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DISCOVERY GROUP

Sustainability Report

for the year ended
30 June 2026



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Our reporting suite

A comprehensive reporting suite supports our Sustainability Report, providing our stakeholders with a holistic overview of the Group, its prospects and performance during the 2026 financial year (FY2026). These reports can be accessed on our website.

THIS REPORT

PG 7

Sustainability Report

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

IAR

Integrated Annual Report

Explains how we managed the creation, preservation or erosion of value during the year. This is our primary report to our shareholders and providers of financial capital, and also includes information relevant to our other key stakeholders.

AFS

Group Annual Financial Statements

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

CLI

Climate Report

Unpacks Discovery's approach to climate change and includes disclosures on climate-related governance, strategy, risk management, and metrics and targets.

GOV

Governance Report

Details the Group's governance philosophy, leadership and compliance with the King Report on Corporate Governance for South Africa, 2025 (King V™)*.

REM

Remuneration Report

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

TAX

Tax Transparency Report

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

ESG

ESG Databook

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

RES

Annual financial results presentation and booklet

AGM

Notice of Annual General Meeting (AGM)

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NAVIGATING OUR REPORTING SUITE

This is an interactive report. Navigation tools on the right of each page and within the report use the following icons:



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

PG

This icon refers to more information in the relevant report

Read more

This icon refers to additional information available online

DEFINING OUR TIME HORIZONS



Short term

Less than one year



Medium term

Between one and three years



Long term

Three years and beyond

01

Introduction



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A message from our Group Chief Executive and Head of ESG and Investor Relations



Adrian Gore



David Danilowitz

This year was an opportunity for Discovery to take stock of 34 years in business. We are living our values and pursuing our purpose, our business is brilliant and strong, and our Vitality Shared-value business model is globally relevant and recognised. The Group is at an inflection point, between over three decades of making people healthier and enhancing and protecting lives, and a future driven by technological change, with shifting demographics adding to health and financial system pressures.

Several global disruptive trends are shaping our operating context and strategic response. Ageing populations in many regions and the rising prevalence of chronic disease will continue to drive up healthcare utilisation and costs, further aggravated by the Baumol effect. These **demographic shifts** will also increase old-age dependency ratios, which in an environment of deepening fiscal burdens is likely to **significantly increase pressure on health and financial systems globally**. Crucially, the nature of risk is evolving, with **mortality, morbidity and healthcare costs increasingly influenced by behavioural change**. At the same time, **technology is advancing rapidly, with agentic artificial intelligence (AI) emerging as a transformative force**. These shifts are unfolding alongside **growing expectations of corporate responsibility**.

Businesses are increasingly expected to create value for all stakeholders through their products, services and client journeys, while helping to improve quality of care and reduce costs through a more patient-centric approach. We are clear that these evolving trends elevate both the need and the opportunity to materially compress morbidity – helping people live healthier for longer.

Discovery is well positioned to respond through the Vitality Shared-value Insurance model, leveraging a more precise understanding of pricing and managing health risks, and AI-driven hyper-personalised experiences and interventions, to encourage healthier behaviour. Powered by unique data assets and sophisticated analytics, advances in its behavioural science capabilities and global partnerships, Vitality is evolving as a scalable platform that improves health and financial outcomes, reduces risk and enhances long-term value creation for all stakeholders.

Clients benefit from compressed morbidity and a tangible share of the economic value created by the model, including lower insurance costs. The cumulative improvements in health and longevity create a significant positive societal impact through improved population health, while shareholders experience superior margins and returns.



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Making people healthier

During the year, we incentivised healthier behaviours by returning R17.2 billion to our clients through premium reductions, cashbacks, paybacks and other benefits – close to the Group's profit from operations of R17.75 billion, demonstrating the harmony of the Shared-value model. By incentivising healthier behaviours, the model lowers the cost of insurance, with savings of 5% to 20% for health insurance and 10% to 25% for life insurance. Beyond this economic value, our model is designed to create a deeper and more enduring impact, and to this end we recorded around 725 million healthy activities, 54 million lives impacted and 5.2 million life years saved over the year. This ability to translate healthier behaviours into better outcomes for people, while strengthening the economics of the business, demonstrates the power and relevance of the model in a world facing growing health, financial and societal pressures.

Across our markets, our member lifespans are increasing – a clear win in line with our purpose. Specifically for DHMS members, mortality across every age band has declined by 5.6% over the past 10 years, reflecting improved access to care, earlier diagnosis of life-threatening diseases and stronger treatment pathways. We are celebrating a significant decline in the overall long-term mortality rates of HIV-positive members as they consistently adhere to their antiretroviral therapy.

As health needs evolve, healthcare systems and providers must respond to increasing complexity and resource pressures. Member health conditions are also becoming more complex, with chronic conditions tending to overlap, which can amplify admission rates and costs. In response, Discovery continues to shift from reactive healthcare support to proactive disease prevention and management.

Small health steps over time can radically improve longevity and quality of life. Since launching Personal Health Pathways (PHP) in 2024, we have experienced rapid scaling – 685 000 people have activated the programme and received hyper-personalised guidance to support their wellbeing. A marked improvement in preventative health actions, such as cancer screenings and diagnostic tests, supported early detection of severe illnesses that contributed to a 67% relative reduction in five-year mortality in the Discovery Life book. Having demonstrated the power of personalised guidance to drive meaningful health actions, we are extending this approach to new areas where behaviour change can deliver significant health and societal benefits.

In a global first, we recognised sleep as a core pillar of health in 2026 and integrated it into the Vitality ecosystem through the launch of the Vitality Sleep Score and Vitality Sleep Rewards, rewarding members for sleeping well. This was underpinned by a multi-disciplinary collaboration across Discovery Vitality, Discovery Health and Discovery Insure, combining global research with one of the largest private-sector sleep data sets in the world. This work also incorporated Discovery Insure's telematics data, linking sleep patterns to motor vehicle accident risk and driving behaviour. Since better sleep leads to improved driving, Vitality Drive now includes behavioural incentives for sleep in the form of Vitality Drive Sleep points. Our research also shows that if all Discovery Health Medical Scheme (DHMS) members improve their sleep, we estimate healthcare costs could decrease by approximately R1 billion in the first year.

Harnessing technology and AI

Enhanced AI and digital capabilities also support Discovery in addressing emerging health risks and opportunities. Frontier AI models have the potential to advance our core Shared-value model through competitive opportunities to innovate and enhance predictive analytics.

Discovery has adopted a human-centred, purpose-driven approach to AI, using it primarily to advance our purpose by evolving the Vitality Shared-value model through Vitality AI (launched in partnership with Google in November 2025) to enable better client outcomes. Our Discovery AI is integrated into the Discovery Bank app and supports an ever-increasing number of client services. Launching TRUST Alert enabled real-time AI-driven capabilities to field potential security threats, preventing an estimated R100 million in fraudulent transactions during the year.

Balancing opportunity with responsibility is crucial. Concerns around AI adoption – particularly the need to ensure that AI augments rather than replaces human judgement, accountability and ethical decision-making – are all part of the responsible AI discourse. We developed an AI ethics framework, supported by external advisers, during the year to ensure the

responsible and ethical application of AI across the Group. To support our purpose-driven approach, we are working to empower our people to use Generative AI (GenAI) effectively, responsibly and ethically. By embedding responsible AI practices while empowering employees to leverage GenAI effectively, Discovery is enhancing its digital capabilities and creating more connected client experiences across the Group, including through Discovery Bank's integrated platform.

Discovery Bank evolved through its Superbank strategy during the year, broadening access to Discovery's product ecosystem through a single, seamless digital platform. By placing banking at the centre of the client journey, Discovery Bank makes it easier for clients to access and engage with Discovery Health, Life, Insure, Invest and Vitality. This integrated platform strengthens client engagement, improves persistency and supports long-term value creation by making Discovery's shared-value ecosystem more accessible, connected and relevant in clients' daily lives.

Enhancing and protecting the lives of our stakeholders

Across the Group, the Vitality behaviour change platform incentivises improved health, driving and financial behaviours for a holistic approach to wellbeing. We believe that Vitality delivers dividends for society at large through scaled impact – and our data supports this. Based on a 60 million life years data set, clients who engage with Vitality programmes are less likely to claim and have a lower mortality rate. At Discovery Invest, Vitality supports smarter investment choices that close the retirement gap – this is especially important as people live longer. For Discovery Insure, Vitality Drive and the new Advanced Driving Instructor support a 15% reduced accident risk for members within a month of joining the programme and a 57% lower fatality rate than the South African average.



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During the year, we incentivised healthier behaviours by returning R17.2 billion to our clients through premium reductions, cashbacks, paybacks and other benefits – close to the Group's profit from operations of R17.75 billion, demonstrating the harmony of the Shared-value model.

Responding to climate change

The impact of climate change – specifically extreme climate-related events – on health is a major emerging risk. Our study, published during the year, analysed 10 years of member claims following extreme cold, heat and flooding in South Africa, showing that these events can have severe and disruptive health consequences. We are working to leverage our unique model to develop mitigation solutions to support our members. At the same time, we prioritise initiatives to reduce the Group's emissions in line with our Net-zero Transition Plan and are assessing our exposure to nature-related risks and opportunities, including those associated with water resources and land-use dependencies.

Through Discovery Green, we are working to not only achieve carbon neutrality as a Group by 2027, but also provide affordable renewable energy to other businesses. We reached financial close on two renewable energy projects in FY2026, representing a combined generation capacity of 740 MW that is expected to deliver 2 095 GWh of renewable energy annually and avoid two million tCO₂e each year. We also made progress in expanding access to renewable energy through several landmark long-term power purchase agreements, building on a growing portfolio of more than 50 organisations that have selected our trusted energy wheeling platform to meet their renewable energy objectives.

Responding to social challenges

While we are encouraged by these successes, we are mindful of the access and affordability challenges that preclude many from accessing quality healthcare. We are dedicated to overcoming these barriers with innovation and suitable products and services. In FY2026, Discovery Health delivered R1.5 billion in member relief through deferred contribution increases, while the new Smart Saver Series provides accessible cover for young families. Through the Discovery Foundation, we are strengthening healthcare systems in rural and underserved areas by addressing specialist skills shortages in line with national healthcare demands. We celebrated Discovery Foundation's 20th anniversary, having awarded 157 grants and invested R340 million since 2006.

Through our investment activities, Discovery's responsibility extends beyond embedding sustainable practices in our own operations. We recognise our duty to invest the funds entrusted to us in a way that supports long-term value creation for policyholders and shareholders. Guided by our Responsible Investment Policy, material ESG factors are identified, assessed and incorporated into investment analysis and decision-making processes. This includes using active ownership practices to influence better outcomes and support the long-term resilience of the assets in which we invest.

All these initiatives are shaped by our people who believe in our purpose, live our values and lead with disciplined optimism. We create an environment where our great people can bring their best selves to work, as demonstrated by the Top Employer certification we retained for the seventh consecutive year. Diversity, equity and inclusion remain central to our people strategy. For this reason, we established two new Employee Resource Groups during the year for people living with disabilities and employment equity consultation, respectively, and we are proud to have achieved gender parity in senior management roles in Vitality UK.

Looking ahead

In a world where the standards and regulatory requirements around climate and sustainability are continuously shifting, our priorities remain clear.

Driven by our purpose and emboldened by broad, exceptional recognition from multiple stakeholders, we will continue to forge ahead with our Shared-value model – focusing on innovation, product development and deepening engagement and impact – towards becoming the best insurer and financial services group globally. We are building out and strengthening our Vitality AI model, scaling Discovery Bank through its Superbank strategy and advancing Vitality across the globe through our operations and partnerships, with renewed focus in the United States of America (USA) and Europe. We will continue to drive broader healthcare systems impact alongside health professionals and regulators while monitoring and mitigating the impact of climate change on our people, members and communities. We will maintain our focus on broader transformation and continue to invest in upskilling our workforce in the latest AI advances, ensuring our talent remains at the forefront of evolving capabilities.

We are driven to deliver real, measurable outcomes for individuals and for society as a whole, through our Integrated Sustainability Framework, with the power of our purpose and values remaining at the core, as outlined in this report.

ADRIAN GORE
Group Chief Executive

DAVID DANILOWITZ
Head of ESG and Investor Relations

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These highlights provide a snapshot of our sustainability outcomes for the year, viewed through the lens of our Integrated Sustainability Framework's sustainability differentiators and good business enablers.

