyle risk factors, such as smoking, poor dietary patterns, obesity and physical inactivity. Similar modifiable risk factors may also affect the risk of progression, recurrence and death in people already diagnosed with cancer. There is compelling evidence that moderate to vigorous levels of physical activity play a significant role in reducing cancer mortality.

Discovery conducted a study of 28 248 members with Stage 1 cancers enrolled in our oncology programme from January 2008 to October 2022 to determine the association between progression and mortality in individuals with Stage 1 cancer and their recorded physical activity before the diagnosis of the cancer.

The results showed that members who were physically active before diagnosis showed lower rates of cancer progression and lower rates of death from all causes. Progression to higher stages or death was 16% lower for members in the low physical activity group and 27% lower for those in the medium to high activity group compared to the no physical activity group. All-cause mortality was 33% lower for those with low activity and 47% lower for medium to high activity compared to no physical activity.

Mechanisms by which physical activity may reduce the incidence and progression of cancers include the strengthening of the immune system and the effect of regulating oestrogen and testosterone on the progression of hormone sensitive cancers, such as breast and prostate cancers. However, more research is warranted to determine the plausible biological mechanisms by which physical activity modulates the risk and progression of certain cancers.

The study was published in the *British Journal of Sports Medicine in January 2025.*

Vitality research shows that walking more has many physical and mental benefits, including reducing the risk of cancer and overall mortality. In March 2025, Vitality UK partnered with parkrun to relaunch parkwalk, which encourages people to walk five kilometres at events held across the UK every Saturday morning. The launch featured a broadcast day with Vitality Ambassadors participating in their local parkruns. On 26 April, we promoted the biggest walking weekend, attracting a record-breaking 14 000 participants.

NUTRITION

Vitality provides education, incentives and nudges to help members buy, cook and eat more nutritious meals

Vitality's nutrition strategy aims to encourage healthier behaviours around food choices and eating patterns to reduce the prevalence of lifestyle diseases and their associated long-term complications. The programme focuses on incentivising members to buy better, cook more often and eat healthier. We work with partners who share our values, offer a significant selection of healthier options and are willing to work with us on the journey of positive behaviour change.

Members are encouraged to improve their health through the following interventions:

- Vitality **HEALTHYWEIGHT** is a fully personalised weight-management programme aimed at motivating members to eat healthier, establish healthy eating habits and maintain a healthy weight
- **HEALTHYFOOD** rewards Vitality members for choosing from a catalogue of healthy food items. Members who buy healthy food receive Vitality Miles for their healthy purchases and monthly points towards their Vitality status, a tiered scale of rewards and incentives
- The **HEALTHYDINING** Benefit rewards members for choosing healthier options at restaurants, healthier takeaway meals or ready-meal kits
- The Vitality **HEALTHYFOOD STUDIO** is a bespoke cooking studio based on the rooftop of 1 Discovery Place, where clients can learn cooking skills to empower them to cook at home using healthy and delicious ingredients and recipes

In September 2024, we relaunched the HealthyFood Benefit with Woolworths and Checkers, and migrated rewards to Discovery Miles to enhance member value. We saw significant engagement with the benefit following the launch, including a sustained 4.2 times increase in daily average partner activations and a 30% increase in average monthly rewards.

129 million HEALTHYFOOD items **were bought by our members during FY2025**

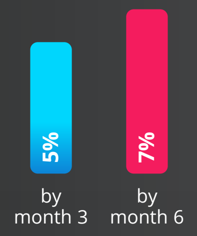
(FY2024: 102 million)

Vitality UK introduced leading Asian-inspired food brand itsu as an official partner of its Vitality Programme. Members of the programme can now access weekly and monthly discounts off itsu meals when they are active. The partnership also saw the launch of a nutritious and healthy Vitality bowl at itsu restaurants.

HEALTHY WEIGHT

12 200
enrolments in the HealthyWeight programme

Enrolled members have achieved an average weight loss of:



Unhealthy living is a growing challenge, with obesity rates in the UK having increased by
51%
from 2014 to 2023

In 2025 Vitality UK launched a new medicated weight-management service in partnership with Second Nature for members with a high BMI and weight-related co-morbidities. Members can access discounted weight-loss medication and a fully-funded behaviour-change support programme. In line with our current non-medicated weight-management pathway, members will be awarded Vitality points based on engagement in the programme and meeting weight-loss targets.

MENTAL WELLBEING

The Vitality Mental Wellbeing Programme includes assessments to determine members' mental wellbeing, tools to support mental health and rewards for taking proactive steps to understand, improve and maintain their mental health

The rising incidence of poor mental health is a global concern. In South Africa, the prevalence of mental illness in DHMS members increased by almost 20% compared to before COVID-19 – mental illness now affects over 13% of all DHMS members. While mental health conditions have increased significantly across all adult member cohorts from 2008 to 2023, the 208% increase in young adults is particularly concerning.

Our data shows a significant increase in healthcare costs associated with mental health challenges, particularly when members also have a chronic condition. Chronic members with mental illness have 3.8 times higher healthcare costs than members with no chronic or mental illness, and 2.5 times higher healthcare costs than members with a chronic condition and no mental illness. On average, members with one existing condition and suffering from mental illness cost 1.4 times more than those without mental illness.

We offer our Vitality UK members access to talking therapies as part of their core cover while also removing underwriting and medical exclusions. These services account for over 80% of all mental health claims and increase accessibility to care through the self-referral pathway in the Care Hub.

This year, we launched a new digital mental health pathway in the UK in partnership with Wysa to guide members to the most appropriate service for their needs. This includes access to Wysa's premium app which provides access to 150 evidence-based exercises for mental health. In partnership with Mindler, we also introduced a Talking Therapies and Guided Self-Care solution for children and young people.

SMOKING CESSATION

Vitality helps members quit smoking by providing discounted access to the world's leading smoking cessation programmes

The negative consequences of smoking impose substantial economic costs, particularly healthcare costs, with estimates indicating that the global economy loses US$1.4 trillion each year. While most smokers are aware of the negative impacts of smoking on their lives and want to quit, fewer than one in 10 smokers succeed. Professional support and proven cessation interventions can significantly improve a smoker's chance of successfully quitting.

Discovery Vitality has partnered with leading smoking cessation programmes to offer tools to help tackle the addiction using technology, psychology and pharmacology. Members can receive substantial discounts on Allen Carr's *Easy Way to Stop Smoking* as well as the GoSmokeFree programme.

MEASURING THE IMPACT OF VITALITY

The Vitality programme and incentivised engagement have proven to be effective in delivering on our core purpose. Increased engagement with the programme is linked to reduced mortality risk, increased longevity and enhanced quality of life while reducing costs, average age and withdrawal rates in the Scheme.

Vitality significantly improves health conditions and reduces healthcare costs

26% average reduction in mortality across all Vitality statuses

Blue status members have a score **2.85** times higher on the depression questionnaire than highly engaged members

Vitality-linked lives have **21%** lower withdrawal rates

Vitality-linked DHMS new business is on average **1.8 years** younger and has lower risk-adjusted in-hospital claims across all plan types

Across in-force DHMS business, Vitality members have **a lower average age**, **lower levels of chronicity and better in-hospital claims experience**

In-hospital claims are **10%** lower for Vitality members

Hospital admission rates are **16%** lower and hospital stays are **36%** shorter for highly engaged members than inactive members

Healthcare costs are **16%** lower for highly engaged members compared to inactive members

DHMS members with Vitality generated a **R4.9 million** surplus for the scheme in 2024

Highly engaged members are **42%** less likely to have an in-hospital depression claim than blue status members

Vitality UK

Engagement in the Vitality programme remains high in the UK, helping members to understand and improve their health while earning rewards. Vitality analysis of our data indicates that highly engaged members incur 28% lower healthcare costs and highly active members live up to five years longer.

In FY2025, our members...

Completed over **640 000** health reviews and 76 000 health checks

Completed over **1 million** mindfulness sessions

Benefited from **2 million** discounted healthy Waitrose baskets

Realised value of over **£105 million**

Attended over **367 000** parkruns

Received discounts on over **118 000** sports shoes, over **2.5 million** coffees and over **1 million** movies

CASE STUDY

Understanding barriers to women's participation in physical activity

Vitality has long championed physical activity as the bedrock of health and longevity. During the year, we commissioned research to understand the physical activity habits of women, the perceptions and barriers to engaging more in exercise and how these barriers can be lifted to help women be more active.

The research polled 6 000 women in the UK through focus groups, public polling and in-depth stakeholder depth interviews. Key findings include:

Less than one in four women hit the recommended weekly exercise target but **41%** of women express a desire to reach these targets

Women are walkers and independent exercisers: **only 4% of women** engage in group sports

Two thirds of women report that their weight, lack of strength and low fitness levels negatively impact their ability to exercise

41% of women said that weight management was their main motivator for being active

There are three major barriers that keep women from being physically active: a lack of motivation **82%**, a lack of enjoyment **65%**, and a fear of judgment around physical ability or body image **62%**

There are strong generational trends that negatively impact women's activity levels: **younger women** struggle with mental health challenges or demanding work schedules, whereas **older women** struggle with their changing bodies and physical fitness

Only 9% of women strongly agree that they feel informed about what exercise is beneficial for them at different life stages

The report recommended actions to tackle these issues for government, employers, individuals and the health and sports industries. Vitality's behaviour change model – grounded in personalised goals, consistent incentives and ongoing engagement – also has a role to play. By meeting women where they are in their health journeys and rewarding incremental progress, Vitality creates a supportive environment that empowers more women to get moving – not just for fitness, but for long-term health and wellbeing.

Taking our Shared-value model into the workplace

Compared to those in poor health, healthy employees are:

- More productive
- More motivated
- More resilient to change
- More likely to engage with business priorities

Supporting employee health and wellness is a critical aspect of good business practice. Ensuring employees have access to quality healthcare is essential to sustain the health and productivity of a workforce.

ADVANCING OUR PURPOSE: A DECADE OF WORKPLACE WELLBEING INSIGHTS

As part of our core purpose to make people healthier and enhance and protect their lives, we continue to leverage behavioural science and data-led insights to drive better health outcomes at scale. In 2024, we published *10 years of Britain's Healthiest Workplace*, a landmark reflection on a decade of progress in understanding and improving employee wellbeing. The findings reinforce our Shared-value model: healthier employees are more engaged, productive and resilient – benefiting both individuals and organisations. These insights not only validate our approach, but also shape the evolution of our integrated health and wellness solutions for employers.

Read the report online.

HEALTHY COMPANY

Healthy Company is Discovery's digitally enabled, comprehensive employee assistance programme and wellness solution. The programme identifies and proactively supports both at-risk employees and those who are well, offering a personalised solution throughout their working life.

Healthy Company provides an integrated, data-driven view of employee wellbeing, enabling employers to respond to individual challenges beyond just physical and mental health. This broader view of wellbeing allows for insights that support employers with practical, tailored interventions for each employee's unique emotional, physical, or financial challenges.

Physical and emotional wellbeing are assessed through a holistic set of screenings, online assessments or phone calls guided by coaches who act as navigators of care. Employees can also capture their daily mood on the Discovery app or website. AI is used to detect signs of emotional distress, triggering immediate interventions when risk is flagged.

Financial wellbeing is a critical component of overall wellbeing and all members have access to a full suite of financial wellbeing assessments through Vitality Money, Discovery Bank's proprietary behaviour-change programme. These aspects of the programme are designed to measure and understand an employee's current financial situation, provide tools to improve it and reward positive behaviour changes along the way.

Digital financial wellbeing assessments gather a combination of self-reported and pre-populated data, depending on the employee's underlying suite of Discovery products, which inform relevant financial wellbeing interventions. The programme also provides emergency legal support, available 24 hours a day.

Employers are given access to valuable insights and tools related to workforce wellbeing. These include the Discovery Absenteeism Index, a modelling algorithm that uses healthcare claims and demographic data to determine an expected absenteeism score. This score is available to employers who also have a DHMS and enables them to assess absenteeism without relying on HR data, while also allowing for sector-based comparisons.

Additional employer tools include a wellness calendar, a mental health toolkit, a mental health policy template, a mental health knowledge, attitudes and practices survey, and access to relevant self-selected workshops and training programmes.

Globally, utilisation of employee assistance programmes averages between 3% and 5%. In South Africa, approximately 4% to 6% of employees with access to these programmes, use them. In contrast, Healthy Company has achieved over 21% utilisation, with membership growing by 21% and the number of employer groups increasing by 12%.

In 2025, we recorded:

20 178 interactions from **8 231** members

8 677 moods, of which **74%** were positive

Conducted **391 workshops**

8 574 calls, **2 132** chats

18 150 emotional counselling sessions

1 869 worth financial literacy courses initiated

PROMOTING A HEALTHIER AND MORE PRODUCTIVE WORKFORCE IN AFRICA

Vitality Health International is expanding Discovery's impact across Africa by building one of the continent's broadest healthcare networks and rewarding healthy behaviours.

We also offer the Vitality Malaria Benefit – a targeted intervention addressing Africa's most prevalent disease. This benefit includes a rapid self-test and over-the-counter treatment for low-risk individuals with mild to moderate malaria. By enabling fast diagnosis and early treatment, the benefit helps reduce severe complications, transmission, and preventable deaths – supporting healthier, more resilient workforces where malaria remains a major threat.

CHAMPIONING HEALTHIER WORKPLACES IN THE UK

Our Vitality Champions Programme in the UK supports corporate clients in embedding health and wellbeing into their culture and helping their employees become healthier.

The programme leverages behavioural economics and the expertise of health and wellbeing professionals to provide an experience unavailable anywhere else. Olympic hockey player Alex Danson-Bennett also supports the community through on-site Champs Breakfast Clubs.

Vitality Champions are client employees who become the go-to people within the organisation to ask about the Vitality programme and all its brilliant benefits, helping their colleagues get the most from their benefits and creating a healthier, happier workplace.

The programme includes bespoke company workshops, health tips and advice and access to experts who empower clients to build impactful health and wellbeing strategies that can improve the health and productivity of their staff – Vitality data indicates that those clients with health insurance have 2.5 more productive days a year than those without it. In addition to educating and incentivising, Vitality works with its members to increase engagement.

The Vitality Champions Community Hub empowers Champions across the UK to connect, share wellbeing initiatives, access great content, earn exclusive rewards and learn more about the Vitality Programme.

At June 2025, there were

2 110 Vitality Champions at 1 188 Corporate and Business Healthcare clients across the UK

Enhance and protect lives

Collective health

SUPPORTING THE SDGs

3 Good health and well-being · 10 Reduced inequalities · 11 Sustainable cities and communities

Our contribution is underpinned by the Vitality chassis, which supports:

9 Industry, innovation and infrastructure · 17 Partnerships for the goals

RELATED MATERIAL THEMES

- Advance our disruptive Shared-value model
- Operate within a volatile socio-economic environment
- Ensure long-term financial sustainability
- Leverage and manage technology and innovation
- Expand and strengthen our social impact

WHY does this matter?

The second differentiator of our Integrated Sustainability Framework, holistic health, is founded on our understanding that health means more than just physical health. We recognise the interconnectedness of the various states of health; clients who manage life and health risk, reduce accidents, plan for retirement and manage their money well experience greater overall wellbeing.

WHAT do we do?

By integrating the Vitality behaviour change platform across our offerings we create responsible products that incentivise and reward our members for improving their health, driving and financial behaviours to generate greater wellbeing.

We develop these responsible products as part of our deep commitment to sustainability, and we design them not only to enhance client experience but also contribute positively to social wellbeing and environmental stewardship and responsible investment processes. Discovery integrates ESG in its insurance underwriting process, with due consideration of the impact of ESG risks.

Vitality integration correlates to increased and sustained physical activity, lower mortality and hospitalisation rates, improved driving behaviour and better financial habits, ensuring all products it integrates with – health, insurance, investment or banking – promote healthy behaviours. This supports Discovery, our partners and networks by supporting business growth and reducing risk, and serves society through healthier and wealthier citizens.

HOW do we do this?

Revolutionising risk cover — Page 42

Incentivising **good driving** — Page 45

Enabling **financial independence** — Page 48

Revolutionising banking — Page 51

TARGET

2 million
Discovery Bank clients in 2029

KEY DEVELOPMENTS ON OUR JOURNEY TO ENHANCE AND PROTECT LIVES:

R12.9 billion
ESG-integrated premiums for Discovery Life's responsible insurance products *(FY2024: R12.1 billion)*, with R2.0 billion in premium savings through integration in 2024

R6.6 billion
ESG-integrated premiums for Discovery Insure's responsible insurance products *(FY2024: R6.3 billion)*

- Discovery Bank has grown to over 1.24 million clients, with over 2.99 million accounts
- Discovery Life continued to demonstrate an industry-leading claims record while being the biggest writer of new business in the market in calendar year 2024*
- 11% lower drawdowns in post-retirement products since 2015, improving the preservation of retirement savings
- Road fatality rate of 9.44 per 100 000 lives compared with the South African rate of 19.4 per 100 000 lives
- Discovery Bank was ranked first in consumer sentiment in the 2024 DataEQ SA Banking Sentiment Index
- Her Majesty Queen Máxima of the Netherlands, the United Nations Secretary-General's Special Advocate for Financial Health, met with Discovery Bank's CEO in May 2025 to learn more about Vitality Money and how it enables financial health
- Discovery Bank introduced new safety and security features to its banking app, including a digital account vault and security and panic codes
- In calendar year 2024, VitalityLife members with Optimiser saved up to 40% of their annual premium through incentives and rewards
- VitalityLife launched fracture cover, an advanced funeral pledge and enhanced our income protection proposition through an expanded Recovery Benefit
- We are a signatory to the UNEP FI Principles for Sustainable Insurance, through which we work to better understand, prevent and reduce ESG-related risks and better manage opportunities to provide quality and reliable risk protection
- Discovery Bank's shared-value home loan was named the Silver winner in the Core Offering Innovation category at the Quorus-Infosys Banking Innovation Awards 2024 in Faro, Portugal
- Discovery Insure won the Best Automobile Insurance Award at the Global Insurance Innovation Awards 2024 for the Vitality Drive 3.0 programme
- Discovery Insure received the 2025 Insurance Innovation of the Year Award at the 2025 African Insurance Awards for the Vitality Car Rating

LOOKING AHEAD

- Focus on innovation, product development and demonstrating the efficacy of the Group's Shared-value model
- Leverage digital and AI capabilities to further grow Discovery Bank and achieve its vision of being the leading retail and business bank in South Africa, recognised for its product innovation, robust digital banking infrastructure and client impact
- Vitality UK will look to expand and deepen our health and lifestyle engagement insurance integrations to meaningfully reward healthy behaviours across all our products
- Continue to deepen and integrate responsible insurance products across our South African businesses
- Continue to find ways to help clients improve and reward their driving behaviour, leveraging new innovations and technologies such as AI
- Launch new innovative investment solutions for clients and further enhance our Shared-value model to encourage better investment savings behaviours

* *Leading claims record at the Ombudsman; 50% lower than our average competitor.*

Revolutionising risk cover through Discovery Life and VitalityLife

Discovery Life and VitalityLife provide comprehensive risk protection that meets the needs of clients at all life stages. Discovery Life's offerings include life cover, Wills and Trust Services, capital disability, income and education protection, severe illness, funeral and home loan protection cover, while VitalityLife provides long-term life, serious illness, income and mortgage protection cover. VitalityLife also offers dementia and frailcare cover and introduced accident and fracture cover during the year.

The Vitality Shared-value model empowers clients to actively manage their health and rewards them for healthy behaviour. Incentivising clients to improve and manage their health and finances through Vitality integration creates actuarial surplus, resulting in lower premiums, better policy persistency and reduced claims. Client benefits include unique financial rewards, such as the Discovery PayBack Benefit, which returns a portion of their premiums, and innovations like the Discovery Funeral Plan 2.0, which offers discounts and premium returns for healthy behaviours and consistent policy adherence.

With 25 years in the industry and our dataset of 60 million life years, our Shared-value model shows that clients who engage with the Vitality programme to instil healthy behaviours are less likely to claim, with a 47% reduction in disability claims and a 57% reduction in mortality between highly engaged clients and clients with low engagement.

R12.9 billion
ESG-integrated premiums for Discovery Life's responsible insurance products

Over **R60 billion**
in claims and shared value paid since Discovery Life's inception through market-leading products that cater to our clients' dynamic needs

Discovery Life secured a
27%
market share in the retail-affluent market in FY2025, with growth across all key retail distribution channels

Discovery Life and VitalityLife continue to shift the focus of insurance from death to life. In 2024, Discovery Life paid R3.1 billion in living benefits and R2.4 billion in shared-value rewards – exceeding mortality claims of R3.4 billion. This means that **more than 60% of total payouts, including shared-value payouts, go to clients who are still alive, compared to an industry average of 20% to 30%.** In calendar year 2024, VitalityLife paid out £142 million in claims and members saved £40 million in lower premiums through Optimiser.

Early detection remains the key to better outcomes, and Discovery continues to invest significantly in supporting regular health screenings. These efforts have driven record-high screening rates for common cancers, contributing to a rise in early-stage cancer claims and a notable reduction in Stage 4 cancer disability claims.

These trends demonstrate the effectiveness of Discovery Life and VitalityLife products in protecting our clients, helping them to derive significant financial value from their policies and contributing to a healthier society. This impact is rooted in Discovery's phased approach in **responsible product innovation** – anchored in three key shifts that continue to shape the life insurance landscape:

1. **Separating risk from investment:** Discovery was instrumental in transforming the South African insurance markets by separating risk and investment products.

2. **Pioneering the Shared-value model:** Integrating with other Discovery products such as Health, Vitality and Bank allows Discovery Life to incentivise and share the surplus generated by clients who manage their health, wellness and finances well.

3. **Digitising to personalise the client experience:** The Group's technology assets enable digital platforms for financial advisers and clients that enable real-time insurance and shared value to create a personalised journey for clients. This includes simplified but comprehensive products enabled by digital channels that provide a clear understanding of benefits and access to rewards.

For more information on Discovery Life and VitalityLife's offerings and performance during the year, refer to our 2025 IAR.

INCREASING LONGEVITY THROUGH INNOVATION

Linking personal health to premium savings

Discovery Life launched a market-first Personalised PayBack Booster Benefit, integrated with Discovery Health's hyper-personalised Personal Health Pathways. This innovation strengthens the Shared-value model by rewarding clients for completing tailored healthy behaviour actions. Eligible clients can receive up to three months' premium PayBacks into their PayBack Fund – at no additional cost – simply by following their recommended Next-best Actions. The benefit deepens engagement, drives healthier choices and enhances the overall value of Discovery Life cover.

Ensuring long-term cover with the lock-in benefit

Discovery Life's lock-in benefit allows clients to transition from an age-rated premium pattern to a fixed premium and benefit structure from age 65 – with both locked at age 80. This pre-funding feature supports affordability and sustainability in retirement – ensuring clients can retain meaningful life cover without rising costs in later years.

Enabling next-generation financial planning

Adviser 360 is Discovery Life's business quoting and advice technology platform for financial advisers, providing access to our full suite of local personal Life Plans. Adviser 360 provides an integrated and centralised sales platform across Discovery that enables a client-centric, end-to-end digital sales process with real-time activation while simplifying the quoting and compliance processes through dynamic pre-population and digital acceptance.

Enhancing fiduciary services and estate planning

Discovery Life launched an enhanced estate planning solution through Discovery Wills and Trust Services to help clients prepare for the complexities and financial impact of winding up an estate. A valid will and clear estate plan ensure that clients' assets are distributed according to their wishes, minimising potential conflicts and significantly reducing legal and financial burdens on their families during an already emotional time.

The enhanced Discovery Estate Preserver covers clients against the costs of winding up an estate and provides liquidity when clients need it most.

IMPROVING HEALTH OUTCOMES AND FINANCIAL RESILIENCE IN THE UK THROUGH VITALITYLIFE

VitalityLife's Optimiser enables members to save up to 40% on whole of life insurance premiums and up to 30% off term life insurance premiums by looking after their health, while enjoying regular rewards and savings worth hundreds of pounds a year. Members with Optimiser and Vitality Plus are three times more likely to engage, and engaged members can reduce their risk of death by up to 57%, improving their life expectancy by up to five years*.

In addition, VitalityLife's serious illness cover protects members from more conditions than any other insurer, can be extended to cover later-life conditions like dementia and can pay up to three times the cover amount, offering unmatched protection for conditions like cancer, heart attacks and strokes.

In 2025, VitalityLife launched three key protection products into the UK market that not only meet customer needs but also help to reduce the long-term burden on public health systems by encouraging proactive health management and faster recovery. These include a unique severity-based accident and fracture cover, designed to recognise and reflect the impact of an accident with market-leading payouts of up to £10 000 for a fracture based on its location and severity. Cover includes payments for hospital stays due to an accident or emergency, and up to six complementary physiotherapy sessions to support recovery.

VitalityLife also extended the support available to claimants through its Recovery Benefit provided in its income protection product with the introduction of neuro-rehabilitation services to complement the physiotherapy, mental health support and cancer care support already offered.

From March 2025, VitalityLife's advanced funeral pledge advances £2 000 of its £10 000 funeral pledge funds directly to the funeral director on evidence of death, with no need to wait for further medical evidence, helping to ease the administrative and emotional burden for bereaved families.

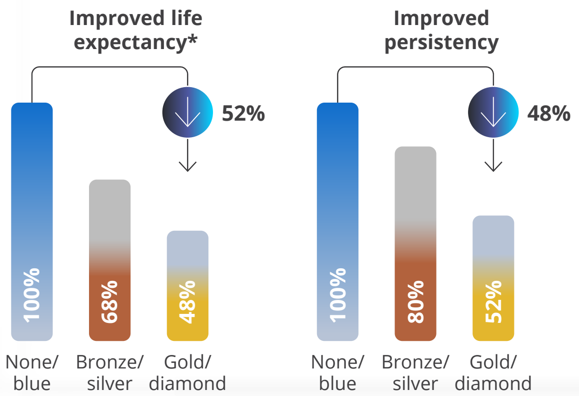
Based on analysis of members between 2013 and 2019, who moved from 0 to 21+ activity points a week. Physical activity improvements are assumed to be sustained over the individual's lifetime and apply to standard UK mortality rates.

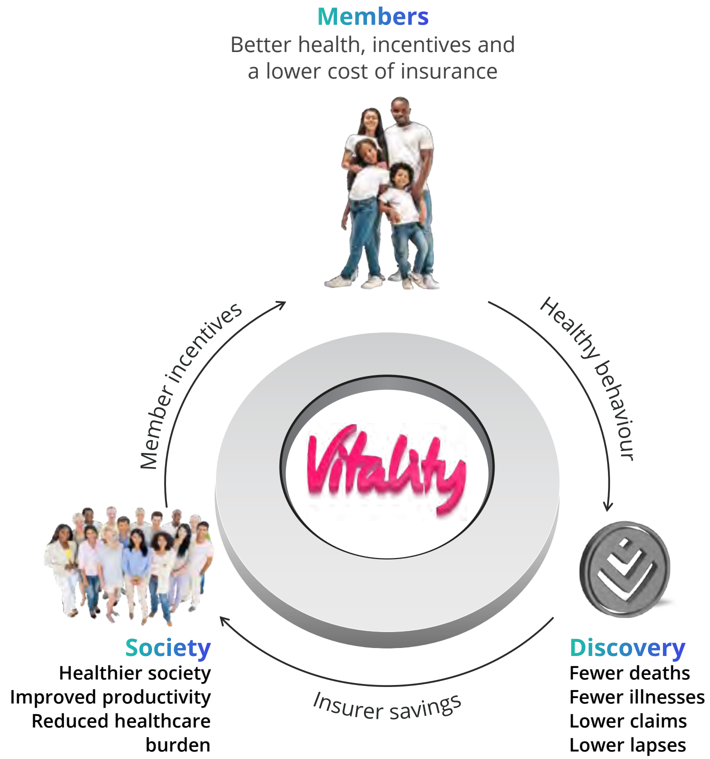
THE RESULTS: HEALTHIER CLIENTS WITH LOWER RISK PROFILES

Vitality members have some of the highest life expectancies in the world at 83 years, compared to the average South African life expectancy of 65 years.

Integrating Vitality into our life insurance offering results in responsible insurance products that incentivise healthy behaviour, increasing the life expectancy of our engaged clients while improving persistency, which allows us to share the positive actuarial surplus with policyholders. Ultimately, shared-value insurance benefits our clients, our business and society by improving health outcomes and providing effective risk cover.

POSITIVE ENGAGEMENT HELPS DRIVE POSITIVE OUTCOMES





* *Mortality rate*

THE POWER OF SHARED-VALUE INSURANCE

Discovery Life's shared-value payouts increased by 7% in FY2025 to R2.5 billion, totalling R17.5 billion over 25 years – reflecting the business's commitment to the Group's purpose. Our clients received the following value through the Shared-value model over the years:

Discovery Life annual integrated premium savings (premium savings through integration with other Discovery products)
R2.0 billion
saved in FY2025

Total Discovery Life PayBacks paid to date rewarding clients for managing their health and wellness
R17.5 billion
(R2.5 billion annually)

VitalityLife members savings in lower premiums through Optimiser
£40 million
in calendar year 2024

Total rewards and savings for VitalityLife and VitalityHealth members from the Vitality programme
£105 million
in FY2025

As at the 2024 calendar year:

Discovery Life Cash Conversion expected to be paid over the next five years
R7 billion

Tertiary education costs expected to be funded through the Discovery Life University Funder Benefit over the next 21 years
R3.2 billion

Total Discovery Life Principal PayBack Fund in force on the Business Life Plan
R2.3 billion

Total Discovery Life Dollar PayBack Fund in force on the Dollar Life Plan
US$57 million

Claims paid in the 2024 calendar year:

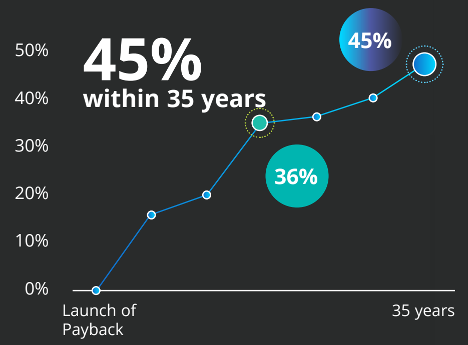
Discovery Life: Life cover
R3.4 billion

VitalityLife: Serious illness cover
£44 million

VitalityLife: Life cover
£96 million

Discovery Life: Disability, illness and income protection
R3.1 billion

Discovery Life PayBacks and Cash Conversions relative to total claims



FINANCIAL INCLUSION

Discovery Life's comprehensive suite of local and global life insurance policies offer market-leading cover, award-winning benefits and financial rewards designed for clients' lifestyles and needs. This includes products that promote financial inclusion in the lower income segment of the market, such as funeral insurance.

Funerals have major cultural significance in South Africa, and funeral insurance is an important aspect of broader financial planning, providing peace of mind and enhancing life quality. **Funeral Plan 2.0** brings shared value to the funeral insurance market by serving people with limited income.

Benefits of the funeral product include extended cover support for spouses, automatic baby cover and enhanced accidental death benefits – protecting our members from financial and emotional burden during difficult times. Clients who have Discovery medical insurance receive a 15% discount when they take out funeral insurance – this helps with increasing access to funeral insurance at discounted rates.

Distribution channels include **1 219 tied agents** and **518 independent financial advisers** to date

In the UK, VitalityLife's advanced funeral pledge (see page 43) reduces the administrative and emotional burden for bereaved families by advancing funds directly to the funeral director on evidence of death.

Incentivising good driving through Discovery Insure

Since 2011, Discovery Insure has introduced over

50 unique insurance innovations

in the South African short-term insurance industry

Discovery Insure provides unmatched value to clients through relentless and continual innovation. With an in-force annual premium income of over R7.5 billion and billions of our clients' assets covered, we continue to find ways to provide exceptional value to our clients through claims and benefit payouts – enabling clients to recover from loss and, ultimately, to enhance and protect their lives.

Discovery Insure's state-of-the-art telematics technology has collected over **20 billion kilometres** of detailed driving data over 14 years to unlock key insights into the factors influencing vehicle accident risks. Based on this, we see that five behaviours lead to three key causes of accidents, which comprise 60% of all motor fatalities.

Five driving behaviours

- Drinking and driving
- Cellphone use while driving
- Excessive speeding
- Aggressive driving
- Lack of vehicle care

Three leading causes of accidents

- Distracted driving
- Loss of vehicle control
- Reduction in vehicle safety

60% of fatal accidents

Vitality Drive, Discovery Insure's unique behaviour-centred driver programme, rewards clients for driving well. It applies our Shared-value model and incentive-based insurance principles to develop responsible insurance products that encourage behaviour change and reduce insurance risks.

R6.6 billion

ESG-integrated premiums for Discovery Insure's responsible insurance products

The four concepts that underpin Vitality Drive:

1. BEHAVIOURAL SCIENCE

The Vitality Drive programme uses the concept of behavioural science to provide clients with unrivalled value and rewards for driving well while adapting dynamically to an ever-changing environment. The programme provides clients with detailed information about how they drive along with tools and powerful incentives that have been shown to successfully improve driving behaviour.

2. STATE-OF-THE-ART TELEMATICS TECHNOLOGY

The programme uses the latest vehicle telematics technology to collect information about our clients' driving behaviour that directly impacts risk. We apply actuarial algorithms to the driving data and our insights from behavioural economics to develop a scientific measure of driver behaviour. This translates to a Vitality Drive status that provides clients with an objective and easy way to understand how well they drive and how to improve.

3. POINTS STRUCTURE

Our clients earn Vitality Drive points by driving well, improving their driving behaviour and ensuring their vehicles are safe to drive. Points are awarded for improved behaviours in the areas with the biggest impact on our clients' risk – including acceleration, braking, cornering, speeding, night-time driving, distance driven and cellphone use. The programme focuses on the areas most correlated to risk, with 60% of Vitality Drive points allocated to controllable driving behaviours.

4. REWARDS

Vitality Drive encourages sustained engagement and improved driving with rewards such as fuel cash backs, Uber discounts and discounts on tyres and services. Integration with Discovery Bank provides Vitality Drive clients with a gamified Vitality Active Rewards platform where they can earn exclusive rewards for engaging with Vitality Drive. The Vitality Car Rating unlocks value for good driving when clients sell their vehicles.

For more information on Discovery Insure's offerings and performance during the year, refer to our 2025 IAR.

INNOVATING TO UNLOCK VALUE FOR OUR CLIENTS

We continue to grow our business and product offerings with a focus on finding new ways to innovate and offer more value to our clients. During the year, we continued building on our existing product offering to launch the following new offerings:

Unlocking additional value in the second-hand vehicle market

Vitality Car Rating is a market-first innovation that sets a new standard for determining a vehicle's condition, unlocking more value for clients when they sell their cars in the second-hand market. Our data shows that good driving reduces wear and tear on vehicles.

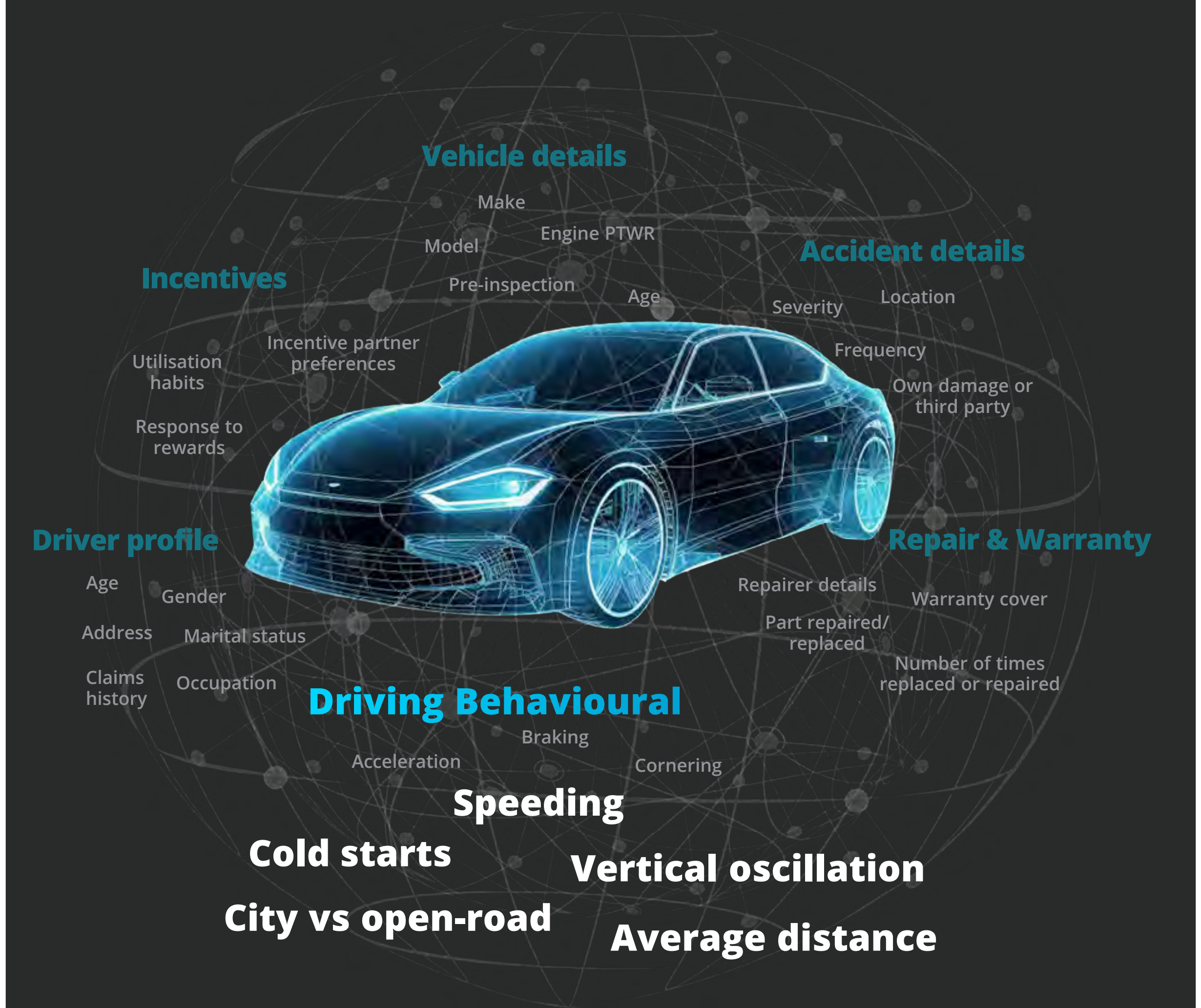
The Vitality Car Rating uses underwriting, accident and repair claims as well as driver behaviour and data analytics to accurately assess a vehicle's condition.

Discovery Insure clients can receive up to a 15% boost in value when they sell their car at participating dealerships.

Enhancing scratch and dent protection

Our unique scratch and dent cover offers clients cover for minor damage to their vehicles, ensuring the vehicles stay in good condition. The benefit features a simple, flat excess of R500 and does not impact their claim-free status. Depending on their Vitality Drive status, clients who drive well get a cover limit boost of up to 25%.