⬆ Improved

⬇ Decreased

➡ Neutral

SUSTAINABILITY DIFFERENTIATORS

**MAKE PEOPLE HEALTHIER**
Physical health

54 million lives impacted globally
(FY2025: >48.8 million)

725 million healthy activities recorded¹
(FY2025: >640 million)

5.2 million life years saved²
(FY2025: >5 million)

R17.2 billion shared-value dividend³
*(FY2025: R16.5 billion)**

Embedded sleep into Vitality as a core prevention pillar through actions, challenges and rewards

R1.03 billion Personal Health Funds accumulated by members by completing next best actions

Our insurance partner membership in Vitality Global Markets increased by 16%

DHMS member mortality rates have declined by 5.6% across all age bands over the past 10 years

**ENHANCE AND PROTECT LIVES**
Holistic health

R20 billion ESG-integrated premiums for Discovery's responsible insurance products
(FY2025: R19.4 billion)

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

UK members received £108 million in value from the Vitality Programme in 2025⁵

Vitality Drive incentivised better sleep through Vitality Drive Sleep points to reduce accident risk

Discovery Bank defined and led the Superbank strategy in South Africa, making our clients' banking journeys easier by enabling seamless access to all Discovery products through a single digital platform

Discovery Insure joined a landmark United Nations commitment to safer roads, strengthening its position as a global leader in road safety innovation

**STRENGTHEN SOCIAL SYSTEMS**
Collective health

Celebrated five years of Pothole Patrol, with over 344 000 potholes filled since inception *(FY2025: >295 000 since inception)*

Invested R125 million through CSI, community upliftment initiatives and skills development for the unemployed *(FY2025: R117 million)*

Invested R25 million in expanding access to healthcare *(FY2025: R21 million)* through the Discovery Fund

To mark 20 years of the Discovery Foundation, we commissioned a study to reflect on our investment in South Africa's healthcare system

Since inception, Discovery Foundation has invested R340 million to support academic medicine through research, development of rural and underserved medical institutions and training of medical specialists. R9.1 million in building healthcare capacity *(FY2025: R14 million)* through the Discovery Foundation

Delivered a decade of zero road fatalities in the Western Cape through Discovery Safe Journeys to School

Launched Give2Move in the UK, a social impact initiative that redistributes pre-loved sports shoes through charity and community partnerships while supporting circular resource use

**RESTORE THE ENVIRONMENT**
Planetary health

34.1% cumulative reduction in Scope 1 and 2 emissions against our 2019 baseline

Increased solar as a percentage of total electricity consumption in our South African offices to 4.8% *(FY2025: 4.7%)* through rooftop solar

Discovery Green reached financial close on two renewable energy projects, bringing the portfolio combined generation capacity of 740 MW

Operationalised our Net-zero Transition Plan

Discovery Green continued to expand access to wheeled renewable energy during the year through long-term power purchase and offtake agreements with a range of commercial and institutional clients

Through the Alexandra Water Warriors initiative, rehabilitated approximately 2.5 km of the Jukskei River, established 440 indigenous trees and plants, and removed between 3.5 and 40 tonnes of waste each month

Runner-up in the Green Building Council South Africa Leadership Awards 2025 Net Zero Champion category for its Net Zero Waste Level 2 achievement at our KwaZulu-Natal office

GOOD BUSINESS ENABLERS

**Our purpose and values**

Received upgraded 9.6 negligible-risk rating and ranked top global insurance company in 2025 for the Morningstar Sustainability ESG risk rating

Received a rating upgraded score of 65 (90th percentile) from S&P Global and included in the Global Sustainability Yearbook 2026

Maintained highest MSCI rating leadership category of AAA (FY2025 reporting)

Employee experience survey score improved to 81%

Group balanced scorecard includes 30% sustainability metrics⁴

Maintained our level 1 Broad-based Black Economic Empowerment status

The Remuneration Committee approved increasing Discovery's minimum annual wage for permanent employees to R220 000 for the Group's South African business – except for Discovery Bank, which was increased to R260 000

UK accredited a Living Wage Employer by the Living Wage Foundation

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

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

Improved workforce diversity at senior leadership with 44% gender diversity and 43% racial diversity

**Our people**

Discovery named the JSE Top 100 overall winner of the Alexforbes Paragon Impact Awards 2026

Retained Top Employer certification from the Top Employers Institute for the 7th consecutive year

Shortlisted as an Employer of Choice in the 2025 South African Graduate Employers Association Awards

Vitality UK was recognised by Glassdoor as one of the Top 50 Best Places to Work in 2026, ranking 26th

Achieved gender parity in senior management roles in Vitality UK, reflecting our sustained focus on supporting and enabling women's development and progression

Launched our Information Governance and Security Strategy

Launched Vitality AI in partnership with Google

Conducted a comprehensive study of the effect of extreme climate events on morbidity, using health claim data from 3.8 million beneficiaries

**Our model**

**Our brand**

**Technology and AI**

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 R7.1 billion and R8.9 billion shared value and rewards returned to clients, respectively, and R1.2 billion Vitality behaviour change savings created for DHMS

⁴ Includes environmental, social and governance (ESG) (and greenhouse gas (GHG) emissions), client perception, strategy and people-related metrics

⁵ Representative across VitalityHealth and VitalityLife. Does not account for gym membership cancellations

*FY2025 figure restated to R16.5 billion following a review of the calculation and underlying data.



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About this report

Our Sustainability Report outlines how we create and share value in support of our purpose to make people healthier and enhance and protect lives. This report details our performance 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 2025 to 30 June 2026. This report, published on 21 October 2026, includes:

- All material events up to the date of approval by the Board of Directors (Board) on 13 October 2026
- 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 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.

Entities included in Discovery's FY2026 audited consolidated annual financial statements and IAR are also included in its sustainability reporting. There are no additional entities included in the sustainability reporting that are not part of the financial reporting boundary.

AFS For a detailed list of entities included in Discovery Limited's audited consolidated financial statements, please see our Group Annual Financial Statements or IAR.

Reporting methodology

Discovery maintains a consistent methodology across its sustainability reporting, ensuring alignment of the approach applied to all material topics. The process for consolidating information from multiple entities includes adjustments for minority interests, ensuring that the sustainability data accurately reflects the scope of Discovery's operations.

Where differences in reporting approaches arise across various disclosures or material topics, these are documented and explained. This transparency ensures that stakeholders understand how data from minority-owned entities is integrated and how it may impact overall sustainability performance metrics.

In the context of mergers, acquisitions and disposals, Discovery adopts a systematic approach regarding the integration of sustainability data of relevant entities. Upon acquisition, entities are incorporated into the sustainability reporting framework based on their respective financial consolidation dates. This ensures that the sustainability performance of new entities is aligned with Discovery's reporting standards.

Frameworks and reporting criteria

In preparing this report, we were guided by:

- 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 2025 to 30 June 2026
- Sustainability Accounting Standards Board Standards
- United Nations (UN) 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's (ISSB) IFRS S1 and S2. We will continue reporting against the TCFD recommendations as it has become the foundation for climate-related financial disclosures globally. We also continue working towards a phased alignment with IFRS S1 and S2*

ESG Refer to our ESG Reports web page to view the GRI Content Index

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 a phased alignment to 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.

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

Forward-looking statements

This report may include certain forward-looking statements regarding the Group's 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' 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 FY2026, 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 CO₂
- 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 FY2026.

This report is the culmination of a Group-wide process led by Discovery's sustainability team. Senior management and executive resources reviewed drafts at key stages before submission to the Social and Ethics Committee for review. The Social and Ethics Committee, following the assurance process and its review of the report, recommends the report to the Board of Directors for approval.

PG Refer to page 15 for details on our sustainability-related governance structures.

PG Refer to page 69 for more information on how our shared-value approach supports climate solutions.

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 provides a balanced and comprehensive account of 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 13 October 2026.

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.

Email us

Our business model

We manage the creation, preservation and erosion of value through resources and relationships that enable us to provide products and services through our composites. Understanding our business begins with understanding 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 is realised through our pioneering and bespoke Shared-value model applied across our Discovery SA and Vitality composites. The Shared-value model is underpinned by our leading Vitality behaviour-change platform and supported by our unique foundation and operating model. The use of AI, through Personal Health Pathways and Vitality AI, is now the next evolution of our shared-value approach, scaling personalised healthcare with greater precision, granularity and impact.

Our values

Our values make us who we are and support every decision we make to ensure we manage value creation, preservation and erosion in a balanced way.

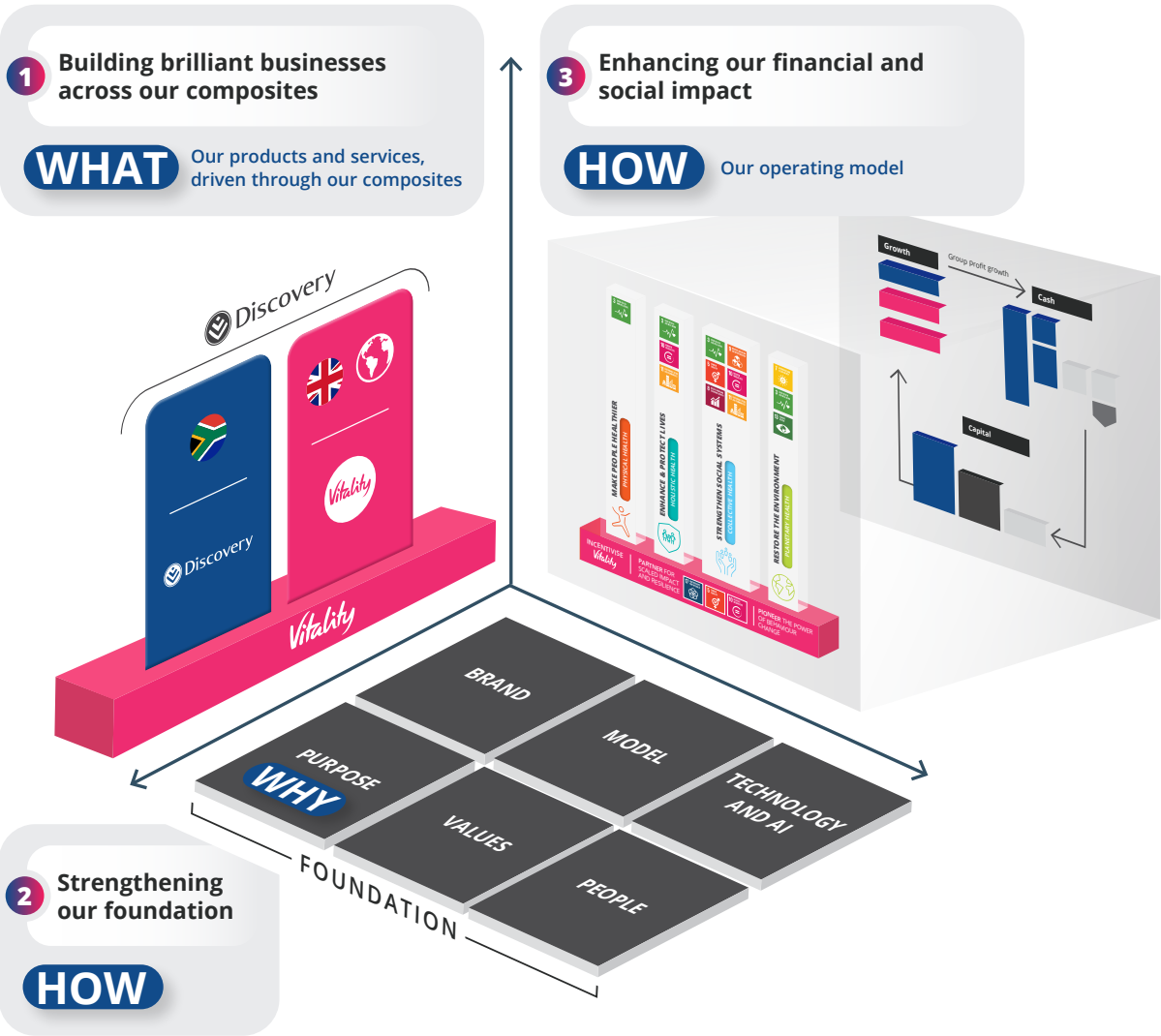
- Great people
- Liberate the best in people
- Intellectual leadership
- Drive, tenacity and urgency
- Innovation and optimism
- Business astuteness and prudence
- Customer, customer, customer
- Integrity, honesty and fairness
- Force for good

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.



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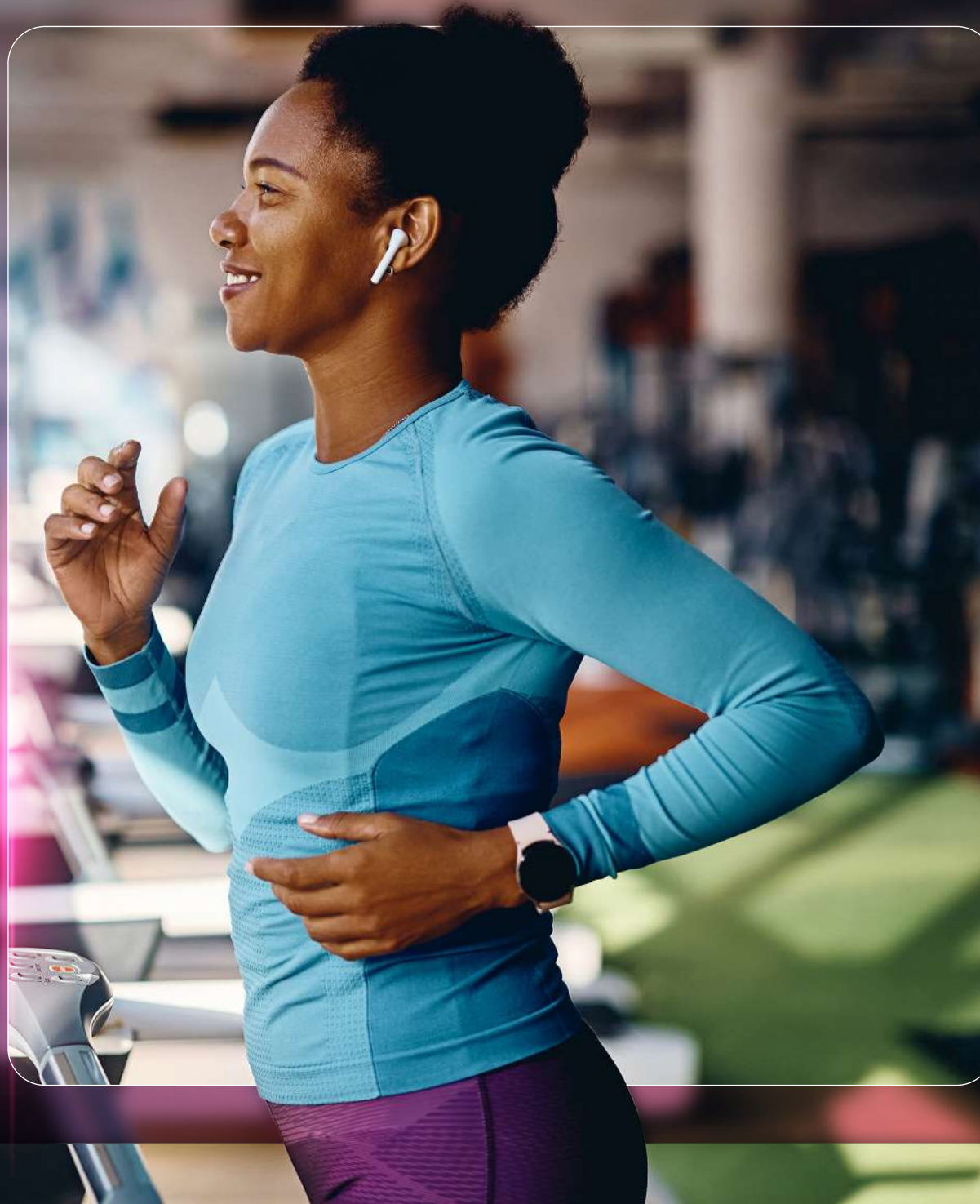
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Our Integrated Sustainability Framework