Our data gives us unique insights into vehicle condition



Our clients are the centre of our rich ecosystem

63 million
litres of fuel discounted

388 200
Uber trips discounted

2.4 million
Vitality Active Rewards drive goals achieved

34 million
tyres funded

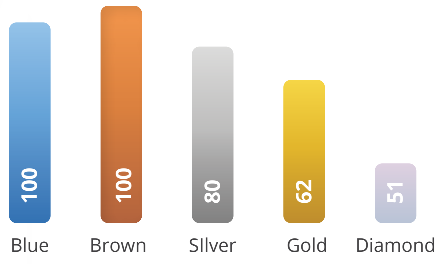
THE RESULT: SAFER ROADS FOR CLIENTS AND OTHER DRIVERS

Vitality Drive members reduce their accident risk by 15% within the first month of joining the programme and have a 56.9% lower fatality rate than the South African average.

We leverage data assets across our various businesses to gather insights into road accidents in South Africa. For example, based on data from Discovery Life, we know that car accidents cause 23% of unnatural deaths across all age groups and 60% for clients under 30 years old. We design interventions that mitigate the causes of road accidents through the Vitality Drive programme, enable behavioural change and encourage our clients to become better drivers.

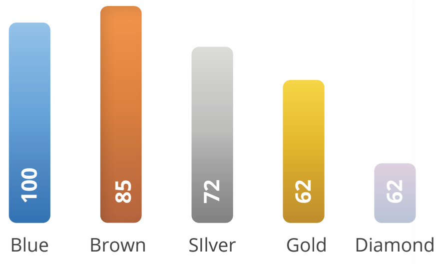
Vitality Drive shows positive results over the long term. Drivers who consistently engage with the programme and drive well have fewer and less severe accidents:

Relative average car accident claims by Vitality Drive status



49% REDUCTION IN ACCIDENT FREQUENCY

Relative average claim amount by Vitality Drive status



38% REDUCTION IN ACCIDENT SEVERITY

Discovery also participates in initiatives to make roads safer, including Pothole Patrol and Safe Journey to School (see page 62), as well as the Discovery Insure Holiday Drive Trends report, which provides key road trip insights to help drivers stay safe during the end of year holidays.

In April 2025, Discovery Insure partnered with bp to launch the nationwide **#DriveNowTextLater** road safety campaign to raise awareness of the dangers of cellphone-linked distractions to road accidents. Our data shows that cellphone usage has overtaken speeding as the leading contributor to motor vehicle accidents in South Africa, with just 20 seconds on a cellphone during a trip increasing risk of an accident by over 60%. The **#DriveNowTextLater** campaign calls on drivers to pledge not to text and drive, with the chance to win a share of R1 million.

SHARED-VALUE BENEFITS FOR CLIENTS AND BROADER SOCIETY

Good drivers pay lower premiums

Through Vitality Drive, clients who drive well save money on insurance premiums as they get a lower renewal increase compared to poor drivers. Clients who earn Diamond Vitality Drive status at least nine times per year and are claim-free receive no renewal increase on their vehicle premium.

The value of rewards is increasing over time

Good drivers also get rewards like fuel cash back and discounts on new tyres, Uber and vehicle servicing. The impact of these rewards is increasing over time, reducing the cost of vehicle ownership. Our research shows that our best drivers save an average 71% compared to the average premium combining the value of rewards available and reduced renewals. The Vitality Car Rating rewards clients with good driving behaviours and vehicle care by helping them unlock additional value when they sell their vehicles.

Keeping clients and society safe

We keep our drivers and their families safe by giving them access to vehicle safety features such as Impact Alert, weather warnings, a vehicle panic button, Driver DNA and Motion Alert. Incentivising clients to drive well and take care of their vehicles reduces breakdowns, keeping them safe on the road.

FINANCIAL EDUCATION

Discovery Insure is a member of the South African Insurance Association and contributes towards ongoing consumer education projects for young adults, households and SMEs. The business also offers clients and advisers a wealth of resources to help understand how our insurance plans and Vitality Drive work so that clients can unlock the rewards and economic benefits.

FINANCIAL INCLUSION

The data suggests that recent Discovery Insure quotes reflect significantly lower sum insured values compared to the existing insurance book. This highlights an opportunity to reduce barriers to entry for clients, allowing Discovery Insure to tap into and better compete within a new market segment.

CORE PLAN

Our Core Plan is designed for clients who require a more affordable premium for their core insurance needs. It offers market-leading insurance at a lower price, comprehensive vehicle and home insurance with online service features and a dynamic excess structure. Clients can also join a simplified Vitality Drive programme, accessible through the Discovery Insure app.

ESSENTIAL PLAN

Our Essential Plan provides affordable insurance cover for the price-sensitive market. The plan has lower limits on embedded benefits than the Classic and Purple Plans but offers comprehensive insurance cover, unique driving rewards and state-of-the-art safety features with Vitality Drive at a competitive price.

Enabling financial independence through Discovery Invest

Discovery Invest has created over

R23.9 billion

in shared-value rewards to date, with R7.3 billion of this already paid to clients

Discovery Invest is the fastest-growing active retail manager in South Africa, with over 379 000 policies and over R124 billion in assets under management. Our unique shared-value investment platform rewards healthy investment behaviours by encouraging clients to invest more, invest for longer, live well and withdraw wisely.

Behaviour change and shared value is critical in improving investment outcomes. While people are living longer, they start saving too late and do not save enough. We combine powerful, simple benefits with cost-effective products and world-class investment funds. Shared-value benefits for clients include lump sum enhancements to investments, also known as boosts, and refunds of administration and asset management fees. These benefits improve client behaviour and ultimately retirement outcomes.

For more information on Discovery Invest's offerings and performance during the year, refer to our 2025 IAR.

ACHIEVING BETTER LONG-TERM INVESTMENT OUTCOMES THROUGH INNOVATION

ENHANCING OUR RETIREMENT PROVISION

Discovery Invest's Retirement Optimiser creates pre-retirement savings and benefits for clients to address the retirement funding gap – the difference between projected retirement savings and what is needed to retire comfortably. Benefits create significant value for our clients through fee refunds, boosts on reinvested PayBacks, additional lump sums at retirement and ill-health enhancements.

The Secured Capital Annuity is a fixed annuity during retirement with capital back on death via life cover with no underwriting. Unique features of this product include higher initial income, a 13th cheque for up to 10 years and an escalation pattern that mimics retirement spending patterns if clients require it.

In FY2025 we added the Lifespan Linked Income Plan to our retirement income plans to address the challenges associated with retirees living longer than planned. The plan is designed to provide clients with flexible income and exposure to the market while also providing guaranteed income from age 80 for life. Retirees who withdraw wisely and live well earn income boosts of up to 50%. Clients can also earn boosts for closing Personal Health Pathway rings.

PROVIDING WORLD-CLASS ASSET MANAGEMENT SOLUTIONS

cogence
BlackRock | Discovery

Cogence – with solutions advised by BlackRock – was launched in FY2023 as the first global discretionary fund manager in South Africa. It leverages the best asset management technology and unique health data and analytics to provide holistic insights into the risks our clients may face on their retirement journey. Discovery Invest offers the full range of Cogence solutions combined with our Shared-value benefits. The Cogence technology seamlessly collects documents and helps advisers with compliance across external Linked Investment Service Providers.

During the year, Cogence launched two new funds which provide exposure to private markets. With the decrease in listed companies and increased concentration in equity returns, private markets offer improved diversification and the potential for enhanced long-term returns in opportunities previously reserved for high-net worth individuals and with liquidity constraints imposed. The private-market allocation within the portfolios targets a return of 10% per year in euros, making these solutions a powerful complement to traditional balanced portfolios.

DEVELOPING PERSONALISED INSIGHTS INTO RETIREMENT NEEDS

With retirement planning becoming more complex, it is crucial to understand the individual factors that influence outcomes, necessitating a comprehensive, personalised approach to ensure financial security throughout a client's retirement years. Discovery Invest leveraged our deep data insights to create South Africa's first Retirement Needs Target, a personalised metric that shows the total assets a client would need today to fully fund their retirement needs as a multiple of salary. The functionality allows financial advisers to create proposals with health and wealth insights and unique recommendations to improve retirement outcomes.

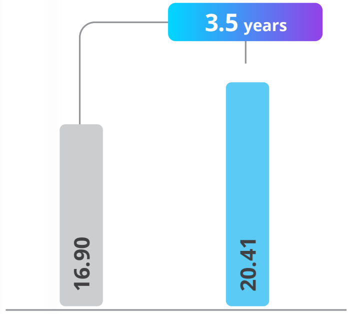
THE RESULT: SMARTER CHOICES

As lifespans increase, retirement savings are increasingly important. By rewarding smarter investment choices, clients receive more value and invest more with Discovery for longer. This enhances the sustainability of our business and allows us to continue innovating and rewarding smarter choices that have a positive societal impact, such as closing the retirement gap.

PEOPLE START SAVING TOO LATE

The tiered boost structure encourages people to start saving earlier

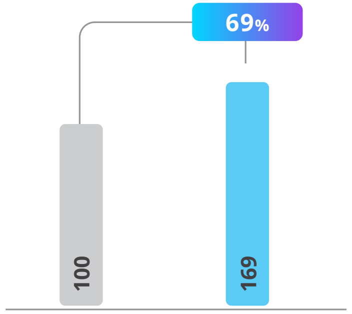
Investment term



PEOPLE ARE SAVING TOO LITTLE

The tiered boost structure encourages people to save more

Additional investments as % of assets under management



DEMONSTRATING SHARED VALUE IN ACTION:

R7.3 billion paid to clients and R16.6 billion accrued to clients* (FY2024: R6.3 billion in benefits and R13.8 billion accrued to clients)

11% lower drawdowns in post-retirement products since 2015, improving the preservation of retirement savings

* *The cumulative rewards for exhibiting the three behavioural changes of saving earlier, withdrawing less and staying healthy. These are rewarded through boosts to investment amounts or through fee refunds.*

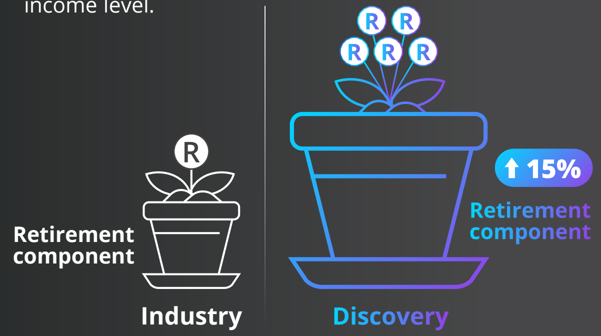
For more information on our approach to managing investments responsibly, refer to page 99.

SUPPORTING INFORMED DECISIONS IN THE TWO-POT RETIREMENT SYSTEM

Discovery supported clients ahead of the implementation of the two-pot retirement system in September 2024 through targeted education and digital tools. Our industry-first Two-Pot calculator helped clients understand the long-term impact of early withdrawals – with 20% of users deciding not to withdraw after using the tool.

R43 billion of savings component moneys were withdrawn nationally by January 2025. Discovery's data analytics demonstrated that most withdrawals were used for home and car expenses (24%), debt repayment (21%) and education (20%). A further 11% was withdrawn for daily expenses.

Discovery's data shows that members with stronger financial behaviours – as measured by Vitality Money – were significantly less likely to withdraw than high-income earners with lower financial health. This insight reinforces the importance of building financial resilience, regardless of income level.



Visit our Discover Two-Pot portal for more details.

Refer to page 116 for more on our operational and legal readiness for the two-pot retirement system.

CASE STUDY

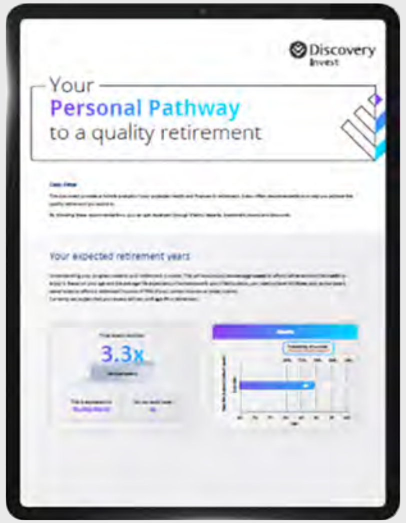
Hyper-personalised financial planning with the personal Retirement Needs Dashboard

As retirement planning becomes more complex, it is important to take a comprehensive approach that encompasses the many client-specific factors that influence retirement outcomes. These factors include:

- **Retirement age**
- **Retirement goals**
- **Life expectancy**
- **Gender**
- **Health status**
- **Savings behaviour and contribution rates**
- **Risk profile and asset allocation**

Discovery Invest has created South Africa's first **Retirement Needs Target** to enable hyper-personalisation in retirement planning and ensure financial security throughout a client's retirement years. The target provides an at-a-glance view of clients' financial needs for retirement, showing the total assets required today to fully fund their retirement, quantified in today's rands.

The Retirement Needs Target is available to advisers on Discovery's Adviser 360 platform, enabling advisers to create highly personalised and impactful client proposals with ease. It enables a digital, holistic overview of a client's pathway to a quality retirement by leveraging personalised data points that enable health and wealth insights and unique recommendations to improve retirement outcomes.

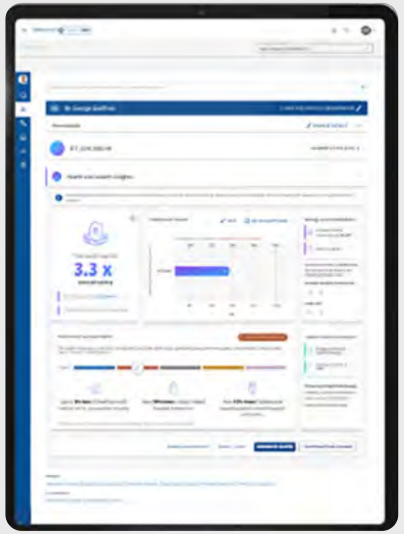


PERSONAL PATHWAYS
Simplifies a complex set of retirement factors into a single figure and projects the age to which a client's assets will last.

WEALTH ANALYSIS
Provides a clear analysis of the retirement income clients' current assets can generate, and shows savings recommendations to improve their retirement outcomes.

Allows advisers to balance new investment opportunities with affordability constraints to meet individual savings goals.

HEALTH ANALYSIS
Provides deep insights into how health in retirement affects disease prevalence based on clients' Vitality status and stress-tests their replacement ratio based on different scenarios.



SEAMLESS QUOTE GENERATION
Advisers can seamlessly generate quotes directly through the dashboard or increase contributions.

Revolutionising banking through Discovery Bank

Since 2019, Discovery Bank has grown to over

1.24 million

clients, with over

2.99 million

accounts, R9.2 billion in advances and R23.3 billion in deposits

The banking industry is evolving at an extraordinary pace. Digital disruption, changing consumer expectations and the power of AI and data have redefined what financial services can offer. Discovery Bank firmly believes that banking is no longer just about transactions, accounts or payments – it is about truly empowering people.

From the beginning, we set out to build a bank that rewards positive financial behaviours, empowers people with data and technology, and operates as part of a greater ecosystem designed to improve lives. We see a future where banks connect seamlessly with every aspect of a client's life – their health, finances, lifestyle and aspirations.

Discovery Bank is one of the fastest-growing banks in South Africa. It is a full-service digital bank operating through its award-winning app that caters to the full spectrum of the retail banking market and drives high levels of client engagement, utilisation and value. With its unique features and integration into the rest of the Group, the Discovery Bank app is now the primary interface used to interact within the Discovery composite. It sees more than double the usage of the Discovery corporate app, over 13 million logins in June 2025. In a significant achievement, Discovery Bank reached monthly operational break-even ahead of schedule – underscoring its strong growth trajectory and operational efficiency.

Our approach to shared-value banking is built on the understanding that financial risk is inherently behavioural and, as a result, modifiable. By developing an in-depth understanding of clients' financial habits and offering incentives for improvement, our clients are rewarded and we as a bank benefit from improved experience while contributing to a more financially resilient society. Our unique data-centric approach enables hyper-personalisation by using behavioural data to dynamically adjust rewards based on real-time health and spending data, using AI and predictive analytics to anticipate customer needs and nudge behaviours.

Vitality Money, our proprietary behaviour-change programme, measures how financially healthy our clients are, drives positive financial behaviours and engagement, and rewards them for managing their money well. The programme leverages fintech to integrate personalised data analytics, gamification and real-time redemption options, creating more engaging and tailored customer experiences.

OUR SHARED-VALUE BANKING APPROACH AIMS TO POSITIVELY INFLUENCE THE SIX BEHAVIOURS THAT CAN IMPROVE OVERALL FINANCIAL HEALTH.

Six controllable behaviours

- Spend less than you earn
- Save regularly
- Insure for adverse events
- Pay off your property
- Invest for the long term
- Financial planning

Three risks

- Unaffordable level of debt
- Exposed to unexpected expenses or loss of income
- Insufficient income in retirement

Which leads to

80%

of the reasons why individuals do not meet their financial obligations

Discovery Bank motivates clients to take specific actions to reduce risks commonly leading to financial instability.

We measure our clients' financial health in terms of these behaviours, not their income level. We award clients a Vitality Money status – Blue, Bronze, Silver, Gold or Diamond – with a higher status indicating that clients manage their money better and have a lower risk of credit defaults. As they manage their money better, we share the value with them through dynamic interest rates and rewards incentivising good behaviour. Rewards can be further enhanced by linking to Vitality and integrating across Discovery's product universe.

DISCOVERY BANK: AT THE CENTRE OF DISCOVERY'S PRODUCT ECOSYSTEM

Discovery Bank sits at the core of Discovery's South African product ecosystem, integrating Discovery Health, Life, Insure, Invest and Vitality to boost client engagement, persistency and long-term value by enabling access to all Discovery products and services through their bank account.

This integration allows us to monetise shared value and drive integration while delivering a single comprehensive and cohesive user experience to our financial advisers and clients.

For more information on Discovery Bank's offerings and performance during the year, refer to our 2025 IAR.

DRIVING FINANCIAL WELLBEING THROUGH INNOVATION

Discovery Bank's numerous innovative features include an advanced payments engine, secure and convenient virtual cards, accessible and affordable payments through PayShap and Value-added Services vouchers. In FY2024 we introduced a Revolving Credit Facility and launched South Africa's first and only shared-value home loan, which rewards clients for managing their money well, including discounted interest rates. Our home loan innovation received a Silver award at the 2024 Quorus-Infosys Banking Innovation Awards.

This year, key innovations rolled out included the addition of financial planning to Vitality Money, enhanced fraud protection and Discovery AI to improve functionality and personalisation.

INCENTIVISING FINANCIAL PLANNING

Recognising the critical role that planning plays in shaping positive financial behaviours, the new Vitality Money Planning ring was launched and rewards clients for their short-term and long-term financial planning. With the addition of planning, clients now have access to 40 000 Vitality Money points for financial planning as well as having a will in place, offering new opportunities to improve their Vitality Money status. Clients can also earn up to 10 000 additional Vitality Money Points for completing a financial education course through Worth. Discovery AI also offers personalised recommendations to clients on how to increase their Vitality Money status and rewards.

PROTECTING CLIENTS AGAINST FRAUD

To address the rising threat of fraud and security risks in South Africa and globally, Discovery Bank also launched first-of-their-kind security features. Innovations include card management features to keep full sight of digital wallets, devices and third-party providers that clients' cards have been linked to. The digital account vault is a powerful function that allows clients to hide selected accounts behind an additional security layer using a security code only they know, safeguarding financial information even if their device or profile is compromised. If forced to transact under duress, clients can enter a custom panic code, to discreetly alert Discovery Bank of potential danger. These innovations revolutionise the way clients manage cyber, fraud and account security risks.

INTELLIGENCE AND PERSONALISATION THROUGH AI

The launch of Discovery AI introduces a suite of advanced capabilities that deliver next-level personalisation. By analysing clients' spending and savings habits, understanding how they interact with their accounts and offering intelligent, tailored recommendations to clients' queries, Discovery AI helps clients optimise their rewards and financial outcomes. Clients engage with Discovery AI through the Discovery Bank WhatsApp channel, in their preferred language, following secure authentication via the Bank app, making the experience both seamless and secure.

Other innovations in FY2025 included:

- Enhanced card control and management features including digital wallet and subscription management, custom spend limit control by card and transaction type, and the grouping of transactions by card and device
- Persistent fraud warnings to combat phishing and vishing scams, complementing our multi-layered approach to account security, which includes biometric authentication and identity verification for every new device
- Immediate access to Discovery 911 emergency services via the Bank app
- Democratising private banking through WhatsApp, powered by Discovery AI

THE RESULT: HEALTHIER FINANCIAL BEHAVIOUR

Banking with Discovery Bank drives healthier financial behaviour, fundamentally transforming how clients engage with their money. As clients effectively manage their money, they reduce risk and create value for Discovery Bank. We share this value with our clients through improved interest rates and increased rewards.

Clients are rewarded for managing their money well with:

Lower interest rates on borrowings than would typically apply with traditional risk metrics

Higher interest rates on their savings in demand and short-term deposits. Clients who manage their money well typically save more over longer periods. Better behavioural alignment and engagement. Engaged clients can earn multiples of their monthly fees in rewards by using their accounts and managing their money well.

Discovery Bank clients on Gold and Diamond Vitality Money status:

Have near zero lapse rates and default rates (Diamond status)

Have 91% lower credit loss ratio (Diamond status vs Blue status)

FINANCIAL EDUCATION

We provide a range of tools and courses to help our clients manage their finances better and empower them on their financial journey.

WORTH FINANCIAL EDUCATION

We partner with Worth, a leading provider of independent financial education that shares our values on financial wellbeing. Worth offers practical personal finance courses to help people take control of their money in 60 days or less. Discovery Bank clients can access these courses for a greatly reduced price if they sign up through the app and earn 10 000 Vitality Money points once the course is completed.

Our actuarial team conducted an analysis on over 6 600 clients who completed the course in FY2025 to determine its impact on clients' Vitality Money behaviours. This analysis showed that after completing the course, clients had:

10% **higher average** Vitality Money insurance points

10% **higher average** Vitality Money property points

29% **higher average** Vitality Money savings points

41% **higher average** Vitality Money retirement points

VITALITY MONEY FINANCIAL ANALYSER

The Vitality Money Financial Analyser is an advanced budgeting and comprehensive financial analysis tool available to all Discovery Bank clients on the app. The tool uses advanced data analytics to give clients personalised information about their income and savings and spending habits, which allows them to better manage their money and get rewarded. Clients can earn up to 10 000 Vitality Money points for setting up and sticking to their budget every month.

FINANCIAL PLANNING TOOLS

Financial success depends on a budget, a plan and a good financial adviser. Financial planning strengthens the critical link between short-term financial behaviours and long-term goals and aspirations. Accordingly, we introduced rewards to incentivise clients to get professional guidance from a Discovery financial adviser. Clients can now earn 10 000 Vitality Money points for completing a financial needs analysis.

CALCULATORS

Our retirement calculator measures an individual's progress towards their retirement goals.

Our risk capacity calculator measures clients' long-term financial health and capacity to take investment risks.

ENCOURAGING HEALTHY FINANCIAL BEHAVIOUR BEYOND OUR CLIENT ECOSYSTEM

Since January 2023, Discovery has run seven social media campaigns in collaboration with the Financial Sector Conduct Authority to encourage healthy financial behaviour among broader society. These campaigns included practical resources related to:

- Creating bank fraud awareness
- Promoting financial literacy among women
- Promoting financial literacy among youth, including information related to credit scores and debt management
- Creating awareness of the potential financial pitfalls related to the festive season
- Promoting healthier conversations around money within relationships
- Promoting mental health and stress management

Over **4.8 million people** were reached by the financial education resources provided in the campaigns

Discovery Bank also plans to launch a financial literacy programme for children and youth, as well as a dedicated research lab in South Africa focused on advancing financial health. These initiatives aim to foster local innovation and collaboration, drawing inspiration from successful global practices while addressing the unique needs of the South African context.

Introduction
Our approach to sustainability
Sustainability differentiators
Make people healthier
Enhance and protect lives
Strengthen social systems
Restore the environment
Good business enablers

FINANCIAL INCLUSION

Discovery Bank is a global leader in digital service and branchless banking, leveraging our integrated web and app channels. New banking clients enjoy an intuitive and simple onboarding process, which takes less than five minutes, before a virtual card is live and immediately available to use. To broaden our reach and impact, clients can deposit and withdraw money from tills at selected retail stores in urban and rural areas. Clients can also withdraw money from any Visa-linked ATM.

Our digital banking capabilities enable unlimited free virtual cards, and Discovery Bank was one of the first banks to optimise its payment rails, making interbank payments affordable. Clients can use PayShap to enable convenient, real-time payments to anyone, anywhere from R1 per transaction. The Discovery Bank app integrates with the EasyEquities trading and settlement platform to offer share trading to the public.

The Ðiscovery Miles rewards programme, integrated into the banking app, incentivises responsible money management by rewarding clients with Ðiscovery Miles for good financial behaviours. These rewards effectively extend household income, as Ðiscovery Miles are more valuable than cash when used in the Vitality Mall or on prepaid products and services within the app, due to the discounts offered by over 40 online and in-store partners.

Clients also earn Ðiscovery Miles through the Vitality HealthyFood Benefit, includes online and in-store Checkers purchases in addition to Woolworths purchases.

SpendTrend25 REPORT

Discovery Bank partners with Visa to compile the annual SpendTrend Report which provides original research that analyses and compares consumer spending. SpendTrend25 identifies shifts in spending and financial behaviour from 2019 to 2024 and draws comparisons across seven South African cities for practical insights into consumer needs. The latest research combines Visa and Discovery's extensive datasets and world-class analytical capabilities to provide a unique lens through which to understand consumer priorities, payment trends and the impact of macroeconomic conditions on global spending habits.

Key findings of SpendTrend25 include:

- Consumer card spending was muted despite lower inflation as interest rates remained at historically high levels
- Consumers are using long-term savings for short-term expenses to manage the high cost of living
- Groceries, retail, travel, eating out and fuel together account for over 70% of total consumer spending
- Busy lifestyles and the need for convenience increasingly influence consumer spending with increased spending on eating out, takeouts and online grocery shopping
- Virtual cards are growing in popularity as South African consumers prioritise safety and convenience
- South Africans are travelling less internationally but are purchasing more online from international platforms
- Omni-channel shopping experiences continue to grow both globally and locally, with consumers embracing *phygital* shopping experiences
- The reliance on and use of cash is slowly declining and being replaced by real-time, digital payments
- Online entertainment continues to surge, covering areas like streaming, sports betting and event bookings
- Subscription services have diversified among South African consumers, with streaming services now joined by subscriptions to AI, sports bookings, groceries and e-commerce

Strengthen social systems

Collective health

SUPPORTING THE SDGs

3 Good health and well-being; 5 Gender equality; 8 Decent work and economic growth; 10 Reduced inequalities; 11 Sustainable cities and communities; 13 Climate action

Our contribution is underpinned by the Vitality chassis, which supports:

9 Industry, innovation and infrastructure; 17 Partnerships for the goals

RELATED MATERIAL THEMES

- Operate within a volatile socio-economic environment
- Leverage and manage technology and innovation
- Empower our people
- Expand and strengthen our social impact

WHY does this matter?

Strengthening social systems is our Integrated Sustainability Framework's third differentiator. For **Discovery to fulfil its core purpose, systemic resilience within our operating networks is essential.**

Because our purpose and business model require deep engagement with our clients and broader society, we actively get involved in issues that affect the communities in which we operate, underscoring our commitment to being a force for good.

WHAT do we do?

We strengthen social systems and contribute to societal resilience through targeted, strategic interventions. While healthcare remains a core focus – as South Africa's largest medical scheme administrator, managing healthcare costs, quality and access for our members and investing in skills development – our impact extends well beyond. We help create safer communities by supporting road safety and improving driver behaviour, and our initiatives in enterprise and supplier development (ESD) unlock economic opportunities, stimulate local economies and support job creation.

By improving people's health, promoting safer behaviours and fostering economic participation, we help alleviate the burden on national systems and advance progress against South Africa's triple challenge of poverty, unemployment and inequality. Our investments across the value chain, including public–private healthcare collaborations and NPO partnerships, enhance primary healthcare access in underserved areas and contribute to safer, healthier communities for all South Africans. We further foster social impact through our employee volunteerism in South Africa, the UK and the US.

We actively monitor our community investment initiatives and regularly track progress to ensure they deliver meaningful, measurable impact. To ensure accountability and a transparent and outcomes-driven approach, our evaluation systems and scope of our monitoring efforts are reported to and assessed by Discovery Fund and Foundation trustees. We report on the monetary value of our volunteering hours, reinforcing our commitment to accountability and the long-term success of our social investment programmes.

HOW do we do this?

Building an **inclusive healthcare system** by expanding access to quality healthcare and developing skills in the public healthcare system	Page 56
Developing **suppliers in our ecosystem**	Page 61
Enhancing **public safety**	Page 62
Encouraging **employee volunteerism and skills transfer**	Page 63
Partnering to **build the nation**	Page 64

ESG impact targets	Progress against our targets
Invest **R300 million** to train and support 600 medical specialists and institutions by 2026	Invested over **R331 million** to train and support 584 medical specialists and institutions to date
Repair **1 000** potholes per week in partnership with the Johannesburg Roads Agency	**1 160** potholes repaired per week on average
20% of employees to volunteer annually through Discovery ForGood	**20%** of employees volunteered

KEY DEVELOPMENTS ON OUR JOURNEY TO STRENGTHEN SOCIAL SYSTEMS

Celebrated four years of Pothole Patrol, with more than **295 000 potholes** filled since inception *(FY2024: >230 000 since inception)*

Invested **R21 million** in expanding access to healthcare through the Discovery Fund *(FY2024: R28 million)*

Invested **R14 million** in building capacity during the year through the Discovery Foundation (FY2024: R13 million)

Invested **R117 million** in social initiatives during the year through CSI, community upliftment initiatives and skills development for the unemployed

Expanded Safe Journeys to School into Gauteng in addition to the Western Cape to now serve and safely commute over **22 300 learners daily**

Partnered with the Department of Sport and Afrika Tikkun on the **Vitality Give2Move initiative**, which encourages South Africans to donate new or gently worn sports shoes, helping more people in underserved communities take their first steps towards a healthier, more active life

Continued contributing to strengthening South Africa's SME sector through our **R20 million impact investment** in the SA SME Fund

Launched **parkwalk** in the UK in partnership with parkrun to encourage people of all ages and abilities to get moving through accessible, inclusive physical activity in local communities

Marked the **15th anniversary of the Discovery Schools Soccer initiative** – one of South Africa's longest-running school sport development programmes, promoting youth health, discipline and teamwork through structured physical activity

Looking ahead

- Review the Discovery Foundation's impact over the past 20 years and refine its strategy to address evolving healthcare system needs, with a focus on specialist training and deployment
- Build capacity in our NPO partners, with a renewed focus on equipping leadership teams with the tools and skills needed to build more resilient funding strategies
- Support the rollout of programmes under the CSI team's new workstream focused on restoring the environment
- Relaunch the Mentorship With Purpose programme to engage top Discovery leaders in skills-based volunteering that supports NPO capacity building
- Ensure sustainable future price increases without shocks or benefit corrections
- Impact 1 million lives in rural and underserved areas by 2026

Building an inclusive healthcare system

EXPANDING ACCESS TO QUALITY HEALTHCARE

Discovery is dedicated to expanding access to healthcare by reducing costs and ensuring affordability without compromising quality. Through the Discovery Foundation, we extend our reach to rural and underserved areas and leverage technology and innovation to provide equitable healthcare access and support overall public health.

ACCESSIBILITY THROUGH INCREASING VALUE AND REDUCING COSTS

Most of the South African population is deprived of access to quality private healthcare and relies on an over-extended public healthcare system. Recognising the need to extend access to quality healthcare at an affordable cost, Discovery Health continues to invest in building a product suite that caters for diverse healthcare needs across socio-economic circumstances.

While South Africa remains the primary focus of these efforts, we apply the same commitment to accessibility in other markets.

We strengthen healthcare systems by:

Digitising access

The **Discovery Health app** gives members **virtual access** to doctors for immediate urgent care, virtual physical therapy and digital therapeutics for mental health support

Care Hub in the UK provides VitalityHealth members with **fast, seamless access to care**

Providing value-based care

We have developed several value-based care initiatives in collaboration with healthcare providers that **enhance patient outcomes, reduce cost and make healthcare more accessible** across various models

Our hospital rating index helps inform members on hospital quality by **making quality and outcomes data transparent**, driving informed decisions and improving care across the system

Pursuing low-cost benefit options (LCBOs)

We have advocated for **LCBOs**, which would **expand access to private healthcare**, since 2005

For more on our LCBO-related regulatory engagements during the year, refer to page 116.

Expanding access to quality care

DHMS members pay an average of **12.7% less than the market average**

DHMS members enjoyed the **lowest contribution increase** in the market in 2025

The Active Smart Plan is the **most affordable plan** in the open medical scheme industry for young professionals at R1 350 per principal member

KeyCare Start Regional delivers highly integrated care pathways to unlock **additional benefits at affordable price points**

The Flexicare health insurance product provides access to affordable quality private primary healthcare, wellness management and a world-class suite of digital tools for **lower-income earners and their families at an affordable price**

Hospital at Home provides members with access to a range of benefits delivered through their **personalised care team. in the comfort of their homes, freeing up public hospital beds for other patients**

SUPPORTING SERVICE DELIVERY IN RURAL AND UNDERSERVED COMMUNITIES

The healthcare needs of underserved communities in South Africa are vast and urgent. Rural provinces have significantly fewer health professionals, including medical specialists, nurses and community health workers. As a responsible corporate citizen, we play a facilitating role with NPOs in our broader ecosystems and, through the Discovery Fund's work and the Discovery Foundation's rural and underserved areas award category, we bring essential healthcare services to rural and underserved communities.

Supporting service delivery in rural and underserved communities in FY2025 through the Discovery Fund

R21 million
in support of service delivery in rural and underserved communities

4 856
pregnant women received antenatal care

5 876
children five years old and younger received health services

5 927
community members reached

15
projects or organisations supported

During the year, the Discovery Fund contributed R21 million (FY2024: R28 million) to NPOs that deliver essential healthcare services in rural and underserved communities. Beneficiaries included the Umthombo Youth Development Foundation and the Breast Health Foundation, among others. These communities stand to benefit significantly from technological innovations that improve access to care. Through our ongoing partnership with Hlokomela, we are leveraging digital solutions to help close the healthcare access gap.

Three Discovery Fund-supported organisations were directly affected by the sudden withdrawal of USAID funding from South Africa during the year. These and other organisations are now facing operational and financial uncertainty, forcing them to downscale or halt services that directly impact lives. In response, the Fund has proactively engaged with impacted partners and is consulting with various stakeholders to explore strategic, sustainable opportunities to support continued service delivery in rural and underserved communities.

Umthombo Youth Development Foundation: Training to secure healthcare professionals in rural areas

The Umthombo Youth Development Foundation – supported by the Discovery Fund since 2014 – helps address healthcare staff shortages at rural hospitals by identifying, training and supporting young people from these communities to become healthcare professionals. In return, graduates commit to serving their communities, strengthening primary healthcare and creating economic opportunities in rural areas.

To date, Umthombo has produced 619 health science graduates, of which 245 are doctors, with 50% of the doctors being young women. 78% of graduates are working in the public health sector, including hospitals in rural areas. Of the 209 students supported by the Discovery Fund in 2025, 93% progressed to the next phase of their training.

Introduction
Our approach to sustainability
Sustainability differentiators
Make people healthier
Enhance and protect lives
Strengthen social systems
Restore the environment
Good business enablers

Hlokomela: Innovating to deliver quality healthcare in rural areas

We partner with Hoedspruit Training Trust (Hlokomela) to expand access to primary healthcare for farmworkers and rural communities in Limpopo through two of its clinics in Hoedspruit and Letsitele.

With support from the Discovery Fund, Hlokomela has introduced digital healthcare at the Letsitele clinic using TytoCare smart diagnostic tools. Since opening in March 2024, the clinic has averaged 45 patient visits a week. While uptake is growing, volumes remain below the level needed to cover operating costs, and outreach efforts – including farmer engagement and community awareness drives – are ongoing.

The organisation continues to pursue growth and innovation. A new medication ATM – being piloted at a Hoedspruit lodge – will significantly improve access to chronic medication in remote areas. The site will also enable remote consultations via a community health worker equipped with TytoCare technology.

Hlokomela has made significant progress in combating HIV/Aids-ravaged rural farming communities – 90% of surrounding farm workers living with HIV now know their status and another 90% receiving antiretroviral therapy have achieved viral suppression. Hlokomela is also expanding access to mobile mammogram services through strategic partnerships.

With a strong foundation of community trust and partner support, Hlokomela remains well positioned to deepen its impact across Limpopo's rural communities.

CASE STUDY

Partnering for resilience: How Discovery helped Hlokomela stay open and scale its impact

During the year, Hlokomela celebrated 20 years of delivering essential healthcare to over 60 000 people annually. The organisation serves farmworkers, migrants, and lodge employees through four clinics, 74 employees and a network of 72 trained community health workers.

In 2018, facing imminent closure due to funding constraints, Hlokomela received comprehensive support from the Discovery Fund; not only emergency funding, but also mentorship, skills training and strategic guidance. Discovery collaborated with the organisation to pilot and implement an innovative partial payment system, including health club memberships, annual health cards and affordable walk-in services. This approach helped shift Hlokomela towards financial sustainability while maintaining equitable access to care.

Discovery didn't just keep us going – they kept our community alive.

Christine du Preez, Hlokomela founder and director

During the COVID-19 pandemic, Hlokomela became a key vaccination provider in the Mopani District, administering nearly 30 000 doses to vulnerable populations.

Between 2008 and 2018, HIV prevalence among farmworkers dropped from 29% to 6.3%, supported by peer education and outreach. The organisation also drives economic sustainability through a herb garden enterprise and rental properties.

Our purpose is to make people healthier and enhance and protect lives. Hlokomela is not just a health initiative – it's a movement. It's a model that has shown great success and one that deserves to be scaled, replicated, and celebrated.

Andronica Mabuya, Head of Group CSI, Discovery

Breast Health Foundation: Expanding access to breast health services

Our partnership with the Breast Health Foundation continues to demonstrate the power of public–private collaboration in addressing women's health needs. Following the success of the women's health clinic at Tintswalo Hospital – established in June 2023 through our R1.5 million investment – momentum is building across Mpumalanga to expand access to breast and cervical cancer services.

Since opening in June 2023, the clinic has recorded
16 874 visits
with an average of 623 visits every month

As part of a national pilot programme, the Breast Health Foundation is supporting the Department of Health to introduce breast and cervical cancer services across hospitals in the province. **The Foundation is also collaborating with The Cancer Alliance to roll out a cervical cancer training curriculum, equipping healthcare workers with the skills needed to improve early detection and outcomes.**

Based on the Tintswalo clinic model, the Breast Health Foundation is helping to expand services to new locations, including Mapulaneng, where a new hospital is under construction. Technology investments – such as an AI-enabled ultrasound unit – are also enhancing diagnostic capabilities.

The Foundation continues to strengthen local capacity through targeted training and community awareness initiatives, while also working with partners to explore access to affordable oncology treatment.

These efforts reflect a strategic and coordinated approach to improving women's health – building on the strong results already seen at Tintswalo and helping more women access early, quality care closer to home.

POWERFUL PARTNERSHIPS TO EXPAND ACCESS TO MALARIA PREVENTION AND TREATMENT

Vitality Health International continues to strengthen its focus on malaria prevention and treatment in high-risk regions, with a strategic emphasis on Mozambique. We ran a campaign encouraging Vitality Active Rewards members to donate to the Goodbye Malaria Foundation. Our members and employees raised R324 730 during the year, with matched funding from Nando's bringing the total to R649 460.

The funds enabled:

7 819
lives to be protected through residual spraying of homes

152
individuals to receive rapid diagnostic testing and treatment

2 271
rapid diagnostic tests to be donated

We also partnered with the Goodbye Malaria Foundation to host a panel discussion featuring leading experts on the role of cross-sector collaboration and equitable access in eliminating malaria. In addition, we produced a **Mozambique Malaria Profile** – a visual data resource using the latest World Health Organization statistics – to support advocacy, policy engagement and stakeholder alignment.

Refer to page 39 for more on the Vitality Malaria Benefit.

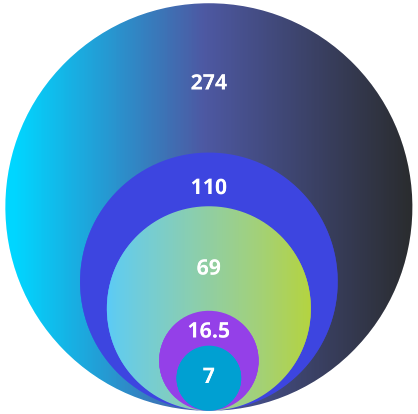
BUILDING CAPACITY IN THE HEALTHCARE SYSTEM

We aim to strengthen South Africa's public health system by investing in training and service innovation. Through the Discovery Foundation and its strategic partnerships, we address critical skills shortages at tertiary level, advance academic medicine through research and promote gender and racial equity in the healthcare workforce. Complementing this, the Discovery Fund also works to address human capital deficiencies in primary healthcare, with a special focus on expanding access in rural areas.

ADDRESSING THE CRITICAL SHORTAGE OF MEDICAL GRADUATES AND SPECIALIST SKILLS

The Discovery Foundation addresses critical skills shortages in South Africa's healthcare system by disbursing grants to train medical specialists, strengthen academic medicine and support specialised medical research. A key objective is to increase the number of subspecialists to better meet national healthcare demands. Given the significant shortfall in most surgical disciplines, the Foundation places particular emphasis on supporting the development of surgical expertise.

Research commissioned by the Discovery Foundation shows that, in South Africa, there are seven specialists per 100 000 people in the public sector and 69 specialists per 100 000 people in the private sector, with an average national level of 16.5 per 100 000 – a significant difference from the Organisation for Economic Co-operation and Development average of 274 per 100 000. The figure alongside illustrates the number of full-time equivalent specialists per 100 000 people relative to international benchmarks. The specialist surgical workforce density in South Africa in 2019 was 10.5 per 100 000 population, which falls short of the minimum specialist workforce density of 20 per 100 000.



Discovery Foundation has invested over R331 million since its inception to support academic medicine through research, development and training. In FY2025, the Discovery Foundation disbursed R14 million (FY2024: R13 million) in research and training grants to some of South Africa's top doctors, researchers and future healthcare leaders. The grants will boost academic, specialist and rural medicine in critical areas, including surgery, anaesthesiology, radiology, obstetrics and gynaecology.

The Foundation works to address racial bias in the South African healthcare system, and during the year exceeded its target of supporting 75% black beneficiaries, granting 92% of its awards to black doctors in the public sector. It also supports gender transformation in the health workforce, granting 65% of awards to female beneficiaries.

The Foundation will celebrate its 20th anniversary in 2026. This milestone will serve as a catalyst for a full impact assessment to evaluate the Foundation's contributions to date. The evaluation will also explore how the Foundation can adapt and enhance its impact in response to changes in the health sector since its inception in 2006.

ENABLING MEDICAL STUDENTS

The Medical Student Loan Guarantee Fund, implemented in partnership with Standard Bank and the Universities of Pretoria and Witwatersrand, seeks to mitigate financial challenges faced by current and future medical students. The fund targets the missing middle, namely students who neither qualify for bursary funding nor have access to enough capital to be eligible for a student loan.

The Discovery Foundation has invested R20 million in the fund, providing surety for students who would otherwise not have access to loan funding to support their undergraduate medical training.

During the year, Discovery Foundation decided to exit the partnership but will continue with its strategic oversight, with Standard Bank assuming the collateral for existing students. The Foundation and Standard Bank teams are committed to a well-managed exit, with no impact on students.

460
students have received support as at December 2024, and of these students, 345 completed their studies

11
students have exited the programme as at December 2024

SUPPORTING HEALTHCARE PROFESSIONALS

Recognising excellence and innovation in the healthcare system

We are developing the Luminaries initiative to recognise healthcare professionals contributing to a brighter future through innovation and clinical excellence in South African healthcare. Luminaries, designed to enhance professional sentiment within the healthcare sector, will drive a positive narrative about the South African healthcare system.

Keeping our doctors healthy through Doctor 360°

Doctor 360° is Discovery's commitment to holistic doctor wellbeing, offering tailored support across three dimensions: physical, emotional and financial health. This precision-designed programme recognises the demands and responsibilities faced by medical professionals and empowers them with tools to maintain their own wellbeing.

PHYSICAL 360°

Physical 360° empowers doctors to prioritise their own health through personalised fitness tracking and enhanced incentives via Vitality Active Rewards for Doctors (VARD). The programme now includes public- and private-sector doctors, with 8 451 doctors enrolled, representing over half of all doctors in private practice. Doctors on the VARD programme continued to deliver exceptional results in the 2024 calendar year, with an average goal achievement rate of 34%. Every month, an average of 3 530 doctors are achieving their exercise goals, contributing to a total of 106 886 goals achieved. Notably, doctors on the VARD programme outperform the Vitality base by 11%, highlighting the programme's success in sustaining engagement and fostering healthier habits among medical professionals.

EMOTIONAL 360°

Emotional 360° provides confidential, personalised mental health support that recognises the emotional demands of the profession. Through the Young Doctors Mental Health Helpline, offered in partnership with the South African Depression and Anxiety Group, doctors have access to compassionate, context-aware mental healthcare, available anytime and anywhere. The helpline received 1 894 calls between June 2024 and May 2025, with major discussion themes including academic stress, anxiety and depression.

Bridging finance for doctors

Finance 360° offers tailored funding solutions to support doctors at all stages of their careers. Through Discovery's partnership with WELL by Merchant Capital, healthcare professionals have access to preferential funding solutions designed specifically for their sector. Since inception, 3 295 (FY2024: 2 650) healthcare professionals have utilised the WELL offering.

The Finance Academy, delivered in partnership with Healthy Company and Worth, complements this with a CPD-accredited, digitally enabled financial education programme. The 18-module curriculum equips doctors with the tools and knowledge needed to make informed financial decisions that reflect their goals and lived realities.

Developing suppliers in our ecosystem

Promoting the growth of businesses is critical to ensuring the sustainability of our supply chain. We work to transform the economic landscape in South Africa by developing black beneficiaries – particularly those with entrepreneurial drive – leading to innovation, job creation, new commercial frontiers and a broadened asset base. We leverage our impact on the economy through the vast network of suppliers that support our business.

It is critical that there is a continued increased focus on sourcing and investing in current and potential suppliers. Our ESD and Procurement teams have streamlined our investment assessment processes to ensure all potential investment opportunities are channelled through the appropriate internal processes to assess for maximum investment and compliance potential.

We participate in the **UNGC's committee on best practices for engaging and supporting SMEs**, helping shape the committee's structure and outcomes. The focus is on enhancing SME sustainability readiness through tailored tools, outreach and capacity building, with an emphasis on practical ESG enablement. This collaboration supports our broader commitment to inclusive supply chain development and shared progress toward the UNGC's goals.

During the year, we focused on supporting our existing ESD beneficiaries through additional funding and business development support. We also engaged new ESD beneficiaries, partnering with a third-party provider to help prepare them for potential funding from Discovery and other funders.

Our qualifying ESD beneficiaries are enterprises with over 51% black ownership and a turnover of less than R50 million – and we give preference to black women-owned and youth-owned enterprises. We provide financial support in the form of loans, grants and non-financial support such as business development support, training and mentorship opportunities.

The total value of ESD loans on our books exceeds
R179 million
(FY2024: R145 million)

We supported
42
entrepreneurs in FY2025
(FY2024: 41 entrepreneurs)

OUR ESD BENEFICIARIES INCLUDE:

HOUSE OF FINESSE
Grant: **R500 000**

House of Finesse was appointed as a new lifestyle service in Discovery's 1 Discovery Place and Discovery provided vital funding to assist the enterprise with working capital for shopfitting, marketing and branding among other items for the shop space.

SAFE-HUB JABULANI
Grant: **R4.5 million**

For five years, Discovery has supported Safe-Hub Jabulani in Soweto in leading systemic community transformation. The hub is a physically and emotionally safe space for young people with daily access to holistic learning and personal development focused on health, safety, education and employability.

Highlights since inception

Over **1 000** permanent jobs created, with a strong focus on youth and women employment

Over **100** start-up enterprises incubated, fostering sustainable business development

More than **67 000** individuals accessed Safe-Hub Jabulani's services

NOZIBELE SOLUTIONS
Grant: **>R 75 000**

Discovery partnered with a third-party company, Bridgescape, to assist in developing an enterprise called Nozibele Solutions. The funding enabled Nozibele to have all the required training, software and hardware to service an imminent contract with Discovery.

SUPPORTING TRANSFORMATION IN OUR SUPPLY CHAIN AND BEYOND

Since its enactment in April 2004, the B-BBEE Act has served as the cornerstone of the SA government's framework for advancing economic transformation. Discovery fully supports this legislative mandate, recognising that meaningful transformation is essential to fostering a more inclusive society and a sustainable, high-growth economy. We believe that diversity – across our workforce and supply chain – is not only a strategic imperative but also a critical enabler in addressing complex challenges and delivering long-term value. Transformation is not a finite goal but a continuous journey, and it remains a central, unwavering focus of our business strategy.

Discovery's B-BBEE audit for FY2024 – covering the period from 1 July 2024 to 30 June 2025 – resulted in a B-BBEE level 1 contributor status.

View our B-BBEE certificate online.

Refer to page 85 for information on our employment equity initiatives.

Enhancing public safety

We forge strategic partnerships to strengthen social systems by improving mobility and road safety, creating shared value for our clients, other road users and broader society.

PAVING THE WAY FOR SAFER ROADS

Pothole Patrol, a shared-value, data-driven initiative between Discovery Insure, Avis and the Johannesburg Road Agency, continues to identify and manage pothole repairs in Johannesburg.

This initiative makes roads safer by reducing road safety incidents, positively impacting insured and non-insured road users and reducing pothole-related claims costs.

Pothole Patrol deploys eight road repair vehicles daily to support the Johannesburg Roads Agency's operational capacity. Through the geolocation-enabled Pothole Patrol app, members of the public can log and report potholes within the Johannesburg Roads Agency's jurisdiction. Once logged, an inspector is dispatched to assess the site. Where multiple potholes are present in the surrounding area, the repair team addresses them concurrently – improving coverage and operational efficiency. Since inception, repair quality has remained consistently high, with random inspections of repairs completed in 2021 showing a failure rate of less than 0.2%.

Since the launch of Pothole Patrol in 2021, there have been decreases in pothole claims compared to projected costs without intervention. Fixing potholes and improving road conditions has resulted in estimated savings of over R44 million for Discovery Insure and significant value shared with all drivers in Johannesburg as well as the broader insurance industry.

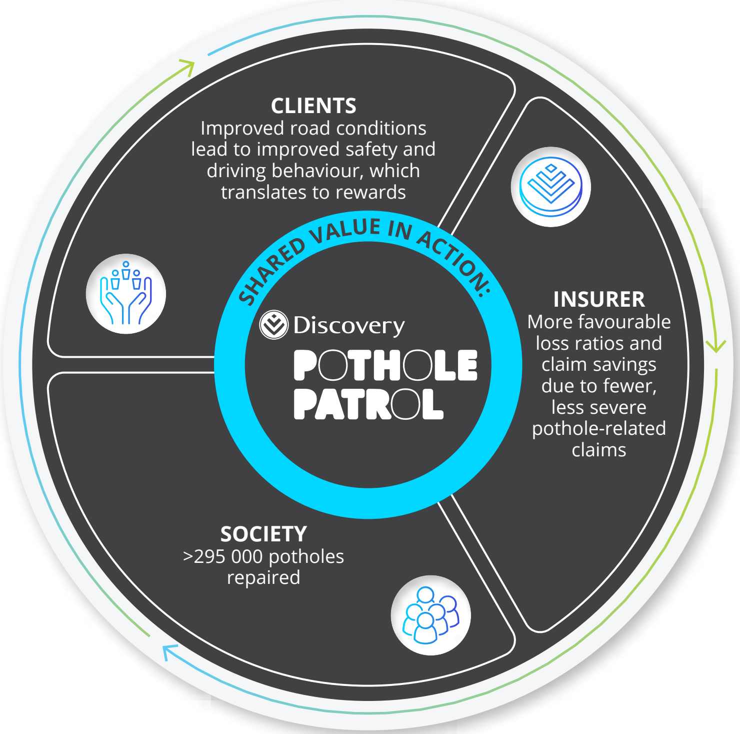
In FY2024, Discovery launched the **Pothole Patrol Academy**, in partnership with Avis Southern Africa, to equip young people with accredited road construction skills, contributing to sustainable job creation and long-term socio-economic upliftment.

Following a successful pilot in FY2023 with 18 learners, the Insurance Sector Education and Training Authority formally accredited the Academy to deliver a 12-month practical skills training programme, culminating in an NQF Level 3 qualification.

In its first post-pilot year, 24 learners – aged 22 to 34 and drawn from previously disadvantaged communities – received classroom-based and on-the-job training through an accredited learnership and skills development provider. In February 2025, the first post-pilot cohort of 22 learners graduated with a National Certificate in Roadworks Construction, gaining meaningful, real-world skills in the infrastructure sector.

Since its inception, Pothole Patrol has repaired over
295 000
potholes in Johannesburg

The Pothole Patrol app has been downloaded over 44 770 times with over
90 277
potholes reported through the app



ENHANCING ROAD SAFETY THROUGH STRATEGIC PARTNERSHIPS

During the year, Discovery Insure partnered with BP Southern Africa to launch the #DriveNowTextLater campaign – a nationwide road safety initiative aimed at reducing distracted driving. Drawing on Discovery Insure's telematics insights, which revealed that just 20 seconds on a cellphone increases accident risk by over 60%, the campaign encouraged motorists to pledge not to text while driving. More than just awareness-raising, the campaign incentivised behaviour change by distributing thumb stickers at participating BP service stations and offering participants a share of R1 million in rewards for their public pledges. Underpinned by the Vitality Drive programme, this initiative formed part of our broader commitment to creating a nation of safer, more mindful drivers through data-driven, evidence-based interventions.

KEEPING LEARNERS SAFE

Discovery Safe Journeys to School is a programme by the Discovery Fund and Afrika Tikkun that focuses on keeping children safe on the road, particularly in underserved areas, by enrolling transporters on Vitality Drive to encourage good driving behaviour through our telematics technology.

Launched in 2013 in the Western Cape, the programme expanded into Gauteng during the year, now covering Johannesburg townships like Orange Farm, Alexandra and Diepsloot. It currently serves over 22 300 learners daily and supports a dedicated network of 750 transporters, ensuring safe commutes to school.

The Discovery Safe Journeys to School programme is a testament to how innovation and collaboration can create safer communities for our children. By expanding into Gauteng, we are reaching even more children who deserve access to safe, reliable transport.

Robert Attwell, Discovery Insure CEO

Drivers in the programme display good driving practices, achieving an
81%
safe driving record during the year and no fatalities since inception

Within 12 to 24 months of a driver joining the programme, we see

82% reduction in harsh acceleration

63% reduction in harsh braking

81% reduction in harsh cornering

Encouraging employee volunteerism and skills transfer

Our people are inspired and motivated by Discovery's purpose, acting as a force for good in their communities. Through our volunteerism programmes, we leverage our employees' skills and resources to build healthier communities and foster social impact.

OVERVIEW OF OUR EMPLOYEE VOLUNTEERISM IMPACT

2 008 employees volunteered during the year *(FY2024: 1 983 employees)*

12 053 hours in volunteering activities *(FY2024: 13 460 hours)*

Volunteer hours equalled **R2 MILLION** *(FY2024: R2.1 million)*

Discovery ForGood

Discovery ForGood is our employee volunteerism programme that enables our employees to help build healthier communities. We collaborate with communities to identify their needs and match them to the wide range of skills and resources provided by our volunteers. Discovery ForGood aims to have 20% of Discovery's employees volunteer annually.

In FY2025 **20% of our employees volunteered as a force for good in their selected community projects** (FY2024: 20%)

Discovery ForGood is a member of the International Association for Volunteer Effort (IAVE), which aims to strengthen and grow volunteer leadership globally. IAVE promotes the value and impact of volunteering as a vital force for civil society.

During the year, we participated in the 27th IAVE World Volunteer Conference in Busan, South Korea, where over 1 400 delegates from more than 90 countries gathered under the theme 'People Power: Creating a Sustainable Future Through Volunteering.' Discovery shared insights on measuring impact in corporate volunteer programmes and engaged with peers across sectors to strengthen our approach to employee-driven social impact.

As part of our recognition programme, two top-achieving Champions from our Discovery ForGood initiative attended the event, gaining valuable perspectives to enhance their local community projects.

EMPLOYEE VOLUNTEERISM IN THE UK

Our UK employee volunteerism initiative creates opportunities for our employees to engage directly with local communities. Over the past financial year, employees participated in a series of initiatives focused on social impact, including initiatives focused on race, neurodiversity, women's empowerment and LGBTQ+ inclusion, and environmental responsibility.

Volunteers contributed to maintaining and preparing public gardens near company offices, reflecting our commitment to protecting local green spaces. Other events supported women and girls through confidence-building, creative workshops and career-readiness activities – strengthening social cohesion and advancing gender equity.

During the year:

245 volunteers took part in 28 volunteering events

100% of participants rated their experience as good or excellent for enjoyment

99% of participants rated the value of contribution to charity as good or excellent

We also invest in national, local and community sports, aiming to inspire more people to take up physical activity and live healthier lives. Our Community Active Fund and Make It Happen Fund provide employees with grants to help their communities become more active.

Beyond volunteering, we participate in the 10 000 Interns Foundation's initiatives to mentor and develop underrepresented talent at scale.

EMPLOYEE VOLUNTEERISM IN THE US

In 2024, employees engaged in 115 volunteering opportunities across the US, including the following initiatives:

As part of year-end activities, the So Giving team volunteered at A Children's Place Association, with five employees contributing a total of **20 hours**

Employees also created **500** **handmade cards** for children supported by the Children's Place

Through the Adopt a Family initiative, which supports Chicago families affected by poverty, illness or violence, **17 donors collectively raised** **US$1 050**

MENTORSHIP WITH PURPOSE

Mentorship With Purpose is a mentorship programme designed to strengthen leadership capacity, small businesses and civil society by tapping into the specialist skills of Discovery's executives. We view mentorship as a powerful mechanism to share expertise, build organisational resilience and support broader economic development.

In FY2025, Discovery leaders contributed to several targeted skills transfer initiatives. In September, the programme hosted a financial literacy masterclass led by Discovery Bank's Head of Special Projects and SMMEs, attended by 40 entrepreneurs from Alexandra. The session aimed to enhance participants' financial capabilities and support long-term business sustainability. Another masterclass focused on procurement opportunities for young entrepreneurs with valuable insights from Discovery Chief Procurement Officer and author GG Alcock.

Several high-performing managers from Vitality designed and delivered a masterclass for the newly formed management team at Kids Haven, a longstanding NPO partner. The engagement equipped 13 team members with practical tools in strategic positioning, problem-solving, creative thinking, leadership engagement and risk management, fostering stronger organisational leadership.

Partnering to build the nation

We are proud to be part of a new era of collaboration between business and government, underpinned by the BUSA CEO pledge. This initiative reflects a shared belief in South Africa's potential and a determination to contribute to inclusive, sustainable economic growth. Since its launch in 2023, over 160 CEOs – representing companies with a combined market capitalisation of R11 trillion and employing more than 1.36 million people – have joined the pledge.

The partnership focuses on three national priorities: energy, transport and logistics, and crime and corruption. Business has contributed more than R320 million in funding and dedicated thousands of hours to operational problem-solving in collaboration with government.

This model works: strong progress was made during the year

Energy

>350 private-sector experts mobilised across National Energy Crisis Committee initiatives

>12 000 hours engaging with Eskom

R1.3 trillion in new generation investment pipeline created

>6 GW of new energy generation added

76% reduction in loadshedding

Regulatory milestones achieved: third-party wheeling approved, Net Billing Rules completed, and a market operator licence submitted

Transport and logistics

Over **160** private-sector responses to revitalise South Africa's rail and port system

15.5% increase in export coal volumes railed[1]

98 applications being processed to operate private trains on SA's rail network

>385 private sector experts involved

Over **20 million** tonnes increase in annual freight railed[2]

Over **500** security personnel deployed along key freight corridors

Crime and corruption

>95% of Financial Action Task Force (FATF) recommendations met to address greylisting concerns[3]

~50 resources deployed to accelerate delivery

20 high-priority cases selected for money laundering and terrorist financing investigation[4]

Digital evidence unit operational, with board and CEO appointed

R57 million forensic analysis centre established

Joint Initiative on Crime and Corruption now active

The next phase of the partnership will focus on accelerating delivery and unlocking inclusive economic growth. This includes building on operational reforms already underway while fostering a more positive national narrative to support investment and confidence. A shared ambition has been set to lift South Africa's GDP growth to 3% by the end of 2025, recognising that sustainable growth is essential for job creation, poverty reduction and long-term national resilience. As business and government deepen our collaboration, the partnership will scale its efforts with clear focus, disciplined execution and measurable impact.

> **This initiative has seen a remarkable effort and affirms our collective belief that optimism is a critical driver of progress – we can and must continue building our country to change the trajectory of our future.**
>
> *Adrian Gore, BUSA Vice President and Discovery Group Chief Executive*

1 Year-on-year increase between April and May 2025 and 2024.
2 Annual freight railed: September 2023 to March 2025.
3 As per National Treasury, FATF action plan "substantially completed" as of June 2025.
4 Per FATF requirements.

Restore the environment

Planetary health

SUPPORTING THE SDGs

7 Affordable and clean energy; 13 Climate action

Our contribution is underpinned by the Vitality chassis, which supports:

9 Industry, innovation and infrastructure; 17 Partnerships for the goals

RELATED MATERIAL THEMES

- Expand and strengthen our social impact
- Strengthen our environmental stewardship
- Ensure ethical governance and leadership
- Leverage and manage technology and innovation

WHY does this matter?

We recognise that the physical environment directly and indirectly impacts people's health. To fulfil our purpose of making people healthier and enhancing and protecting their lives, we must consider the impact of the physical environment on their overall health and wellbeing. Furthermore, healthcare systems account for around 5% of global CO_2 emissions. By integrating climate-conscious practices in our business operations and other systems we influence, we can reduce our impact on climate change and also promote a healthier environment, enhancing public wellbeing.

Restoring the environment, as the final sustainability differentiator of our Integrated Sustainability Framework, aligns our purpose with our goal of enabling a healthy environment.

WHAT do we do?

We strive to make a positive environmental impact by leveraging our capabilities to reduce our environmental footprint, make renewable energy accessible to businesses across South Africa, improve our understanding of environmental challenges and promote behaviour change in our employees, clients and supply chain.

HOW do we do this?

Refining and meeting our **environmental commitments**	Page 67
Innovating to share environmental value	Page 70
Defining our **climate change** position and goals	Page 72
Responsibly using **natural resources**	Page 73

TARGETS

Reduce Scope 1 and 2 emissions by 25.2% in FY2025 against our 2019 baseline

Publish our **Net-zero Transition Plan** and targets in Q4 2025

Achieve **carbon neutral** operations by 2027 in our SA and US operations and by 2025 in our UK operations

Achieve net zero by 2050 or earlier

Achieve zero waste to landfill in all our key South African operations (after achieving accreditation for 1 Discovery Place in FY2024)

PROGRESS MADE IN FY2025

Reduced Scope 1 and 2 emissions by **31.2%** against our 2019 baseline (FY2024: 23.2%)

Published our Net-zero Transition Plan

Achieved carbon neutral operations (Scope 1 and 2 emissions) in the UK

6% waste to landfill (FY2024: 4.5%)

Discovery Green on track to supply renewable energy to 1 Discovery Place by 2027, in time to achieve our carbon neutral goal

Received zero waste-to-landfill accreditation at all our key South African operations, including our Cape Town, KwaZulu-Natal and Gqeberha offices

KEY DEVELOPMENTS IN OUR JOURNEY TO RESTORE THE ENVIRONMENT:

33 081 MWh
total energy consumption
*(FY2024: 36 244 MWh)**

89 711 kl
water used
*(FY2024: 88 603 kl)***

91%
waste recycled
*(FY2024: 92%)***

37 512 kg
paper used
(FY2024: 51 291 kg)

* Discovery Group.
** South Africa only.

- Adopted the Domestic Grid Generation Emissions Factor for more accurate Scope 2 emissions reporting, leading to decreased emissions
- Establishment of FY2024 as the baseline year for Scope 3 emissions, which were independently verified and included in the Net-zero Transition Plan
- Purchased carbon offset projects to offset our UK Scope 1 and 2 emissions (513 tCO_2e) with projects aligned with health, wellbeing and biodiversity, including reforestation in Ghana, a clean drinking water project in Eritrea and improved cookstove distribution in Rwanda
- Our rooftop solar installations continue to help us reduce our reliance on the grid and generators, contributing 4.7% of the Group's electricity needs from renewable resources
- Discovery Green reached financial close on the Overberg Wind Farm, its first renewable energy project. The 150 MW wind farm will supply 489 GWh of clean energy annually to Discovery Green's clients, including Impala Platinum Holdings, Fortress Real Estate Investments, and Balwin Properties – helping them advance their decarbonisation goals
- Discovery Green partnered with Sasol to make renewable energy accessible to the currently underserved SMME market
- Achieved ISO 14001:2015 certification at our Cape Town head office and maintained this certification for 1 Discovery Place
- Rolled out our Adviser Sustainability Programme in the UK through a series of sustainability thought leadership webinars
- Transitioned to 100% renewable electricity in our Vitality-occupied offices and maintained a 100% hybrid nurse fleet in the UK
- Enhanced Discovery Insure's underwriting process to further integrate environmental-related issues to inform decision-making, including research and risk assessments on high-risk areas prone to fire and flooding, supported by data analytics and modelling

Looking ahead

- Discovery Green to provide 1 Discovery Place with 100% renewable energy by 2027
- Leverage rooftop solar installations to meet the Group's energy needs through renewable resources. Develop a comprehensive roadmap to reduce energy consumption through innovative supplier partnerships
- Continue assessing and quantifying the Group's Scope 3 emissions and investigate reduction and engagement strategies
- Work to better understand supply chain-related risks and impacts, and engage with suppliers on environmental challenges and mitigation
- Verify our annual GHG reduction targets against science-based methodology through a commitment to a net-zero framework
- Roll out and implement the ISO 50001 (energy management) standard at our Gqeberha office, as well as recertifying 1 Discovery Place and our Cape Town office under ISO 14001

Environmental commitments

Driven by the Group's core purpose and our value of being a force for good, we are committed to restoring the planet within our influence and impact. To achieve this, we conduct business ethically, transparently, in compliance with environmental laws and aligned to the Paris Agreement and UN SDGs.

We recognise that environmental risks and opportunities impact the key strategic competencies that create and deliver value to our business model. Our Group Environmental Statement, subject to biennial review, outlines our environmental objectives and commitments, including our commitment to consulting with stakeholders on environmental issues and how we approach corrective actions to stimulate continual improvement. The statement was reviewed and approved by the Group Executive Committee and Social and Ethics Committee during FY2025.

Refer to the Group Environmental Statement for more information.

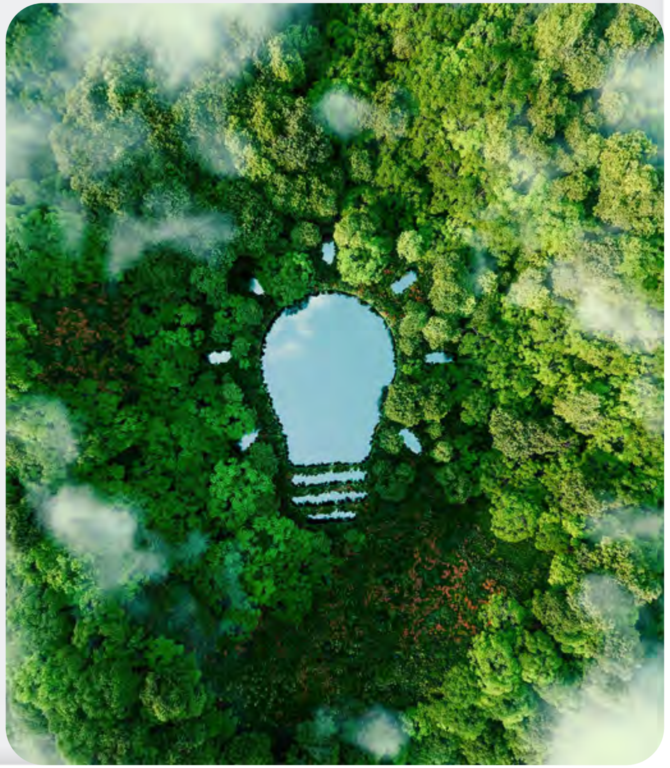
As the highest governing body, our Board oversees our climate change response, which is championed by the Group Chief Executive. Our **Group Chief Risk Officer** holds the overall responsibility and accountability for the development and implementation of climate and environmental strategies. As the Group's Executive Climate Sponsors, their key responsibilities include ensuring:

- Risk management policies and frameworks adequately allow for climate-related financial and non-financial risks and opportunities
- Climate-related risks and opportunities are identified, assessed, monitored and managed in line with these policies and frameworks, at a business and Group level
- Exposure to climate-related risks and opportunities is adequately included in internal, regulatory and public reporting
- An environmental management system is in place to ensure continuous improvement, monitoring of progress and improved efficiency across our building and sites

The **environmental management systems** at 1 Discovery Place (which represents over 80% of our operations) and our Cape Town office are ISO 14001 certified and audits are performed annually by an independent external audit service provider.

Annual surveillance audits take place to maintain these certifications. Legal audits are conducted twice per year to review our adherence to environmental laws and regulations. Management reviews are performed annually with an external consultant and Discovery's top management. The review assesses the suitability, adequacy and effectiveness of the ISO 14001 management system, which includes coverage of Discovery's environmental management system.

Refer to our ESG Databook for more detail on our environmental management systems.



INFLUENCING OUR SUPPLY CHAIN

Our sustainability scorecard requires that we procure goods and services from environmentally responsible suppliers that are aligned to the protection of the environment. We also have service level agreements in place with our on-site lifestyle services partners to ensure alignment with our environmental commitments.

Our Procurement Policy reflects our commitment as a UNGC signatory to partner with suppliers who align with the UNGC's Ten Principles. The policy includes sustainable procurement processes to ensure our procurement evaluations prioritise an optimal combination of quality, price and sustainability. Our evaluation criteria include ISO 14001 or equivalent compliance certification and effective monitoring and managing of direct environmental impact. Our tender process includes supplier questionnaires which include extensive climate-related assessment criteria to better understand our suppliers' climate approach and to measure and track their performance related to the transition towards low carbon, water usage and efficiencies, waste and natural capital impacts.

In South Africa, our appointed asset manager, Ninety One, strengthened its sustainability approach by launching an Emerging Markets Transition Debt Strategy and making initial investments in transition-focused projects. It developed new analytical frameworks to assess risks related to nature, biodiversity, diversity, equity, inclusion and the Just Transition, and published a Sovereign Biodiversity Index to evaluate nature-related risks at a national level. It expanded its sector-specific climate transition assessments to include mining and oil and gas, incorporating nature-related indicators where relevant, and introduced new scenario-analysis tools to better assess climate risks.

In the UK, healthcare emissions make up a large proportion of our Scope 3 footprint. Our supplier engagement framework and materiality analysis prioritises partners that are critical to reducing these emissions, particularly hospital providers. This year, we are publishing our FY2024 (baseline) Scope 3 emissions for the UK for the first time, which have been independently verified and reviewed by third-party consultants. We have improved our methodology particularly for our Scope 3 category 1 (purchased goods and services) emissions by using supplier-specific emissions factors for 23% of procurement spend, enabling more accurate reporting and clearer visibility into supplier decarbonisation.

We also strengthened our responsible sourcing practices. Our UK Supplier Code of Conduct was updated, and we halved the number of questions in our ESG supplier risk questionnaire, making it easier for suppliers to respond while enhancing alignment with our net-zero strategy. Supplier engagement was further deepened through participation in the ABI Net Zero Steering Group, our inaugural Supplier and Partner Conference in addition to our Supplier Awards, and targeted engagements with IT providers on the environmental impact of AI.

ENGAGING TO RESTORE THE ENVIRONMENT

EMPLOYEE ENGAGEMENT

We continue to drive environmental-related employee engagement, awareness and training to drive behaviour change from within the business.

During the year, we:

- Rolled out an environmental training module to all employees, with regular reminders issued via internal communications. The module will be updated following the release of the Group's Net-zero Transition Plan
- Rolled out a carbon emissions e-learning course, provided by an external consultant, to our Group Sustainability Task Force members, net-zero workstream stakeholders and other members of senior management
- Hosted a number of World Earth Day activations in the UK to highlight our sustainability journey and engage employees across Vitality
- Increased the frequency of sustainability-related content in the UK's weekly newsletter, reinforcing awareness and action
- Launched a new electric vehicle salary sacrifice scheme partner to support lower-emission commuting in the UK
- Ran a campaign with our UK carpooling partner to promote their new employee app and increase engagement
- Encouraged employee participation in Recycle Week 2024 through a gear donation initiative that supported reuse, recycling and global waste reduction efforts
- Conducted research in the UK on the intersection of sustainability and AI and integrated sustainability considerations into our AI governance, with a focus on improving model efficiency and identifying opportunities to reduce environmental impacts
- Integrated environmental-related questions in our AI procurement and development assessments to better understand the environmental impacts of AI applications

Environment induction training

Environmental programmes and procedures are included as part of our broader sustainability awareness training, with up to 729 employees having completed it to date. Induction training is also provided to ad hoc, project and maintenance contractors such as those who work in painting, repairs, chemical handling, and similar tasks – covering both Health and Safety and environmental requirements in line with ISO 14001. These inductions are conducted across applicable Discovery sites.

ADVISER ENGAGEMENT IN THE UK

In support of our ambition to embed sustainability across the value chain, Vitality launched a sustainability thought leadership programme to support advisers in understanding the link between sustainability, health and insurance. The programme was designed to equip advisers with the knowledge and tools to respond to growing expectations from clients, regulators and society, and to embed sustainability into their advice and business practices.

The programme included a live webinar series featuring external experts from across the insurance and sustainability sectors, complemented by a set of on-demand training modules hosted on the Vitality Academy. Topics ranged from intersection of sustainability, health and insurance to broader themes of environmental responsibility, climate action and ethical business practices. This work builds on research conducted with our UK adviser community and reflects our broader ambition to embed shared value across the insurance value chain.

CLIENT ENGAGEMENT

Discovery Bank continually looks for opportunities to create sustainability-linked products and services that support its growth and differentiation strategy. In FY2025, it surveyed its home loan clients to determine awareness of and interest in sustainable home solutions, including renewable energy products, and identify areas for value-added services.

INDUSTRY ENGAGEMENT

Discovery participates in the Advisory Council on Environment and Society, a quarterly forum run by the National Business Initiative (NBI), of which we are a member. The Council's key mandate is to advance environmental programmes between government and the private sector that focus on climate change, energy and water, as well as the implementation of South Africa's National Development Plan.

We also engage in the NBI's Science Based Targets Network Initiative, which focuses on developing a corporate engagement strategy for South African companies.

WWF Business Network Membership

Discovery is an active member of the WWF Business Network in South Africa – a collaborative platform that unites leading corporates to address critical environmental and social challenges. Through this partnership, we engage in strategic dialogue, share innovative solutions, and participate in awareness and educational initiatives on issues such as climate change and water security. Our ongoing involvement reflects our commitment to driving environmentally responsible business practices and contributing to a sustainable, resilient future.

During the year, we participated in a World Bank transition planning preparedness survey for South African financial institutions and we submitted input on national climate policy through the Nationally Determined Contributions advocacy process coordinated by the NBI and its partners.

Refer to our Climate Report for more detail on these and other climate-related engagements.

RESTORING THE SPACES AROUND US THROUGH THE GREEN CITIES INITIATIVE

During the year, our CSI team advanced its revised mandate to include environmental sustainability by launching the Green Cities initiative. As part of the first phase, we partnered with the City of Johannesburg through a memorandum of understanding with the Discovery Fund to align our efforts with municipal strategies for environmental rehabilitation. The initiative will focus on restoring and cleaning the Jukskei River in South Africa's Alexandra township, in collaboration with community-based partners. This work is indicative of the potential for corporate support in restoring urban environments and may serve as a model for similar projects across South Africa.

SUSTAINABLE INSURANCE AND RESPONSIBLE INVESTMENT COMMITMENTS

We are a signatory to the UNEP FI Principles for Sustainable Insurance as part of our ongoing commitment to sustainability and leadership. We are working towards turning the four principles for sustainable insurance into practice and playing our part in strengthening the insurance industry's contribution to sustainable development as risk managers, insurers and investors.

We continue to be a signatory to the UN PRI. Through our asset managers, we engage in active ownership through proxy voting and management engagement. We incorporate ESG factors into our investment practices through our Group Responsible Investment Policy.

Read more about our approach to responsible investment from page 99.

CONTRIBUTING TO THOUGHT LEADERSHIP TO RESTORE THE ENVIRONMENT

Discovery supports broader sector learning by engaging with and promoting thought leadership on the role of insurance in sustainable development.

During the year, Vitality UK:

- Supported the UN Sustainable Development Solutions Network by contributing to and sharing their open online course, *An Introduction to Insurance and the Sustainable Development Goals*, and the accompanying discussion paper *Insurance and Sustainable Development: Partnering on Risk, Resilience, and Transformation*. These resources aim to strengthen capacity within the insurance sector to contribute to a just and resilient transition
- Featured in and promoted sector dialogues such as the *Cambridge Business Sustainability Management* online course, where Vitality's Chief Sustainability Officer shared insights on the value of collaboration, inclusive networks and cross-sector partnerships in accelerating sustainability outcomes

OPERATING IN GREEN BUILDINGS

1 Discovery Place has a **six Green Star rating** from the Green Building Council of South Africa, signifying world leadership in green building standards. Our Cape Town office has a five Green Star rating, and our goal is to occupy Green Star accredited buildings for our other offices.

Innovating to share environmental value

ADVANCING SUSTAINABLE ENERGY THROUGH DISCOVERY GREEN

Launched in September 2023, Discovery Green revolutionises renewable energy access for businesses. It extends our Vitality Shared-value model by making renewable energy accessible, aiding decarbonisation efforts and offering cost stability to businesses across South Africa. Over time, it aims to combat South Africa's electricity shortfall.