Our Integrated Sustainability Framework guides our approach to sustainability and ESG performance and is our organisational architecture through which we identify, govern, measure and respond to sustainability-related dependencies, impacts, risks and opportunities to strengthen stakeholder trust, competitiveness, long-term resilience and value creation. It aligns 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 anticipate, adapt, depend and respond to the broader economic, social and environmental context and strive to influence solutions to challenges beyond our immediate business interests. Shared value underpins 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 stakeholder – including investor and ESG rater – expectations

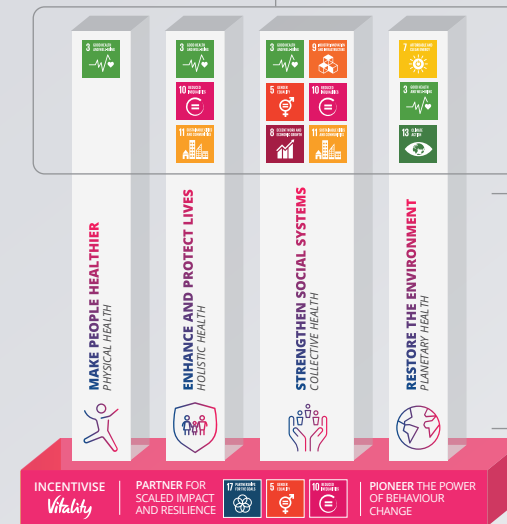
HOW WE DEFINE SUSTAINABILITY

Our commitment to sustainability is reflected in our goal to build sustainable businesses through a long-term value lens that creates, preserves and shares social and economic value within a dynamic landscape defined by changing environmental, social, economic and regulatory boundaries, in line with our core purpose. Our core purpose is aligned with 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 with 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 UN 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, scalable impact and support a sustainable future for people and the planet.



Discovery ranked first in the Overall SDG Impact category among eligible JSE Top 100 companies in the Alexforbes Paragon Impact Awards 2026. The award recognises Discovery's broad contribution to the SDGs, supported by robust impact data.

"Discovery's impact profile reflects a business model that integrates health outcomes, economic participation and governance oversight, reinforcing its role as a leading contributor to sustainable development within the South African listed market. In a national context shaped by inequality, unemployment, governance reform and transition risk, Discovery's positioning demonstrates how large institutions can deliver broad-based, measurable SDG alignment while maintaining strong peer competitiveness."

Alexforbes Paragon Impact Awards 2026 report

Read more about our contribution to the SDGs throughout this report and in our SDG annexure 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:



These differentiators guide how we allocate resources to maximise impact. They are underpinned by our impactful, global partnerships and our Vitality behaviour change platform, which incentivises good health, driving and financial behaviours.

Our good business enablers

Our good business enablers – brand, model, people, purpose, values, and technology and AI – 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.



PG We unpack our good business enablers in detail on pages 73 to 123.

Leveraging shared value to deliver on our Integrated Sustainability Framework

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

Our shared-value lens transforms insurance – traditionally a financial risk transfer mechanism – into a driving force for social change, healthy behaviour and preventative healthcare. The value we create and share extends beyond the insurance environment, impacting every level of the ecosystem (client, member, insurer, society) simultaneously.

Shared value comes to life through the data that supports it. Our 34 years in behavioural insurance give us insight into how leveraging shared value can positively impact our entire operating universe.

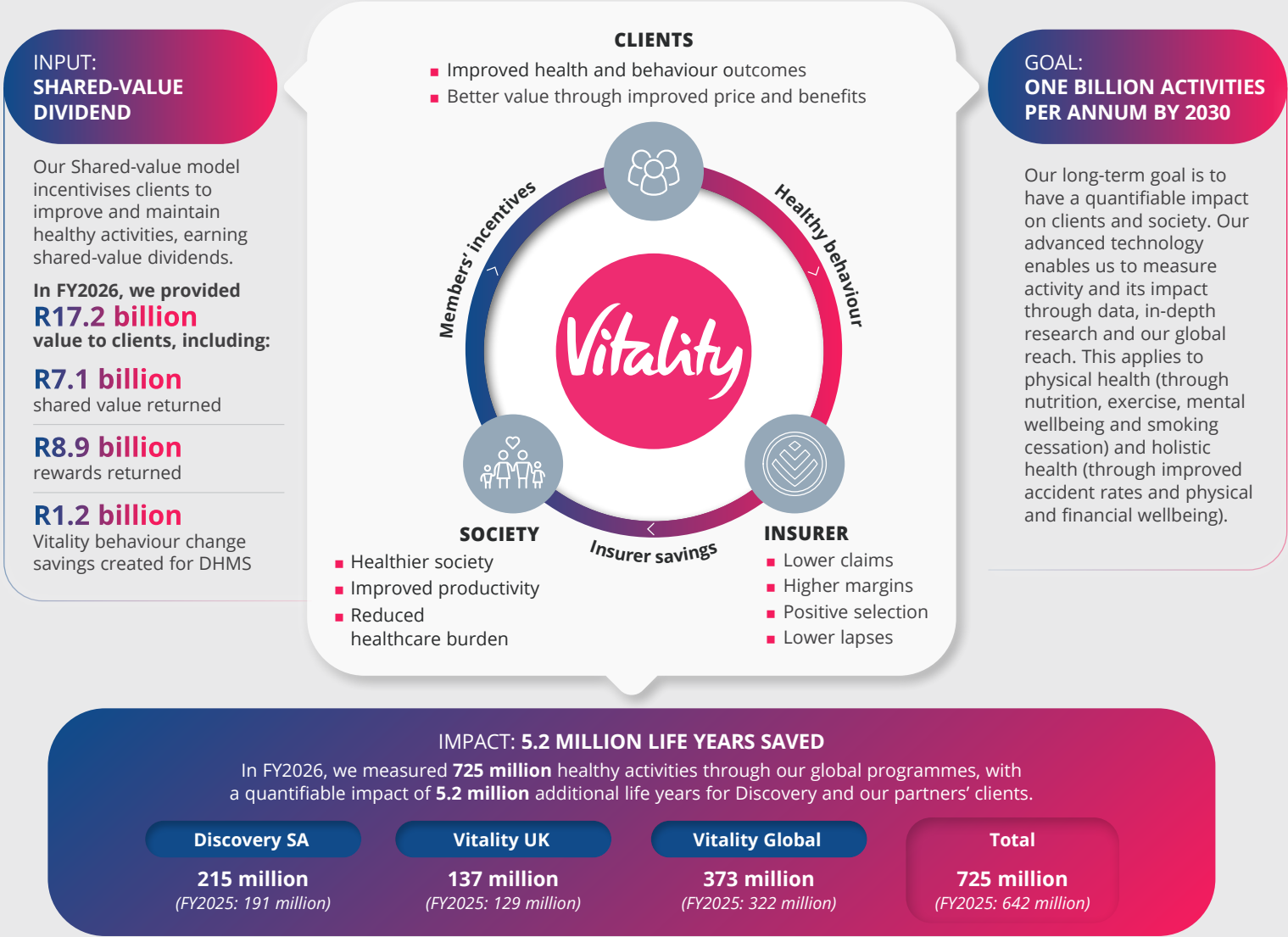
Lower cost of insurance by:

5% to 20%
for Health insurance

10% to 25%
for Life insurance

Shared value in action – how we amplify our contributions

The Vitality behaviour change platform is at the heart of Discovery's Shared-value model. Our rich and comprehensive data set 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.



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 advance economic inclusivity. Societal challenges and related opportunities inspire our innovations, enabling us to deliver on our core purpose.

Collaborating to support constructive policy development



- Partnering as a force for good PG 63
- Emerging risks and research PG 112
- Responsibility for ethics PG 95
- Managing regulatory risks and opportunities PG 115

Driving environmental sustainability



- Restore the environment PG 64

Incentivising healthy choices



- Making people healthier PG 23
- Taking our Shared-value model into the workplace PG 39
- Helping employees live better, work better and retire better PG 53

Addressing critical skills shortages



- Discovery Foundation: Addressing the critical shortage of medical graduates and specialist skills PG 58
- Developing the skills our industry needs PG 58

Improving healthcare quality, reducing costs and increasing access



- Discovery Fund: Supporting service delivery in rural and underserved communities PG 56
- Beyond the iron triangle PG 24
- Expanding access to quality healthcare PG 56

Supporting cost control and quality management across the system



- Responding to emerging trends PG 26
- Beyond the iron triangle PG 24

Research, data analytics and thought leadership



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

Enhancing road and community safety



- Paving the way for safer roads PG 61
- Keeping learners safe PG 61
- Keeping our Bank clients safe with security and safety features PG 51

Supplying renewable energy to businesses



- Advancing sustainable energy through Discovery Green PG 67

Promoting financial inclusion and education



- Beyond the iron triangle PG 24
- Financial inclusion through Discovery Life PG 44
- Financial education and inclusion through Discovery Bank PG 52
- Encouraging healthy financial behaviour beyond our client ecosystem PG 51

Our CSI promotes social impact, and our CSI spending forms part of the broader spending dedicated to all social impact initiatives across our business. Our work through the Discovery Fund and Discovery Foundation is key to our impact, strengthening the public health system through training and service innovation and improving access to quality healthcare, including in rural and underserved areas.

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

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

- 01 Increasing human resources for health through training, including specialist training
- 02 Supporting service delivery in rural and underserved communities
- 03 Supporting health service innovation through technology and developing and replicating successful health models to increase access to services in rural and underserved areas
- 04 Engaging in and forging strategic partnerships with other industry players
- 05 Supporting programmes that address racial bias in the South African healthcare system
- 06 Promoting gender transformation in the health workforce
- 07 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, documents and guides.

Through our partnership with the Financial Sector Conduct Authority (FSCA), we continued to promote financial inclusion and consumer empowerment through digital awareness campaigns focused on saving, budgeting and financial resilience. These initiatives connected thousands of consumers to trusted financial education resources, supporting more informed financial decision-making and long-term financial wellbeing.

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



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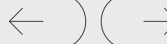
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Ensuring sustainability

We rely on strong support functions, structures and frameworks to successfully implement our Integrated Sustainability Framework. Our commitment to advancing societal wellbeing and positive health outcomes is demonstrated through meaningful stakeholder engagement, robust sustainability governance, effective risk and compliance management, and continuous alignment with leading practices.

Stakeholder engagement

Maintaining good relationships with key stakeholders is critical to sustaining value across the Group and beyond. 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.

Discovery recognises the importance of engaging with a broad spectrum of stakeholders, including those who are at risk or belong to vulnerable groups. We are committed to addressing the needs and concerns of various stakeholders through our policies and practices, in line with our core purpose of making people healthier and enhancing and protecting lives.

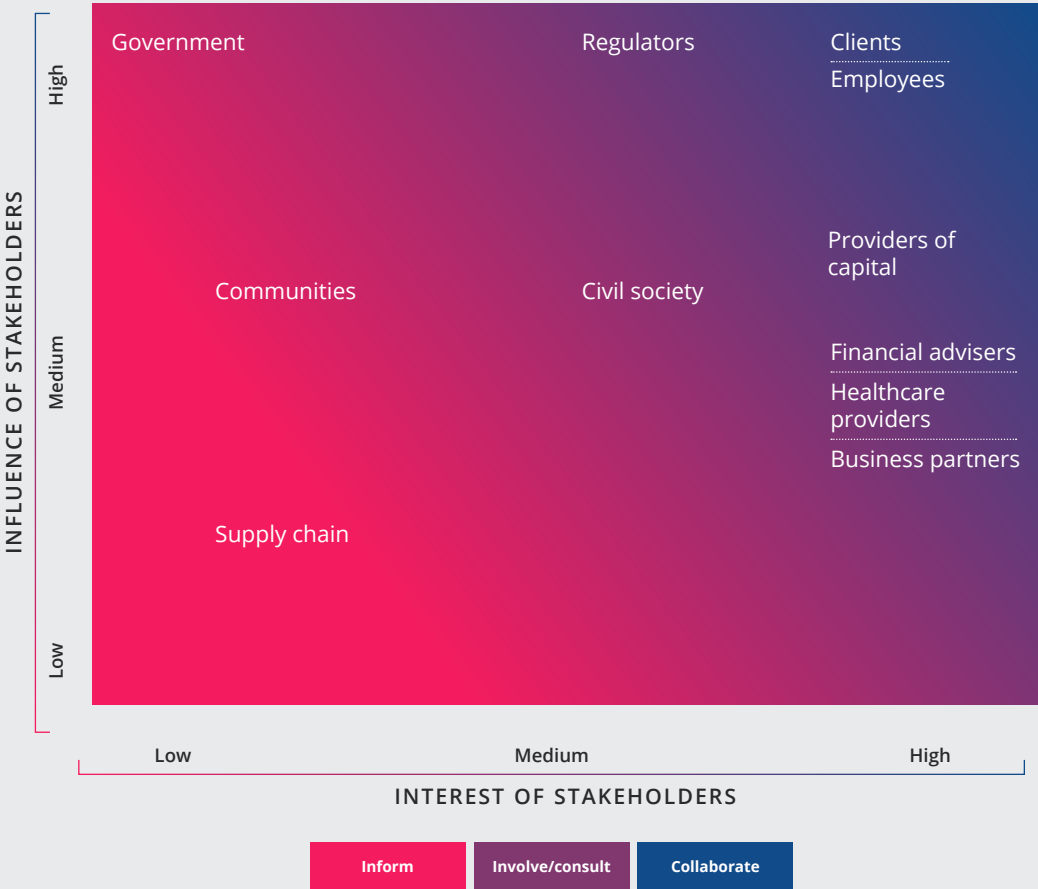
Our stakeholder groups

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

* Includes financial advisers
**Includes civil society, communities and our supply chain

OUR STAKEHOLDER ENGAGEMENT FRAMEWORK

Our Stakeholder Engagement Framework guides our strategic approach to engaging with stakeholders to manage ESG-related risks and opportunities. The framework includes a matrix that guides our levels of engagement with each stakeholder group. Our approach varies depending on our objectives, outcomes, timeframes and resources, as well as stakeholders' levels 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.