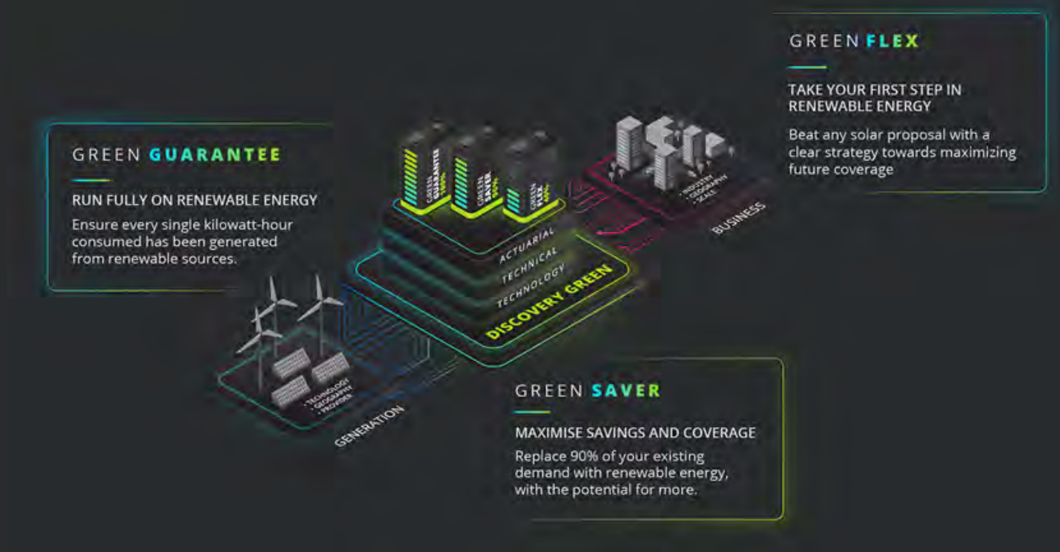
Discovery Green was designed to incentivise sustainable behaviour and create access to renewable energy at scale for businesses. It addresses critical challenges in South Africa's electricity supply, which relies heavily on fossil fuels, by facilitating renewable energy wheeling. Leveraging wheeling frameworks set out by NERSA, Discovery Green will wheel renewable energy to businesses nationwide.

Leveraging Discovery's actuarial and technology expertise, the platform connects renewable energy plants to businesses through three tailored products:

Green Guarantee: enables businesses to achieve 100% renewable energy use, significantly reducing carbon emissions

Green Saver: maximises both savings and coverage by replacing 90% of energy demand with renewable energy

Green Flex: offers businesses the chance to take their first step in renewable energy with a 40% coverage solar product, with a clear strategy towards maximising future coverage



During the year, Discovery Green:

Secured an electricity trading licence from NERSA, becoming one of only 10 licensed traders in South Africa

Achieved financial close on a 150 MW wind farm in the Western Cape in May 2025, with construction now underway

Launched Ampli Energy, a month-to-month renewable energy product with Sasol, empowering SMMEs and smaller corporates previously excluded from electricity wheeling

Together, Discovery Green and Sasol committed over 450 MWh per annum of renewable energy generation capacity – representing a R1.8 billion to R2.5 billion investment – to Ampli Energy, which will be delivered to businesses in tranches

Secured renewable energy offtake agreements with Implats, KP Lime and several leading hospitality groups

Commissioned research indicating that unlocking renewable energy for SMMEs could create about **228 000 jobs and boost five-year GDP growth by 0.7%**

1 Discovery Place accounts for around 64% of the Group's overall emissions, and Discovery Green is projected to supply the premises with

100% renewable energy by 2027

HOW RENEWABLE ENERGY COMES TO LIFE: DISCOVERY GREEN'S PROCESS

Delivering renewable energy at scale takes time. The process from signing a deal to supplying renewable energy involves a series of complex, interdependent steps, including regulatory approvals, financing and construction. The infographic below outlines the typical journey from initial commitment to renewable energy delivery.

Partnership initiation
Offtakers commit to renewable energy procurement via Discovery Green

Power Purchase Agreement (PPA)
Discovery Green signs a PPA with an independent power producer (IPP)

Project development and financial close
The IPP secures financing, environmental impact assessments, grid connection studies and regulatory approvals

Construction
After financial close, construction of solar or wind farm can begin

Energy delivery
Renewable energy is delivered to offtakers through Discovery Green's platform

Timelines are indicative and may vary significantly by project. For example, achieving financial close may take up to 2.5 years, depending on the complexity of financing, regulatory approvals and environmental assessments. Construction timelines also vary, with solar farms typically taking up to 18 months and wind farms up to 24 months.

PARTNERING TO PROVIDE SOLAR ENERGY SOLUTIONS

In partnership with Rubicon, a leader in power solutions, Discovery Bank Energy Solutions advanced sustainable energy access across South Africa by providing solar energy solutions for homes. The initiative not only strengthened national energy security but also promoted environmental sustainability.

The model simplified access to solar power through competitive financing options and straightforward terms, including solar-as-a-service and rent-to-own arrangements. An online calculator enabled customers to generate custom quotes, ensuring that each solution was tailored to specific household needs.

By combining Rubicon's technological expertise with Discovery Bank's shared-value financing model, the partnership delivered market-leading solar solutions that helped reduce carbon emissions.

INCENTIVISING SUSTAINABLE CHOICES THROUGH VITALITY UK

Vitality UK encourages behaviour that supports personal health and environmental sustainability by embedding incentives for more responsible consumption into its rewards structure.

Facilitating circular tech use

When members upgrade their Apple Watch through Vitality, they can trade in their previous device for reuse, receiving enhanced trade-in value. This promotes the reuse of electronic devices and helps reduce e-waste

Rewarding low-waste habits

Members are rewarded with a stamp when they bring a reusable cup when redeeming their hot drink at our coffee partner, helping to reduce single use waste and support more sustainable daily habits

Supporting responsible consumption

Vitality includes access to environmentally conscious lifestyle offers, such as booking hotels with sustainability initiatives and recipe boxes which are ethically and sustainably sourced, empowering members to make decisions that align with planetary health

Introduction
Our approach to sustainability
Sustainability differentiators
Make people healthier
Enhance and protect lives
Strengthen social systems
Restore the environment
Good business enablers

Discovery's climate change position and goals

Our three climate-related goals form the foundation of our response to climate change. We established a short-term, annual goal using a matrix of science-based targets from 2023 to 2030, reducing emissions in line with the Paris Agreement. In parallel, we have set a medium-term goal to achieve Group-wide carbon neutrality by 2027 and a long-term goal to reach net zero by 2050 or earlier. The emission reductions driven by our short-term goal are crucial to achieving both our medium-term and long-term goals. We will continue to assess, report on and update our goals continuously to ensure we adhere to the latest science-based recommendations for business and industry transformation.

SHORT-TERM GOAL
Annual reduction against our 2019 baseline

Reduce Scope 1 and 2 emissions cumulatively by 25.2% (26 851 tCO_2e) for FY2025 and 35.1% (23 307 tCO_2e) for FY2026 against a 2019 baseline of 35 897 tCO_2e (aligned to science-based methodology)

MEDIUM-TERM GOAL
Carbon-neutral operations by 2027

Achieve carbon neutrality in our SA and US operations by 2027 and in our UK operations by 2025 (Scope 1 and 2 emissions)

LONG-TERM GOAL
Achieve net zero by 2050 or earlier

- Publish our transition plan in Q4 2025 to achieve net-zero GHG emissions by 2050 or earlier
- Extend carbon reduction activities beyond Scope 1 and 2 to include all GHG emissions across the organisation
- Collaborate with strategic partners to enable a low-carbon future

FY2025 PROGRESS AT A GLANCE

- **Reduced Scope 1 and 2 emissions** by 31.2% (24 694 tCO_2e) against the 2019 baseline
- **0.141 GHG emissions intensity ratio and 0.210 energy intensity ratio** for our South African operations (FY2024: 0.157/0.209) based on square metre of building floor space
- Our rooftop solar installations continue to help us reduce our reliance on the grid and generators, contributing 4.7% of the Group's electricity needs from renewable resources
- Adopted the **Domestic Grid Generation Emissions Factor** for more accurate Scope 2 emissions reporting, leading to decreased emissions
- Reduced electricity consumption at our data centre by **15.8%** through **operational efficiencies**
- Improved **energy efficiency** across operations through heating, ventilation and air conditioning and lighting upgrades, battery energy storage at our data centre, enhanced metering and optimised hybrid working arrangements
- Submitted an **energy savings opportunity scheme action plan** to the UK Environmental Agency and began implementing energy-saving measures to reduce office emissions
- Achieved 2 star **FitWel® accreditation** at our London and Bournemouth offices in the UK

- **Discovery Green on track to provide renewable energy** to 1 Discovery Place in 2027 (refer to the previous page for details)
- **Achieved carbon neutrality (Scope 1 and 2)** in our directly controlled **UK** operations, including offsetting 513 tCO_2e through health and nature focused projects in Africa
- Continued ongoing energy efficiency initiatives and investigated a **carbon offsetting policy**

- Published our **Net-zero Transition Plan**
- Furthered our Scope 3 analysis, including establishing FY2024 as the **baseline year for Scope 3 emissions,** which were independently verified and included in the Net-zero Transition Plan
- Established several **net-zero workstreams** across key businesses and functions, each with defined deliverables and regular progress reporting to the Net-zero Steering Committee
- Continued rolling out **stakeholder engagement strategies** with asset managers, suppliers, reward partners and healthcare providers
- Revised our **sustainability scorecard for suppliers**, which is being rolled out to improve data quality beyond spend-based metrics

During the year, we advanced our commitment to science-based emissions reduction by registering with the Science Based Targets initiative to explore the target submission and validation process for our near-term goals. With new guidance for financial institutions recently released, we are carefully reviewing the requirements before making further decisions on the submission of our targets.

Post financial year-end, we became a signatory of the Partnership for Carbon Accounting Financials, reinforcing our commitment to transparent climate-related disclosures.

CLIMATE REPORTING DISCLOSURES

Our **Climate Report** provides comprehensive information on our climate-related goals and progress and details our alignment with the TCFD recommendations, covering governance, risk management, strategy, operational performance, metrics and targets.

Refer to our 2025 Climate Report for more detail.

Our **Net-zero Transition Plan** details our ambition to become a net-zero business, with a clear focus on our physical operations, financed emissions, partnerships, suppliers and innovation.

Refer to our Net-zero Transition Plan for more detail.

Furthermore, we provide annual public disclosures on climate change to the **CDP**, which manages the global environmental disclosure system that helps entities measure and manage their risks and opportunities related to climate change, water security and deforestation. We received a satisfactory rating for the 2024 reporting cycle. We are committed to improving our CDP rating by identifying areas needing attention as we enhance our environmental stewardship and disclose our climate transition plans. We are engaging with the CDP to better understand our assessment rating.

Responsibly using natural resources

In addition to managing our carbon emissions through our three climate-related goals, Discovery also manages water, waste and other natural resources, recognising that all natural resources are inextricably linked to climate change.

MANAGING WATER

Water is a critical resource, and 40% of South Africa's purified water supply is now lost to leaks, theft and slow maintenance. Discovery is mindful of the need for water conservation and aims to improve efficiencies in all our operations by managing and closely monitoring our water usage and, where possible at 1 Discovery Place, supplementing our water consumption with grey water. Local municipalities predominantly supply our South African offices' water, which is supplemented with grey water. We direct overflow from rainfall to the municipal stormwater system.

We predominantly use:

Potable water: withdrawn from holding tanks to supply water for drinking and cooking and various other services in the building.

Grey water: withdrawn from a combination of sources, including underground water, wastewater from showers and rainfall discharged from roofs into holding tanks, and then directed to the water closets, urinals and garden irrigation.

We track and report potable water and grey water usage, and we investigate and close out any water wastage. We record any significant water impacts as incidents, report on them and take corrective action, as required by ISO 14001.

Our total water consumption increased by 1% to

89 711 KL

in FY2025

*(FY2024: 88 603 kl)**

Recycled grey water made up

25%

of our total water usage in FY2025

(FY2024: 28%)

There has been a 49% decrease (supported by year-on-year reductions) in 1 Discovery Place's municipal water consumption since 2020.

The technical services team continuously assesses opportunities to reduce water consumption through various initiatives, including:

- **Filtering recycled water** and using it for car washing, water closets and irrigation, and only topping up holding tanks with potable water when required
- Using **water reducers and sensors** on bathroom taps
- Maintaining **platforms to report and highlight** water wastage timeously
- Maximising **output from our grey water plant** at 1 Discovery Place through ongoing monitoring and regular maintenance

* *South Africa only.*

Supporting employees during water outages

In response to ongoing water supply disruptions affecting our Johannesburg employees during the year, we made on-site facilities available, at 1 Discovery Place, to help affected employees. Showers in the cyclist and runner change rooms were opened to all employees, and a water collection point was set up to allow staff to take home up to 10 litres of municipal water daily.

Expanding access to safe water

The Zoba Anseba Community Safe Water Project, one of our carbon offset projects in the UK, supports safe water access through borehole technology in the Zoba Anseba district of Eritrea. By reducing the need to boil water over open fires, the project cuts carbon emissions and improves community health by lowering smoke exposure.

MANAGING WASTE

We continue to work towards maintaining our net zero waste accreditation across our main offices. All our offices – including 1 Discovery Place, Cape Town, KwaZulu-Natal and Gqeberha – have now received **net zero waste-to-landfill accreditation** from the Green Building Council of South Africa.

During the year, we recycled

91%

of the Group's waste, with 6% going to landfill

Reducing landfill waste to zero:

- Reduces pollution and demand for raw materials
- Reduces harmful methane emissions
- Conserves natural resources
- Protects ecosystems and wildlife

We continued to launch and implement several initiatives during the year to help achieve zero waste to landfill, including:

- Ensuring that our lifestyle services partners comply with our sustainability initiatives at 1 Discovery Place, including water recycling and waste management
- Communicating our progress against our waste management goals and highlighting our activities as part of our employee awareness campaign
- Continuing to explore suitable solutions following the annual internal environmental audit as part of our environment management process
- Conducting a detailed waste audit across our UK offices to gather data on general, recycled, confidential and food waste and support targeted reduction strategies
- Engaging with UK landlords and catering suppliers to build awareness and collaboration on waste and sustainability, including the first ESG forum for London office tenants and monthly ESG sessions in Bournemouth
- Exploring zero waste-to-landfill accreditation in the UK to support our long-term waste reduction goals

Our overall waste management approach includes partnering with suppliers to dispose of e-waste in an environmentally correct manner in accordance with regulations, as well as hazardous waste that consists of fluorescent tubes, globes, incinerated waste and medical waste. Our incinerated waste makes up 3% of total waste (FY2024: 3.5%).

CONSERVING NATURE AND BIODIVERSITY

We recognise biodiversity loss as a global risk and integrate it into our ESG strategy. We are exploring ways to enhance our biodiversity conservation impact. Recognising the urgent need (exacerbated by climate change) to protect nature, we are assessing our exposure to nature-related risks and opportunities, including forestry and water. We plan to have Board-level oversight of these issues within the next year. Following this assessment, we will consider how to reduce our exposure and capitalise on opportunities through our risk assessment processes guided by our Enterprise Risk Management (ERM) Framework. We will be guided by the Task Force on Nature-related Financial Disclosures regarding target-setting.

In line with our responsible investment approach, we are working to better understand the nature-related risks and opportunities that impact our business through our investments. During the year, we engaged with Ninety One – a global asset management firm that manages most assets directly under our management – in this regard. Ninety One has developed new analytical frameworks to enhance the analysis of nature and biodiversity, diversity, equity and inclusion and Just Transition-related risks and impacts. They have also published the Sovereign Biodiversity Index, which assesses nature and biodiversity risks at a national level.

We have engaged with our asset manager in the UK and receive quarterly information on the biodiversity impact of our corporate bond portfolio. Biodiversity and nature-related data is still maturing, and we will continue to engage with our asset manager to evaluate our impact.

SECTION 04

Good **business enablers**

Our purpose and values

"How is it that we manage to succeed in uniquely difficult and challenging times? In my view, the answer lies within our purpose and values. They demand of us a sense of agency rather than passivity. We take control of our destiny, interpret change and seek advantage rather than run from perceived threats. Agency is about impacting those we serve. In striving towards our purpose, we have intensified our focus on, and investment in, the Vitality Shared-value model, ensuring its application in every business, without compromise. This brings us closer to our reason for being – making people healthier and enhancing and protecting their lives. We have not only lived our values but embraced the healthy and nuanced tension between them. Innovation and prudence have lived side by side, and prudence has co-existed with optimism."

Adrian Gore

Our purpose

When Discovery was founded over three decades ago as a small, specialist health insurer, we made a clear and profound promise: to make people healthier. Through constant innovation, we have evolved into an integrated financial services organisation, expanding our original promise to also enhance and protect lives. This promise now defines our core purpose – make people healthier and enhance and protect their lives – which guides our ambition, strategy and business methodology.

Our purpose comes to life through our Shared-value model, which delivers better health and value for clients, superior actuarial dynamics for the insurer and a healthier society. To **make people healthier** and **enhance and protect their lives**, we leverage our capabilities to understand and mitigate what compromises their health, wealth and wellbeing, and our shared context.

Our values

Discovery's values are fundamental to the authenticity of our business. They are rooted in our core purpose and, together, underpin every decision we make. They are also crucial enablers of our Integrated Sustainability Framework by ensuring that value creation is balanced with value preservation.

- Great people
- Innovation and optimism
- Liberate the best in people
- Business astuteness and prudence
- Intellectual leadership
- Customer, customer, customer
- Drive, tenacity and urgency
- Integrity, honesty and fairness
- Force for good

FORCE FOR GOOD

Our ninth value – being a force for good – guides us to make positive impacts on all stakeholders and the environment. It also empowers our people to make informed, ethical decisions that benefit society and sustain our organisational culture.

For the Group's strategic performance against our good business enablers, refer to our 2025 IAR.

We reinforce the Group's values through our ethics management strategy. Refer to page 96 for more information on ethics.

In our quest to be a powerful force for good, we:

- Build brilliant businesses that disrupt industries, informed by a deep understanding of external factors impacting our ability to create and share value as well as our broader impact on stakeholders and society
- Strengthen our foundation with our pioneering Shared-value model
- Enhance our social, environmental and financial impact through innovative products and programmes and integrate sustainability strategies into our businesses

CASE STUDY

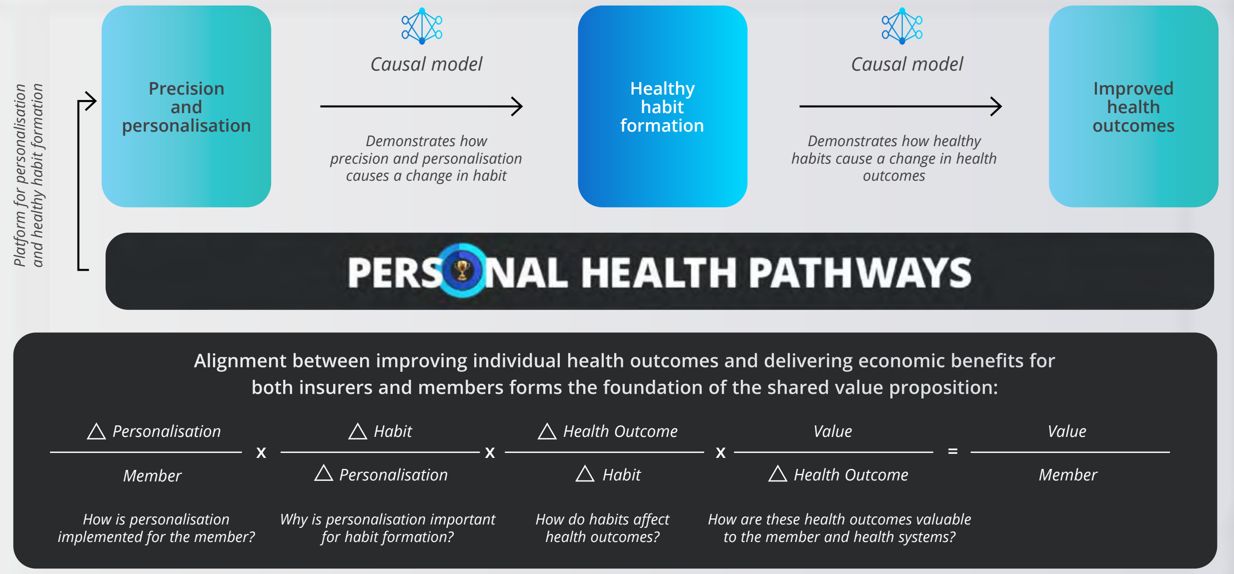
SCALING OUR PURPOSE THROUGH PERSONAL HEALTH PATHWAYS

Our Personal Health Pathways programme (PHP) is a direct expression of Discovery's purpose – to make people healthier and enhance and protect their lives – and exemplifies how our Shared-value model turns this promise into measurable outcomes and a healthier society.

Faced with the rising burden of chronic disease and increasing healthcare costs, Discovery Health developed PHP to intervene at the root: human behaviour. While members with chronic conditions incur 3.8× higher healthcare costs than healthy members and spend 32.7% more of their lives in poor health, many do not consistently engage in the preventive actions that would improve their outcomes.

PHP solves for this. Powered by Discovery's 60 million life years of clinical and behavioural data and sophisticated AI-enabled data science models, the programme personalises the healthcare journeys of 2.2 million adult DHMS members. It prompts the right action, to the right member, at the right time by providing clinically relevant recommendations through dynamic engagement platforms such as the Discovery Health app and WhatsApp, and personalised rewards that are based on the propensity and potential value of each action. The programme builds engagement through personalised communication that guides members through their health journey and supports behaviour change.

A behavioural science framework for improved health outcomes:



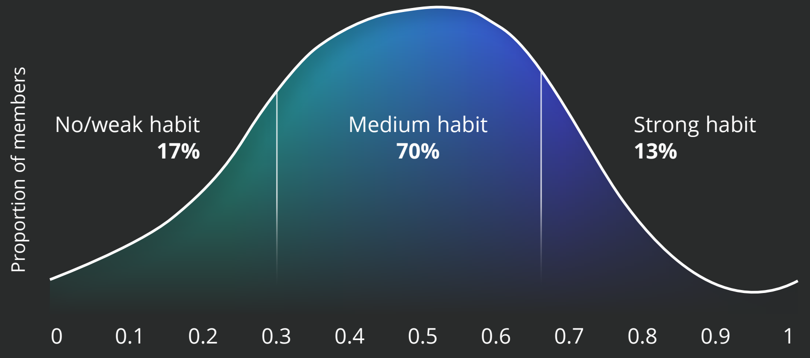
By personalising every component – from recommended actions to communication and rewards – PHP drives deeper engagement, forms strong health-seeking habits and sets the foundation for improved health outcomes. The rollout of WhatsApp as an engagement channel has boosted engagement tenfold, highlighting the power of personalised, convenient communication in sustaining healthy behaviours.

The impact is substantial:

Moving a member from a poor to a strong clinical habit **reduces morbidity by 13% and mortality by 16%**	Shifting from a poor to strong physical activity habit leads to a **16% reduction in morbidity and an 18% reduction in mortality**	For every **R1 invested in physical activity rewards,** DHMS realises **R3.90 in value;** for clinical habits, **R2.50** is returned for every **R1** spent

PHP addresses a root cause of rising healthcare costs: too few people have strong health-seeking and clinical habits. Among members living with diabetes, for example, only 13% have strong habits across clinically relevant actions for diabetes.

CHI distribution of DHMS members living with diabetes



PHP turns this around by nudging members towards small, repeatable actions – such as visiting their primary healthcare providers, collecting medication or completing glucose or HbA1c testing – until they become ingrained.

PHP brings Discovery's Shared-value model to life: when people adopt healthier behaviours, they live longer, healthier lives – and the healthcare system becomes more resilient. This is our purpose, operationalised at scale.

Refer to pages 28 to 30 for more on the impact of PHP.

Our people

RELATED MATERIAL THEMES

- Ensure good corporate governance and leadership
- Empower our people
- Expand and strengthen our social impact

Our employees are the life force of our Shared-value model as the people who enable us to deliver on our Integrated Sustainability Framework, create value for our stakeholders and be a force for good. We continuously enhance our people strategies to support our employees' wellbeing and build a future-fit organisation.

OUR PEOPLE APPROACH IS GUIDED BY THESE PRIORITIES

01 **Attract, recruit, develop and retain the best talent**

02 **Cultivate and sustain an inclusive culture**

03 **Amplify employee wellbeing and exceptional personalised employee experience**

Our approach prioritises leadership development, equipping our leaders to effectively lead in today's context.

OUR FY2025 HIGHLIGHTS

Retained **Top Employer certification** from the Top Employers Institute for the 6th consecutive year

Named **Best Implementing Partner Employer** in 2025 by the Insurance Sector Education and Training Authority (Large Organisation category)

Recognised in the Learning and Development category of the Association for Talent Development's **Excellence in Practice Awards**

Four Discovery women featured in the **100 Influential Women in Tech 2025** directory – a global recognition that recognises women shaping the future of the information and communication technology industry through vision, innovation and impact

Vitality US was named one of **Crain's 2024 Best Places to Work in Chicago**

Vitality UK and Vitality Global were amalgamated into a single, global composite of scale, enabling significant organic growth potential

Overview of our workforce

Discovery is a multinational organisation with over **15 000** permanent and non-permanent employees globally and a footprint in **42** markets. We believe our people's diverse backgrounds, skills and experiences enhance our ability to deliver innovative products.

GLOBAL WORKFORCE OF >15 000 permanent and non-permanent employees *(FY2024: >14 800)**

Over **80%** of our total workforce is based in South Africa where we were founded and maintain a dominant presence across various sectors.

12 172 employees across our South African businesses *(FY2024: 11 513 employees)*

During the year, Vitality UK and Vitality Global were amalgamated into a single, global composite of scale. This consolidated structure enables significant organic growth potential, capitalising on the growing value of the Vitality Shared-value business model in competitive global health and life insurance markets.

2 624 employees in the UK *(FY2024: 2 577 employees)*

Headcount growth slowed due to deliberate strategies to optimise globally. This was achieved through changes in operating models and role design enabled by leveraging the benefits of technology, automation and AI.

227 employees in the US *(FY2024: 252 employees)*

Male: **42%** *(FY2024: 41%)*

Female: **58%** *(FY2024: 59%)*

12% Group employee turnover for FY2025**

* *Employee head count includes permanent and non-permanent employees for the current and prior reporting period.*
** *Based on a consolidated weighted calculation for employee composition per region: SA (81.0%); UK (17.5%); US (1.5%).*

Refer to our ESG Databook for detailed insights into our workforce.

01 Attract, recruit, develop and retain the best talent

KEY METRICS (SOUTH AFRICA)

Retention rate
89%
(FY2024: 88%)

Employee experience survey score
80%
(FY2024: 80%)

Attracting, recruiting, developing and retaining diverse talent with critical and scarce skills – particularly in data sciences, analytics, IT and emerging technologies like generative AI – are critical levers for our continued success, growth and disruption in the current business context. In the highly competitive world of work, Discovery needs to employ people who enable us to deliver on our strategic ambition. Our HR teams continually work to:

- **Implement the Human Deal, our personalised employee value proposition**
- **Amplify our brand through our employee value proposition and our unique selling proposition**
- **Develop and implement critical talent acquisition and management strategies**

THE PURPOSE-LED DISCOVERY EMPLOYEE JOURNEY

RECRUITMENT

Our purpose-driven recruitment approach is designed to attract exceptional individuals who are aligned with our values and mission. In the UK, our modern employment contracts are crafted to reflect our brand voice and tone, ensuring a positive and engaging experience from the outset.

We structure our assessments to find the 'Discovery Person'.

ONBOARDING

Our onboarding journey emphasises Discovery's purpose and is designed to deliver a seamless and engaging new-joiner experience that sets the foundation for long-term success.

ONGOING MEASUREMENT AND IMPROVEMENT

Through our holistic Human Deal approach, we actively solicit employee feedback to drive continuous improvement across all stages of the employee experience.

Refer to page 83 for detail on retaining, attracting and promoting the best people – aligned with our transformation ambition – through learning and development offerings that create advancement opportunities.

OFFERING A HUMAN DEAL AT DISCOVERY

The Human Deal at Discovery cultivates and communicates our human-centric approach to captivate the hearts and minds of employees and potential candidates. We continuously strengthen this approach to establish Discovery as a global employer of choice attracting, recruiting and retaining critical and scarce talent.

The Human Deal at Discovery aims to: Improve our people's lived experiences | Retain key talent | Increase the number of quality candidates in critical skill segments

BY FOCUSING ON:

PEOPLE
- Culture
- Purpose
- Values

WORK
- Meaningful work facilities
- Location and time flexibility
- Travel and global exposure

OPPORTUNITY
- Learning and development
- Growth
- Business stability

1 530 leadership development programme graduates

R13.8 million in bursaries awarded to 496 employees

REWARDS
- Benefits
- Total rewards
- Recognition

>1.5K long service for the calendar year 2024

Star Awards:

7K nominations per annum

>200 quarterly winners

>65 annual winners

R10.5 million >421k subsidised meals

>4.9K Team Vitality activations

>4.2K Healthy Company users

R3.3 million in shuttle trips cost per annum

ORGANISATION
- Force for good
- Inspirational leadership
- Customer prestige

In alignment with Discovery's core purpose

Discovery supports employees across various life stages with inclusive benefits that promote balance, care and family wellbeing. One such benefit is paid parental leave for non-primary caregivers. Employees are entitled to 10 consecutive working days of leave following the adoption of a child, when becoming commissioning parents in a surrogacy arrangement and for paternal leave. We also provide employees engaged in full-time fostering with six weeks of fostering leave. This benefit enables employees to navigate an important life transition with the necessary time and support.

To further support new parents, breastfeeding and lactation facilities are available in designated bathrooms, providing private, hygienic spaces with appropriate storage and comfort to enable breastfeeding or expressing milk at work.

Our wellbeing offering extends to employees' children, who can attend the Fun Factory child-minding facilities subsidised by 50%, helping working parents manage their responsibilities with greater ease.

Discovery offers a range of financial and insurance-related benefits that support employees' health, security and long-term development. All employees are required to belong to DHMS, unless they are covered as dependants under a spouse's scheme. Comprehensive group risk cover includes life insurance of three or seven times an employee's risk salary (depending on dependency status), spouse life cover, income continuation and severe illness benefits. In the event of an employee's death, a global family funeral cover, education benefit provides for their children's schooling from primary through tertiary level. Employees also have access to a bursary scheme and educational assistance loan scheme that support the pursuit of formal qualifications through accredited institutions.

Refer to the ESG Databook for further information regarding employee benefits and parental leave.

ENGAGING FOR AN EXCEPTIONAL EMPLOYEE EXPERIENCE

Our business units drive employee engagement to ensure an exceptional employee experience and leadership teams in each area are accountable for impactful actions. Each business unit develops an employee engagement plan, which is executed under the guidance of their executive teams. The engagement plans include regular group meetings, roadshows, focus groups, problem-solving sessions, internal communication and team events.

Our evolving hybrid working model measures and encourages engagement and collaboration via our SAP Jam platform, which also fosters wellbeing. To date, we have recorded 526 194 views of the My Employee Journey page.

Discovery's hybrid working model supports our people's diverse needs across the Group with a flexible approach that aligns with the new ways of working. Most of our employees align to a hybrid working model depending on their roles.

Apart from permanent home workers, most **Vitality employees** spend at least two days per week in the office.

For detail on employee engagement during the year, refer to our 2025 IAR.

MEASURING THE EMPLOYEE EXPERIENCE

Our Group-wide annual employee experience survey, based on advanced employee experience research, is an important barometer of employee sentiment, including perceptions of inclusivity. The anonymous survey enables us to identify and respond to opportunities and challenges to create an exceptional employee experience and drive sustainable performance. The results and action plans are shared at all levels, including at Management Committee and Executive Committee meetings.

This year's participation in our employee experience survey included 9 408 employees with a response rate of 89% (FY2024: 9 638 (89%). We comparatively monitor trends in our engagement metrics across periods and in the categories we consider core to our business compared to the South African and global high-performance norms. This approach assists us in assessing movements in employee morale.

Our employee experience survey includes a diversity and inclusion index, which measures employee sentiment on their lived experience of inclusion within the organisation.

In addition, we monitor our internal progress in Employment Equity on a quarterly basis and evaluate performance bi-annually with a 15% weighting applied to the Management Incentive System.

Categories	DISCOVERY EMPLOYEE EXPERIENCE SURVEY RATINGS	SOUTH AFRICAN NORM	GLOBAL HIGH-PERFORMANCE NORM
Company purpose	91% (FY2024: 92%)	N/A	N/A
Engagement	90% (FY2024: 89%)	82%	86%
Diversity and inclusion	86% (FY2024: 85%)	83%	90%
Job satisfaction	85% (FY2024: 83%)	85%	88%
Innovation	82% (FY2024: 82%)	80%	86%
Wellbeing*	70% (FY2024: 70%)	64%	N/A

* *The survey includes whether employees feel stress and anxiety from their role.*

We take action in response to survey findings. Each business unit reviews its results, identifies areas for improvement and implements appropriate actions. Where needed, we also facilitate focus groups at business-unit level to further understand the survey feedback and to consider the ideas and solutions from our employees.

Our employee advocacy programme enabled more than 100 employees (FY2024: 100 employees) to share their lived experience at Discovery and thus scale our impact as part of the solution to social and environment challenges within our markets.

CONNECTING AND DEVELOPING GREAT MINDS

EMPLOYEE TRAINING AND DEVELOPMENT AT A GLANCE

R622 million
spent on learning and development
(FY2024: R782 million)

R494 million
total B-BBEE training spend
(FY2024: R620 million)

amounting to
79.4%
of total training spend
(FY2024: 79.3%)

1 110 666
total training hours
(FY2024: 1 696 947 hours)

91.3
average employee training hours
(FY2024: 147.3 hours)

12.2
average number of days of training per employee *(FY2024: 19.64 days)*

88.4
average training hours per female employee *(FY2024: 115.1 hours)*

95.4
average training hours per male employee *(FY2024: 196.2 hours)*

Connecting Discovery's great minds through our internal structures and fostering intellectual leadership help sustain our business and ensure we remain future-fit given the evolving world of work, fierce competition for talent, increasing employee expectations and critical skills shortages.

We build trust through flexible work models and collaboration, led by forward-looking leaders, which also equip our people with future-ready skills and capabilities. Our talent management approach identifies critical roles and scarce skills needed by the industry and our business units. These insights inform structured development plans at individual, team and business-unit levels.

We address key talent needs by implementing formal succession and high-potential development strategies to build internal capability and support long-term workforce sustainability. These strategies are integrated into business and people planning, supported by employee bursaries, ongoing feedback, and targeted skills development including coaching and one-on-one performance conversations.

Training (including certifications) is made available to all our employees, including permanent and non-permanent employees (fixed-term contractors, learners and interns). Support for the furtherance or completion of degreed programmes is available to permanent employees.

Leadership development training courses are provided to senior, middle and management, middle management, junior management as well as includes non-management employees identified in the leadership pipeline.

We track KPIs to evaluate our talent pipeline, emphasising internal mobility, leadership development and targeted learnerships for black talent. Internships address sector-specific skills gaps while programmes for unemployed individuals and persons with disabilities promote inclusion. Metrics such as post-programme absorption, completion rates and performance reviews inform our approach. Internal promotions and role placements highlight progress with a clear focus on underrepresented groups, especially women. Cross-functional growth is supported through structured mobility plans and secondments (temporary assignments for specific work role experience and contribution or project work) offered in various formats and reviewed after 24 months.

Our approach to performance management is aligned with global best practices and informed by the Top Employer Institute's criteria. This includes clear performance frameworks, targeted communication, structured objective setting, continuous evaluation and feedback-driven adjustments. Our recognition as a certified Top Employer reflects the strength and rigour of our internal performance processes and our commitment to enabling high performance across the organisation.

Refer to our ESG Databook for detailed insights into training and development.

HOW WE CONNECT AND DEVELOP GREAT MINDS

Discovery has a formal talent pipeline development strategy that includes structured internships and graduate recruitment programmes, university partnerships and targeted upskilling initiatives aligned to current and future workforce needs. Key components include:

Supporting internal talent mobility

24% *(FY2024: 18%)* **of open positions filled by internal candidates**

4.3% of employees promoted internally *(FY2024: 5.5%)*

496 employees *(FY2024: 576 employees)* **received bursaries worth R13.8 million** *(FY2024: R16 million)*

Leveraging people analytics to create a workforce of the future

- SmartPeople, our SAP SuccessFactors platform, uses predictive analytics to support recruitment and retention
- Our people analytics dashboard, integrated with SuccessFactors, delivers insights to guide recruitment, assessments, performance and skills development
- New myCareer features in the UK leverage AI to deliver personalised career guidance and tailored learning

Supporting career development by empowering employees to manage their skills development

- Individual development plans guide lifelong learning and training to adapt to a changing world
- Our self-directed approach includes formal and informal SmartPeople check-ins on performance and wellbeing
- Each business unit identifies its development and progression needs, and we leverage the available talent bench for promotions or leadership roles
- Career ladders are structured pathways that outline progressive roles within a specific job family or function, helping individuals understand how they can grow and advance in their careers. In the UK, we currently have six established career ladders in the following job families: Actuarial, Data Science, Underwriting, Software Engineering, Test Engineering and Requirements Engineering
- During the year, we facilitated a Higher Education Career Fair at all our South African offices to invite our people to explore the educational opportunities available to them from degrees to certifications and beyond

Training and developing our people

Employees viewed 60 355 LinkedIn Learning, Udemy and Degreed programmes *(FY2024: 52 808 programmes)*

18 845 hours of learning on LinkedIn Learning and Udemy platforms *(FY2024: 19 745 hours)*

4 720 employees completed professional programmes *(FY2024: 4 499 employees)*

1 530 employees completed leadership development programmes *(FY2024: 2 101 employees)*

17 employees participated in our executive leadership programme *(FY2024: 17 employees)*

Providing **learning solutions** to develop leaders and promote self-led learning

- We encourage leadership development through management and leadership development programmes in collaboration with Henley Business School and the University of Cape Town Graduate School of Business
- We give employees access to formal and informal business skills learning through online learning platforms
- We offer professional programmes to employees through the People Academy and Group Information Services Academy
- Our leadership coaching programme improves line managers' skills and performance
- Our Generative AI Academy develops future-fit and differentiating capabilities in our people (for more information, refer to page 121)
- Digital learning resources are expanded for all UK employees through an external learning partnership
- Our formal bursary scheme and educational assistance loan scheme support the pursuit of formal qualifications through accredited institutions

Building a pipeline through learnerships and internships

175 unemployed learnerships
(FY2024: 194 learnerships)

45 employed learnerships
(FY2024: 54 learnerships)

220 employees participated in learnerships
(FY2024: 248 employees)

68% of learners absorbed into Discovery post-learnership ended 31 December 2024
(FY2024: 81.1%)

77% of interns absorbed into Discovery post-internship ended 31 January 2025
(FY2024: 86%)

Providing **workplace experience opportunities** to matriculants and graduates

- We partner with programmes funded by the Insurance Sector Education and Training Authority and Banking Sector Education and Training Authority to provide workplace experience opportunities to matriculants and graduates to address scarce skills in the insurance sector
- Our learnerships are structured 12-month training programmes that provide learners with a nationally recognised accredited qualification
- Our internships are structured as 12-month programmes, offered to unemployed graduates to give them workplace experience relating to their qualification
- We incorporate employee secondments for certain positions as a tool to develop new pools of talent

Refer to page 86 for detail on related transformation guidelines and focus areas.

Building a pipeline through learnerships and internships

Supported 36 future actuarial professionals since inception

Work experience for 35 IT students
(FY2024: 49 students)

Employment offers to 26 IT candidates
(FY2024: 27 candidates)

Developing **top talent** and addressing **scarce and critical skills** in our industry

- Our Adrian Gore Fellowship Award and Adrian Gore Mentorship Programme support aspiring African and Coloured actuarial professionals within Discovery in partnership with ASABA and SAADP
- GradHack provides immersive work experience and employment for IT students at South African universities
- Bursaries provided to black actuarial students in partnership with SAADP

CASE STUDY

A launchpad for career success

The Discovery Internship Programme offers a 12-month professional learning experience to unemployed graduates, providing practical exposure aligned with their field of study or career aspirations. Designed to enhance employability and support career development, the programme equips interns with valuable skills and insights into the corporate environment.

To date, 791 graduates have successfully completed the programme with a significant number securing permanent roles within Discovery. This highlights the programme's effectiveness in fostering workforce development and accelerating career growth.

Sindisa Mfenqe, now Head of Risk and Compliance at Discovery Insure, began his journey as a finance intern in February 2015. Reflecting on his experience, he says:

> **The programme introduced me to the corporate world and played a crucial role in shaping my career. As an intern, I had the flexibility to explore different areas of the business. I was amazed by how open and supportive Discovery employees were, regardless of their seniority, which allowed me to learn extensively. That knowledge still informs my work today. Without the internship, I wouldn't be where I am.**

Sindisa's story exemplifies how the Discovery Internship Programme goes beyond skill-building – it serves as a powerful springboard for meaningful and impactful careers.

02 Cultivate and sustain an inclusive culture

KEY METRICS (SOUTH AFRICA)

Gender diversity at senior leadership*

44%

(FY2024: 44%)

Racial diversity at senior leadership*

40%

(FY2024: 39%)

** Senior leadership includes deputy and general managers.*

Our Employment Equity strategy and values-based diversity, equity, inclusion and belonging programmes are designed to create an authentic culture for our talent to thrive and be inspired to bring their best selves to work.

Discovery supports the principles of employment equity and promotes equal opportunity for, and fair treatment of, all employees and applicants. We define equal opportunity as providing an equal chance to learn about, apply and compete fairly for employment opportunities, and to function successfully and advance as an employee.

We continue to implement a range of strategies and initiatives that support our commitment to an inclusive workplace:

- Our People with Disabilities Management Strategy guides our efforts to create equitable opportunities and reduce barriers to entry and advancement
- Our Employee Resource Group Framework enables emerging identity groups to contribute to business strategy and foster a sense of belonging
- A blended online and in-person diversity and inclusion induction programme introduces new employees to Discovery's transformation vision and integrates inclusion into business processes
- Inclusive language is embedded across our diversity, equity and inclusion programmes to support respectful engagement
- In South Africa, our talent management approach includes measurable targets to build a sustainable leadership pipeline, reduce critical skills gaps and partner with educational institutions and youth employment organisations
- In the UK, our employee-led forums – LGBTQ+, Let's Talk Race, neurodiversity and women – chaired by Vitality Executive Committee members shape diversity and inclusion plans and initiatives. Our internal communications platform hosts dedicated pages and resources for each forum. During the year, we hosted a Marketplace of Inclusivity where our four inclusion forums ran drop-in sessions to meet with employees, provide more information about diversity and inclusion initiatives and share feedback
- In the UK, we also run an annual mentoring programme for high-performing, high-potential employees, ensuring that at least half of mentees are women or from ethnic minority backgrounds. Additionally, we apply a gender and ethnicity lens in succession planning
- In the US, we run ongoing allyship training on transgender and non-binary identities alongside initiatives to mark key awareness moments and hold pay equity certification from the state of Illinois
- We elevate awareness of unconscious bias and equip managers to recognise inclusion and exclusion behaviours in a hybrid work environment

OUR FY2025 DIVERSITY, EQUITY AND INCLUSION PERFORMANCE AT A GLANCE

Supporting ethnic and racial diversity

SOUTH AFRICA

- Representation of black people increased from 79% to 79.3% in our overall workforce and to 40% from 39% at senior leadership
- Recruitment of black leaders at team leader level and above comprised 81% with African senior leadership appointments at 20%
- New employees comprised 91% black candidates in FY2025 (FY2024: 93%)

VITALITY UK

- An average of 586 visits per month to our diversity and inclusion hub
- 9.08% mean ethnicity pay gap in 2024 (2023: 6.5%)
- 10 interns (FY2024: 13 interns) welcomed as part of the UK's 10 000 interns initiative (internships for disabled and black students and graduates)

Preventing discrimination and supporting inclusion

Addressed and successfully resolved 17 incidents reported via our Ethics Defender portal (FY2024: 22 incidents) and three incidents were pending review

Launched our Discovery Pride Employee Resource Group championed by senior leadership and led by the Pride Executive Committee to create a welcoming workplace for lesbian, gay, bisexual, transgender, queer/questioning, intersex, asexual, pansexual and other identities (LGBTQIAP+)

In the UK, rolled out neurodiversity training and guidelines for managers, introduced interview skills training and promoted the use of diverse interview panels

Supporting ethnic and racial diversity

FEMALE REPRESENTATION ACROSS GROUP CATEGORIES

Across the Group	At Board level	In senior positions
58%	**54%***	**45%**
(FY2024: 59%)	(FY2024: 46%)	(FY2024: 45%)
(FY2023: 58%)	(FY2023: 38%)	(FY2023: 44%)

* *As at 1 September 2025.*

VITALITY UK

- 18.87% mean gender pay gap in 2024 *(2023: 19.6%)*
- Committed to achieving gender parity at senior management levels by 2025

Supporting people with disabilities

- Discovery employs 113 people with disabilities, representing 0.9% of our total workforce (FY2024: 91 employees)
- Disabled people welcomed through the UK's 10 000 interns initiative
- A comprehensive disability confidence course, supported by toolkits and focus groups, strengthens awareness and inclusive leadership across the organisation

Refer to our ESG Databook for detailed insights into our diversity performance.

ADVANCING OUR TRANSFORMATION OBJECTIVES

Discovery intentionally advances our transformation objectives by supporting ethnic, racial and gender diversity and people with disabilities.

As a signatory to the UNGC Women Empowerment Principles and Target Gender Equality programme, we facilitate ongoing diversity, equity, inclusion and belonging coaching programmes for employees. In this way, we aim to advance our gender diversity agenda and offer leadership development to our black high-potential employees.

OUR EMPLOYMENT EQUITY STRATEGY

We are incrementally progressing towards a workforce that reflects South Africa's national economically active population (NEAP) at every level. We review performance against targets twice a year and base our measures on our Employment Equity Plan.

Discovery Group's current employment equity score against our FY2025 target is **101.17%** (FY2024: 99%)

Refer to our ESG Databook for data on diversity profile per employee category, our employment equity targets and our three-year performance against our plan.

The Group's approved Employment Equity Plan and targets are considered as part of the recruitment process. As an equal opportunities employer, we actively encourage and welcome people with various disabilities to apply.

We enhanced our representation by implementing focused strategies to attract, develop and retain qualified professionals and future leaders, including the Discover-Up graduate programme, and expanded management development initiatives. Business units drove clear aspirations to ensure fair promotion and hiring across racial groups, helping to close representation gaps.

Our transformation ambition targets emerged from robust discussions about advancing black representation at top and senior management levels with specific targets for female representation at general manager level. We encourage transformational leadership behaviour by including transformation as a KPI in our management incentive system and we measure our employees' perceptions of inclusivity through employee experience surveys.

For detail on our Remuneration Committee's commitment to ensuring Discovery's remuneration is market-related, fair and free of prejudice, see our 2025 Remuneration Report.

Refer to page 81 for detail on measurement of our workforce's perception of inclusivity through the annual employee experience survey.

SUPPORTING ETHNIC AND RACIAL DIVERSITY

SOUTH AFRICA

In South Africa, job creation is the greatest lever in B-BBEE. For meaningful transformation, we fill the majority of vacancies with black candidates, which contributes to our efforts to better reflect South Africa's NEAP.

Our senior leadership teams' short-term KPIs include responsibility for the employment equity composition of their business units against Employment Equity Plan targets. The Group has achieved a 101.17% average performance score since the plan's inception.

Our talent management process identifies high-potential black talent, considers the development needs of these individuals and supports their progression towards leadership levels and other senior opportunities.

Refer to page 84 for detail on learning and development offerings that advance ethnic and racial diversity.

Sourcing senior black talent

Our Recruitment Policy outlines our approach to sourcing local senior black talent for leadership and executive opportunities. Discovery's internal talent acquisition specialists leverage our HR technology platforms for senior role recruitment, supported by the Head of Transformation and Head of Talent. Additionally, we assign certain senior role sourcing to B-BBEE-compliant recruitment agencies on our preferred supplier lists.

VITALITY UK

Vitality UK is committed to increasing the number of black, Asian and ethnic minority employees in senior leadership roles. In 2024, our ethnicity pay gap increased to 9.08% compared to 6.53% in 2023. We will continue to focus on ensuring diverse shortlists at every stage of the recruitment process, and prioritising female and ethnic minority representation in our talent development programmes.
Due to the relatively small size of this employee cohort, the data is particularly sensitive to minor demographic shifts. We recorded a 4.4% increase in the proportion of ethnic minority employees in 2024, which may be linked to a 19% rise in ethnicity disclosure rates.

Our ethnicity pay gap is explained by the under-representation of black, Asian and ethnic minority employees in senior leadership roles. We are confident employees receive equivalent pay for equivalent work regardless of their ethnicity.

Our UK initiatives to promote ethnic diversity include:

- Publishing our commitment to diversity and inclusion on our careers site
- Being a signatory to the Race at Work Charter
- Applying an ethnicity lens to succession planning
- Ensuring that most participants in our executive mentoring programme are from an ethnic minority background or female
- Participating in the 10 000 black interns programme
- Observing Black History month in various ways
- Hosting a webinar on allyship with an ethnicity focus in partnership with an EDI consultant who specialises in workplace inclusion

For more detail on Vitality UK's commitment to diversity, equity and inclusion, refer to our 2024 gender and ethnicity pay gap report.

VITALITY US

Our Vitality US diversity and inclusion working group, comprising a diverse group of employees from various levels of the business, has multiyear priorities to ensure long-term and meaningful progress.

We have several initiatives in place to advance diversity and inclusion for our US workforce, which include:

- IDEAL Committee (Inclusivity, Diversity, Equity, Accountability and Liberating the best in our people) – supporting our value of liberating the best in all our people
- **Employee Resource Groups –** open to all employees to foster community and connection
- **Cultural block parties –** celebrating diversity through events like Black History Month and Pride Month and email series shedding light on equal pay
- **Inclusive recruitment practices –** including job posting templates that encourage diverse applicants
- **Leadership and development programmes –** aimed at identifying and advancing skills and diversity at senior levels
- **Mentorship programmes –** nurturing diverse **perspectives and career growth**
- **Diversity, Equity and Inclusion Ambassador Programme –** providing new hires with a go-to resource for diversity-related support
- **Employee education –** grounded in Vitality's baseline understanding of diversity, equity and inclusion

SUPPORTING GENDER DIVERSITY

As UNGC signatories, we are committed to gender balance and equality, including engagement initiatives addressing the gender pay gap and equitable representation of women at executive and management levels, among others.

SOUTH AFRICA

Our gender profile compared with South African NEAP levels

	FEMALE	MALE
Discovery	59.3%	40.7%
South African NEAP	46.1%	53.9%

Although our gender profile compared with South Africa's NEAP levels is positive, we acknowledge the need for more equitable gender balance in our senior leadership positions across business units. Currently, women comprise 44% of senior leadership (FY2024: 44%). We continue to focus on enhancing our female representation at senior levels, building pathways for women to move into senior leadership roles and nurturing the pipeline at lower levels while effectively addressing organisational and transitional barriers.

Our **Discovery Women Move initiative** – an employee resource group of women supporting each other – fosters growth, inclusion and belonging through networking, role modelling, sponsorship and mentorship.

Our South African Executive Committee supports gender equity and equality with commitments to the following bold ambitions:

- Accountability on the world stage through our participation in and accountability to the **UNGC Target Gender Equality programme**
- Growing gender representation **at general manager** level to **40% women** by 2026
- Growing gender representation within **business units** and **South African executive committees** to **at least 40% women** by 2026

To achieve these ambitions, we strengthen our HR processes through:

- Ongoing pay parity reviews at the intersection of gender and race
- Building clear structures for support, sponsorship, mentoring and coaching of women leaders
- Creating an environment that liberates the best in women with zero tolerance of discrimination

ADDRESSING THE GENDER PAY GAP

Our succession planning processes emphasise greater female representation at senior levels. To this end, we conduct annual income gap analyses based on gender and race. Identified gaps with no valid explanations (experience, qualifications) are addressed by applicable business units accordingly.

In FY2025, Discovery maintained a gender pay gap of

0%

for similar roles.

VITALITY UK

In 2024, our mean gender pay gap increased by 0.73% to 18.87% since 2023 and has reduced by 12.68% since 2018 (when compulsory reporting started). While Vitality's gender pay gap remains better than the financial services average (mean gap~22%), efforts to close the gap and improve senior-level gender parity will continue. The methodology used for gender pay gap calculations is mandated by the UK government and differs from the formula used by Discovery. We ensure equivalent pay for equivalent work and our gender pay gap is explained by the under-representation of female employees in senior leadership roles. We are committed to increasing the number of women in these roles as positions become available and will be able to draw on a strong pipeline of female talent below executive levels.

Our UK initiatives to promote gender diversity include:

- Signed the Women in Finance Charter with a goal of achieving gender parity at senior levels by the end of 2025 (on track)
- Set a target of 60% external female appointments to higher-paying roles (on track)
- Enhanced and equalised parental leave entitlements, and signed up to the Association of British Insurers' transparent parental leave and pay initiative
- Changed recruitment and selection practices to attract more talented women, including using gender-neutral language and promoting flexible working options
- Supported working parents through our hybrid working policy, which requires in-office attendance two days a week
- Continued our annual executive mentoring programmes for high-performing, high-potential employees – over half of mentees are women or from ethnic minority backgrounds
- Applied a gender lens to succession planning to help develop a strong female talent pipeline
- Consulted the Women's Forum on gender-related issues
- Showcased women's achievements through our internal communications platforms
- Encouraged employees to update their diversity data on our HR system to enable better progress tracking
- Continued to evolve the diversity and inclusion hub on our internal platform
- Launched the third round of our women's leadership development programme in partnership with everywoman
- Introduced leadership competency assessments for senior roles to reduce unconscious bias in the selection process
- Published a menopause policy and offered menopause, parenthood and fertility support services to employees
- Broadened membership of our Women's Forum to include representation from Vitality teams based outside of the UK, following the amalgamation of Vitality UK and Vitality Global

For detail on remuneration, refer to our 2025 Remuneration Report.

For more detail on Vitality UK's commitment to gender diversity, equity and inclusion, refer to our 2024 gender and ethnicity pay gap report.

SUPPORTING PEOPLE WITH DISABILITIES

Discovery promotes employment equity in recruitment and establishes strategic relationships with organisations focused on recruiting and retaining employees with disabilities, providing meaningful employment opportunities.

Our People with Disabilities Management Strategy and Framework guides how we support current and future employees with disabilities. The strategy is supported by the following pillars:

- **Attracting, recruiting and retaining** people with disabilities in meaningful roles across Discovery
- **Supporting business partners** in recruiting and supporting employees with disabilities using adequate tools and knowledge
- **Providing wellness and clinical support** and guidance to business partners and people with disabilities

Guiding the business in providing ongoing **skills development** opportunities for our employees with disabilities

We continue to focus on improving our 0.9% (FY2024: 0.8%) representation of people with disabilities

In FY2025, we established a panel of recruitment agencies specialising in hiring people with disabilities. The panel also supports leadership and intern recruitment. Furthermore, we introduced a comprehensive disability confidence online course for all employees. A detailed toolkit on managing people with disabilities, as well as focus group sessions to gain deeper insights into employee and leadership experiences, complement the course.

PREVENTING DISCRIMINATION AND SUPPORTING INCLUSION

In creating a safe workplace, we are committed to maintaining a fair, dignified, inclusive and equitable environment – free of unfair discrimination and harassment, including gender-based intimidation. Recognising that discrimination is a human rights violation as well as a barrier to equity and equality in the workplace, **Discovery's zero-tolerance approach to discrimination** considers instances of unfair discrimination, harassment and abuse of power as unacceptable, serious misconduct.

We demonstrate Discovery's values of integrity, honesty and fairness through our culture of inclusiveness and tolerance. We support just, equitable and considerate treatment of all people, and we do not engage in child, forced or compulsory labour.

We ensure our employees know their rights enshrined in the **Employee Policy Handbook** and clearly communicate and manage our grievance procedures through channels such as our confidential **ethics hotline and EthicsDefender app**. Our mandatory **Understanding Harassment course** is available online and on mobile devices to support compliance with the relevant code of good practice. It reinforces Discovery's zero-tolerance stance on harassment and commitment to a respectful, inclusive and lawful workplace. During the year, training sessions equipped employees with a clear understanding of what constitutes sexual harassment, how to recognise and respond to it, and the legal and workplace consequences for those found to have engaged in such conduct.

We treat individual grievance cases with utmost care and deliver regular progress reports until issues are resolved.

During the year, Vitality UK strengthened its approach to workplace safety and respect by launching a new People module on sexual harassment as part of its annual regulatory training. In addition, manager-specific guidelines on addressing sexual harassment were introduced to support consistent and effective responses.

Our Pride Employee Resource Group supports and advocates for the rights and wellbeing of our LGBTQIA+ employees and educates others on these matters. Its mission is to create a supportive and inclusive work environment for individuals who identify as lesbian, gay, bisexual, transgender and other diverse sexual orientations and gender identities.

OUR GUIDING POLICIES

In FY2025, we implemented three new policies: the Sexual Harassment Policy, the Gender-Based Violence Policy and the Workplace Bullying Policy, strengthening our framework to prevent and address unfair discrimination, harassment, gender-based violence and workplace bullying. Our regularly updated policy and complaints procedure – comprising Discovery's documented approach and breach register – guide our prevention and elimination of discrimination and all forms of harassment in the workplace. Training on discrimination and harassment was completed by 8 389 staff, team leaders and managers during the year. This includes attestations completed by employees, for each of the policies including the Sexual Harassment Policy, Gender Based Violence Policy and Workforce Bullying Policy.

Our **Human Rights Statement** expresses our commitment to ensuring employees are equitably remunerated and that we fully comply with applicable laws regulating minimum wages, maximum working hours and healthy and safe workplaces. Although Discovery employees do not belong to trade unions, and are not covered by collective bargaining agreements, our Human Rights Statement upholds their rights to freedom of association and collective bargaining.

Our Grievance Policy supports our zero-tolerance approach by encouraging employees to report incidents of discrimination. We address incidents promptly through formal and informal engagements.

Refer to our ESG Databook for additional disclosures on discrimination.

Refer to our human rights policy on our website.

03 Amplify employee wellbeing and exceptional personalised employee experience

KEY METRICS (SOUTH AFRICA)

All employees have active Vitality membership

9 815
employees registered with Healthy Company
(FY2024: 9 569 employees)

Enhancing employee wellbeing through data-driven insights nurtures leadership qualities and promotes holistic mental, physical and financial health. When our people are happy in their personal and professional lives, we are better able to create shared value for our clients. As a responsible employer, Discovery's role is to educate, enable and empower employees to be role models and aspirant leaders within a sustainable environment.

During the year, we launched a detailed employee wellness reporting suite to help each business unit understand its workforce health and implement targeted initiatives to improve it.

Our Health and Safety Policy, published in FY2025, outlines our commitment and approach to occupational health and safety, which includes relevant training with supporting materials.

Discovery Health and Safety Policy

For more detail on our occupational health and safety systems, refer to our ESG Databook.

As part of its FY2025 audit plan, Discovery Group Internal Audit performed a Group facilities audit to assess processes in place to manage the health and safety system at our operations.

OUR EMPLOYEE WELLBEING STRATEGY IS BASED ON THREE PRINCIPLES

PERSONALISATION
Our self-driven, holistic and targeted wellbeing programme aims to help employees be their best.

STORYTELLING
We model compelling storytelling and our shared-value rewards system to inspire behavioural change.

DATA
Our wellbeing approach is data-driven and high-impact with efficient preventive, episodic and ongoing screening measures.

These three principles are underpinned by our employee wellbeing pillars:

Key initiatives

PHYSICAL WELLBEING

- We offer comprehensive health screenings that provide employees with insights into overall wellness
- A virtual health coach is available 24/7 to offer personalised guidance, motivation and support to help employees manage their health goals
- In the UK, our weight-management support programme is designed to help employees build healthier habits to achieve sustainable weight loss, and is accompanied by nutrition and lifestyle support
- Healthy Leave Benefits provide up to two extra days of annual leave for making healthy choices, based on Vitality status
- Employees are encouraged to participate in the Vitality Run Series through free Team Vitality memberships, which offer 50% cash back on race entry fees

MENTAL WELLBEING

- Employees have access to confidential counselling, stress management workshops and mindfulness sessions designed to help build resilience and navigate challenges with greater ease and positivity
- Employees have access to a mood tracking tool on the Discovery app and website, which uses AI to detect potential signs of emotional distress
- To mark World Mental Health Day, our Head of Mental Health Risk Management hosted a #mindmatters conversation
- We offer puppy therapy days at 1 Discovery Place in partnership with a shelter for mistreated animals

FINANCIAL WELLBEING

Our financial wellbeing webinars covered **budgeting 101, cash crunch and retirement funding**

In the UK, we:

- Partnered with Salary Finance to offer employees **pay advances, debt consolidation and finance management services**
- Shared **financial tips and resources** during Let's Talk Money week
- Delivered **workshops on financial health**
- Are an accredited **Real Living Wage** employer ensuring all employees are paid at least the real Living Wage (higher than the statutory minimum wage)

SOCIAL WELLBEING

- Our Employee Resource Group Framework guides and supports awareness and information sharing based on specific identities (including race, gender and sexuality) or common ideas, interests or backgrounds for positive change in the business
- Our social wellbeing initiatives support connection and belonging during times of organisational change. Vitality UK's colocation process was designed to ease the transition into new workspaces at 1 Discovery Place through clear communication, collaborative planning and a programme of on-site activities that foster team connection and community

Discovery
Corporate and Employee Benefits

HEALTHY COMPANY

We believe employee wellbeing is the foundation of a thriving business. Healthy Company, Discovery's digital employee assistance programme, proactively supports this value proposition through various interventions, ranging from prevention and education to episodic or ongoing management across physical, emotional and financial wellbeing, and legal support.

Our employees, their immediate families and dependants have access to:

- Benefits and support through the Discovery app, website, telephone or face-to-face consultations
- Wellness centres (with resident medical professionals) for flu vaccinations and recovery support as well as disease, incapacity and disability management among other services
- Emotional and financial wellbeing assessments and support (including expert debt counselling and management)
- 24-hour emergency legal support including professional documents for specific circumstances

ON-SITE CLINICS

All four of Discovery's offices in South Africa have on-site employee clinics with doctors. At these clinics, primary healthcare administered by general practitioners is free of charge. Employees pay for allied healthcare services on a fee-for-service basis at DHMS rates minus 10%. At 1 Discovery Place, employees have access to dentists, physiotherapists, chiropractors and optometrists.

Basic healthcare services include vaccinations to strengthen immunity and protect our people from infection. We provide flu vaccines for our employees across all our campuses in April every year.

WELLNESS DAYS

During our annual Discovery wellness days, all employees receive free Vitality Health Checks. These checks include essential health screenings and preventive blood pressure, glucose and cholesterol tests along with weight and BMI assessments and a non-smoker's declaration.

For completing their screenings, employees can earn Vitality points and unlock personalised support and benefits through the Discovery Health app. In the Discovery Health app, they can activate Personal Health Pathways providing personalised guidance and rewards for completing recommended health actions.

Refer to our ESG Databook for detailed disclosure of employee benefits, including our leave policies.

FITNESS

We launched Vitality Fitness – a first-of-its-kind exercise platform on the Discovery app – to our employees in July 2024. Permanent Discovery employees with Vitality Premium or Vitality Active membership have access to over 300 exercise facilities and gym membership discounts.

OUR APPROACH TO EMPLOYEE MENTAL WELLBEING

Our mental wellbeing strategy, launched in FY2023, strengthens our employee wellbeing strategy, recognising mental wellbeing as essential to overall wellbeing.

Our business leaders play a vital role in fostering a supportive environment where employees feel comfortable discussing their mental wellbeing without judgement. They proactively assist teams in managing their mental wellbeing, and take deliberate steps to prevent and address stigma associated with mental health conditions.

Our wellness tools, supported by campaigns and rewards throughout the year, include a mood capture tool that uses AI to detect emotional distress, 24/7 virtual health coaching for personalised support and expert-led workshops and webinars on nutrition, mental health (including suicide prevention) and fitness.

Our mental wellbeing strategy: A crucial component of our holistic employee wellbeing strategy

OBJECTIVES

Individual level: All employees feel safe to seek support when necessary.

Team level: Our leaders and team members feel equipped to support each other.

Organisation level: We empower employees and leaders to be role models within an enabling environment to achieve sustainable and holistic mental wellbeing.

PRINCIPLES

- Shared responsibility
- Psychologically safe teams
- Data-driven insights
- Regulator monitoring
- Leverage Discovery's capability and data

ROOTED IN

Data
- A high-impact, data-driven approach for efficacy in preventive, episodic and ongoing screening measures
- Predictive analytics to identify potentially high-risk teams
- Regular trend reporting

Awareness
- Meaningful and easy-to-consume support programmes
- Leaders equipped to effectively support their teams
- Webinars and masterclasses
- Weekly newsletter content

Support

Creating awareness of available support channels:
- Healthy Company
- Employee clinical services
- On-site clinics and counsellors
- Early intervention by Group Risk
- Mental health first aiders

Tools

Easy-to-understand content:
- Infographics
- Leadership toolkits
- Access to a catalogue of services for team-specific interventions

MONITORING EMPLOYEE WELLBEING

We monitor employee wellbeing through our Vitality Health Checks on wellness days, our ongoing Vitality Mental Wellbeing Programme and an Employee Wellness Survey included in our annual employee experience survey, which helps assess areas of our wellbeing programmes in need of improvement.

PERFORMANCE INDICATORS INCLUDED IN THE VITALITY UK CORPORATE SCORECARD

Happy employees (employee net promoter scores)

>30
Target

FY2025 performance:
+40
in October 2024 and
+42
in May 2025

Healthy employees (Vitality status)

>55%
Target: Achieve Gold or Platinum status after one year as Vitality members

FY2025 performance:
52%
in November 2024 and
51%
in May 2025

Inclusive workplace

60%
Ongoing target: female appointments to £60 000+ roles

FY2025 performance:
66%
July 2024 to June 2025

Read more about the Group's work towards an inclusive workplace on page 85.

Our brand

RELATED MATERIAL THEMES

- Advance our disruptive Shared-value model
- Operate within a volatile socio-economic environment
- Ensure long-term financial sustainability
- Leverage and manage technology and innovation

The Discovery brand is recognised as one of the most valuable brands in South Africa and for its intellectual leadership, innovation and purpose-led Shared-value model. Our strategy drives scaled impact through our business and positions Discovery as best of breed.

WE BUILD OUR BRAND ON A SOLID FOUNDATION OF:

01 Strengthening our brand

- Marketing initiatives
- Reputation management

02 Protecting our brand

- Upholding our ethics
- Preventing harm
- Cultivating trust

OUR FY2025 HIGHLIGHTS

85% average score in the Ask Africa brand health tracker for Discovery businesses in South Africa (FY2024: 88%)

Vitality UK's brand tracker indicated a **7% increase in prompted brand awareness** compared to the prior year

Continued to enhance the **Ethics Ambassador Programme**

Key contributor to the World Economic Forum and Transparency International white paper on **Business Integrity: Toolkit for SMEs**

Maintained **ISO 27001:2022** (information security management standard) certification across all our operations. Discovery's Information Governance Services department, the provider of security and privacy services to the Group's South Africa and US businesses, achieved the ISO 27701: 2019 (privacy information management) accreditation

Established a **Vulnerable Customers Working Group** to review our practices related to vulnerable clients

Launched an **FAIS Centre of Excellence** to enhance compliance support for key individuals and representatives

01 Strengthening our brand

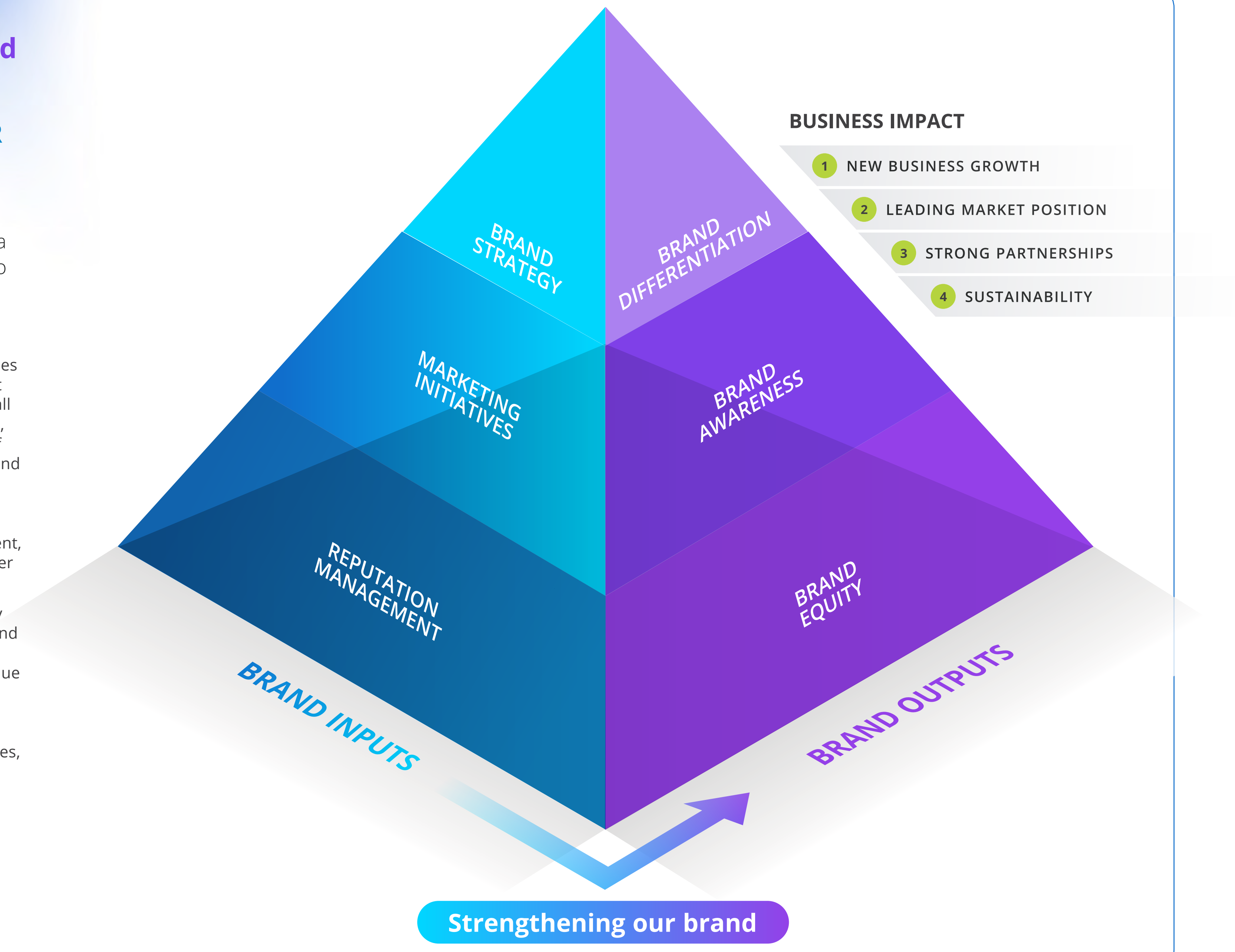
OUR BRAND AS A CATALYST FOR SUSTAINABLE GROWTH

Our brand plays a pivotal role in advancing our long-term strategic goals. We are committed to strengthening the Discovery brand in South Africa and building the Vitality brand globally, as our two distinct businesses.

The Discovery brand enables sustainable growth for the Group by driving business and market expansion. At the same time, our Integrated Sustainability Framework enables us to protect the reputation of our brand by ensuring that we uphold our ethics, do no harm, cultivate trust among all stakeholders, deepen client loyalty and attract new clients, employees and partners. We actively track the enablers of loyalty, new business growth, employee retention and brand perception through established metrics. Within our Integrated Sustainability Framework, our focus on making people healthier, enhancing and protecting their lives, strengthening social systems and restoring the environment, as enabled by our good business enablers, acts as a further catalyst for the brand.

We strengthen our brand through a robust brand strategy that enable us to build brand equity for the Discovery brand in South Africa and Vitality globally. Our brand strategy is centred on our core purpose, ambition, unique shared-value business model, world-class products and customer experiences, and distinct brand identity. This contributes to sustained growth for the brand and the business. Our marketing initiatives range from brand awareness initiatives, leads generation and customer acquisition, customer engagement, product marketing, digital performance marketing and thought leadership, PR and reputation management.

For more detail on the brand as a strategic enabler, refer to our Integrated Annual Report.



Upholding our ethics

KEY METRICS

5 discrimination incidents, 100% resolved	**0** corruption and bribery incidents	**43** whistleblowing incidents received, with 100% resolved	**23 830** ethics-related training* and courses completed by employees

Includes ethics training, training on anti-bribery and corruption and conflicts of interest.

Discovery's core purpose and values set standards for appropriate conduct in the organisation. Individual ethics policies interpret and describe the standards for appropriate conduct at an operational level. It is important that our approach to ethics meets the requirements of the different ethical standards and cultural norms in the markets in which Discovery operates. Group ethics standards apply to all wholly owned subsidiaries across Discovery and Vitality. Subsidiaries refine these standards to account for local business and cultural norms.

The Ethics Management Framework upholds and governs ethics, building trust with stakeholders and promoting the Group's long-term success and sustainability. The Group Ethics Office oversees overall implementation of the Ethics Management Framework, and each jurisdiction has dedicated ethics resources.

Discovery provides resources for individuals seeking advice on implementing our policies and practices for responsible business conduct, as well as channels to raise concerns about our business conduct.

We work with lobbying bodies, trade associations and think tanks to advance policy reform and sustainable economic development. These engagements, which include technical input, thought leadership and funding, reflect Discovery's commitment to ethical advocacy and sustainability-aligned policy influence. Engagement partners include Business Leadership South Africa, Business Unity South Africa, the National Business Initiative and others with our monetary contributions totalling R2,9 million for FY2025.

ETHICS RESOURCES PROVIDING ADVICE

Discovery's ethics helpline provides advice for employees on ethics-related matters. The helpline is managed by dedicated and qualified Ethics Officers who provide guidance and support. Employees are required to confirm their understanding of the Group's ethical standards through our policy attestation process and we share the process for declaring conflicts of interests in our weekly newsletters. An ongoing campaign raises awareness regarding whistleblowing mechanisms. This ensures a values-based culture is maintained throughout the organisation. The ethics helpline is part of our Ethics Management Framework, which includes regular training and awareness campaigns designed to embed ethical practices across the Group.

MECHANISMS FOR RAISING CONCERNS

Concerns about responsible business conduct can be raised through the independent anonymous whistleblowing hotline and the real-time EthicsDefender or FraudCracker apps, which are available to employees and external stakeholders, such as suppliers, partners and other third-party providers. The Ethics Office manages and oversees whistleblowing channels, ensuring that any unethical behaviour is reported and addressed promptly.

The Group whistleblowing hotline was moved to a new provider from October 2024 to prevent a potential conflict of interest with the auditors of our UK business. The new service retains the previous Group contact number and includes new international numbers for the UK and US in addition to the existing Vitality whistleblower facility.

Refer to the Monitoring policy compliance section on page 114 for more information on how our policies are integrated into our organisational strategies, operational policies and procedures to promote an ethical culture.

RESPONSIBILITY FOR ETHICS

The Board is responsible for governing ethics and setting the ethical direction for the Group. It establishes proactive management processes and structures, ensures organisational ethics risks are mitigated and integrates and prioritises an ethical organisational culture.

The Social and Ethics Committee, a subcommittee of the Board that meets quarterly, is responsible for oversight of business ethics and corruption issues. It assists the Board to mandate and oversee the Group Ethics Office, which manages and implements the Ethics Management Framework throughout the Group. Potential instances of corruption are reported to Group Forensics, which is monitored by the Risk and Compliance Committee. The Social and Ethics Committee terms of reference includes our commitment to addressing material business and organisational ethics risks.

GROUP ETHICS OFFICE

The Group Ethics Office supports the Board, executives, management and employees to cultivate and strengthen the ethical culture across the business. It implements the Ethics Management Framework, which includes a comprehensive governance framework and management process to drive our ethics strategy across the Group. The Group Ethics Office is responsible for overseeing enhancements to the ethics-related compliance system. This includes driving compliance-related initiatives through targeted education and training to strengthen awareness, accountability and adherence across the Group.

Ethics management strategy focus areas:

- Leaders setting the example
- Reinforcing Discovery's values
- Promoting 'ethics talk' (conversation and engagements about ethics among employees)
- Ongoing communication, training and awareness

An internal audit is performed on the Group Ethics function, the Ethics Charter, and Ethics Management Framework to align with best practice and help identify potential ethics risks. The most recent audit was conducted in August 2022 and the upcoming audit is scheduled to start in October 2025. The audit is performed on all operations, every three to four years. Findings and corrective actions are reported to the Audit Committee, with findings and corrective actions tracked and closed.

The Group Ethics Office is actively involved in addressing developing ethical issues and promoting ethical business practices, including through the following:

Developing an ethical decision-making framework with an international advisory firm to guide complex and strategic decisions. The framework was used to develop a training programme for senior leaders

As part of the World Economic Forum's business integrity working group, **contributing to the development of a joint World Economic Forum and Transparency International white paper** titled *Business Integrity: Toolkit for SMEs.* The toolkit was published in September 2024 and provides resources and strategies to cultivate a culture of integrity within SMEs

The Group Ethics Office partners with Stellenbosch University's Institute for Future Research to identify potential future ethics risks and opportunities that could impact the Group. The project aims to assist management in developing innovative, long-range decision-making competencies for competitively mitigating risk and sensing opportunities. Themes identified through the project during the year include neurodiversity and the future of work, surveillance capitalism, trust of AI, business in society, ageing: future of the longevity economy, and human values in the age of AI.

The Group Ethics Office's focus areas during FY2025 included:

- Ensuring the organisation remains adequately positioned to mitigate and manage material global ethics risks and opportunities
- Refining and strengthening ethical standards and policies by ensuring these remain relevant and effective
- Enhancing the Group Ethics Ambassador Programme with new strategies to empower ambassadors to create change in their respective business units
- Developing training and awareness programmes on topical ethics-related themes

ETHICS AMBASSADOR PROGRAMME

The Ethics Ambassador Programme helps the Group Ethics Office expand its reach, improve its understanding of the state of ethics across the Group and further entrench Discovery's ethical culture.