IAR For more details on our stakeholder relationships, refer to our 2026 IAR.



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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	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
	Natural resources	✓	✓	✓		✓	✓	✓	✓	✓	✓
	Waste and toxicity	✓	✓	✓	✓	✓	✓	✓	✓		✓
	Environmental risk management	✓	✓	✓	✓	✓	✓		✓	✓	✓
SOCIAL	Human rights	✓	✓	✓	✓	✓	✓		✓	✓	✓
	Labour, health and safety	✓	✓	✓		✓	✓		✓	✓	✓
	Diversity, equity and inclusion	✓	✓	✓		✓	✓	✓	✓	✓	✓
	Product safety, quality and brand	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
	Community engagement, partnerships and memberships	✓	✓			✓	✓	✓	✓		✓
	Behaviour change	✓		✓	✓			✓		✓	
GOVERNANCE	Board composition	✓				✓			✓		✓
	Ethics and compliance	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
	Corporate governance	✓				✓	✓		✓		✓
	Risk management and mitigation	✓		✓	✓	✓	✓	✓		✓	✓



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Governing sustainability

Discovery's Governance Framework supports effective oversight and decision making across the Group, with clear accountability and proportionate controls that cascade through subsidiaries operating in multiple jurisdictions and regulated industries. Each subsidiary operates as a separate juristic person with its own board, and governance arrangements are tailored to the entity's materiality, scale, complexity and regulatory requirements. Holding companies provide oversight of subsidiaries, supported by timely information flows, escalation mechanisms and processes to manage intragroup and stakeholder conflicts of interest.

GOV Refer to our 2026 Governance Report for detail on our Governance Framework.

How we support good sustainability governance

Good corporate governance is key to strengthening stakeholder trust and creating value as it promotes strategic decision-making that balances short-, medium- and long-term outcomes. Our approach extends beyond compliance as we are committed to a values-based and ethical culture built on the principles of non-discrimination, fairness, integrity and transparency. Entrenching the principles of good corporate governance (including risk management and compliance) and leadership throughout the organisation enables us to deliver on our core purpose.

We support good sustainability governance through the following mechanisms:

- The Board provides oversight of sustainability, with executive accountability led by the Group Chief Executive
- 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, capabilities, organisational structure and remuneration are reviewed to ensure they enable delivery on our sustainability ambitions and goals
- Sustainability-related information is supported by appropriate governance, controls and assurance processes, including internal and external assurance

PG Refer to page 7 for more details on our Combined Assurance model, which integrates the efforts of our management and independent internal and external assurance providers to assure the integrity of this report.

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

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 by the Chief Sustainability Officer.

The management of impacts on the economy, environment and people is integrated into our Governance Framework and operational strategies.

The Board holds ultimate responsibility for overseeing the Group's impact management, ensuring that our activities align with sustainable and ethical practices. This oversight is supported by the Risk and Compliance Committee, which monitors and addresses significant risks, including those related to sustainability. Senior executives, led by the Group Chief Executive, are responsible for implementing these strategies across the organisation, ensuring that impact management is embedded in our day-to-day operations.

GROUP BOARD Responsible for overseeing the Group's ESG strategy and tracking its progress

The Group Board, our highest governing body, upholds King V™ 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. The Board and relevant committees

receive periodic training on sustainability related risks and opportunities, including emerging regulatory, technology and governance developments, to support effective oversight of ESG matters. 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	Risk and Compliance Committee	Remuneration 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.	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, AI-related, and Treating Customers Fairly-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.	Oversees the Group scorecard, which includes financial and sustainability 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.

GOV Refer to our 2026 Governance Report for detail on Discovery's governance.



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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, ESG integration in underwriting and other sustainability-related matters (including projects, disclosures and reporting).

PG Refer to page 94 for details on how Discovery embeds and maintains ethical standards.



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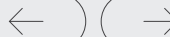
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Risk and compliance

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.

PG Managing risk is part of our model, which is one of our good business enablers. For more details on our ESG risk management approach, see pages 110 to 112.

Aligning with leading best practice

We demonstrate our commitment to ESG performance by aligning with best practices 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 provides an important benchmark of our ESG performance and progress. ESG-related targets account for 7% of our Group single incentive scorecard and include measures linked to Discovery's ESG performance and external ESG assessments.

Partnering as a force for good

Through our involvement with Business Unity South Africa (BUSA), we pledged to partner with over 130 of South Africa's leading corporations to support, build and strengthen initiatives aimed at addressing the country's current challenges and achieving sustainable, inclusive economic growth.

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

Discovery participates in the Health Funders Association Board and Technical Advisory Committee, providing technical input on industry matters. We also contribute to the BUSA Health Policy group, which applies COVID-19 collaboration lessons to public-private partnerships.

Additionally, Discovery collaborates with the Health Professions Council of South Africa, South African Pharmacy Council and South African Nursing Council.

Our key memberships and commitments

MEMBERSHIPS AND PARTICIPATIONS

- UN 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
- National Business Initiative's Science Based Targets Network working group
- UN Principles for Responsible Investment (PRI) Nature Reference Group
- UN Principles for Sustainable Insurance Working Group for Nature
- International Year of Volunteers for Sustainable Development

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 UN PRI
- Signatory to the UN Environment Programme Finance Initiative (UNEP FI) Principles For Sustainable Insurance
- International Labour Organization's Declaration on Fundamental Principles and Rights at Work

PG Refer to page 94 for details on our work with lobbying bodies, trade associations and think tanks to advance policy reform and sustainable economic development.

External recognition

We maintained the highest peer ratings across the following:

S&P Global Ratings

S&P Global (Dow Jones Sustainability Index):
65 score in the 90th percentile

Included in the S&P Global Sustainability Yearbook 2026



Morningstar Sustainalytics risk rating:
9.6 negligible-risk score, a leading score in our local industry and a significant improvement from our 10.0 score in 2025. This leading rating placed us first within the global insurance industry and the life and health insurance sub-industry groups



MSCI ESG Index: AAA
leadership category rating, reflecting an excellent outcome



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 identify external factors that impact our ability to create and share value, as well as our actual and potential impacts on the economy, environment and people.

We undertake an annual materiality determination process with stakeholder input (including investors, Non-executive Directors and other key stakeholder groups) to identify and prioritise our material matters and themes. This process evaluates impact materiality by assessing Discovery's effects on society and the environment, while financial materiality captures issues affecting enterprise value and broader stakeholder value creation.

This assessment determines the material themes and matters disclosed in our IAR and Sustainability Report, ensuring cohesive, consistent messaging.

The FY2026 assessment established eight material themes that affect enterprise value and determine Discovery's external impacts. These insights reflect stakeholder priorities and reinforce delivery of our central 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 FY2026 material themes against our Integrated Sustainability Framework and the SDGs to ensure clear pathways for meaningful impact.

SUSTAINABILITY DIFFERENTIATORS



Make people healthier



Enhance and protect lives



Strengthen social systems



Restore the environment

GOOD BUSINESS ENABLERS



Our purpose and values



Our people



Our model



Our brand



Technology and AI



Our Integrated Sustainability Framework also depends on maintaining the Group's sustainable financial health.



For more information on Discovery's financial performance, refer to our 2026 IAR.



Links to executive remuneration

We have embedded our ESG targets, which are included on the following pages, into our remuneration to ensure alignment at leadership level.



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1 ADVANCE OUR DISRUPTIVE SHARED-VALUE MODEL

We develop standalone and integrated products that deliver measurable shared value for clients, our business and society. These relevant, personalised and high-quality offerings reflect client needs while responding to disruptive technologies, market competitors and socio-environmental shifts. Guided by Discovery's organic growth strategy and the Vitality Shared-value model, our products incentivise positive behaviour change across health, financial wellbeing, road safety and environmental sustainability.

TARGETS

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

KEY PERFORMANCE INDICATORS (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 material matters

- Develop innovative and competitive products and services that incentivise positive behaviour change
- Drive organic growth to create and unlock value through our own businesses and global partnerships

Related sustainability differentiators and good business enablers



Related SDGs



2 ENSURE LONG-TERM FINANCIAL SUSTAINABILITY

We deliver sustainable performance through our Shared-value business model, allocating capital to secure long-term resilience. This entails adapting to climate-related physical and transition risks while embedding ESG considerations across our value chain, investments and products. By leveraging the Discovery and Vitality brands as strategic assets, we drive market expansion and commercial impact. Concurrently, we safeguard our reputation through ethical leadership, responsible citizenship and stakeholder trust, using our brand equity to attract top talent and retain clients.

TARGETS

- 2 million Discovery Bank clients by 2029

KPIs

- Credit loss ratio
- Research spend
- Percentage lower cost for DHMS members vs other schemes
- DHMS fraud recovery amount
- Post-retirement drawdown rate

WHAT WE MEASURE

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

Related material matters

- Sustainable financial performance
- Embedding and managing ESG factors
- Climate change resilience and vulnerability management
- Brand equity and reputation

Related sustainability differentiators and good business enablers



Related SDGs



3 MAINTAIN RESILIENCE WITHIN A VOLATILE SOCIO-ECONOMIC AND GEOPOLITICAL ENVIRONMENT

We monitor and respond to economic uncertainty driven by geopolitical tensions, tariffs, energy instability, infrastructure failures and commodity shocks, alongside inequitable pressures from unemployment, inflation and low growth. Concurrently, we adapt to societal shifts including ageing populations, youth disillusionment, eroding social cohesion, social security inequities and rising mental health challenges. Recognising the strain on healthcare systems, we provide support through digital and preventative solutions, specialist training and targeted funding.

TARGETS

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

KPIs

- DHMS contribution differential versus market average
- Lives covered by affordable healthcare solutions (KeyCare, Flexicare and Active Smart)
- Healthcare professionals trained and supported
- Expanding access to wheeled renewable energy by Discovery Green

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 material matters

- Healthcare system strain
- Persistent economic and socio-political pressure and critical infrastructure deterioration
- Evolving societal changes and behavioural shifts

Related sustainability differentiators and good business enablers



Related SDGs



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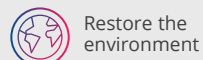
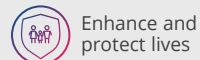
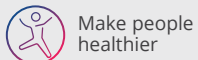
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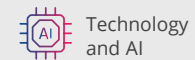
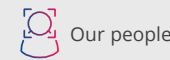
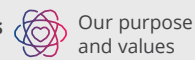
Sustainability differentiators

Good business enablers

Key: Sustainability differentiators



Good business enablers





4 LEVERAGE AND MANAGE DATA, 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. We ensure the ethical, responsible and transparent use of advanced analytics and AI across core business processes, supported by strong governance, data protection and human oversight.

TARGETS

- Empower 10 000 of our people to effectively use GenAI

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 material matters

- Cyber and data security, digital stewardship and privacy
- Technology, innovation and our unique data set
- Digital inclusion and equality
- Rapid and responsible adoption, integration and deployment of AI

Related sustainability differentiators and good business enablers



Related SDGs



5 ENSURE GOOD CORPORATE GOVERNANCE AND REGULATORY COMPLIANCE

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

TARGETS

- 40% black and 30% female Board representation by 2030
- 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 material matters

- Consumer protection
- Good corporate governance and leadership
- Supply chain impact management
- Fair and responsible remuneration
- Regulatory change, compliance and participation

Related sustainability differentiators and good business enablers



Related SDGs



6 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

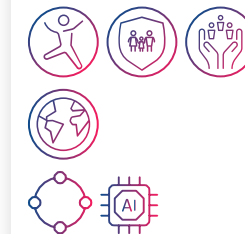
WHAT WE MEASURE

- Employee wellbeing
- Workforce diversity, recruitment, retention and representation

Related material matters

- Attraction, retention, capacity building and culture
- Transformation, diversity and inclusion
- Employee rights, benefits, health and wellbeing

Related sustainability differentiators and good business enablers



Related SDGs



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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 end 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
- Road fatality rate

WHAT WE MEASURE

- Lives impacted in rural and underserved communities
- Medical specialists and healthcare professionals supported
- Employees participating in volunteer programmes

Related material matters

- Amplify our collective impact, including through strategic partnerships
- Financial inclusion and education in healthcare, insurance and finance

Related sustainability differentiators and good business enablers



Related SDGs



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

- 29.4% cumulative reduction in Scope 1 and 2 emissions against 2019 baseline in FY2026
- Carbon neutral in South African operations by 2027
- Net zero by 2050 or earlier
- Maintain zero waste-to-landfill accreditation
- Engage with 80% of suppliers (by spend) on climate strategies by 2030

KPIs

- Percentage of waste sent to landfill

WHAT WE MEASURE

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

Related material matters

- Climate change mitigation
- Environmental impact management

Related sustainability differentiators and good business enablers



Related SDGs



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03

Sustainability differentiators



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Make people healthier

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Make people healthier

Physical health

Supporting the SDGs



Our contribution is underpinned by the Vitality behaviour change platform, which supports:



Related material themes

- Advance our disruptive Shared-value model
- Maintain resilience within a volatile socio-economic and geopolitical 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**. Our preventative approach to healthcare leverages our deep understanding of individual health risks to incentivise healthy behaviours scientifically proven to reduce those risks.