210 Ethics Ambassadors, representing all Discovery's wholly owned subsidiaries (excluding Vitality UK and Vitality Global) informally promote our ethical culture and help create and maintain awareness of ethics in their areas of influence. They also assist in identifying and addressing the potential ethical consequences of business decisions. Ethics Ambassadors meet regularly with their peers and at Group level to share best practice, experiences and challenges.

The ongoing Meet our Ethics Ambassadors campaign raises awareness about the Ethics Ambassadors programme. The Discovery Ethics Ambassadors Innovation Challenge invited ambassadors to create innovative approaches to strengthen Discovery's ethical culture. The winning idea will be a podcast series called 'EthicoLab', that is currently in development.

CULTIVATING AN ETHICAL CULTURE

Discovery cultivates a culture of transparency and accountability to prevent unethical behaviour and address such behaviour when it does occur. The Group Ethics Office reminds employees of their responsibility to report ethical concerns or infractions as well as information or concerns relating to criminal or other irregular conduct in the workplace. Our Safe Reporting Framework establishes safe, confidential and effective mechanisms for this disclosure.

The Whistleblowing Policy details the channels available for employees to safely report criminal or unethical behaviour. It prohibits retaliation against employees who report criminal and unethical behaviour in good faith.

Regular awareness campaigns highlight the Whistleblowing Policy and safe reporting mechanisms while reiterating employees' responsibility to report fraudulent or unethical behaviour. This year, the awareness campaign highlighted all whistleblowing channels.

Our Whistleblowing Policy is available on our website.

We have implemented a central conflict of interest management platform where employees from across the Group must declare potential conflicts of interest and gifts/entertainment received and/or given. Ongoing Group-wide emails and newsletters were sent to all employees to raise awareness about the platform. In April 2025, we rolled out an attestation campaign, which required all employees and contractors to attest to being aware of the Conflict of Interest Policy, to having read it and to abide by its requirements.

ETHICS TRAINING AND AWARENESS

Ethics training is fundamental to integrating and driving ethical behaviour and awareness and embedding an ethical culture. All employees receive ethics training, including permanent, non-permanent employees (fixed-term contractors, learners and interns) and independent contractors. Our comprehensive training and awareness programme aims to provide our people with a shared ethics vocabulary and explain their role in respecting and upholding the Group's ethical standards.

Ethics training is provided to employees during induction and through regular online ethics awareness training. Specific modules focus on ethics training for employees in leadership roles to help them improve their ethical decision-making capacity and understand how their behavioural make-up may make them unconsciously susceptible to unethical behaviour, influence and decision-making.

In the UK, ethics training is included in mandatory regulatory training modules on conduct standards, whistleblowing and conflicts of interest.

A dedicated ethics page on our employee engagement platform, SAP Jam, includes the latest information on the services provided by the Group Ethics Office. The annual anonymous employee experience survey includes a dedicated ethics category in South Africa, in FY2025, achieved a score of 81 (FY2024: 80). Feedback from the survey is shared with the Executive Committee of each business and the Chief People Officer, supported by the Group Ethics Office, who is responsible for follow-up actions.

Ethics-related topics are covered in other group-wide training programmes. The Ethics Office monitors these existing courses across the group, which include topics such as harassment, unconscious bias, inclusive language, and data privacy. Ethics training needs are regularly reviewed.

In October 2024, we held a Global Ethics Day Campaign to reaffirm Discovery's core values and ethical principles, celebrate our ethical accomplishments and raise awareness about our ethical responsibilities and work to create a more just and equitable workplace.

23 830
Ethics-related training* and courses completed by employees in FY2025

* *Includes ethics training, training on anti-bribery and corruption and conflicts of interest.*

Ethics-related training includes training on basic ethics awareness, our core values, ethical behaviours expected from employees, practical scenarios of ethical dilemmas, and how to report unethical behaviour. In addition, this includes training on anti-bribery and corruption and conflicts of interest. Employees may have completed more than one type of ethics-related training during the reporting period.

Ethics-related policies are included in an online policy attestation process that is being rolled out across the Group to ensure recipients have read and understood these policies.

For more details on how we govern ethics, refer to our 2025 Governance Report.

RESPONDING TO ETHICAL INCIDENTS

We are committed to maintaining transparent and effective grievance mechanisms that allow stakeholders to raise concerns and seek remedies for potential or actual negative impacts resulting from Discovery's activities. These mechanisms are designed to be accessible to all stakeholders, including employees, clients and community members.

Approach to identifying and addressing grievances

GRIEVANCE MECHANISMS

Discovery's grievance mechanisms include both state-based and non-state-based processes, administered either directly by the business or in collaboration with other entities. These mechanisms provide stakeholders with a platform to report grievances, particularly those related to human rights, business practices and ethical breaches.

All ethics-related grievances are managed by the Discovery Ethics Office, and all other grievances are managed by Discovery Employee Relations with oversight by the Social and Ethics Committee. These mechanisms allow for grievances to be identified and addressed early, preventing escalation and ensuring timely remediation. The processes are aligned with the effectiveness criteria set out in the UN Guiding Principles on Business and Human Rights, ensuring they are legitimate, accessible and rights-compatible.

PROCESSES FOR REMEDIATION

When a grievance is lodged, Discovery commits to investigating and addressing the issue through legitimate and transparent processes. The Social and Ethics Committee regularly reviews these processes to ensure their alignment with best practices. The Group's remediation approach includes engagement with affected stakeholders and implementing corrective actions where necessary.

Tracking the effectiveness of grievance mechanisms

We track the effectiveness of our grievance mechanisms through regular reviews and stakeholder feedback. The Group monitors the number and types of grievances filed and the percentage of grievances addressed and resolved.

FY2025 incidents

The Group Ethics Office received 175 substantiated reports of incidents and requests for guidance and advice related to ethics from employees during the year (FY2024: 150). Reports are referred to the relevant business units or external specialists for investigation to ensure a fair investigation process.

Most of the incidents reported during FY2025 related to HR referrals as well as allegations of conflicts of interest, unethical behaviour, unfair business practices and fraud. The incidents were thoroughly investigated and we provided feedback and advice, resolved conflict through management interventions and managed consequences through HR or industrial relations. Email remains the preferred channel to report incidents.

Refer to the Ethics tab of our ESG Databook for details on grievances recorded in FY2025.

Our whistleblowing hotline contact details, including SMS, toll-free phone number and email address, are publicly available on our website and accessible to all our stakeholders.

Preventing harm

HUMAN RIGHTS

Discovery's Human Rights Statement reflects our commitment and processes relating to human rights and ESG best practices.

As an organisation that continuously seeks to uphold good corporate citizenship, we acknowledge our responsibilities enshrined in national laws and regulations and universal human rights standards.

Refer to our Human Rights Statement for more information on the principles and guidelines that inform our approach to human rights and our position with regards to the various aspects of human rights.

Refer to Vitality UK's website for its Modern Slavery Statement.

Discovery's annual UNGC Communication on Progress communicates our ongoing commitment to and progress on implementing the UNGC's Ten Principles. We monitor any changes in disclosure requirements and adapt our Communication on Progress accordingly.

RESPONSIBLE INVESTMENT

The Group has R228.6 billion (FY2024: R195.7 billion) assets under management. Most of these investments are held on behalf of clients who have purchased linked policies such as retirement and living annuities through Discovery Invest. The Group's own investments are held in government and corporate debt instruments, collective investment schemes, pooled funds and bank deposits. Discovery also holds investments to meet future policyholders' claims and solvency requirements, and to provide a buffer for unexpected events.

Discovery recognises its duty to invest these funds responsibly by requiring that material ESG issues are recognised, evaluated and incorporated into investment analysis and decision-making processes, including through active ownership policies and practices. We have dedicated our research and analysis on responsible investment to a team within our Asset and Liability Management unit, which is responsible for incorporating this within the Group's ESG requirements. Their responsibilities include the analysis of ESG issues and engagement on ESG-related matters. During the financial year, the team completed training focused on ESG topics and issues through a third-party provider platform. Regular ESG training will be undertaken to remain aligned with evolving standards and expectations.

Our Group Responsible Investment Policy sets out Discovery's PRI and applies to all internally and externally managed funds and asset classes. In line with the policy, we apply ESG criteria across 100% of our assets under management where Discovery has discretion over how the assets are managed (assets under Discovery's direct and internal management or that of our appointed asset managers).

We updated the Policy during the year to ensure it remains consistent with Discovery's maturing approach to the inclusion of ESG risks in our approach to our investments. Updates included:

- Reinforcing Discovery's positioning that responsible investment and allowing for ESG risks in the investment process is in the best long-term interests of policyholders and shareholders
- Requiring our asset managers to consider the ESG impacts of running their underlying business as well as when making investment decisions
- Allowing for Discovery to participate in collaborative engagement by voting consistently across all assets on Discovery's balance sheet with the aim of increasing impact
- Including the requirement for asset managers to have a robust approach to escalation when it comes to engagements with investee companies

OUR ASSETS UNDER MANAGEMENT* CONSIST OF:

52% listed equity

31% fixed income

17% cash and money market securities

8% managed internally

92% managed externally by asset managers

Vitality UK reviewed and updated its Responsible Investment Standard during the year, ensuring the continued consideration of ESG criteria when making investment decisions, promoting long-term positive impacts on the environment and society.

* *All listed equity and fixed-income assets are managed by external asset manager partners*

OUR RESPONSIBLE INVESTMENT POLICY PRINCIPLES

We are committed to public disclosure about our Responsible Investment Policy and its implementation. The Policy's overarching principle is that Discovery should aim to act in the best long-term interests of policyholders and shareholders by implementing the required governance and processes to effectively do so.

We require external asset managers and internal Discovery employees responsible for investing assets to incorporate ESG factors into their investment process (applies to assets where Discovery has discretion over how these are managed). We also require external asset managers to be active custodians of the assets they manage, which includes voting on proxies and engaging with the management of investee companies on material ESG matters.

Each directly held intermediate holding company of Discovery Limited must attest to its adherence to this policy, including that of its direct and indirect subsidiaries, through a formal attestation process. Any breaches or non-compliance must be disclosed timeously and addressed by our Board subcommittees.

Visit our website for our Group Responsible Investment Policy.

Our Responsible Investment Policy outlines Discovery's **proxy voting and management engagement guidelines.**

ALIGNMENT WITH PRINCIPLES AND FRAMEWORKS

Discovery is a signatory to the UNGC and subscribes to the SDGs, which call for strategies and operations to align with universal principles that advance societal goals. We are also a signatory to the UN PRI and the 2022 Global Investor Statement to Governments on the Climate Crisis, which urges governments to act and ensure Nationally Determined Contributions align with the goals of the Paris Agreement.

During the year, Discovery participated in a UN PRI roundtable to share the Group's initiatives to engage investee companies on climate change and transition.

As a PRI signatory, we submitted our 2025 annual report on our responsible investment activities, which we are assessed against.

For more detail, refer to our PRI Transparency Report available online.

RESPONSIBLY SELECTING AND MONITORING EXTERNAL ASSET MANAGERS

We are guided by our Responsible Investment Policy and the PRI in selecting and appointing external asset managers to manage the assets under our control. We consider the extent to which responsible investment is embedded in their investment and ownership practices and confirm that their responsible investment policies align with Discovery's stated policies and objectives. Further, the policy extends the responsibilities of underlying asset managers to account for ESG impacts within their own businesses.

Discovery functions as a multimanager or administrator of policyholder funds and therefore relies on appointed asset managers for active investment decisions. Our direct involvement in proxy voting and engagement with investee companies is therefore limited.

We require that our asset management partners consider ESG impacts associated with their portfolio companies to deliver on their mandate. We monitor and engage with asset managers to ensure any proxy voting or ESG engagements are conducted in line with Discovery's policy. External asset managers provide regular reports and data regarding ESG stewardship and the application of ESG factors in active ownership. This includes annual due diligence questionnaires and regular formal and informal meetings to assess how integrated responsible investment is embedded in their investment and ownership practices, ensuring alignment with Discovery's Responsible Investment Policy.

Ninety One

Most of the Group's assets under management in South Africa are managed by Ninety One. Ninety One has been a PRI signatory since 2008, scoring either four or five stars across all modules of the PRI assessment report in 2023. Ninety One aligns with investment codes of good practice in South Africa and the UK and is a founding supporter of the Impact Investing Institute in the UK. It is also a signatory to the Institutional Investors Group on Climate Change.

As a founding supporter of the Impact Investing Institute, Ninety One is committed to promoting awareness and interest in impact investing. It provides research and tools to support investors and advocates for policies and regulations that facilitate impactful investments. Ninety One advocates for a fair and inclusive transition for emerging markets and their Transition Plan Assessments enable comprehensive assessments of the social aspects of companies' transition plans.

Refer to the next page for details on our responsible investment through Ninety One.

Aluwani Capital Partners

Some of our bond holdings are managed by Aluwani Capital Partners, which applies ESG factors. However, some of these holdings must be held in government bonds to match specific liabilities and we therefore have limited discretion over the application of ESG factors.

BlackRock

Offshore funds are advised by BlackRock, which has a leading ESG programme. BlackRock is a signatory to the UNGC and has been a signatory to the PRI since 2008, where they scored either four or five stars across 24 of 25 modules of the PRI assessment report in 2024.

Although we do not actively engage with underlying portfolio companies, we play an active oversight and stewardship role over all assets entrusted to us, thereby ensuring alignment with our values and Responsible Investment Policy.

DISCOVERY'S RESPONSIBLE INVESTMENT THROUGH NINETY ONE

We believe Ninety One demonstrates a best-in-class approach to responsible investing and aligns with our Responsible Investment Policy, supporting Discovery in achieving our sustainability goals and the desired investment outcomes for our clients. Ninety One has developed sustainability assessment frameworks relating to nature and biodiversity, the just transition as well as diversity, equity and inclusion to support ESG integration.

Ninety One approaches responsible investment through its sustainability framework's principles, which commit it to:

- Identifying, understanding and integrating material sustainability risks and opportunities within the investment process
- Fulfilling stewardship and fiduciary duties to stakeholders, including exercising ownership rights responsibly
- Developing investment solutions that address sustainability challenges and the energy transition
- Contributing to the global policy agenda and development of industry standards to accelerate the transition to a more sustainable future
- Acting sustainably and aiming to run its business responsibly
- Disclosing how it discharges its sustainability responsibilities through publicly available policies and reporting

For detail on how Ninety One integrates these stewardship principles into its investment processes, as well as its policies on engagement and voting, refer to its Stewardship Policy and Proxy Voting Guidelines.

For detail on Ninety One's responsible investment objectives and targets, refer to its 2025 Sustainability and Stewardship Report.

Engaging through Ninety One

Active ownership, such as engagement and proxy voting, is a core component of Ninety One's investment processes to enhance the value of clients' assets and meet their expectations. During the year, it implemented a new engagement management tool to enhance coordination of active ownership.

Discovery receives quarterly reports from Ninety One on how it implements responsible investment and stewardship practices across our portfolios. Additional ad hoc meetings address:

- How ESG considerations are integrated into their investment decision-making processes
- Developments in their approach to responsible investment and stewardship across asset classes
- Their approach to and specific activities related to collaboration and escalation

On behalf of Discovery, Ninety One participated in 402 engagements with investee companies related to ESG from 1 July 2024 to 30 June 2025:

159
environmental engagements

65
social engagements

178
governance engagements

Through these engagements, Ninety One has kept management of investee companies accountable with meaningful movement towards better remuneration and governance policies, decarbonisation, social impacts of climate transition, biodiversity and improved health and safety at the workplace.

For its year ended 31 March 2025 Ninety One voted in 97% of meetings with a total of 1 025 distinct company meetings available to vote.

Refer to Ninety One's 2025 Sustainability and Stewardship Report for detail on its responsible investment approach, including its engagement topics and advocacy activities.

INCORPORATING ESG FACTORS INTO THE INVESTMENT PROCESS

The Board is responsible for directing how Discovery approaches and conducts responsible investing, particularly when external asset managers are appointed. The Social and Ethics Committee is mandated to oversee our approach to responsible investment. The Capital, Currency and Investment Committee oversees the implementation of responsible investment and provides updates to the Social and Ethics Committee, which include our alignment with the PRI and oversight of our asset managers. Any direct political engagement is presented to our Group Executive Committee for approval prior to engagement.

Our Responsible Investment Policy includes ESG guidelines and covers internal and external investment management across all asset classes. We conduct stewardship activities for our listed equity and fixed income assets under management through our external asset managers.

All the Group's own investments are held in government and corporate debt instruments, pooled funds and bank deposits and none are held in directly held listed equity investments. Our investment policy and processes focus on the credit ratings of financial institutions when investing in cash and money market securities, as well as ESG ratings agencies and indices, which are monitored by the Capital, Currency and Investment Committee.

Primary ESG data sources for ESG application procedures for asset management and own investments

Asset management	Procedures
MSCI ESG (including for our own investments)	Ratings, controversy flags, business-involvement screens: Used to support ESG research and investment-risk monitoring
RepRisk	Data and news: Used to support ESG research and investment-risk monitoring
ISS ProxyExchange	Vote execution service and research: Considered in the voting decision
CPD	Carbon-related data: Used to assess and understand exposure to climate change-related risks
Bloomberg	Various datasets: Used to support ESG research
LSEG Workspace	Data and news, ESG ratings, carbon emissions

In our responsible investment processes, we:

- Monitor and assess due diligence questionnaires completed by external asset managers to ensure they consider ESG factors in their investment decisions and show active ownership, recommending remedial action where necessary
- Ensure external asset managers and internal Discovery employees responsible for allocating investments consider ESG factors when identifying risks and opportunities associated with their investments
- Review and monitor investments to assess whether investment strategies, including sustainability considerations, are aligned with objectives

Refer to Ninety One's 2025 Sustainability and Stewardship Report for details on its ESG integration philosophy across asset classes.

During the year, we continued to work on our Net-zero Transition Plan, including our financed emissions. This process requires a significant amount of complex information from our largest asset managers, including their transition plans. We engaged with Ninety One on their net-zero transition plan. We emphasise to our asset managers, particularly those without transition plans, the importance of the industry moving towards greater climate awareness and reduced carbon intensity. In line with our core purpose to make people healthier and enhance and protect their lives, we work alongside asset managers to support them to begin a process of moving towards net zero. By emphasising the importance of the investment industry moving towards net zero, Discovery can be a force for good.

We support and participate in forums and initiatives that promote responsible investing and address relevant emerging ESG issues. During FY2025, these included PRI events on stewardship practices in South Africa where industry leaders presented work being done to effect positive change. Discovery also hosted a PRI signatory event in August 2024 where responsible investment in emerging markets was discussed as well as the just transition in South Africa.

Our R20 million socially responsible contribution to the SA SME Fund forms Discovery's impact investment.

For detail on Ninety One's application procedures for ESG guidelines, refer to its 2025 Sustainability and Stewardship Report.

EXCLUSIONS

Some clients have strong positions against investing in specific sectors or companies based on social or environmental issues. Similarly, some investments may not align with Discovery's criteria and ethical standards.

As guided by our Responsible Investment Policy, we maintain a list of excluded sectors, industries and counterparties, which is reviewed and updated as needed, subject to approval by the Social and Ethics Committee. We also adhere to the precepts of the Institute of Asset Management, including its exclusion policy for manufacturers of controversial weapons.

For further detail on these exclusions, please refer to our Responsible Investment Policy.

Cultivating trust

KEY METRICS

9.41 Client Perception Score

69 Substantiated complaints of breaches of client privacy

Consumer trust is a valuable intangible asset that enhances the Discovery and Vitality brands. Building and maintaining trust supports client acquisition and retention and increases market share. This requires that we remain true to our values of integrity, honesty and fairness and demonstrate our performance as an active corporate citizen by playing a meaningful role in the broader business community and society.

CLIENT SATISFACTION METRICS

	2025 target	2025	2024
Discovery Health			
Member-based rating	8.90	**9.41**	8.6
Discovery Invest			
Service levels	8.50	**8.70**	8.77
Discovery Insure			
Member-based rating	9.05	**9.03**	8.85
Vitality South Africa			
Member-based rating	9.00	**9.13**	9.29
Vitality UK			
Member-based rating	4.4/5	**4.4/5**	4.2/5
Discovery Bank			
Client-based rating	9.40	**9.76**	9.76
Discovery Life			
Member-based rating	8.50	**8.70**	8.9

PRODUCT GOVERNANCE

CONSUMER PROTECTION AND RESPONSIBILITY

Discovery is committed to establishing and maintaining an appropriate culture encouraging the fair treatment of clients. Our **Treating Customers Fairly (TCF) Framework** sets six market conduct principles that support the achievement of the clear and measurable fairness outcomes set out in the Financial Sector Conduct Authority's (FSCA) TCF approach.

Our TCF Framework is guided by six principles:

- Clients are confident they are dealing with a company where their fair treatment is central to its culture
- Products and services marketed and sold are designed to meet the needs of identified client groups and are targeted accordingly
- Clients are given clear information and are kept appropriately informed before, during and after the time of contracting
- When clients receive advice, the advice is suitable and takes account of their circumstances
- Clients are provided with products that perform as the company has led them to expect, and the associated service is both of an acceptable standard and what they have been led to expect
- Clients do not face unreasonable post-sale barriers to change products, switch providers, submit a claim or make a complaint

The six TCF principles apply across all Discovery products and services, with implementation tailored by regulatory context and business function. Employees are trained on these principles during induction and through annual compliance refresher training. Oversight is provided by the TCF Committee, a subcommittee of the Group Risk and Compliance Committee, which ensures TCF is embedded in Discovery's strategy and operations. The committee's terms of reference and the broader TCF Framework were updated in FY2025.

Each business unit has developed key fairness indicators based on TCF principles, with Customer Conduct Forums overseeing implementation and reporting to the TCF Committee. New products and benefit enhancements undergo TCF-aligned assessments covering product design, suitability and fairness, reviewed quarterly by the forums or on an ad hoc basis. The Complaints Policy Discovery SA strategic strand supports fair, timely and well-managed complaint resolution.

Discovery Group Internal Audit performs claims audits, which include assessing the claims management process, as part of its periodic audit cycle.

Vitality UK is regulated by the Financial Conduct Authority (FCA) who regulate through a series of principles, rules and guidance, which include requirements for fair treatment of customers. Processes, procedures, governance frameworks and management information are in place to comply with these requirements and demonstrate adherence. In addition to initial due diligence, broker-risk processes include the appropriate identification and treatment of consumers who exhibit vulnerability.

Vitality UK complies with the FCA's Consumer Duty requirements and continues to embed related concepts and controls into the business.

ESG-related risks and opportunities are considered when developing new products or enhancements to existing products, and we conduct impact and risk assessments to identify the potential social impacts of our products and services.

Refer to page 112 for more details on how ESG-related risks and opportunities inform our product development.

Several recent regulatory developments have tested certain of Discovery's processes related to the treatment of vulnerable customers and data privacy. These developments include the FSCA's 2025 – 2028 Regulatory Strategy and its Complaints Management Industry Review Report, which emphasise fair treatment and effective client complaint mechanisms; the IAIS Draft Application Paper promoting fair treatment for diverse consumers; the Pension Funds Adjudicator new policy for managing vulnerable complainants; and amendments to the Protection of Personal Information Act, 2013 (POPIA) regulations, which enhance data privacy obligations. In light of these developments, Discovery established a **Vulnerable Customer Working Group** and has launched various data privacy initiatives to strengthen safeguards and align with evolving regulatory expectations.

For more information on our product innovation, please refer to pages 40 to 54.

TRANSPARENT INFORMATION

Discovery communicates with our clients annually and more frequently as required with ad hoc communications. These engagements aim to ensure that clients are aware of pertinent information relevant to their policies and products, including associated risks, and take place through digital platforms (our mobile app and website), emails, SMS messages, letters and our salesforce. Marketing content is also delivered through television, radio and digital channels, including social media and print advertising.

We aim to communicate in a way that is comprehensive and transparent, using clear and uncomplicated language wherever possible.

Responsibility for communications is spread throughout the organisation depending on its nature. However, specific approvals are required by key managers across the marketing, technical marketing, communications and systems teams, as well as other areas where necessary.

Communications generally fall into two categories:

- Marketing communication focused on product positioning, which tends to be at a high level
- Contractual communication providing comprehensive disclosures on product features and workings

Marketing communication is approved by the relevant business area managers and Group Compliance, where applicable. Products are also reviewed and approved by Group Compliance and our Customer Conduct Forums, which consider relevant regulatory requirements and marketing elements related to products and report to the TCF Subcommittee.

Our marketing approach is governed by regulations aimed at protecting the interests of consumers. These include:

- Policyholder Protection Rules
- TCF legislation
- POPIA
- Financial Advisory and Intermediary Services Act, 2022 (FAIS Act) General Code of Conduct Rules
- Collective Investment Schemes Control Act 2002
- Consumer Protection Act, 2008 (CPA) and its amendments
- Competition Act, 1998
- FCA Consumer Duty

We also consider other guidelines, specific sector-based codes and directives, including:

- Guidelines issued by the Council for Medical Schemes (CMS) in healthcare insurance
- FSCA Regulatory Strategy 2025 – 2028
- FSCA 2025 Complaints Management Industry Review Report
- IAIS Draft Application Paper on How to Achieve Fair Treatment for Diverse Consumers
- Pension Funds Adjudicator Policy on Expedited Complaints and Vulnerable Complainants
- FCA Anti-Greenwashing Rule

All client communications are assessed against the applicable legislative requirements.

All marketing materials are reviewed under the Group Marketing Standard Operating Procedure, which ensures they comply with applicable legislation, including the Consumer Protection Act. Marketing content is required to be clear, accurate, balanced and easily understandable, avoiding jargon or misleading statements. Vitality also maintains additional review procedures tailored to its products and regulatory environment.

Plan guides, policy documentation and terms and conditions are available to members and clients through our digital platform, and large-print or braille copies of documentation are provided on request. Clients of Discovery Insure, Life, Invest, Health and Vitality are provided with all relevant disclosures, including all product rules and terms and conditions, required by legislation at point of sale as well as throughout the life cycle of the product according to the applicable regulatory requirements. Contact details for the businesses are available on the Discovery website for potential clients that require additional product information. In addition, potential clients can request quotes using the quoting tool on the website, after which they receive all the necessary disclosures and contact details of the broker.

In the UK, Vitality aims to provide comprehensive, regular and transparent communications to clients and members annually and where necessary. We use an omni-channel approach and language that is as simple as possible. The relevant Product Oversight and Governance Committee provides approval before product launches to ensure Vitality continues to abide by regulatory rules. In addition, the Compliance team reviews and approves communications by relevant stakeholders, and communications are signed off by the financial promotions marketing team to ensure our messages are clear, fair and not misleading.

We conducted awareness sessions with the UK marketing, design and compliance teams during the year to support compliance with the FCA's Anti-Greenwashing Rule and similar marketing codes. The sustainability and compliance teams review communications to ensure all claims meet regulatory standards.

FAIR ADVICE

As agents of the Group, it is essential that Discovery's representatives comply with all applicable legislative requirements and our core values, adhere to the highest standards of care and ensure our clients are treated fairly. Representatives, which include financial advisers (sales teams), must be fit and proper and give sound advice when providing financial services on behalf of the Group. During the year, Vitality UK rolled out a series of sustainability webinars for advisers to support them when speaking to clients about sustainability and its link to health and life insurance.

Policies and procedures are in place to ensure representatives comply with the FAIS Act, adhere to our Code of Conduct and provide suitable advice to our clients. Representatives complete annual fit-and-proper declarations to confirm they continue to operate with honesty and integrity and their compliance is recorded in a competency register.

Group Compliance launched a FAIS Centre of Excellence (COE) during the year to enhance compliance support for representatives. The COE serves as a central hub for all FAIS-related activities in the Discovery business, providing compliance services, training programmes, regulatory guidance and a robust complaints oversight framework. The COE team reports to the Chief Compliance Officer SA and ultimately the SA Risk and Compliance Committee. The COE provides guidance on Group Compliance Product memos for new products or product enhancements to ensure FAIS compliance, when required.

Representatives must complete annual product training, class-of-business training and obtain annual CPD credits to ensure they are appropriately skilled and have the requisite knowledge of existing legislation and product information. Regular training opportunities for representatives are provided by Discovery's compliance and training departments throughout the year. All representatives are required to complete all Fit and Proper training requirements on the training portal. The Fit and Proper requirements are tracked by the FAIS COE through a competency register.

Commission on sales is payable in terms of the requirements of the applicable legislation for Discovery Life, Insure, Invest and Health. Discovery Life and Invest have remuneration manuals in place which govern this. Discovery Health has a prospectus in place. The FAIS COE has an SA Conflict of Interest Policy in place that is annually reviewed.

A debarment policy and standard operating procedure are in place where a representative no longer complies with fit-and-proper requirements or has contravened or failed to comply with any provision of the FAIS Act in any material way.

Due diligence exercises and compliance officers ensure the compliance documents and financial services provided to our clients adhere to regulatory requirements. In addition, the COE provides oversight, including through planned and ad hoc monitoring reviews, guidance notes and regulatory change programmes.

Our Conflict of Interest Policy provides guidance to representatives and key individuals to manage conflicts of interest appropriately and ensure clients receive unbiased, objective, suitable and fair financial services. The policy will form part of the attestation campaign planned for FY2026 (see page 98).

The Complaints Management Framework outlines the principles and objectives for resolving FAIS complaints. The framework aims to ensure transparency, accountability and effective complaint handling processes, including the identification and addressing of market conduct risks. This will ultimately contribute to improved client experience and service delivery.

In FY2025, 13 491 employees, including sales and distribution staff, completed annual training on the advice-related requirements of the FAIS Act, the Policyholder Protection Rules, Financial Crime and the POPIA. Training was also provided to all relevant stakeholders on our Complaints Management Framework and on beneficial ownership in line with Public Compliance Communication 59 issued under the Financial Intelligence Centre Act.

DATA SECURITY AND CLIENT PRIVACY

Discovery's Shared-value model leverages data to inform our deep understanding of the nature of risk and enable us to track and incentivise healthy behaviours. We are unique in terms of the types and volumes of data we collect and analyse.

The data we collect and process is sensitive, and Discovery is committed to protecting our clients' privacy and personal information. Our Group Privacy Policy sets out the principles and approach that apply to the collection, processing, retention, destruction and sharing of personal data and information by Discovery to ensure that data is protected.

The Policy is based on the Organisation for Economic Co-operation and Developments' Core Privacy Principles that serve as the foundation of various privacy regulations and legislation, including:

- POPIA in South Africa
- The retained EU General Data Protection Regulation 2016/679
- UK Data Protection Act of 2018
- Data Protection (Bailiwick of Guernsey) Law of 2017
- Other jurisdictional and international instruments

PRIVACY POLICIES, STATEMENTS AND PUBLICLY AVAILABLE INFORMATION

Privacy statements for Discovery Group (SA composite), Vitality UK, Vitality Global and Vitality Health International are available on their respective websites.

These statements outline:

- Our commitment to protecting our clients' personal data
- What client data is gathered and how it is processed, stored, protected and transferred
- Forms and documents related to access to information and the protection of personal information
- Contact details for complaints and queries
- The rights clients have to access, update, correct or delete their personal information

The Discovery Group (SA composite) privacy webpage also provides access to the information manuals for each business area, as required by the Promotion of Access to Information Act, 2000 (PAIA).

Discovery does not rent, sell or provide personal information to any third party for financial gain. The processing of personal information is only undertaken within the realm of data protection laws and as set out in our publicly disclosed policies and manuals.

Refer to our Group Privacy Statement, Vitality UK's privacy statement, Vitality Global's privacy statement and Vitality Health International's privacy statement for more information.

We have a comprehensive Information Governance Framework and suite of Data Governance and Data Management policies that apply to all business lines and subsidiaries and cover all aspects of collecting, processing and retaining data. The Information Governance Forum oversees implementation of the framework. Discovery's Group Compliance and Group Internal Audit functions monitor implementation of our data-privacy controls through a multidisciplinary approach aligned with local and international principles, standards and best practice.

Discovery's Information Governance and Security function within Discovery Central Services is certified in ISO 27001:2022, the global standard on information security management, including VitalityHealth in the UK and Vitality Global. The Information Governance and Security function achieved ISO 27701:2019 certification (privacy information management) in November 2024, which further demonstrates Discovery's commitment to align with international standards. Yearly surveillance audits take place to maintain these certifications. Vitality Global completed SOC 2 attestations in FY2022 and FY2023, which measure policies, procedures and controls to protect data across five principles (security, availability, processing integrity, confidentiality and privacy).

Information security and privacy is conducted as a central Group function to leverage the full capability and resources available across the business, and effectively and efficiently manage information security. Technical privacy support is provided to all Deputy Information Officers (DIOs) and Privacy Managers across the Group via our Privacy Information Management System to ensure that privacy rights requests, third-party risk and due diligence assessments are consistently managed and tracked. We have a fiduciary duty to protect the data we collect and have implemented robust processes to control access to systems and databases as well as appropriate measures to support data integrity, privacy and security. We apply strict data sharing and identity protection policies in our interactions with service providers and only share data when necessary and with client consent, in line with our Group Privacy Statement and policies.

The Information Governance and Security team develops and maintains a trusted and secure platform for engagement with clients, supported by technological solutions, mature processes and skilled employees. Information security activities and responsibilities include physical security and environmental controls, firewalls and internet gateways, organisational security including policies and standards, end-user computing, governance, data leakage prevention, information security and privacy awareness training, incident management and business continuity, secure systems development and cloud security.

Various business areas oversee these aspects, including businesses through the Group Chief Information Security Officer (CISO), the Group Chief Privacy Officer, Business Information Security Officers and DIOs, and specialised functions such as Compliance, Risk, Legal, Procurement and HR. The Group Privacy Office, with the assistance of the DIOs, is responsible for engaging with clients and employees on privacy matters.

Privacy impact assessments form part of our product development lifecycle to ensure privacy and information security requirements are included.

Since the implementation of the POPIA and its Regulations, Discovery has taken significant steps towards compliance. In particular, the Discovery website privacy page, together with the Discovery (SA composite) Privacy Statement, notifies data subjects of their rights under POPIA, and informs data subjects how they may go about exercising such rights.

Data security and client privacy
continued

During the year, the Information Regulator conducted an own initiative assessment on Discovery Health under Section 89 of POPIA that covered Discovery Health's compliance with the conditions of processing, the use and application of AI, profiling, automated decision-making, direct marketing and transborder information flows. The assessment included physical inspection of Discovery Health offices and interviews of client-facing employees to assess their knowledge and engagement with the POPIA.

Our procurement agreements with third-party service providers secure Discovery's right to monitor the service provider's compliance with the agreement, which includes the service provider's obligations in respect of the protection of personal information. The agreements also provide for third-party service providers to only process personal information in accordance with the agreements and as required by data protection legislation and for no other purpose.

The procurement agreements also place an obligation on third-party service providers to ensure that their representatives and any other third parties who processes information on their behalf, are trained on the protection of personal information.

We rolled out a privacy information management platform to our UK and US businesses to further our commitment to meet and operationalise our legislative requirements globally. In instances where Discovery does not meet specific standards set in terms of international best practice, mitigating control plans have been implemented to manage known risks.

DATA PROTECTION

Our data security and protection policies are applicable to all business lines and subsidiaries. Relevant Group policies include:

- Privacy Policy
- Data Governance and Management Policy
- Data Loss Prevention Policy
- Information Security Policy
- Application Security Policy
- Acceptable Usage Policy
- Responsible AI Policy

Our Third Party Risk Management Framework aligns with our Privacy Policy.

The Group Responsible AI Policy aims to ensure that data and information are protected and processed lawfully, ethically and responsibly when processed using AI and in line with foundational policies including Privacy, Information Security, Procurement and Ethics. The Group Omnibus Data Transfer Agreement safeguards and facilitates limited personal information sharing within the Group in compliance with the law.

Refer to page 123 for more detail on how we are deploying AI responsibly.

We completed a data loss prevention modernisation project during the year to enhance data security measures dynamically applied during user activity. The Information Governance and Security function rolled out a programme to enhance access management to strengthen security controls across the access lifecycle throughout the Group. To date, the team has achieved proper access governance through policies and standards, streamlining the management of access for staff and systems as well as providing visibility into Discovery's data assets.

Annual privacy risk assessments/audits are performed on our technologies and practices affecting user data either through our Group Internal Audit, Group Compliance or Group Risk functions for combined assurance purposes.

Our Retention Policy, which forms part of the Data Governance and Management Policy, determines a seven-year retention period after the last interaction with a data subject, however, there may be other lawful or legitimate interest requirements that would determine the period for retention and hence be applied accordingly.

We do not use data for further processing/secondary purposes, unless it aligns with the requirements for further processing as per applicable legislation and/regulations and therefore may require additional consent from the data subject. This is subject to internal monitoring, and there were 0 cases noted during FY2025 (FY2024: 0 cases).

There were no fines/penalties paid in relation to data security compromises or other cyber-security incidents during FY2025.

INCIDENTS

We commit to notifying all affected clients if their information is breached based on the notification process required by data privacy legislation. We also notify appropriate regulatory bodies.

CYBER RISKS

Cyber risks and the risk of data loss are key concerns. We have made significant progress in managing these risks, but given their constantly evolving nature, they remain above appetite. Heightened monitoring and remediation plans are in place.

We enhanced security, privacy and data loss perimeters to mitigate the increased cyber-security risks associated with remote working. Employees receive security and privacy training during the induction process and receive mandatory cyber and privacy security awareness training and education.

Cyber-threat activity continues to increase, with phishing and scam campaigns, exploit toolkits that attack vulnerabilities in systems to distribute malware and credential-stuffing attacks. We have implemented multifactor authentication mechanisms across our client channels to mitigate credential-stuffing attacks and enhanced security capabilities to deter ever-present phishing threats. Our teams remain alert to and continuously monitor potential threats. Generative AI is also a cyber-security concern, and due diligence is carried out on AI capabilities for approved usage.

IT GOVERNANCE

The Group IT Governance Framework and associated terms of reference articulate our approach to IT governance to ensure effective integration of Discovery's core purpose and ambition and mitigate reputational, operational, liquidity, contagion and regulatory risks across the Group. The IT Governance Framework was approved and rolled out for attestation in FY2025.

Our GRCC, supported by our Group CIO, Group CISO and the Board IT Committees for our South Africa and UK composites and Discovery Bank, oversee IT governance. The Group Chief Risk Officer monitors, assesses and reports on data risks while the Group CISO is responsible for governance, information privacy, security services, cyber security and cyber and privacy risk and compliance.

The IT Subcommittee meets at least four times a year and assists the GRCC to:

- Aggregate, review and interrogate IT governance and risks in the Group
- Ensure adherence to Group IT policies and regulatory requirements
- Review and approve IT policies and standards
- Monitor that all IT, security and privacy risks are being addressed and mitigated
- Provide a consolidated IT risk report, along with recommendations, to the Board

The IT Subcommittee is chaired by an independent, non-executive expert, who is not a member of Discovery's Board, and includes the Group CIO, Group CISO, and Group Chief Compliance Officer, among other Board members. Its membership comprises at least two Independent Non-executive Directors.

A Technology Working Group, chaired by an independent non-executive expert, considers and advises the Board on areas relating to technology innovation and investment.

The Group CISO regularly reports independently to the Board regarding initiatives that drive our strategic shift towards an identity and data-centric cyber-security model. The Board and Executive Committee oversee our compliance with regards to regulatory requirements.