HOW DO WE DO THIS?

We focus on making people healthier by:

- Moving **beyond the iron triangle** **PG 24**
- Responding to **emerging trends in healthcare** **PG 26**
- Personalising healthcare** to drive behaviour change and shared value **PG 30**
- Driving change through the **Vitality platform** **PG 34**
- Taking our Shared-value model **into the workplace** **PG 39**

WHAT DO WE DO?

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

TARGET	PROGRESS MADE IN FY2026
1 billion healthy activities per year by 2030	Recorded 725 million healthy activities, including 143 million HealthyFood items purchased

Key developments on our journey to making people healthier

Impacted

54 million lives globally

(FY2025: >48.8 million lives)

5.2 million life years saved

(FY2025: >5 million)

- The Group's global presence expands across 36 markets, and our insurance partner membership in Vitality Global Markets increased by 16%
- DHMS members pay an average of 17.7% less than members of the subsequent seven largest open schemes (FY2025: 12.7%)
- Launched an industry-first partnership with Boots, the UK's leading health, wellness and beauty retailer, to make healthcare services more accessible and affordable for members
- Introduced the Smart Saver Series to make health cover more accessible and affordable for young families
- Expanded our Flexicare offering to provide greater benefits, access and value
- Introduced sleep actions and rewards in Vitality for all Vitality members, embedding sleep as a foundational pillar of prevention
- Rolled out Personal Health Challenges, a personalised series of health actions to be completed consistently over a defined period of time to help members create healthier habits as part of PHP
- In FY2026, members completed 4.6 million screenings and vaccinations (FY2025: 4.3 million)*

*Changed methodology.

LOOKING AHEAD

- Deepen PHP adoption and impact, including enhanced personalisation of actions, communications and rewards and expanded clinical pathways
- Scale AI enabled healthcare to drive product innovation and support servicing and administration efficiency
- Accelerate low cost, high access offerings across DHMS and non-scheme health insurance products (including Active Smart, Flexicare, Emergency Cover)
- Flatten the medical inflation cost curve through disease management, hospital cost management and alternative settings of care
- Strengthen social capital to drive broader healthcare systems impact with health professionals and regulators
- Expand environmental impact measurement, particularly through digital health pathways
- Track and respond to climate change related health impacts



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Enhance and protect lives

Strengthen social systems

Restore the environment

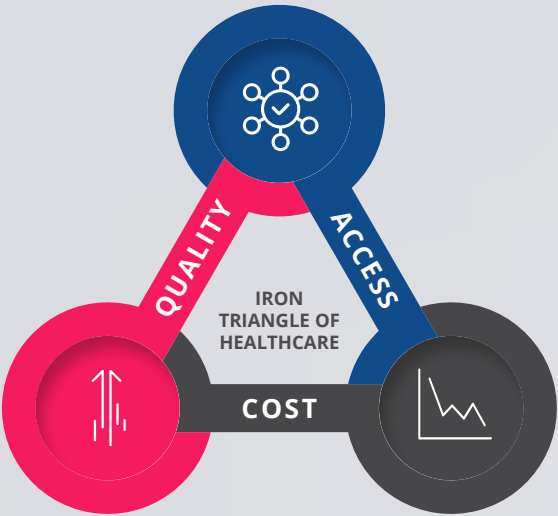
Good business enablers



Moving beyond the iron triangle

Healthcare is often reflected as a three-way trade-off between access, cost and quality – the iron triangle, where improving one domain comes 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 breaking out of 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 and expanding private healthcare access to more people.



IMPROVING ACCESS

Diversified and affordable medical scheme and health insurance products and solutions

- Active Smart
- Smart Saver
- KeyCare
- Dynamic Smart Hospital network
- Flexicare
- Healthy Company
- Emergency Cover
- Lloyds Vitality Health Plan (UK)
- 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

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



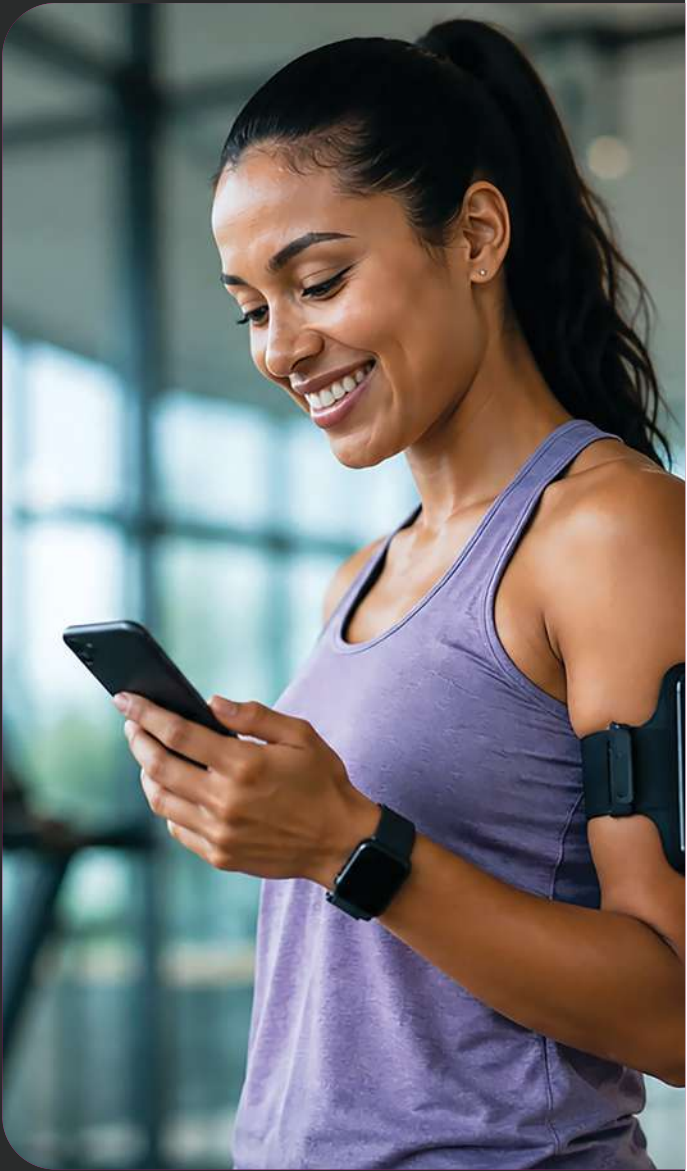
REDUCING COSTS

Digital healthcare and alternative settings of care

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

Supply-side cost efficiency

- Hospital network discounts
- Provider risk management
- Fraud, waste and abuse



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How we are improving access, quality and affordability

Only around 14.1% of South Africans are members of a medical aid scheme, with affordability being the main barrier to private healthcare. Financial inclusion is a material matter for Discovery, given its importance to the sustainability of our business, society and the healthcare system. Discovery Health offers a wide range of solutions designed to improve access to affordable healthcare across different income segments, including DHMS medical scheme plan options and health insurance products for those unable to afford medical scheme membership.

BARRIER ADDRESSED:

- Affordability
- Access
- Access and early intervention
- Quality
- Accessibility and prohibitive waiting times

KeyCare

Income-based medical scheme plan series suitable for lower-income households

SOCIAL IMPACT
KeyCare Start Regional extends medical scheme coverage in selected regions across South Africa

ADVANCES IN FY2026
Expanded the KeyCare Start and KeyCare Start Regional access with three new delivery systems established in Potchefstroom, Welkom and Kimberly, for a total of 24 systems across South Africa

295 381 lives covered on average (FY2025: 328 265)

Active Smart

Entry-level medical scheme plan designed for young professionals and first-time medical scheme members

SOCIAL IMPACT
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

ADVANCES IN FY2026
0% contribution increase in 2026

51 000 lives covered 77% of new business aged <40

Smart Saver Series

Medical scheme plan designed for young families

SOCIAL IMPACT
The series addresses the challenge of balancing rising household costs with need for reliable health cover by offering affordable contributions, unlimited hospital cover, guaranteed benefits for essential healthcare services, and flexible benefits that adapt to each family's unique needs

ADVANCES IN FY2026
Introduced the Smart Saver Series, offering young families hospital cover and next-generation day-to-day benefits

21 400 lives covered

Gap Cover

Non-scheme cover reducing exposure to shortfalls in hospital-related expenses, designed for cost-sensitive members, including younger and lower-income households

SOCIAL IMPACT
By mitigating the risk of unexpected out-of-pocket costs, Discovery Gap Cover supports financial resilience where underinsurance remains a common barrier to adequate healthcare protection

165 128 lives covered

Emergency Cover

Non-scheme cover providing access to private emergency and in-hospital care for individuals who are not members of a medical scheme

SOCIAL IMPACT
Emergency cover helps protect individuals against the high and often unaffordable costs associated with medical emergencies, supporting financial resilience

11 672 lives covered

Lloyds Vitality Health Plan

Affordable health plan providing fast access to GP, physiotherapy and mental health support, with optional diagnostics and scans, for Lloyds, Halifax and Bank of Scotland customers as well as the broader UK population facing long waiting times or limited access to everyday care

SOCIAL IMPACT
Widens access to private healthcare for banking customers not typically served by traditional health insurance, expanding access to key healthcare services

ADVANCES IN FY2026
Launched in December 2025 via Lloyds Banking Group channels (online and in-app); initial rollout to Lloyds customers

Care Hub and Vitality GP

For Vitality UK members:

- The Care Hub is an integrated digital platform
- The Vitality GP service offers virtual consultations, face-to-face appointments and 24/7 telephonic clinical advice

SOCIAL IMPACT
Through the Care Hub, members can self-refer for services, helping to reduce barriers to early intervention

Vitality GP services streamlines the healthcare journey and helps to reduce waiting times

ADVANCES IN FY2026
Expanded digital care provision through Vitality GP's new partnership with HealthHero

Hospital at Home

Home-based hospital-level care through a personalised care team for qualifying medical aid members

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

ADVANCES IN FY2026
Improved the quality of hospital-level care at home through integrated remote monitoring and care coordination, enabling continuous patient visibility, timely escalation and more informed clinical decision-making

Flexicare

Health insurance catering to lower-income individuals and their families who are not members of a medical scheme

SOCIAL IMPACT
By providing primary healthcare and preventative services, Flexicare supports earlier intervention and appropriate care utilisation outside of traditional medical scheme membership, thereby supporting ease of access for the low-income market

ADVANCES IN FY2026
Added more benefits and clinic locations to Flexicare Core for greater accessibility including four additional GP visits, the inclusion of six additional chronic conditions and access to clinics at over 200 Clicks locations

135 647 lives covered (FY2025: 119 304 lives)



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Good business enablers



Responding to emerging trends in healthcare

Healthcare's future lies at the intersection of human care, intelligent technology and real-time data. 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. PHP is a proprietary and patented platform developed by Discovery Health that leverages 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 young families.

KEY EMERGING TRENDS



Members are living longer and in better health



Chronic care is becoming more complex



Medical inflation and long-term health burden

OUR RESPONSE



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

Chronic care programmes

PG 27

PHP

PG 30

Leveraging our **Vitality model** to change risk outcomes over the long term

PG 34

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



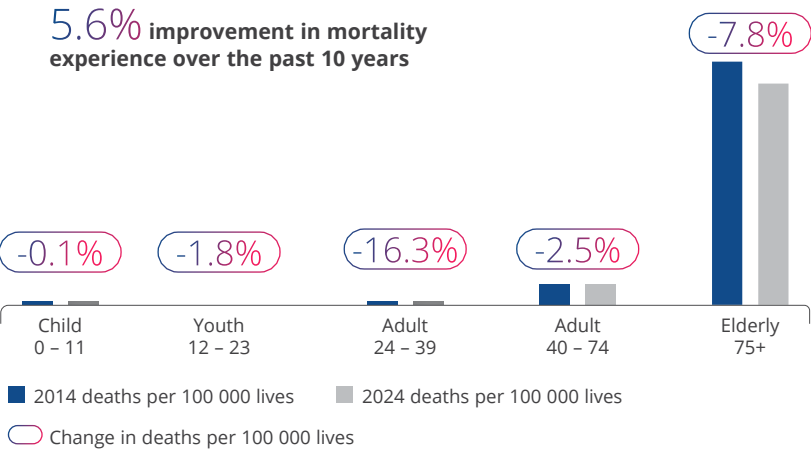
Members are living longer and in better health

Improvements in healthcare outcomes over the last 20 years have caused the median age of the world's population to increase, including improved life expectancy, particularly in low and middle-income countries.