The Group CIO Forum's mandate aligns with King IV™ practices and emphasises data governance and privacy. Risks are classified under the ISO 27001 and now ISO 27701 as an extension of the information security standard, and the National Institute of Standards and Technology Cybersecurity Framework, which both drive the security maturity programmes we implement. This enhances our systems, processes and overall security posture. Our dynamic technology environment supports the unique requirements of each business unit, and every CIO is part of the Group CIO Forum to ensure alignment with Group initiatives and data and cyber-security standards.

We have business continuity and contingency plans in place, which mitigate any operational disruptions associated with physical climate risks for events such as potential climate catastrophes as well as incident response procedures, and for which independent audits are conducted at least once every two years.

Policies

Security and privacy policies are held at Group level. These provide a comprehensive governance environment across acceptable use, application security, incident response, data governance and data management, password management, identity, credential and access management, among others. Policy adherence is also tested as part of the Management Compliance Framework. We have introduced attestation reporting to provide insight into compliance levels.

The Information Governance and Security Compliance function ensures alignment with laws, regulations and internal policies through regular regulatory change analyses and assurance linkages. This includes assessments related to the Joint Standards on IT Governance and Cybersecurity, the Cybercrimes Act and King IV and Draft King V.

AUDITING AND TRAINING

Regular internal and external audits provide assurance on security and privacy policies, systems and processes. Permanent employees receive compulsory cyber-security and privacy awareness training. Privacy and security training is provided to new employees. Non-mandatory cyber awareness month webinars took place in October 2024 and a data privacy week campaign was launched for all staff in January 2025.

We periodically test the ability of our infrastructure and technology to withstand external attacks with simulated targeted attacks and run continuous vulnerability scans across our business. Critical vulnerabilities identified are reported by the business Information Security Officers to the relevant CIOs and business Information Security Officers track remediation in line with our Vulnerability Management Standard. The vulnerability tests are also performed by a third party with appropriate certification.

OUR CONTROL ENVIRONMENT

Logical and physical access management is controlled by an end-to-end lifecycle process integrated with Discovery's HR systems and processes. We have appropriate structures, forums, programmes, directives and controls in place to ensure information security and data governance. Internal and external reviews are conducted periodically to measure the adequacy of the implemented controls on infrastructure and platforms that process confidential data.

Organisational security includes the following measures:

- Mandatory employee security awareness training conducted through videos and assessments
- A dedicated information security team reports to the Group CISO
- Employees are required to sign a confidentiality agreement
- Background checks are done for new employees, including credit checks, criminal records, previous employment and verification
- Physical and logical access is promptly removed for terminated employees
- All third-party service providers must undergo a stringent due diligence process
- All changes are managed through a change-control process, reviewed weekly and formally approved by management

Strict change-management protocols and processes govern changes to the environment that processes personal confidential data. Any changes to Discovery's infrastructure and platforms that process client data are communicated to the extent that the change introduces a new risk.

Discovery's compliance framework includes incident management capabilities, and defined processes and technology ensure compliance measures are checked and validated. Members of our Executive Committee, as well as the SA RCC and GRCC Chairperson, are aware of their responsibilities in relation to incident response processes. All employees directly responsible for incident response have received the appropriate training.

FUTURE FOCUS AREAS

Our strategic vision for cyber security and privacy is centred on strengthening and maturing our cyber-security measures to protect against emerging threats and ensure compliance with data privacy regulations to safeguard information assets. This involves leveraging AI and other technological advancements to enhance our capabilities and stay ahead of evolving challenges. Significant data investment has been made to ensure a unified modern data stack for future value creation.

Our model and capabilities

RELATED MATERIAL THEMES

- Advance our disruptive Shared-value model
- Operate within a volatile socio-economic environment
- Ensure long-term financial sustainability
- Leverage and manage technology and innovation

Discovery's Shared-value model capabilities are among strategic imperatives and critical pillars of our strategy. We leverage our data and technological capabilities to create integrated experiences for our clients across all business units and to drive our global expansion.

WE BUILD OUR CAPABILITIES BY:

01 Managing risk **02** Innovating to scale impact **03** Leveraging our tech platform

TARGET Empower **10 000** of our people to effectively use GenAI

OUR FY2025 HIGHLIGHTS

Discovery claimed two Qorus Innovation in Insurance Awards:

- **Discovery Health's Personal Health Pathways programme won a gold award in the Reimagining Customer Experience** category recognising innovations that significantly enhance the way companies engage with customers
- **The Group won a bronze award in the Global Innovator** category recognising overall world leaders in insurance innovation

Discovery Insure won Best Automobile Insurance in the product innovation category for Vitality Drive 3.0 at the 2024 Global Insurance Innovation Awards

Discovery Bank ranked first for overall net sentiment as well as operational and reputational sentiment in DataEQ's 2024 South African Banking Sentiment Index

Discovery Bank won three Ask Afrika Orange Index® awards:

- Best overall client experience among 200 companies across 26 industries in South Africa
- First in the retail banking segment for the third consecutive year
- Ranked highest in the private banking segment for the first time

Discovery Bank secured top spot in the Ask Africa Banking Brand Index© for brand connection and emotional satisfaction for the fourth consecutive year

Discovery Bank introduced **enhanced security** features, including intelligent fraud warnings, a digital account vault and a panic code to **protect clients** transacting under duress

Vitality UK received several accolades:

- **Five-star Provider Service** rating at the 2025 Corporate Adviser Awards
- **Protection Provider of the Year at the 2025 Scottish Mortgage Awards** recognising leadership in delivering innovative protection products and outstanding service to advisers and clients
- **Marketing Team of the Year at the inaugural St James's Place Protection Awards**
- **Outstanding Protection and Health Leader at the 2025 COVER Customer Care Awards** for our Director of Strategic Partnerships
- **Silver at the Football Business Awards** for the Changing the Game community scheme partnership with AFC Bournemouth

01 Managing risk

KEY METRICS

>R71.7 million
ESG research spend
(FY2024: >R58.3 million)

>R731 million
fraud recovery
(FY2024: R683 million)

15 325
people trained to prevent financial crime (FY2024: 13 187 people) including anti-money laundering, anti-bribery and anti-corruption

Risk management supports our sustainability goals and ESG performance. We have comprehensive mechanisms to identify, manage, report and aggregate risks. Our risk management approach is top-down (considered in executive decisions) and bottom-up (embedded in our daily processes and projects).

Our well-established and mature ERM Framework, underpinned by a comprehensive set of risk policies, frameworks and guidelines defines the principles, roles and processes that underpin consistent and effective risk management across the Group. It adopts a three lines of defence model, which clearly defines responsibilities across business units (first line), oversight functions (second line) and internal audit (third line). ESG-related risks are included in our risk taxonomy, and our assessment processes consider their short-term, medium-term and long-term impacts.

All Directors receive regular risk management training as part of their Board development plan, including attending professional development training and briefings to keep abreast of legal and regulatory risks, developments and changes that could impact the environment in which the Group and its subsidiaries operate.

For details on ongoing Board training, refer to our 2025 Governance Report.

We periodically deliver Group-wide material risk-focused training and awareness initiatives to promote understanding of key risks and reinforce employee responsibility in managing risks. This year, Vitality UK introduced a risk introduction video and quiz.

We foster a risk culture supported by our publicly available ERM Policy and core values, which are documented in our official reports and on our website. Discovery Limited and all its subsidiaries are required to provide an annual attestation on the adherence to our ERM Policy. These initiatives ensure that all employees – regardless of role or level – understand our risk principles, escalation channels and individual accountability for managing risk.

As risk management is a dynamic process, we continuously refine our risk management approach in line with our ERM Framework.

Discovery Group Internal Audit performs annual audits of the risk management and compliance functions through its audit plan to test the design, adequacy and effectiveness of controls identified as part of the risk assessment of the functions.

OUR TOP GROUP RISKS

The Group Risk function ranks Discovery's top risks in order of priority annually. Risks are rated based on the likelihood of their occurrence and potential impact on Discovery. We also monitor whether the severity of each risk changed during the year. In addition to traditional risk metrics, each risk is assessed through ESG lenses to ensure alignment with our material themes and broader sustainability objectives.

1. Geopolitical instability
2. Impact of NHI
3. Cyber crime and cyber security
4. Information risk
5. Disruptive technology risk
6. Organisational resilience
7. Complex and changing regulatory landscape
8. Deteriorating public infrastructure
9. Human capital capabilities
10. Environmental risks (climate change, nature and biodiversity)

For details on our ERM Framework and our Group risks and opportunities, refer to our 2025 IAR.

KEY RISK EXPOSURES AND IMPACT ANALYSIS

In line with Discovery's ERM Framework, a structured and consistent risk assessment methodology is applied across the Group. This approach ensures the likelihood and impact of material risks are evaluated using defined risk-rating matrices. By identifying and proactively addressing risks and opportunities, the Group enables risk-informed decision-making, and protects and creates value for our business and all stakeholders, including shareholders and investors, employees, clients, regulators and society overall.

Discovery conducts stress-tests and scenario analyses as part of its Own Risk and Solvency Assessment to identify risks, comply with regulations and strengthen decision-making and financial resilience. By simulating extreme but plausible conditions and applying advanced analytics across teams, we ensure operational stability and readiness for emerging challenges.

Discovery operates in a complex and evolving risk environment shaped by global geopolitical volatility, economic uncertainty, domestic healthcare policy reform, and accelerating climate impacts, which are material to our business model, strategic ambition and stakeholder outcomes.

Our key risk exposures include:

GEOPOLITICAL INSTABILITY

Global instability can influence supply chains, tariffs, and overall international trade, which may lead to increased inflation and recessionary trends. The impact may lead to product lapses and slower new business growth, affecting financial resilience. Global instability may disrupt international operations, including Vitality Global, due to sanctions and regulatory divergence. In South Africa, lower economic growth and policy uncertainty could accelerate the emigration of skilled professionals. These risks are mitigated through flexible product design, market diversification, and strong regulatory compliance.

NHI

The NHI introduces a high-impact social and strategic risk for Discovery Health. While universal healthcare is a commendable policy goal, substantial uncertainty remains around the governance, financing, and implementation of the NHI. While public infrastructure limitations threaten equitable access, uncertainty may accelerate medical professional emigration and weaken system resilience, leaving vulnerable groups at risk during transitional phases. The gap between NHI policy intent and the readiness of supporting systems may increase health risks for vulnerable groups and destabilise the current shared-value private healthcare model.

CLIMATE CHANGE AND OTHER ENVIRONMENTAL RISKS

Discovery is actively addressing the evolving challenges posed by climate change, both locally and globally. Severe weather events such as flooding, hailstorms, and heatwaves have led to an increase in short-term claims, particularly within Discovery Insure, in South Africa's high-risk provinces like Gauteng, KwaZulu-Natal, and the Western Cape. Environmental changes, including water scarcity, biodiversity loss, and air pollution, could also contribute to health risks and service disruptions, especially among vulnerable populations. Discovery is committed to proactively integrating climate risk into product development, pricing, and long-term planning. This approach ensures that we continue to uphold our Shared-value model and maintain access and inclusivity for all our members.

For further details on Discovery's approach to climate risk and other environmental risk factors, refer to the Restore the Environment chapter and Climate Report.

INCENTIVES LINKED TO RISK MANAGEMENT PERFORMANCE

While Discovery does not apply standalone risk metrics in executive remuneration, risk considerations are embedded into broader strategic and behavioural assessments. Executive payouts under the Single Incentive Plan are subject to malus and clawback provisions, which may be applied in the event of material misstatement, misconduct or reputational damage. These provisions support accountability for risk-related outcomes, even in the absence of explicit risk KPIs.

The Remuneration Committee also considers risk when reviewing the structure of variable pay, ensuring that incentives do not promote excessive risk-taking or result in poor client outcomes.

EMERGING RISKS, OPPORTUNITIES AND RESEARCH

We track and respond to ESG-related risks, including emerging risks, in the ordinary course of our business. Our Group-wide risk taxonomy incorporates health-related issues and trends such as an ageing population, metabolic disease, mental health, medical inflation and deteriorating public infrastructure. This integration ensures ESG risks are managed with the same rigour and strategic oversight as all other risks.

A key emerging risk theme is the growing burden of non-communicable diseases such as diabetes, obesity, cardiovascular disease and chronic kidney conditions driven by ageing demographics, sedentary lifestyles and poor nutrition. These conditions increase demand on healthcare systems, challenge affordability and disproportionately affect vulnerable populations. Mental health and lifestyle-related illnesses further affect quality of life, productivity and economic resilience.

In parallel, these trends have environmental implications: rising healthcare utilisation leads to higher energy consumption, increased medical waste and emissions from pharmaceuticals and transport. Vitality addresses this systemic challenge by incentivising healthier lifestyles that reduce reliance on intensive healthcare services, thus improving both individual outcomes and the environmental footprint of care.

RISK-INFORMED PRODUCT AND SERVICE DEVELOPMENT

Risk considerations are embedded in Discovery's product and service development processes. All new initiatives are assessed against defined risk criteria and aligned with our ERM principles and strategic risk appetite.

The Group's strategic risk appetite supports innovation and accepts higher levels of risk in pursuit of superior returns – subject to defined controls and thresholds. These include entity-specific hurdle rates, as set out in the Group Hurdle Framework, which guide capital allocation and investment decisions. New products are reviewed in light of these thresholds to ensure alignment with Discovery's vision of being the best financial services organisation in the world by delivering innovative, disruptive offerings that meet customer needs in unique ways.

Across the Group, we conduct targeted research and develop products that respond to emerging risks and generate shared value:

EMERGING ESG RISKS

Demographic change and diseases of civilisation

Our research into risk solutions reveals that healthy lifestyle choices significantly reduce mortality and morbidity. We find that members' wellness is integrally connected to their Vitality engagements. Responding to emerging trends by enhancing our Vitality offering and other products, therefore, delivers shared value to Discovery, our clients, members and society.

Vitality's behavioural data and predictive models support dynamic risk assessment, early detection and tailored interventions. Innovations such as Personal Health Pathways and Next-best Actions drive healthier habits and improve long-term morbidity and mortality outcomes at scale.

Refer to the **Make people healthier** section for more detail.

Climate change and natural catastrophes

We are responding to climate risks through targeted product innovation, data-driven underwriting and ecosystem partnerships. In high-risk areas like KwaZulu-Natal and fire-prone zones, we adjust pricing and have introduced third-party data tools to enhance risk selection. Through our Pothole Patrol initiative, we make roads safer by reducing road safety incidents, positively impacting insured and non-insured road users and reducing pothole-related claims costs. We also mitigate fire risk in Johannesburg in partnership with a third-party fire and medical response company, benefiting both Discovery clients and broader society by responding to veldfires and motor vehicle accidents.

We promote sustainable health outcomes through Vitality and are exploring the links between climate trends and morbidity.

Refer to our **Climate Report** for more detail.

Health equity

We actively engage with stakeholders in the healthcare ecosystem to assess and support safe, effective and affordable treatment using advanced technology. Discovery is dedicated to expanding access to healthcare by reducing costs and ensuring affordability without compromising quality. We extend our reach to rural and underserved areas, leveraging technology and innovation to provide equitable healthcare access and support overall public health.

We have developed several value-based care initiatives in collaboration with healthcare providers that enhance patient outcomes, reduce cost and make healthcare more accessible across various models.

Refer to the **Building an inclusive healthcare system and Beyond the iron triangle** sections for more detail.

Resource scarcity

Our products have evolved to address loadshedding, power surges and the growing adoption of electric vehicles. Discovery Green reduces reliance on the national grid by offering businesses access to affordable renewable energy from independent power producers. Through our solar energy partnership with Rubicon, we supported energy security, reduced emissions, and mitigated the impacts of load shedding, lessening dependence on the national grid. We are also enhancing system capabilities to capture building-level solar data for more accurate underwriting.

Refer to the **Restore the environment** section for more detail.

Data analysis underpins Discovery's strategic approach, enabling us to anticipate trends and respond to risks and opportunities through advanced analytics and robust data management practices.

RESEARCH INTO ESG-RELATED RISKS AND SOLUTIONS

Discovery's valuable evidence-based research includes behavioural science, preventative medicine, nutrition and workplace health. Since 2005, we have published over 50 papers in academic journals in partnership with leading researchers, universities and other institutions and on our website, thereby making our thought leadership accessible to the wider public. We also conduct internal research published in our own white papers, which we present to our broker partners. Our ongoing internal research supports evidence-based decision-making.

Research spend for the Group in FY2025:

>R71.7 million

(FY2024: >R58.3 million)

Research conducted in FY2025:

DISCOVERY HEALTH

- Researched and analysed the quantification of estimated **reductions in emissions** of our **innovative healthcare journeys**, including digital pathways, compared to traditional care delivery
- Analysed data on **screening rates for breast, cervical, prostate and colorectal cancer** from 2011 to 2024 when cancer prevalence increased by 7.6% per annum with an associated 12.1% per annum cost increase for direct oncology treatment
- Examined how an ageing membership drives **demand for cataract surgery** with nearly 30 000 procedures performed in 2023 and a 6.2% annual growth rate since 2013
- Published **research on mortality rates** from 2010 to 2022, by leading South African academic teams collaborating with Discovery Health's actuaries and statisticians, in the *South African Medical Journal*
- Investigated the **pattern of death rates**, including the impact of COVID-19, among DHMS members by Vitality engagement level from 2010 to 2022
- Published research on the **successes and limitations of pharmacovigilance in South Africa**, by leading local teams collaborating with Discovery's Health Intelligence unit, in *Expert Opinion on Drug Safety*
- Analysed 36 months of medical scheme member data to explore the **relationship between HIV and COVID-19 outcomes** following WHO Global Clinical Platform reports from 37 countries indicating HIV infection significantly increases the risk of severe illness and in-hospital mortality due to COVID-19
- Compared the healthcare costs and clinical outcomes of DHMS members who claim for **continuous glucose monitors** with similar members who do not use these devices
- Investigated 10-year trends in 30-day, all-cause **unplanned readmissions to private acute hospitals** among DHMS members to identify the leading clinical causes
- Published a paper in *The New England Journal of Medicine* highlighting **improved diabetes care in South Africa** through our Shared-value model with higher testing rates for the key haemoglobin A1c metric and better outcomes for programme participants compared to non-participants
- Played a key role in a proposal to the South African Presidency advocating a **multipayer NHI model that integrates private medical schemes with the NHI Fund**

DISCOVERY VITALITY

- Participated in a study, published in the *British Journal of Sports Medicine*, using anonymised data of DHMS members receiving **comprehensive oncology care** following a cancer diagnosis
- Featured in the *Behavioral Economics Guide 2025* for our Shared-value model approach to **addressing global healthcare challenges** such as ageing populations and rising chronic disease burdens
- Released a white paper emphasising the need to view **cardiorespiratory fitness** (measured as VO_2 max) as an important health risk metric

DISCOVERY BANK

- Analysed client transaction data during December 2024 to reveal **festive spend behaviours and the value derived from travel and lifestyle rewards**
- Developed the **SpendTrend25 report** in collaboration with Visa on consumer spending trends in South Africa from 2019 to 2024
- Developed the **2024 Black Friday SpendTrend report** on clients' Black Friday spending trends and strategies

VITALITY UK

- Researched the intersection between **sustainability and AI impacts** through desktop, internal and external analysis to enhance awareness
- Published the ***Active Women, Healthy Lives: Understanding Barriers to Women's Participation in Physical Activity*** report
- Released findings from the 10th annual Britain's Healthiest Workplace survey highlighting trends in employee health and workplace productivity across the UK
- Participated in developing the UN Sustainable Development Solutions Network ***Insurance and Sustainable Development: Partnering on Risk, Resilience and Transformation*** position paper and course
- Supported the University of Cambridge **Business Sustainability Management** online short course
- Contributed a case study to the World Economic Forum's ***Thriving Workplaces: How Employers can Improve Productivity and Change Lives*** insight report

DISCOVERY INVEST

- Published the ***2025 Market Outlook***, which examined how the recovering global economy and transformative trends are shaping investment opportunities in unusual market conditions
- Conducted research on the **implications of increased lifespan and its economic and healthcare impacts**, proposing a solution to optimise retirement quality while removing the risks of outliving savings

DISCOVERY GREEN

- Collaborated with EY to highlight the **impact of rising carbon taxes on electricity costs for South African businesses**
- Commissioned an independent research and advisory consulting firm to explore the **national impact of enabling renewable energy wheeling for SMMEs and non-energy-intensive tertiary sector firms**

DISCOVERY INSURE

Released **Drive Trends research** revealing critical information for road safety during year-end holidays

DISCOVERY FOUNDATION

Shared research on skilled healthcare workforce and innovative care strategies and challenges at the **Discovery Foundation Conference**

DISCOVERY CORPORATE AND EMPLOYEE BENEFITS

Published the findings of an analysis of contribution behaviour, earning patterns, fund choices and family dynamics across Discovery Corporate and Employee Benefits' umbrella fund, illustrating **South Africa's gender retirement gap**

MONITORING POLICY COMPLIANCE

We review Group policies every two years or when legislation or operations change materially. Breaches or non-compliance must be communicated to the policy owner as soon as reasonably practicable. We include all non-compliance in regular risk and compliance reporting processes and these instances must be reported to the Board or relevant committee.

MANAGING FINANCIAL CRIME RISK

Our risk-based internal procedures, systems, controls and policies – including our Group-wide Anti-Bribery and Corruption Policy, Group-wide Sanction Policy, Whistleblowing Policy, Financial Crime Risk Management Policy, Group Share trading and Price-sensitive Information Policy and Risk Management and Compliance Programme (RMCP) – maintain high standards of awareness and guidance for the prevention of financial crime such as money laundering, terrorist and proliferation financing, bribery, corruption, fraud, theft and market abuse. Subject to alignment with Group-wide policies and Board approval, Discovery entities may elect to have their own policies on anti-bribery, corruption and sanctions.

The Group maintains zero tolerance of corruption, including bribery, requiring all permanent and temporary employees and contractors as well as business units and functions to adhere to policy requirements. All employees of our South African entities must comply with the RMCP, which sets out the high-level risk-based principles, requirements, controls, procedures, systems and standards for managing financial crime risks. We monitor all operations in compliance with the regulatory framework. Non-compliance is reported regularly to the Risk and Compliance Committee and relevant executive committees.

In line with regulatory directives and national priorities, Discovery continues to strengthen its risk and control framework to support South Africa's removal from the Financial Action Task Force list of jurisdictions under increased monitoring. A key focus area is beneficial ownership transparency, and Discovery has implemented measures to ensure accurate identification, verification and ongoing monitoring of beneficial ownership information across operations. These enhancements promote greater transparency, mitigate financial crime risks and uphold the integrity of the financial system.

Beyond compliance, Discovery aims to mitigate and reduce the potential risk of clients using our products, services and delivery channels to launder the proceeds of illegal activity, fund terrorist activity and proliferation financing or perform transactions that breach sanctions.

There were 0 incidents (FY2024: 0 incidents) related to financial crime including corruption and bribery, conflicts of interest, money laundering, tax evasion or sanctions violations during FY2025.

Refer to the Ethics tab in our ESG Databook for disclosures on political contributions.

Our Anti-Financial Crime Policy Statement is available online.

WE MITIGATE FINANCIAL CRIME RISK BY:

Implementing robust policies and processes

Our RMCP and related policies and procedures in relation to money laundering, terrorist financing and proliferation financing (MLTFPF), anti-bribery and corruption, sanctions, whistleblowing and regulatory reporting support zero tolerance of financial crime and empower employees to raise concerns. Employees are required to be familiar with relevant policies and programmes that set out their obligations in this regard.

0

corruption incidents confirmed (FY2024: 0) and zero employees dismissed or disciplined in South Africa in relation thereto

For details on ongoing Board training, refer to our 2025 Governance Report.

Refer to the Ethics tab in our ESG Databook for disclosures on incidents of corruption.

Providing awareness training sessions

We raise employee awareness of corruption, financial crime (including MLTFPF) and sanctions regulation through training according to employees' engagement levels in client onboarding and transactions.

Core employees are required to complete anti-money laundering training (initially at induction and annually thereafter). In FY2025, **15 325 individuals** (FY2024: 13 187) were **trained to prevent** financial crime, including MLTFPF.

Conducting due diligence

Our risk-based approach to client, enhanced and ongoing due diligence involves several key steps to ensure comprehensive risk management and regulatory compliance:

- **Identification and verification:** We rigorously identify and verify clients' identities, including related parties, to ensure their legitimacy and compliance with regulatory requirements. This involves collecting and validating essential information such as names, addresses and identification documents.
- **Screening against databases:** We utilise the World-Check database to screen clients against global sanctions and lists of politically exposed and prominent influential persons. This database helps us identify individuals and entities potentially involved in illicit activities or subject to sanctions, ensuring that we do not engage with these parties.
- **Enhanced due diligence:** For clients rated as high-risk, we conduct enhanced due diligence, which involves a thorough examination of their background, business activities, financial transactions and sources of funds and wealth.
- **Ongoing monitoring:** We continuously monitor our clients' information and transactions to identify any changes in risk profile. This ongoing process ensures we promptly detect and respond to any suspicious activities or deviations from expected behaviour, maintaining a proactive stance against financial crime.

By implementing these measures, we strengthen our ability to prevent and mitigate financial crime, ensuring Discovery adheres to the highest standards of integrity and regulatory compliance.

Encouraging reporting

We encourage internal and external stakeholders – including employees, clients, members, suppliers and partners – to report fraud, bribery, corruption, money laundering and unethical behaviour via our whistleblowing hotline, which respects the right to anonymity.

Beyond the whistleblowing hotline, other Discovery platforms – facilitated and monitored by Group Forensics, the Group Ethics Office and the Financial Crime Compliance team – enable reporting of criminal or unethical behaviour to the relevant Board committee, Human Resource function, financial sector regulators, law enforcement agencies or recognised professional bodies.

We regularly review our Whistleblowing Policy and Financial Crime Risk Management Policy to ensure they meet current standards and global best practice. Our monitoring processes and procedures are designed to ensure compliance with these policies across all business areas.

Employees are guided by a standard operating procedure to report suspicious transactions or activities to the Money Laundering Compliance Officer and Financial Intelligence Centre. The process is outlined on the Group intranet's central policy portal with comprehensive detail on the RMCP.

MITIGATING ANTI-COMPETITIVE PRACTICES

Open competition principles guide Discovery's business practices. We prohibit anti-competitive behaviour, which is firmly supported by our compliance strategy and frameworks.

Our Board and Executive Committee attend externally facilitated anti-competitive behaviour training as and when necessary.

Discovery's Share Trading and Price-sensitive Information Policy clearly defines insider dealing rules and securities trading regulation. We also communicate reminders on prohibition of trading in securities during defined or cautionary closed periods.

Our Conflict of Interest Policy provides guidelines on dealing with unavoidable conflicts ethically and responsibly to mitigate potential risks. It includes guidelines for employees on accepting gifts, favours or entertainment. Our online conflict of interest and gifts/entertainment declaration and attestation process enable employees and contractors to fulfil the compulsory requirement to attest to awareness of the Conflict of Interest Policy, read it and comply with its requirements. Questions about potential or perceived conflicts of interest, when answered in the affirmative, lead to a register of necessary declarations.

Employees receive ongoing Group-wide awareness emails and newsletters about the online attestation process as well as compulsory training on all aspects of anti-competitive practices.

Our Conflict of Interest Policy is available online.

TRAINING ON IMPLEMENTING POLICY COMMITMENTS

Training is a critical component of Discovery's strategy to ensure all employees, business partners and stakeholders understand and implement our policy commitments. We track participation in training.

Our Company Secretarial function manages a policy portal for employees. The portal prompts business units to review policies timeously ahead of review and approval by appropriate committees or the Board. In support of the Company Secretarial function, Group Compliance provides recommendations that help maintain the relevance and quality of policies by ensuring they align with regulatory requirements and the intended policy objectives.

Relevant employees in Group subsidiaries must attest that they are familiar with and understand Group-wide frameworks, policies, strategies, charters, plans, processes and procedures that require a uniform and shared approach. In FY2025, we continued rolling out a policy attestation process to ensure the relevant employees attested to reading and understanding all Group policies and documents that were updated in line with the Group Governance Framework. Our OneTrust portal distributes and records these attestations.

ADDRESSING FRAUD, WASTE AND ABUSE IN THE MEDICAL SCHEME ENVIRONMENT

Discovery Health invests substantial resources in fairly and responsibly addressing fraud, waste and abuse in the medical scheme environment for the benefit of members and the integrity of the healthcare system. Managing this risk effectively is crucial, especially considering escalating medical inflation and increasing healthcare costs.

Our Group Forensic team of over 100 specialist analysts and investigators use forensic software and bespoke tools to detect unusual claim patterns. Discovery Health prioritises every incident reported by members, other practitioners and third-party whistleblowers.

Managing fraud, waste and abuse is critical to maintaining the affordability of medical scheme cover, and trustees within medical schemes are obliged to have these controls in place. Discovery Health remains fully committed to ethical, lawful and procedurally fair fraud, waste and abuse processes that protect the integrity of medical schemes and the interests of all members and providers.

Refer to Section 59 investigation and our response in the column alongside.

R731 million
recovered and saved in FY2025
(FY2024: R683 million)

Any person who would like to report suspected fraud, waste and abuse can call **0800 00 45 00 (toll-free)** or email **discoveryforensics@whistleblowing.co.za or forensics@discovery.co.za**

In the US, whistleblowers can email Whistleblowing_VGI@Vitalitygroup.com

In the UK, whistleblowers can call our anonymous toll-free hotline at 0800 333 362 or email whistleblowing@vitality.co.uk

MANAGING REGULATORY RISKS AND OPPORTUNITIES

We are committed to proactively managing our material and emerging regulatory risks through continual monitoring and constructive engagement with stakeholders. Key developments during the year included:

SECTION 59 INVESTIGATION

In July 2025, the Section 59 Investigation Panel released its final report following allegations from black healthcare providers that medical schemes discriminated against them. While the panel reiterated interim findings, it made no binding legal rulings, found no explicit bias in Discovery's algorithms or processes, and noted that the report's conclusions were not legally enforceable. The report relied on flawed race-classification data and partial risk ratios, which the panel itself acknowledged were not scientifically certain.

Discovery was the only administrator to open its algorithms for inspection and welcomed the finding that its processes are legally sound and free of explicit bias. Discovery continues to engage with the CMS on the feasibility of the recommendations, many of which align with process improvements already underway through its Healthcare Professionals Reference Group.

COMPANIES AMENDMENT ACTS

In response, Discovery has proactively raised awareness across its governance structures, including training for Directors and senior management, and completed comprehensive impact assessments. Updates to compliance risk management plans will ensure ongoing alignment with the legislation and help mitigate potential regulatory exposure.

SECTORAL EMPLOYMENT EQUITY TARGETS

Discovery has carefully considered the requirements of the amended Employment Equity Act, effective 1 January 2025, and developed internal strategies aligned with the new legislative framework. These strategies have been reviewed and approved by both the Executive Committee and the Social and Ethics Committee.

The strategies underpin the formulation of our five-year Employment Equity Plan (EEA13), which sets targets through to FY2030. To ensure alignment and understanding across leadership and employees, Discovery has conducted multiple engagement sessions to educate stakeholders on the implications of the amended Act and the organisation's response.

Our change management efforts continue beyond the finalisation of the EE Plan, with a strong focus on:

- Training in unconscious bias
- Diversity, equity, and inclusion
- Technical compliance with the Act's requirements
- Implementation and monitoring of the plan will be reviewed quarterly and reported to both the SA Composite Executive Committee and the Social and Ethics Committee

AMENDMENTS TO THE POPIA REGULATIONS

Effective 17 April 2025, the Information Regulator issued amendments to the 2018 POPIA Regulations. The updates clarify processes for data subjects to object to the processing of their personal information, request corrections or deletion of data, and provide or withdraw consent for direct marketing via electronic channels.

The Group Privacy Office has updated internal processes and templates to reflect the amended regulations, with ongoing business units monitoring for any further compliance gaps.

NATIONAL HEALTH INSURANCE

The Department of Health published proposed draft NHI Governance Regulations in February 2025 although the legal status of these is uncertain since no section of the NHI Act has been proclaimed as yet. These regulations set out governance arrangements for the NHI Fund, including appointments to the Board, CEO and Advisory Committee.

Discovery unequivocally supports universal health coverage and believes a workable NHI is central to achieving this. We maintain our position that the current form of this legislation is not workable without private-sector collaboration, including medical schemes, and broader funding sources.

Key considerations include:

The significant funding gap without a clear plan or Money Bill (the shortfall could be more than R200 billion per annum)

Complex implementation requiring substantial re-engineering across public and private healthcare systems

Section 33 restriction on the role of medical schemes once the NHI is fully implemented

To mitigate the risks associated with the current form of the NHI, Discovery continues constructive engagement with government and the public, advocating a fact-based, workable approach that incorporates private-sector collaboration. We participate in initiatives led by industry bodies such as the Health Funders Association and BUSA to promote discussions with government and other stakeholders on an integrated approach to healthcare funding. This includes contributions to projects under the Presidential Health Compact, aligned with the NHI, focused on strengthening the healthcare system.

Discovery Health and DHMS is participating in the legal action regarding the Constitutional flaws in the NHI Act via our participation in the Health Funders Association.

We are also working with provider groups to explore integrated care models that could support broader system goals. In parallel, our longstanding strategy of diversification into adjacent financial services, both locally and internationally, helps reduce dependency on any single regulatory environment. Through our CSI initiatives, we continue to fund healthcare skills development in South Africa to help strengthen system capacity in the long term.

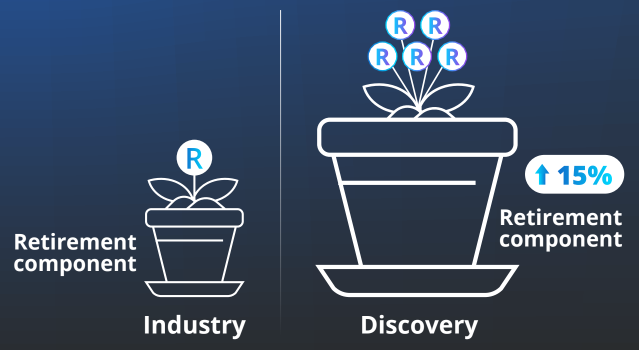
TWO-POT RETIREMENT SYSTEM

The two-pot retirement system came into effect on 1 September 2024, and Discovery was fully operationally and legally prepared ahead of implementation. Corporate and Employee Benefits led the market in personalised guidance through our two-pot website and calculator, reaching well over 100 000 South Africans. We submitted rule amendments ahead of the 31 July 2024 regulatory deadline and were among the first in the industry to receive FSCA approval, ensuring members could access their savings components without delay. In December 2024, Discovery Invest and Discovery Corporate and Employee Benefits submitted weekly two-pot operational and system statistics to the FSCA.

We support the underlying objectives of the two-pot system – balancing long-term preservation with short-term financial flexibility – and continue to be the only umbrella retirement fund to reward members for preserving their retirement savings through our unique boost structure.

To assist clients in navigating the new system, we launched the Discovery Two-Pot portal, which provides a range of tools and resources, including a Two-Pot 101 Guide, live LinkedIn sessions with experts and an industry-first calculator to help members assess the financial impact of making a withdrawal. Our withdrawal capabilities are seamless and secure: our web, app and WhatsApp channels are intuitive and secure, and by integrating with the Bank to enable withdrawals directly from the Discovery Bank app, CEB has the fastest and most secure withdrawals in the market. Claims processing has been exceptionally timely against the communicated SLA. To date 99.1% of all claims have been processed within five working days of submission.

Refer to the Discovery Two-Pot portal for more information.



Other regulatory engagements during the year included:

- Provided input on the **LCBO framework**, released publicly by the CMS in February 2025, with the Health Funders Association to encourage the Department of Health to rapidly expand affordable healthcare cover
- **Prudential Authority meetings**, including meetings with the Discovery Group Chief Executive, Group Board and Chairperson and applicable compliance functions who participate in forums and discussions related to insurance group structures, supervision and governance, and attend to applications, notifications, key person changes, information requests and statutory returns
- **FSCA supervisory meetings**, where we participate in various forums and discussions related to market conduct and treating customers fairly, and attend to applications, notifications, exemptions, complaints responses, statutory returns and information requests
- **Quarterly meetings with the CMS** to update the registrar on key trends across the medical scheme industry with insights on key risks and our research
- Engagements with the **Information Regulator** regarding its Own Initiative Assessment of Discovery Health per section 89 of POPIA
- Vitality UK's response to the **Prudential Regulation Authority** on consultation paper 10/25 aiming to strengthen banks' and insurers' climate-related risk strategies

MANAGING SUPPLY CHAIN RISKS

Discovery's Procurement Policy, informed by good governance and ethical decision-making principles, ensures we source and acquire goods and services of requisite quality, at the right price, from suitably qualified suppliers who subscribe to our values, uphold environmental, economic and social sustainability, including respect for human rights and labour standards, and enforce international action against forced labour and child exploitation. Accordingly, our suppliers must support our anti-corruption, data security and privacy measures and related grievance reporting mechanisms. Our Anti-bribery and Corruption Policy also applies to our suppliers. Our Third-Party Risk Management Framework guides Discovery in managing information security and data privacy among other third-party risks.

Our sourcing principles aim to optimise procurement spend with value for money (competitiveness and cost efficiency), social equity (preferential procurement and transformation), fairness and transparency (equitable treatment of bidders, openness and accountability) in mind.

While our primary objective is to optimise spend, our suppliers are accountable for maintaining minimum contract requirements, including progression plans with clear objectives and timelines.

Our centralised procurement function (coordinated by Group Procurement with input from cross-functional sourcing teams for bid specifications and proposal evaluations) ensures Discovery's suppliers meet our exacting requirements through focused engagements and agreements on predefined milestones to be achieved over the contract term.

Discovery supplies products and services across several businesses, including:

Discovery Bank | Discovery Green | Discovery Health | Discovery Insure | Discovery Invest | Discovery Life | Discovery Vitality | Vitality UK, Vitality Global

The main elements of our supply chain related to the activities, primary brands, products and services of our businesses:

Operational input into our business

- Technology infrastructure, including software purchase and licensing, computer leasing and maintenance
- Digital banking infrastructure
- Technology partners
- Professional and management services (including legal services)
- Building/facilities services
- Marketing services
- Non-discretionary fees for licences with regulatory bodies and sector-related associations

Serving our clients and members

- Brokers
- Financial advisers
- Discovery, Discovery Bank and Vitality platforms including our apps and website
- Call centres
- Claims processing and provider payments

Value-added partners

- Healthcare professionals, including doctors and specialists
- Hospitals
- Third-party service providers for Discovery Insure (including building, contents replacement and repair contractors as well as Active Rewards and assessing partners)
- Retail partners (including our Tier 1 gym, HealthyFood, pharmacy, sports gear and equipment, fitness device, leisure, travel, flights and fuel partners)
- Investment platform partners, financial education partners and energy solutions partners
- Other partners (including retail and lifestyle and fitness platforms and communities as well as energy auditors for Discovery Green)

Applicable businesses

Discovery Bank | Discovery Health | Discovery Insure | Discovery Invest | Discovery Life | Discovery Vitality | Vitality UK, Vitality Global | cogence (BlackRock | Discovery) | Discovery Connect Distribution Services

SUPPLY CHAIN RISK MANAGEMENT AND MITIGATION

Our Group Procurement function manages supply chain risks and sets, monitors and reports on related KPIs. We periodically identify and assess these risks, including strategic objectives and process changes, identify potential impacts and formulate, track and report on applicable controls and related actions. Process owners are regularly assessed to ensure relevant management teams consider risk awareness and proactively manage risk.