Overall DHMS member mortality rates have declined by 5.6%, indicating improved longevity across every age band over the past decade. Young adults aged 24 to 39 saw the largest improvement, with mortality down more than 16%. Members aged 75 and older saw mortality decline by nearly 8%. These gains reflect improved access to care, earlier diagnosis and stronger treatment pathways.

DHMS members are living longer across all age bands

5.6% improvement in mortality experience over the past 10 years



Young adults aged 24 to 39 experienced the greatest improvement in longevity of over 16%

Drivers of longevity



Better medicines and more consistent control



Earlier diagnosis and more precise clinical pathways



Earlier engagement in healthy behaviour

The opportunity has shifted. It is no longer only to extend life, but to extend healthy years



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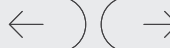
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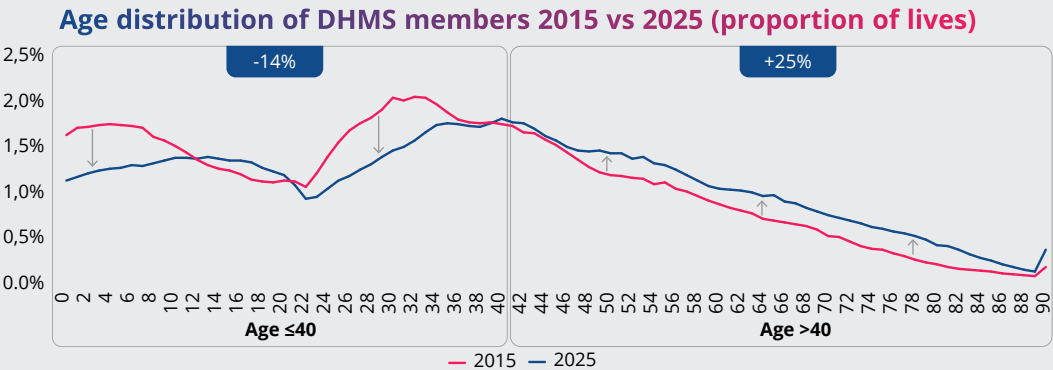
Restore the environment

Good business enablers



Members are living longer and in better health continued

In addition, our data shows a lower proportion of young and healthy individuals taking up medical scheme membership. Accordingly, between 2015 and 2025, DHMS membership showed an ageing trend, with a greater proportion of members aged above 40 years old.



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

OUR RESPONSE

Discovery's Active Smart Plan caters specifically to young and healthy individuals. The plan, introduced in 2025, attracted 1.7 more lives in 12 months than the newly launched DHMS plan becoming the fastest growing plan in DHMS.

In FY2026, we introduced the Smart Saver Series, catering specifically for the needs of young families.

PG Refer to page 25 for more information on the Active Smart Plan. **PG** Refer to page 25 for more information on the Smart Saver Series.

While DHMS member lifespans are increasing, the healthcare costs per life per month climb with age. 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.

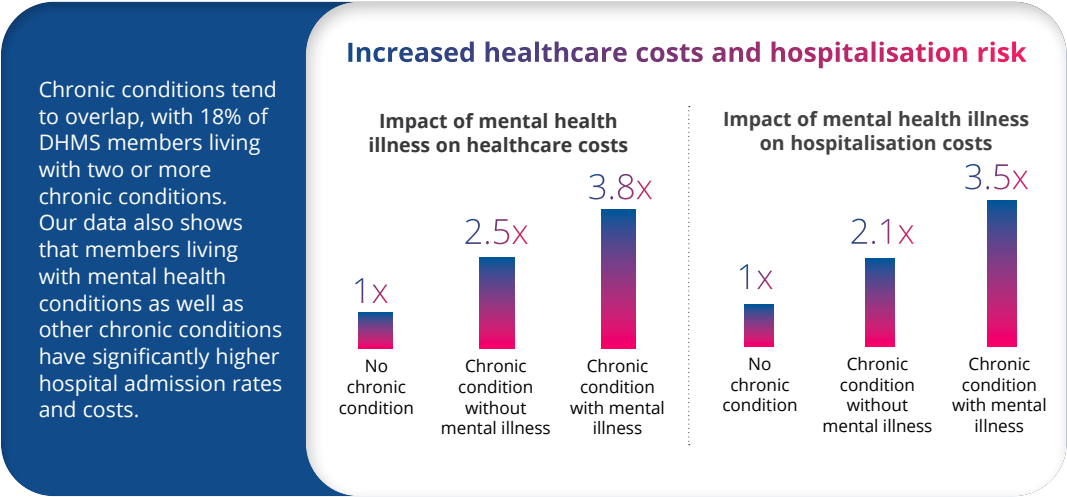
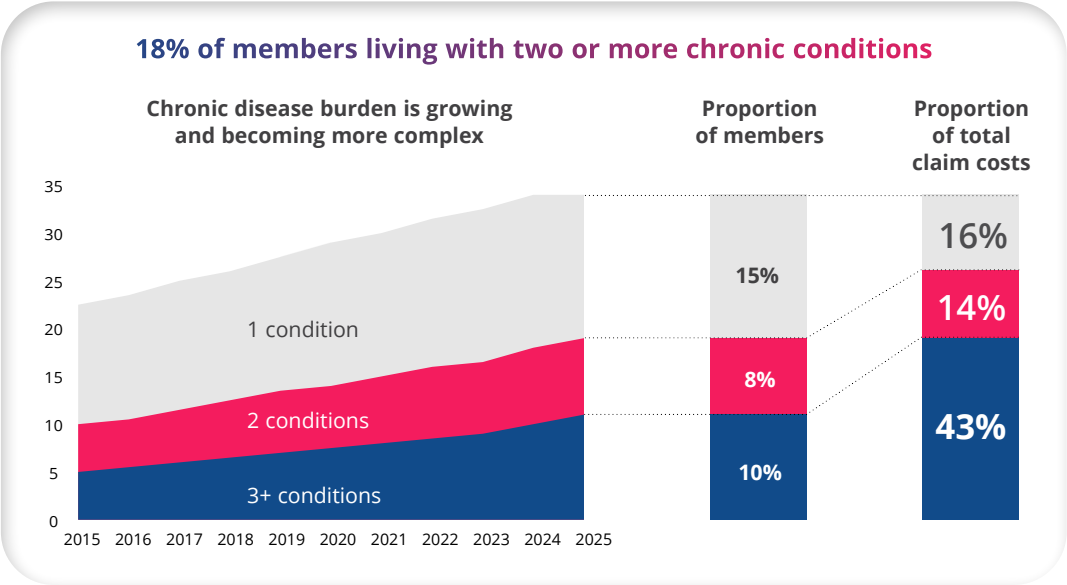
OUR RESPONSE

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 the number of remaining years a person is likely to spend in good health (healthspan). We leverage our experience in healthy habit-building and behavioural science to personalise healthcare and increase healthspan.

PG Refer to page 26 for more information.

Chronic care is becoming more complex

The prevalence of chronic conditions has increased significantly due to ageing populations, as well as behavioural, genetic, socio-economic and other factors, driving increases in healthcare demand and costs. It is an evident trend across DHMS membership, including in younger demographics. The proportion of DHMS members living with a chronic condition increased from 28% in 2019 to 33% in 2025, with diabetes, mental health conditions, cardiovascular disease and oncology making up 84% of all chronic spend. Despite this increased burden, members enrolled on the DHMS oncology programme experienced a 48% reduction in mortality rates between 2010 and 2025 and gained seven years in life expectancy over the past 15 years.



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Despite only comprising 10% of the DHMS membership, members with three or more chronic conditions make up 43% of the total DHMS claims cost. This growing concentration of expenditure in a small but complex cohort reflects broader trends in disease burden and an ageing membership profile. Addressing this shift sustainably requires continued investment in early intervention, disease management programmes and value-based care models that improve health outcomes while moderating long-term cost growth.

OUR RESPONSE

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 living with a chronic condition. 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.

DHMS CARE PROGRAMME MEMBERS

Cardio Care 251 287	Diabetes Care 83 117	Oncology 94 531
Mental Health 5 618	HIV 9 609	Advanced Illness Benefit 2 300

Discovery's Depression Risk Management Programme focuses on early identification of depression risk and timely intervention to reduce symptom severity and associated health 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. More than 29 000 members have been enrolled in the Depression Risk Management Programme since inception, representing 16% of the eligible population. The programme demonstrates positive outcomes with 24% of members enrolled showing improvements in their depression symptom severity.

The Mental Health Care Programme provides early intervention and coordinated care through healthcare professionals, combining clinical assessment and monitoring with psychotherapy, prescribed medication where appropriate and evidence-based digital therapeutic support, helping to improve access to affordable mental healthcare.

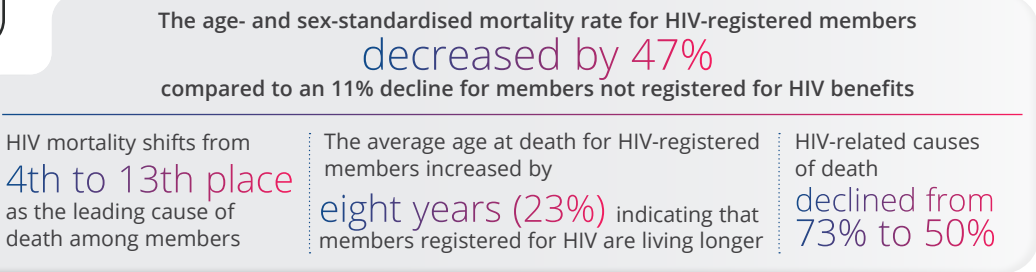
PG Refer to page 30 for information on how we are leveraging precision and personalisation to respond to these trends.

CASE STUDY

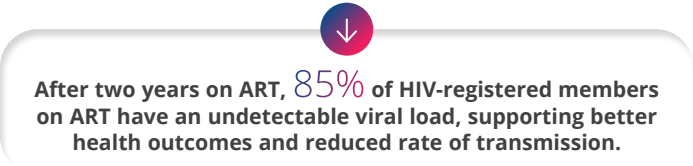
CELEBRATING HIV MORTALITY IMPROVEMENTS

In FY2026, Discovery celebrated a marked decline in overall long-term mortality rates among HIV-registered DHMS members.

A comprehensive study of DHMS member data of the 13 years between 2012 and 2024 highlighted a significant reduction in observed deaths directly attributable to HIV.



A major reason for these positive results was consistent adherence to antiretroviral therapy (ART). Consistent adherence, which we measure by possession ratio based on ART claims, is essential for achieving viral suppression. Our research indicated that HIV-registered members with a low ART possession ratio have a 22% higher risk of death compared to those with a high ART possession ratio.



Higher ART possession supports effective viral load suppression. Higher viral loads, measured as the level of virus present in the blood, correlate with a **4.7 times** greater risk of death than for those with undetectable viral loads. Between 2012 and 2024, the mortality rate of HIV-registered members with undetectable viral loads has decreased by **32%** to almost the same as members not registered for HIV benefits.

Our HIV Managed Care Ecosystem received two global awards in FY2026:

Best Health & Wellness Offering at the Global Insurance Innovation Awards 2025	Best Customer Experience for Vulnerable Customers: Gold at the International Customer Experience Awards
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Even as we celebrate that HIV-registered members are living longer, we are mindful that non-communicable diseases (NCDs) are emerging as both a cause of death and a multimorbidity. This is part of a broader trend, with NCD prevalence similar between HIV-registered and non-HIV-registered members of all ages in 2024. NCDs as cause of death for HIV-registered members rose from **23% to 32%**, and HIV-registered members with NCDs have a 60% higher risk of death compared to those without. Discovery understands the need for a broader focus on chronic disease management alongside HIV care, with PHP and Vitality supporting holistic member health.

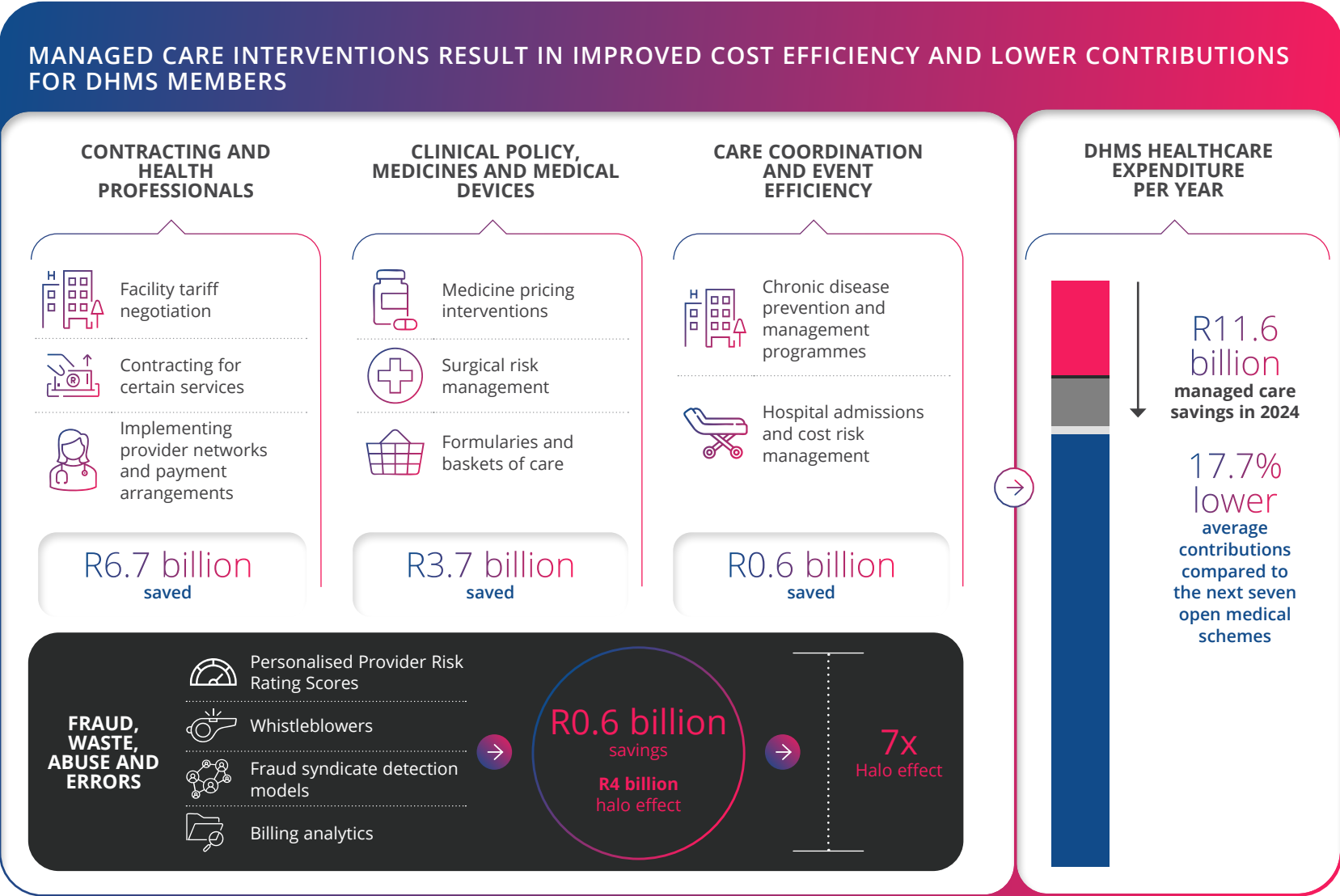


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Medical inflation and long-term health burden

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 hospital, professional, radiology and other services. The combined impact of increased tariffs and higher utilisation results in medical inflation tracking above the consumer price inflation.