Our Board and Executive Committee approved a new **Third-Party Risk Management Framework** in April 2024. It includes flexible and risk-based principles to be considered by individual business entities according to their specific circumstances. Structured to complement and enhance relevant existing standards and policies, it aims to foster comparable and interoperable approaches across the Group.

As a financial services entity, Discovery's raw material requirements (production inputs in other industries) are minimal. Goods procurement is aligned with our force for good value and commitment to the UNGC as a signatory. Prospective suppliers are subject to a comprehensive screening process and selected suppliers are expected to comply with applicable Group policies, including the Anti-bribery and Corruption Policy, which extensively covers what the Group expects of vendors regarding anti-corruption.

As part of our supplier screening and due diligence processes, we consider potential economic risks and ESG factors. Each supplier undergoes screening to:

- Confirm valid tax details through the South African Revenue Service and, through an online system, confirm the validity, match and history of tax numbers and compliance status
- Identify finalised or pending fraud incidents (South African Fraud Prevention Services)
- Identify any legal judgments
- Confirm compliance with the Companies and Intellectual Property Commission
- Ensure compliance with B-BBEE requirements
- Identify sanctions, adverse media and politically exposed persons
- Assess business continuity and ESG risk through Sustainability questionnaires

These questionnaires have been enhanced and facilitated via the OneTrust platform, which enables ESG scoring, automated risk management, stricter contracting controls and integration of sustainability (including environmental requirements) into procurement decisions. ESG assessments are also conducted through our supplier mapping, and KPI assessments are linked to the ESG metrics assessment.

In the UK, we have made several enhancements to strengthen our supplier governance and sustainability approach. We streamlined our ESG questionnaire and updated its scoring methodology, simplifying suppliers' completion and supporting our Net-zero strategy by enabling more relevant and actionable data collection. We also introduced a third-party risk management system to automate due diligence and ongoing supplier risk review processes, improving governance and reporting across our supply chain. A new purchase-to-pay system complements this by giving us greater control over the contracting process. Sustainability considerations are now systematically incorporated into all UK tendering exercises to assess supplier credentials as part of the selection process.

We conduct social audits of our suppliers as part of our broader ESG assessment process. Where needed, follow-up audits are carried out to ensure concerns are addressed. We also track key social indicators across audited suppliers to help monitor ongoing performance.

Discovery's procurement agreements with third party service providers secures Discovery's right to monitor the service provider's compliance with the agreement, which includes the service provider's obligations in respect of the protection of personal information.

In terms of our Whistleblowing Policy, our confidential and anonymous whistleblowing hotline is also available to suppliers and their employees (details on page 115).

PREFERENTIAL PROCUREMENT

Our Procurement Policy aligns with legislated requirements of South African businesses, including preferential procurement targets stipulated by the Department of Trade, Industry and Competition in the B-BBEE Act, No 46 of 2013 and related codes of good practice and applicable sector codes. In compliance with this legislation, Discovery's procurement spend is allocated to B-BBEE-compliant companies with a valid certificate issued by an accredited B-BBEE rating agency or a sworn exemption affidavit.

We aim to increase our procurement spend among designated groups, focusing on black youth-owned businesses, by identifying suitable companies and facilitating their exposure and access to networks across the Group.

In FY2025, we spent:

R5.1 billion
procurement from black-owned businesses *(FY2024: R3.5 billion; FY2023: R3.4 billion; FY2022: R2.73 billion)*

R1.7 billion
(actual spend) on SMEs *(FY2024: R2.9 billion; FY2023: R2.7 billion; FY2022: R2.58 billion)*

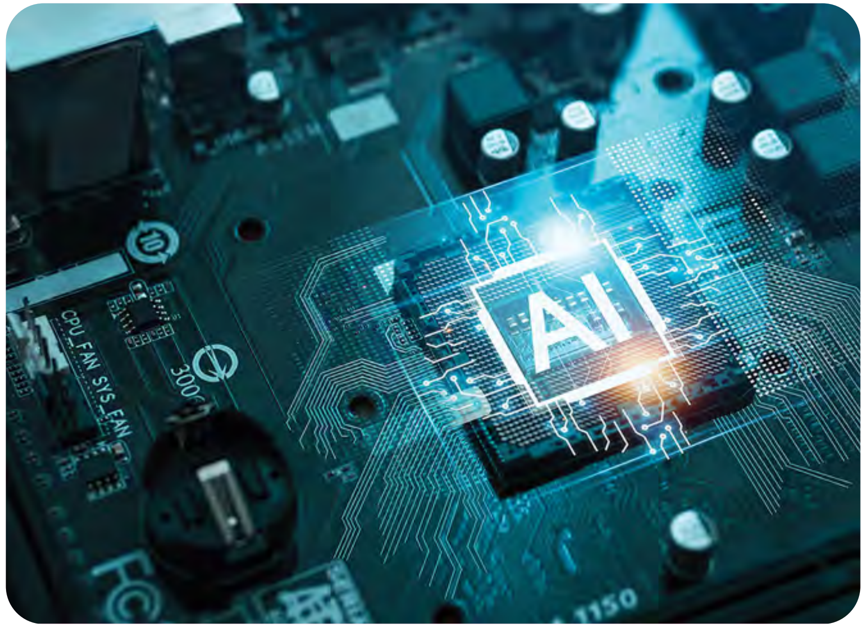
R2.9 billion
(actual spend) on 30% black women-owned enterprises *(FY2024: R1.9 billion; FY2023: ~R1.9 billion; FY2022: R1.58 billion)*

02 Innovating to drive impact

Innovation is in Discovery's DNA, and our Shared-value model means we harness our capabilities to drive impact. We have several mechanisms in place to ensure continual innovation in our business, including harnessing AI to ensure our people are future-fit and engaging meaningfully to share and scale our capabilities across the industries we operate in.

To ensure a culture of innovation, we follow an annual product launch cycle for all businesses. Each business or CEO is expected to deliver innovative products that drive increased engagement, improved customer behaviour and ESG-integrated product objectives.

Refer to the Enhance and protect lives section on page 40 to 54 for more information on our ESG-integrated products.



EMBRACING AI

We are accelerating AI enablement across the Group through a structured and future-fit strategic framework. Our approach balances opportunity and responsibility by scaling access to secure tools, developing bespoke capabilities for differentiating use cases and integrating commercial solutions where appropriate. To support sustainable innovation, we are investing in specialist talent, enhancing our governance and ethical oversight and optimising data and infrastructure foundations. This coordinated effort ensures that AI is embedded in a way that is responsible, commercially relevant, ethically sound and aligned with emerging regulatory and societal expectations.

OUR AI STRATEGIC FRAMEWORK

Discovery

Strategy

- Leveraging specialised skills to develop differentiating capabilities for bespoke requirements
- Identifying and adopting commercial solutions for highly commoditised use cases

Governance

- Collaborative development of our responsible AI framework
- Alignment with the AI ethics and regulatory landscape
- Enhancement of key privacy, risk, policy and control processes

Talent

- Leveraging and allocating existing talent to lead research and development efforts in emerging categories
- Identifying opportunities for collaboration in skillset augmentation

Data and technology

- Market scanning and evaluation of the emerging technology landscape
- Strategic engagements regarding data and infrastructure options

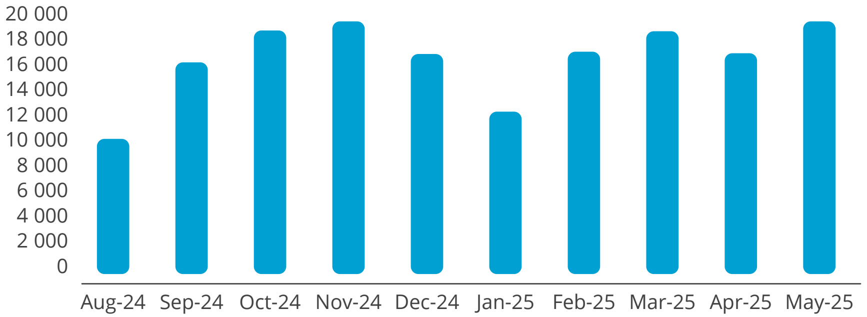
HOW WE ARE LEVERAGING AI TO REVOLUTIONISE THE CLIENT EXPERIENCE AND SHARE VALUE

Our Group-wide AI enablement is translating into smarter, more rewarding client experiences through Discovery AI and Vitality AI.

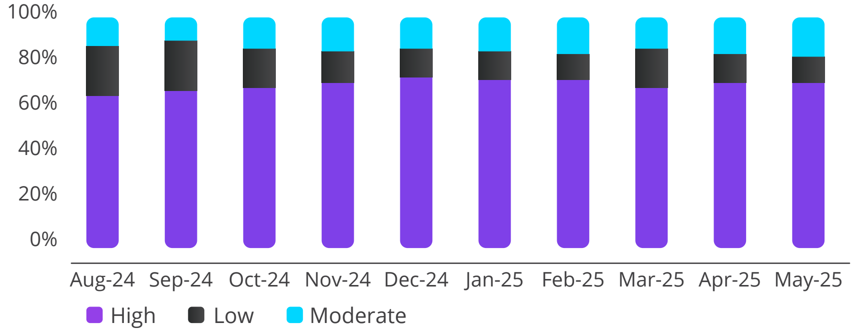
Discovery AI, our secure, intelligent banking assistant, was launched to Discovery Bank clients in FY2025. It expands our Next-best Actions framework into an AI agent assistant that uses natural language and image recognition to answer product queries, retrieve documents, analyse spending and offer personalised financial insights via WhatsApp.

Discovery AI impact at a glance

>178K queries since inception



Response ratings



Refer to page 123 for more information on how we are cultivating trust among internal and external stakeholders by deploying AI responsibly and ethically.

Vitality AI represents the next evolution of shared value, hyper-personalising risk, communication and rewards to drive positive change at scale. Personal Health Pathways is an iteration of Vitality AI and demonstrates how vast data, unique assets, advances in shared-value science and personalised digital experiences converge into a single engine for precise, tailored engagement.

Vitality AI draws on Discovery's unique data capabilities to change lives at scale

60+ million
life years of data
Longitudinal from 2008 – 2024

Largest dataset combining clinical, lifestyle and behavioural data

Data linking behavioural data and causal impact on mortality and morbidity risk

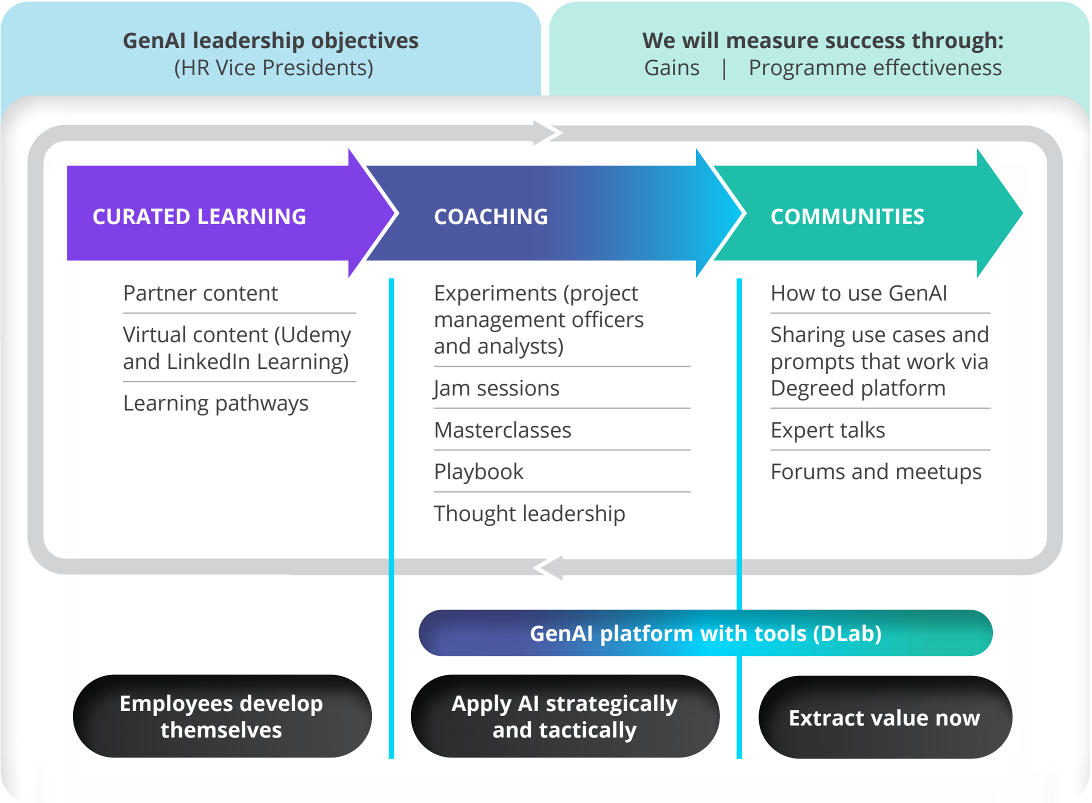
Interaction data identifying the causal impact of personalisation on behavioural change

UPSKILLING AND RESKILLING OUR PEOPLE IN AI AND AUTOMATION

Our AI ambition is to enhance lives by empowering 10 000 of our people to effectively use Generative AI (GenAI). To achieve this ambition, we are leveraging research, use-case scenarios, global best practice, governance frameworks and structures with a focus on training and awareness through our GenAI Academy to nurture the skills needed to use AI capabilities responsibly.

Our GenAI Academy is targeted at employees using GenAI across multiple tools and areas of the Group. It aims to develop our human capital to apply AI strategically, tactically, responsibly and ethically and ultimately to promote and extract value. The Academy takes a phased approach to AI training, with continuous monitoring ensuring adaptability, participant engagement and measurable progress towards 10 000 AI-competent employees. To ensure employees stay ahead in leveraging Gen AI effectively, the Academy aims to continuously produce new learning, delivering at least one new learning offering per quarter in 2025.

How Discovery's GenAI Academy will empower our people



Beyond structured learning, we are also scaling awareness and engagement through masterclasses that provide coaching and advisory support, as well as email campaigns and newsletters that emphasise responsible AI use.

Of the
257
pathways on the Degreed platform, the GenAI Academy has the 5th highest number of active users

11
masterclasses hosted in FY2025, with 7 061 of our people attending across 10 countries

~10 600
employees reached through our email campaigns

A highlight during the year was a widescale initiative empowering 25% of our permanent developer employees to use AI in software development as a strategic lever to enable IT operating model optimisation. Trials showed high potential for value creation through accelerated workflow, reduced incidents and unlocked developer capacity. We will continue to pursue experimentation, with targeted engagement across the Group focused on outlining the desired approach to tools, governance, and ways of working.

ENGAGING TO SHARE AND SCALE OUR CAPABILITIES

Engagement is key to scaling our capabilities, and we continually engage with our network to share and develop our work in this space. During the year, highlights included:

- Hosting a future-focused AI competition to encourage GenAI innovation and adoption. A total of 217 submissions were received, with employees proposing ideas to enhance decision-making, transform human capital management and improve Discovery's products and services
- Launching a three-part, CPD-accredited webinar series to equip Vitality advisers in the UK with the knowledge and tools to navigate sustainability in the health and protection space. The series draws on our capabilities to help advisers stay ahead of emerging trends by offering a clear framework for client conversations, deepening their understanding of how sustainability links to health and protection, and providing practical tools to embed these principles into their business strategy. It also supports advisers in aligning their work with the UN SDGs, reinforcing their role in driving positive societal impact

Furthermore, the Discovery actuarial conference is an annual event to which all actuaries and data scientists in the Discovery Group are invited. Every year, cutting-edge research papers are presented – based on work done by teams of actuaries and data scientists in the preceding months. The aim of the conference is to stimulate and reward innovation and find pragmatic solutions to challenges and explore new opportunities.

The actuarial conference provides opportunities for actuaries and data scientists to network, strengthen partnerships and collaboration throughout the Vitality network, share thought leadership and innovations and be inspired by the talented actuaries and data scientists in the Group. After the conference, business executive committees implement the solutions presented in papers and, after 15 years, there is a remarkable track record of how the conference has driven major innovations and strategic solutions in the Group, helping us deliver on our purpose.

The FY2025 actuarial conference at glance

17 annual research papers presented

752 attendees

28 countries represented over the two-day conference

>496 of whom attended in person

03 Leveraging our tech platform

Technology is a strategic enabler for our Vitality Shared-value model and provides an integrated experience for clients across all platforms. Our in-house developed solutions optimise our systems for the digital world, supporting expansion and innovation. We use intelligent data aggregation and classification models to understand Discovery members deeply, creating sophisticated risk and behaviour profiles.

We continuously refine our technology to meet the needs of clients, intermediaries and providers, focusing on affordability, quality and cost-effectiveness. Our efforts include simplifying and automating processes to enhance operations, improve cyber security and increase productivity. Strategic supplier relationships and transparent internal service provision enhance our data and technology governance and risk management.

Our ongoing data and technology enhancements aim to create a fully digital experience where we:

- Drive innovation in key business technology areas, including digital channel architecture, client relationship and experience, digital skills and digital technology foundation
- Create a learning effect through communities of practice in digital innovation, culture and practices and governance
- Enable and scale early success in Agile platforms, Cloud Era skills, prototyping and business use cases and composable architecture

KEY DEVELOPMENTS DURING THE YEAR

We expanded membership of our cross-functional **Responsible AI Adoption Forum** to strengthen governance, regulatory alignment and responsible and ethical use of AI across the organisation.

Responding to the rise of agentic AI systems capable of autonomous reasoning, planning and execution, we strengthened compliance with global AI and data privacy regulations to safeguard customer information while maintaining robust security measures to prevent and manage any breaches.

Our Strategic Technology Enhancement Programme continued to enhance service reliability by minimising interruptions and reducing outages through faster incident resolution. The programme addresses increasing digital dependence and associated risks, especially business disruptions due to power outages.

ETHICAL DATA MANAGEMENT AND THE USE OF TECHNOLOGY

Given our access to personal and other information, we place high value on responsible data stewardship. We embrace our fiduciary duty to protect the data we collect from our clients and have appropriate measures to support data integrity, privacy and security – ensuring we maintain stakeholder trust.

With rapid advances in technology and big data, we are working to ensure data management includes consideration of ethics and fair use in delivering our products, particularly within the Personal Health Pathways environment. Supported by the Group Ethics Office, we aim to anticipate ethical issues and proactively build solutions into our products. The Group Ethics Office advises on megatrends that may impact the Group, including the ethical implications of AI and automation.

RESPONSIBLE AI DEPLOYMENT

To instil trust in our innovation capabilities, internally and among our external stakeholders, we seek to understand the risks and challenges associated with deploying AI in our product and service offerings. This includes continually seeking to address privacy, data governance, human oversight, workforce skills, cyber-security risks, accountability, robustness, transparency, technical safeguards, diversity, discrimination, inclusivity and fairness as well as societal and environmental wellbeing.

Our Responsible AI Policy ensures that, in our AI implementation and applications, we respect data privacy, protect cyber security, avoid potential bias and enable users to identify AI-generated content. Implemented and overseen by senior management, this policy is endorsed by our Board and Executive Committee.

The policy emphasises a responsible, human-centred approach to AI and highlights Discovery's commitment to sustainability principles by ensuring fairness and integrity in AI-related decisions and avoiding bias, discrimination or exclusion. Data privacy and security are paramount, and our robust data protection measures safeguard personal and sensitive data, complying with applicable laws and regulations. We promote the responsible use of AI, considering societal impacts and ethical considerations throughout the AI lifecycle. Transparency and accountability are key pillars of our approach, as we strive to provide understandable explanations for AI decisions and maintain accountability for our AI practices. We also established a robust AI governance framework to ensure compliance with laws, regulations and industry standards in the markets in which we operate. This comprehensive approach underscores our commitment to trust and sustainability in the age of AI.

Responsible AI Adoption Forum

Our cross-functional Responsible AI Adoption Forum guides the ethical, secure and accountable use of AI across the organisation. It ensures alignment with emerging regulations through a privacy advisory committee and supports governance through our Responsible AI Policy, now embedded in onboarding. Key risk management actions include defining an acceptance process for non-enterprise-grade AI tools, monitoring embedded AI features in platforms and strengthening oversight of third-party AI.

The forum drives awareness through an expanded Responsible AI campaign and our GenAI Academy to promote AI literacy. It also supports safe experimentation through sandbox environments and structured onboarding of new tools in collaboration with legal and security teams. Environmental and ethical risks are integrated into governance processes and tracked through data science oversight.

The forum also strengthens alignment with King IV's technology governance principles, ensuring responsible innovation at scale.

Refer to page 106 for information on our management of cyber security and protection of clients' data and privacy.

Our shared technology ecosystem enables a seamless, data-rich environment across our businesses. We use this platform to:

- Integrate behavioural science, data and AI to personalise client journeys and prompt engagement through Next-best Actions
- Equip financial advisers with digitised, data-driven tools to support long-term value creation in their practices
- Deliver predictive, risk-informed investment solutions through platforms like Cogence, informed by health and longevity data
- Enable fully digital product servicing, onboarding, switching and withdrawal capabilities across key product lines
- Power secure, personalised and proactive banking experiences through machine learning, geo-location and integrated communications
- Streamline and automate business processes to increase efficiency and improve client servicing

Refer to the Make people healthier and Enhance and protect lives sections for more on how our businesses are leveraging our tech platform to deliver on our purpose.

Harnessing data, machine learning and AI for disruptive innovation in banking

Discovery Bank's partnership with Databricks – integrating data processing, advanced machine learning, complex actuarial models and generative AI capabilities – has enabled the Bank to increase positive financial actions fivefold and deliver a return on investment exceeding 500%.

The Databricks Data Intelligence Platform enables Discovery Bank to create a data ecosystem that supports our Shared-value model. It makes tailored interactions 80% more effective by enabling the Bank to use hyper-personalised client data in promoting healthier financial habits. Personalised data optimises pricing, risk assessment and business monitoring. By integrating personalisation and generative AI in client servicing, our agents are equipped with data-driven insights to enhance clients' financial health and overall experience. Behavioural data also ensures client security by strengthening our ability to detect and respond to fraud.

Since adopting the platform, Discovery Bank has made significant progress in data maturity with 20 times faster data processing, five times faster data product creation and implementation, and increased model-building capacity to more than 300 per day.

Our governance

We maintain a robust governance culture to support ESG management through:

01 OUR GOVERNANCE PHILOSOPHY AND FRAMEWORK

02 BOARD DIVERSITY AND EFFECTIVENESS

03 FAIR AND RESPONSIBLE REMUNERATION

RELATED MATERIAL THEMES

Ensure good corporate governance and leadership

Good governance drives value creation by promoting strategic decisions and balancing long-term outcomes for all stakeholders. Through ethical conduct and accountability, we strengthen our ability to deliver on our sustainability differentiators.

Our governance structures, policies and procedures align with King IV™, and its principles and recommendations are entrenched in the Group's governance approach. Our Board remains committed to leading responsibly, ethically and with integrity, and we continue operating in the best interests of both the Group and our stakeholders to ensure the sustainability of our business.

Refer to our 2025 Governance Report for details on Discovery's governance.

OUR FY2025 HIGHLIGHTS

Improved MSCI ESG ratings from A to **AAA** – progressing from the 'average' to 'leader' category

Received an upgraded score of 10.0 low-risk rating, from Morningstar Sustainalytics. Discovery is now the **#1 top rated insurer globally**

Appointed additional Independent **Non-executive Director** to the Board after year-end

Exceeded our voluntary minimum target by achieving 54%* female Board representation, however we did not meet our voluntary minimum target for 40% black Board representation

* *As at 1 September 2025.*

01 Our governance philosophy and framework

Our Board works to preserve the Group's unique entrepreneurial spirit – with strong emphasis on innovation – while entrenching the principles of good governance and ethical leadership to enable Discovery to deliver its purpose. We recognise that entrenching these principles without unnecessary bureaucracy is fundamental to achieving Discovery's ambitions.

OUR GROUP GOVERNANCE FRAMEWORK

Discovery's subsidiaries navigate diverse regulations across jurisdictions and industries, and our Group Governance Framework strengthens oversight and optimises our Group structure across our composites.

The Group Governance Framework ensures sound governance practices cascade consistently and effectively across the Group with an effective chain of oversight and harmonious governance system. It provides guidance for:

- Each subsidiary operating independently as a separate juristic person with its own board ensuring compliance with legislative and Group requirements while advancing Discovery's purpose
- Governance structures to be balanced, proportionate, diverse and embedded uniformly and flexibly across the Group to ensure efficiency and cost-effectiveness
- Each subsidiary's governance structure to be tailored to its materiality level considering its nature, scale, complexity, regulatory requirements and the IFRS
- Subsidiaries to focus appropriately on diversity, equity and inclusion based on regulatory requirements, best practice, context and demographics
- The Group to collectively manage potential intragroup and stakeholder conflicts of interest
- Each holding company is required to have oversight responsibility for its subsidiaries
- Open information flows between Discovery and its subsidiaries that are timely, comprehensive and enhance communication

GOVERNANCE STRUCTURES SUPPORTING SUSTAINABILITY

Sustainability governance is integrated into our established Group-wide governance structures. This ensures we manage sustainability-related matters in daily operations and communicate these activities to the Board. Designated teams within the Group oversee and drive day-to-day sustainability and ESG-related strategies and reporting. The Discovery team is led by the Head of Investor Relations and ESG, and Vitality Global by the Chief Sustainability Officer.

GROUP BOARD

Responsible for overseeing the Group's ESG strategy and tracking its progress

The Group Board, our highest governing body, upholds King IV™ principles. With relevant qualifications and experience to guide the Group's strategic direction, oversee material issues and stakeholder impacts, the Board reviews and approves management's strategies. Regular reports to the Board ensure transparency on sustainability and the impacts of the business on the environment, communities and other stakeholders.

Discovery's learning culture extends to its Board and committees. The Board and the Social and Ethics Committee continually enhance their knowledge and skills to keep abreast of the dynamic sustainability landscape and evolving ESG reporting criteria. Key teams, including the Group Chief Executive's office, provide insights and education through internal expertise, research and external guidance.

We regularly evaluate our Board's training and development needs and provide guidance on key issues as required. In FY2025, the Board and its committees received training which included emerging remuneration practices and trends, the use of AI in operations, climate-risk awareness, including the International Sustainability Standards Board's IFRS S2 and alignment with financial reporting, update on the strategic business and government partnership to advance national priorities initiatives including energy, Discovery Bank's risk management mandate and cyber-security vulnerability considerations, and developments in sustainability-related reporting, including climate disclosures. In the UK, Board meetings consistently address sustainability and climate change, covering regulatory updates and market developments.

Our sustainability strategy cascades throughout the Group, in the same way as other strategies, with defined reporting channels and independent reporting to the Board. The Group Board retains ultimate accountability for oversight of ESG and sustainability issues while our Group Chief Executive and the executive team are responsible for driving implementation of our ESG-related strategies.

The Board delegates some of its sustainability and ESG responsibilities to designated committees as outlined below.

Social and Ethics Committee

Assists the Board in implementing and monitoring ESG strategies and integrating ethics and transformation across Discovery

The Social and Ethics Committee assists the Board in implementing and monitoring developments in social, economic, sustainability and climate change matters, stakeholder relationships, overseeing organisational ethics and the implementation of our ethics framework. This includes overseeing the Group's environment-related risks and opportunities, reviewing labour and employment practices, financial inclusion, reviewing and approving the Group's Responsible Investment Policy, and evaluating the impact of Discovery's activities and products on the environment, public health and safety.

The committee is chaired by an Independent Non-executive Director and consists of five members, including three Independent Non-executive Directors.

Risk and Compliance Committee

Oversees Group risk and opportunity management (including ESG-related risks), monitors risks and recommends mitigation plans

The Risk and Compliance Committee ensures:

- Material risks – including ESG risks and industry-specific risks such as financial crime, data security and TCF-related risks – are identified, evaluated and effectively managed and reported
- The Group's policies and processes ensure compliance with all legislative and regulatory requirements
- Adequate controls and systems for financial crime management and the fair treatment of clients are established
- Business continuity and disaster recovery processes and controls are in place

The committee is chaired by an Independent Non-executive Director and consists of six members, including three Independent Non-executive Directors.

Remuneration Committee

Oversees the Group scorecard, which includes financial and ESG performance measures linked to executive remuneration

The Remuneration Committee oversees the Group scorecard, which includes financial and sustainability performance measures, such as ESG-related targets, linked to executive remuneration. The committee retains discretion to consider overall performance and adjust outcomes to ensure final awards align with Discovery's sustainability performance and core purpose. The Group's Single Incentive Plan measures performance over the short and long term, considering management performance at Group, business and individual levels.

The committee is chaired by an Independent Non-executive Director and consists of three Independent Non-executive Directors.

Refer to our 2025 Governance Report for more details.

EXECUTIVE MANAGEMENT

Group Executive Committee

Approves and monitors the progress of ESG strategies

The Group Executive Committee formulates and implements ESG strategies, policies and risk management plans. This includes integrating sustainability-related issues into the business model and strategic priorities, and driving the delivery of operational, strategic and innovation goals. The Social and Ethics Committee receives quarterly updates on these issues, and the Board is informed as necessary.

ESG Executive Committee

Develops the Group-wide ESG strategy and targets that leverage Discovery's unique capabilities for scaled impact and ensures strategic implementation and reporting around the strategy and targets

The ESG Executive Committee, chaired by the Group Chief Executive, is a subcommittee of the Group Executive Committee. It is responsible for establishing and embedding the ESG strategy across the Group, facilitating collaboration across our markets to ensure close regional alignment, focused strategy execution and scaled impact across operations.

The ESG Executive Committee's responsibilities include:

- Establishing the strategy and targets driving impactful outcomes aligned with the UN SDGs
- Monitoring actual performance against established targets
- Challenging the Group's businesses to drive greater impact in societal and environmental outcomes
- Inspiring deeper research into ESG aspects that drive thought leadership in critical areas
- Ensuring the Group's internal and external sustainability and ESG reporting standards remain high
- Overseeing the implementation of Discovery Green
- Monitoring ESG-related reputational matters and advising the Board on significant ESG-related stakeholder concerns
- Aligning CSI, philanthropy, political contributions and other public policy matters relevant to the Group
- Positively influencing stakeholders on critical ESG issues, especially where the Group holds leadership positions

The committee updates the Social and Ethics Committee periodically on all relevant aspects of ESG.

Other Management Committees

Supports senior management

Our management committees support senior management in developing and implementing the Group's climate change strategy and net-zero programme, and provides guidance on transformation, ethics, data, cyber security and sustainability-related matters (including projects, disclosures and reporting).

Refer to page 97 for details on how Discovery embeds and maintains ethical standards.

02 Board diversity and effectiveness

KEY DEVELOPMENTS

As at 1 September 2025, **69%** of our Board were Independent Non-executive Directors

In June 2025, our Board approved rolling over its voluntary minimum diversity targets, aiming to achieve **40%** black and maintain **30%** female Board representation by 30 June 2030

Conducted an independent effectiveness review of the Board, its Chairperson and its committees, which found that considerable progress has been made across several areas – including Board composition, the flow of information and oversight of technology, governance and risk

Continued to monitor Board composition and succession planning

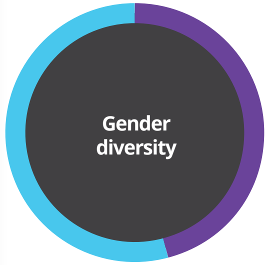
The roles of Board Chairperson and Group Chief Executive are held by separate individuals to ensure that no single individual has **unrestricted decision-making power**

The Board annually assesses and evaluates its own performance as well as that of its Chairperson and the Board committees

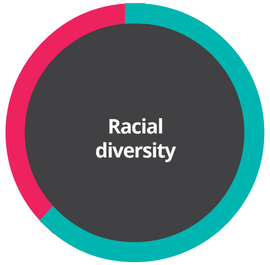
With effect from 1 July 2024, the Board has implemented a nine-year tenure model for Board membership, guided by corporate governance best practice and the recommendations of King IV™ and the Prudential Authority on Non-executive Director tenure. The model includes an option to extend tenure to 12 years, subject to regulatory and jurisdictional provisions and exempted circumstances agreed upon upfront

Discovery champions Board-level diversity – encompassing business and industry knowledge, skills and experience, age, gender, race and culture – recognising its value in fostering innovation, strategies and solutions informed by different outlooks, perspectives and experiences, which all make prudent business sense. Our approach to Board diversity is detailed in our Group Board Governance Policy, which is informed by corporate governance best practice and meets regulatory compliance. The policy also requires Discovery to set voluntary diversity-related targets (including race and gender representation) at Board level.

BOARD DIVERSITY STATISTICS AS AT 1 SEPTEMBER 2025



46% Male
54% Female*



62% White
38% Black

* *As at 1 September 2025*

The Nominations Committee annually assesses Board composition, recommends new Director appointments and proposes actions to enhance Board diversity and meet the Group's voluntary minimum targets in line with our Board Governance Policy. During the year, one Independent Non-executive Director, Tito Mboweni, sadly passed away on 12 October 2024. After year-end, Nolitha Fakude was appointed to the Board with effect from 1 September 2025.

Refer to our 2025 Governance Report for details on Board composition and committee membership.

BOARD EFFECTIVENESS

The Board oversees the application of corporate governance principles, supported by specific statutory and other Board committees. Directors are accountable for integrity, competence, responsibility, fairness and transparency. The annually reviewed Board Charter defines Board roles and responsibilities. The Nominations Committee also regularly reviews the Board's composition and succession planning, and adjusts this as necessary.

We clearly define delegation of authority to ensure effective exercise of management authority and responsibilities. The Board, assisted by the Nominations Committee, is ultimately responsible for new Director appointments through formal, transparent processes by ordinary resolution at a shareholder meeting or the Annual General Meeting. As per provisions of the Memorandum of Incorporation, Non-executive Directors serve for a period not exceeding three years and are subject to re-election on a rotational basis.

The Board annually assesses Directors' circumstances and performance to ensure independence in fact and perception. The Board is satisfied that there are no relationships or conflicts of interest that could prevent them from acting in the best interests of the Group and with due care in discharging their duties.

03 Fair and responsible remuneration

KEY DEVELOPMENTS

- Continuous monitoring of developments in fair and responsible remuneration
- In South Africa, no permanent employee earns below R200 000 per annum, while employees in the UK and US are paid above the real living wage

Achieved:

SOUTH AFRICA
0%
gender pay gap for the same role *(FY2024: ~0%)*

UNITED KINGDOM
66%
female appointments to £60 000+ roles *(July 2024 to June 2025)*

Discovery is committed to fair, responsible and transparent remuneration for all employees. Our Remuneration Committee assists the Board in maintaining market-aligned and unbiased pay practices. Our remuneration approach – covering job grading, annual salary benchmarking and annual income differential analysis – is integrated into our management processes.

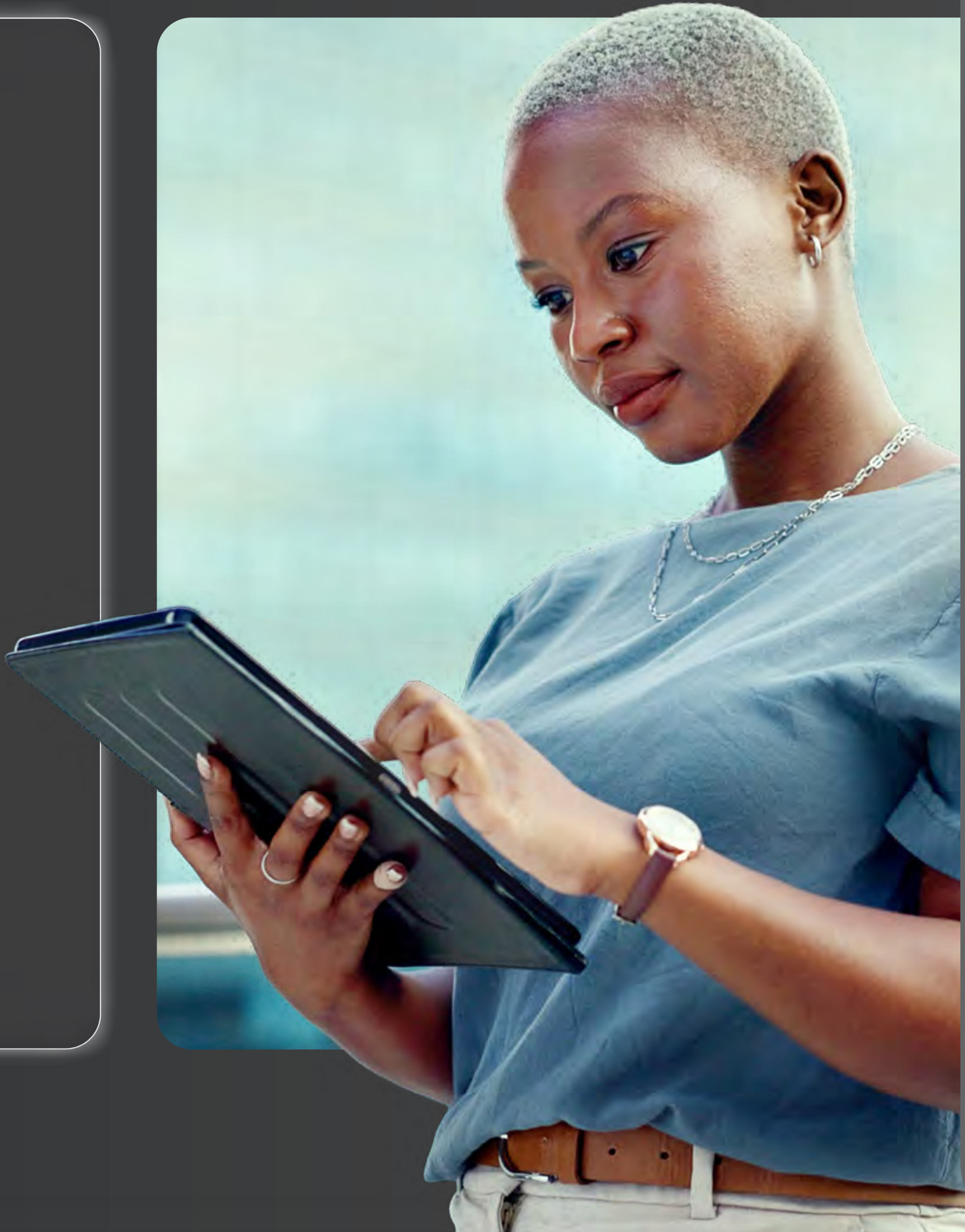
The Remuneration Committee oversees the Group's remuneration philosophy, which aligns with our strategy and is linked to individual performance through appropriate objectives.

The committee consults external advisers to enhance remuneration policies, salary and incentive benchmarking, and to adopt the best remuneration governance practices.

As part of the Group's approach to fair and responsible remuneration, the Remuneration Committee ensures Discovery is prepared to comply with the requirements of the Companies Amendment Act. This includes reviewing the vertical pay gap between our top 5% highest and bottom 5% lowest paid employees, and the mean and median remuneration of all employees and by gender. We further track and monitor the CEO-to-employee pay ratio.

We analyse income pay differentials by gender and race to align salaries through interim salary increases. Our pay differentiation is based on qualifications, experience, performance and market benchmarks across different roles. Discovery actively drives gender transformation and monitors role-based gender pay gaps for non-unique internal roles to eliminate potential bias.

Refer to our 2025 Remuneration Report for details.



Discovery

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