In the 2025 calendar year, cardiovascular and musculoskeletal conditions, as well as cancer, contributed the most to actual claims spend. Healthcare costs are also highly concentrated, with 1% of claimants accounting for 33% of total healthcare spend.

1% of claimants: 29 000 = 33% of costs: R24.7 billion

OUR RESPONSE

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

PHP and the Vitality behaviour change 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.

Personalised disease and treatment pathways are in development to deliver meaningful changes in utilisation, cost and outcomes.

PG Refer to page 30 for more information on how we are lowering healthcare costs by transforming the iron triangle.



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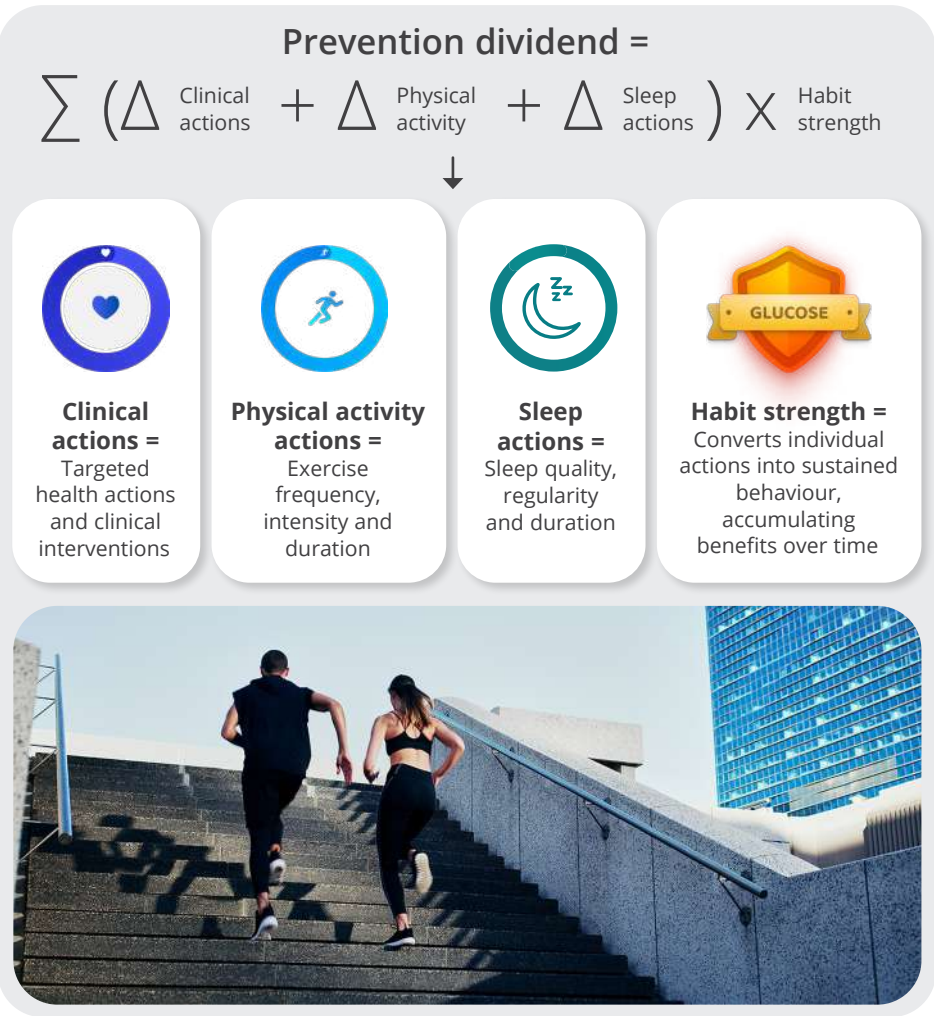
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Personalising healthcare to drive behaviour change and shared value

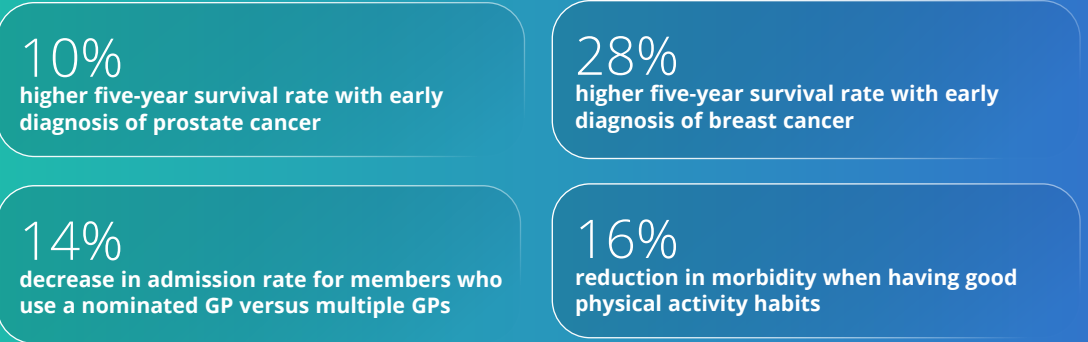
As outlined in the preceding section, ageing populations and rising chronic disease prevalence mean that people are spending more of their lives in poor health. Compounded by the escalating costs of new treatments and technologies, these trends are impacting societies and healthcare costs, driving long-term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

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 healthspan, enhancing people's chances of living healthier and longer lives.



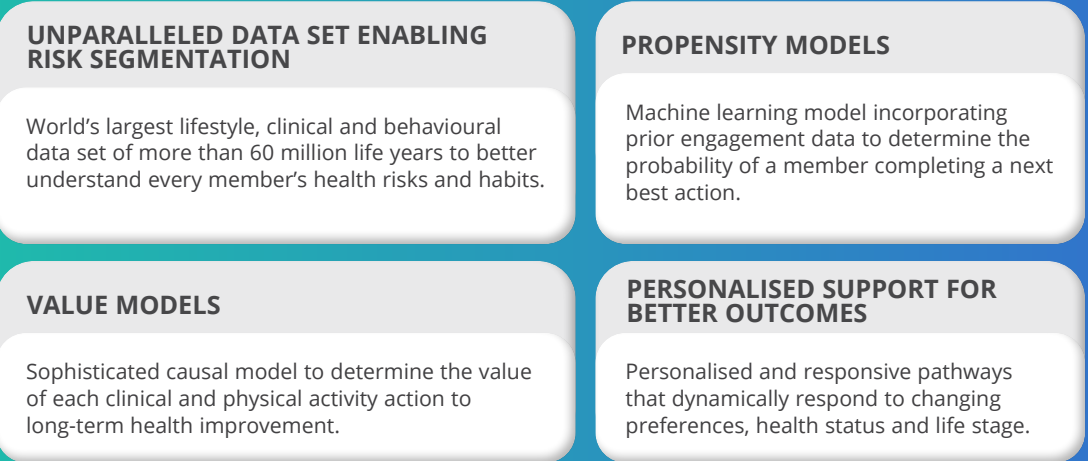
Personal Health Pathways – personalised healthcare and healthy habit formation

Our data shows that simple actions, such as regular screenings and physical activity, can have major positive impacts on health outcomes:



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. Discovery Health has over 31 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. Discovery Health's PHP, a patented and proprietary managed care platform, delivers these pathways, with actions prioritised and designed to foster engagement and lasting behaviour change, driving better health outcomes to ultimately reduce mortality and lower healthcare costs. This makes interventions more specific and relevant, ultimately improving uptake and engagement and leading to better habit formation.

PHP is enabled by a number of unique assets and skills, including:



PHP creates customised healthcare journeys for 2.1 million adult DHMS members through an intuitive digital platform on the Discovery Health app.



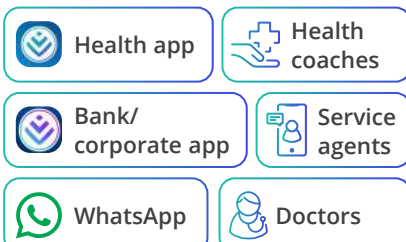
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Personalised communication

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.



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

Members receive personalised awards for completing their next best actions with actuarially matched and relevant incentives. Rewards are adjusted dynamically based on the likelihood of completion and the potential impact on the member's long-term health outcomes.

$$\text{value} \times \text{propensity} = \text{REWARD}$$

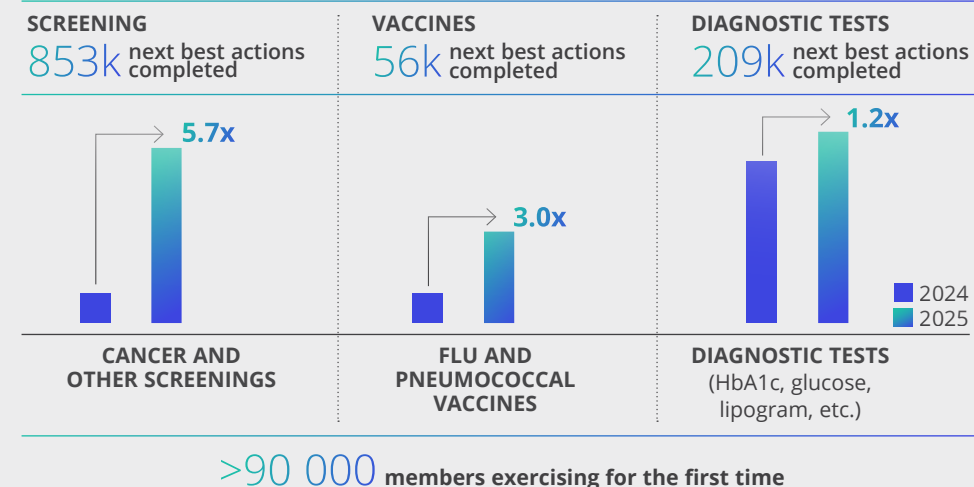
Each pathway is bespoke and dynamic for members, ensuring that every action is precisely targeted and personalised. Engagement is driven by delivering clinically relevant actions at the right moment and in the correct sequence. These actions are tailored to each member's health status and unique engagement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

PHP SCALE AND IMPACT

Since its introduction in FY2024, PHP has rapidly scaled, with 685 000 activations, largely by members with chronic conditions. The programme already influenced meaningful improvements across preventative health actions such as cancer screenings, vaccines and diagnostic tests.



PHP driving healthy behaviours



EMBEDDING SLEEP INTO VITALITY AS A CORE HEALTH DETERMINANT

During the year, we introduced Vitality Sleep Score and Sleep Rewards for all Vitality members and will introduce it into PHP for DHMS members, embedding sleep as a foundational pillar of prevention.

Personalised sleep actions allow members to understand their sleep health with clinically-informed sleep scores and targeted, evidence-based recommendations. Members can track sleep through their mobile phone, smart watch or Oura smart ring, allowing for proactive detection and confirmation of sleep disorders to unlock sleep treatment benefits.

≥7 hours of regular sleep can lower mortality risk by 24%

Estimated healthcare cost reduction of over R1 billion in the first year, if all DHMS members improve their sleep

By embedding sleep into Vitality Rewards, Discovery Health is ensuring members have the tools, incentives and clinical support to address a modifiable driver of health outcomes and healthcare costs.



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LAUNCH OF PERSONAL HEALTH CHALLENGES

In FY2026, we launched Personal Health Challenges in addition to PHP. Members receive personalised health actions to choose from weekly, prioritised by highest clinical impact, with rewards encouraging members to create healthy habits and change behaviour.

	HEALTH Better Health Challenge Build the habit of tracking crucial health metrics consistently to better manage chronic health and detect potential health risks early.		EXERCISE Move More Challenge Build the habit of being physically active regularly for improved long-term health and wellbeing.		SLEEP Sleep Well Challenge Build consistent, healthy sleep habits to reduce the prevalence of comorbidities linked to inadequate sleep.	
Challenge Goal	MONITOR YOUR BLOOD GLUCOSE Monitor your blood glucose 3 times per week for 5 weeks	MONITOR YOUR BLOOD PRESSURE Monitor your blood pressure 3 times per week for 5 weeks	GET ACTIVE Achieve your exercise goal for 5 weeks	STAY ACTIVE Achieve your exercise goal for 10 weeks	TRACK YOUR SLEEP Track and achieve your weekly sleep goal for 10 weeks	IMPROVE YOUR SLEEP Achieve sleep regularity targets for 10 weeks
Duration	5 weeks	5 weeks	5 weeks	10 weeks	10 weeks	10 weeks
Weekly Instant Rewards	₹ 10,000	₹ 10,000	₹ 5,000 + weekly Exercise rewards	₹ 5,000 + weekly Exercise rewards	₹ 3,500	₹ 3,500
Personal Health Fund	PHF unlocked for achieving 3 out of 5 weeks	PHF unlocked for achieving 3 out of 5 weeks	PHF unlocked for achieving 3 out of 5 weeks	PHF unlocked for achieving 8 out of 10 weeks	PHF unlocked for achieving 8 out of 10 weeks	PHF unlocked for achieving 8 out of 10 weeks
Increase your Personal Health Fund up to R1,500 per Challenge, up to R3,000 per annum per adult						



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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, HealthID digital platforms and the Evolve system. The ecosystem promotes more proactive, efficient and connected healthcare for better health outcomes.

The Discovery Health app remains the digital front door to the healthcare system, enabling a personalised, end-to-end healthcare journey by connecting members to care, PHP, benefits and insights through a single digital platform.

DISCOVERY HEALTH AND PARENT SENSE PARTNERSHIP

Discovery Health partnered with Parent Sense to provide enhanced digital support for parents with infants. DHMS members registered on the My Pregnancy or My Baby programmes receive free access to a premium subscription of Parent Sense. The platform's dashboard offers digital health, sleep, feeding and play resources.

By offering members on-demand, trusted parenting support that complements clinical maternity benefits, this partnership helps to improve parent confidence, enhance informed decision-making and improve early childhood wellbeing during a critical life stage.

DISCOVERY HEALTH AND STELLA PARTNERSHIP

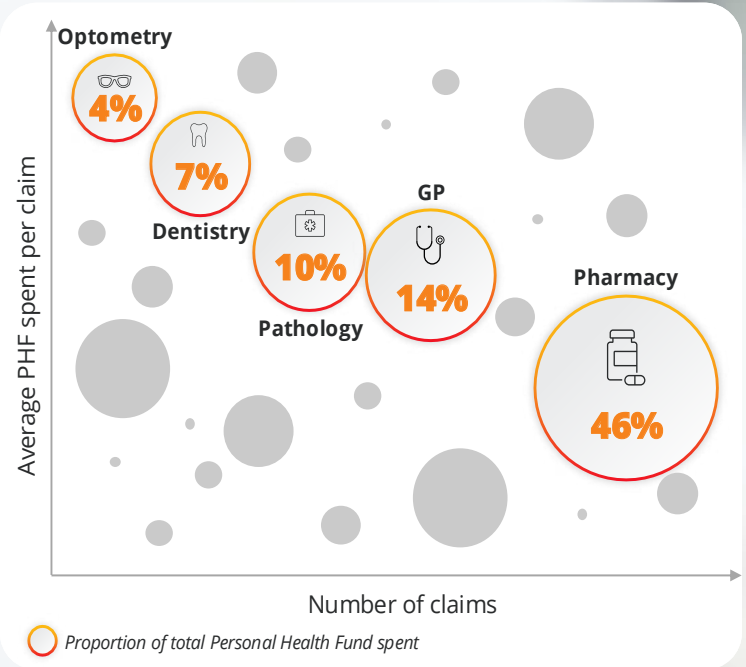
Approximately 73% of female DHMS members are aged 35 and over, which presents an opportunity to support women who experience perimenopause, menopause or post-menopause symptoms. In February 2026, Discovery introduced its partnership with Stella, offering eligible members access to this world-leading menopause support application. Women can access a free Stella premium subscription for a year, during which the Stella app builds a personalised treatment plan for each woman.

By providing personalised, evidence-based support through this significant life stage, the partnership helps women better manage menopause symptoms, complements the care provided by healthcare practitioners and supports their long-term health and wellbeing.

Introducing the Personal Health Fund Boost

Discovery Health's Personal Health Fund offers flexible funding for day-to-day healthcare, accumulating as members complete their next best actions.

In FY2026, members used the personal health fund for a range of benefits:



In FY2026, we introduced the Personal Health Fund Boost – a once-off additional reward of R1 000 per person and a maximum of R6 000 per family for activating PHP, enabling sleep and physical activity tracking and completing a Health Check.

At 30 June 2026, members had accumulated R1.03 billion in Personal Health Funds by completing next best actions.



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Driving change through the Vitality platform

Discovery's Shared-value model is designed to create benefit at every level of the ecosystem – for clients and members, insurers and society – simultaneously. By improving people's health, promoting safer behaviours and fostering economic participation, we help to alleviate the burden on national healthcare and fiscal systems while advancing international sustainable development goals.

The Vitality programme is Discovery's behaviour change platform, designed to address modifiable behaviours 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 better behaviours. This allows us to create effective interventions that provide members with pathways to reduce personal risk through three programmes – Vitality Health, Vitality Drive and Vitality Money.

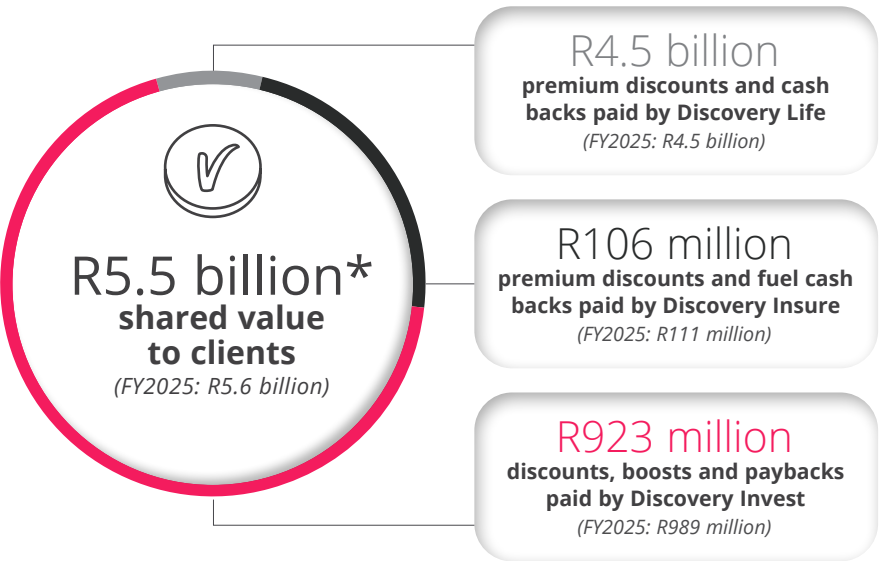
The Vitality Shared-value model is globally relevant

36
Markets

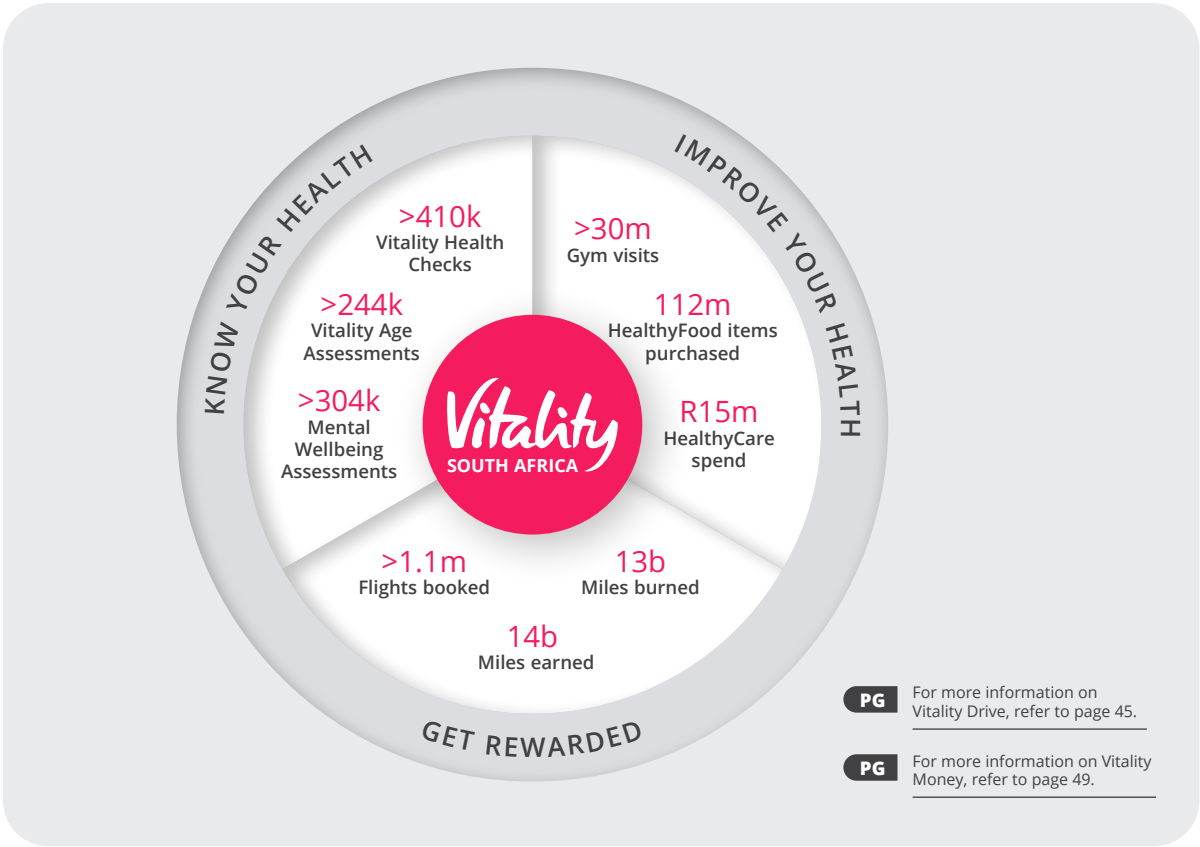
54 million
lives impacted globally

The Vitality Shared-value model is embedded in insurance products across multiple markets globally through Discovery's partner network, including major global insurers. The model has effectively created a new category of Shared-value Insurance adopted by partners who integrate Vitality into their own products and client propositions.

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.



* 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



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Improving our members' health through key interventions

Vitality interventions focus on physical activity, nutrition, mental wellbeing, healthy sleep habits and smoking cessation to make people healthier.

In FY2026, we launched Vitality Sleep Score and Vitality Sleep Rewards, recognising sleep as a foundational health pillar.

PG For more information on how Vitality rewards members for sleeping well, refer to page 76.

PHYSICAL ACTIVITY

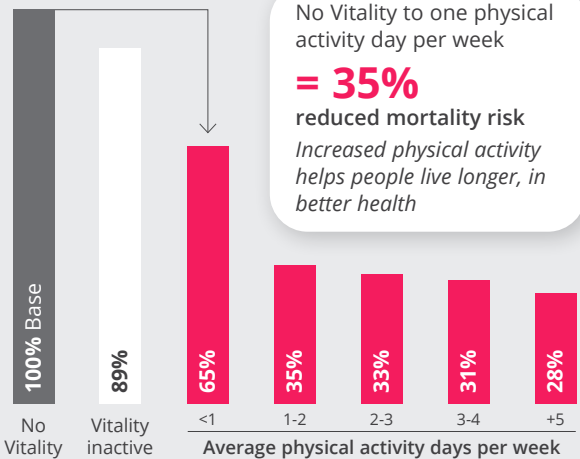
Using the science of health behaviour change, Vitality encourages members to move more



Vitality research shows that walking more has many physical and mental benefits, including reducing the risk of cancer and overall mortality.

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



In FY2026, Vitality UK advanced the Pick and Play offering by adding Streak Rewards that encourage members to get active and stay active week after week through enhanced rewards, gamification and the digital experience. Since the introduction of Streaks, early evidence indicates a positive impact on member engagement with the Vitality programme. There has been an approximately 13% increase in previously less active members consistently achieving their Active Rewards targets, demonstrating that streak-based incentives are encouraging sustained participation and helping members build healthier habits over time.

Vitality UK's partnerships encourage and enable a variety of physical activities. Our ASICS partnership discounts selected active wear, while collaboration with Callaway, G/FORE, Peter Millar and VPAR encourage golfing activity. Cycling gear and bicycles are available through discounts at Brompton and Trek.

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

 **1.1 million**
workouts logged per day

 **22 billion**
steps averaged per day

 **12 673**
health assessments and vaccinations per day

 **172 354**
goals achieved per day



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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:

- 1

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. In FY2026, we launched a HealthyWeight with Medical Support Pilot initiative to assess the outcomes and medical experience of combining the HealthyWeight programme with weight loss medication, ahead of a potential broader rollout

14 900

enrolments in the HealthyWeight programme

(FY2025: 12 200)

Enrolled members have achieved an average weight loss of:

by month 3

~4%

by month 6

~5%
- 2

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
- 3

The **HEALTHYDINING** Benefit rewards members for choosing healthier options at restaurants, healthier takeaway meals or ready-meal kits
- 4

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



143 million
HEALTHYFOOD items were bought
by our members globally during
FY2026 (FY2025: 129 million)

Vitality UK has partnered with PizzaExpress to launch a new reward for members, aimed at encouraging healthier choices. This partnership includes access to a dedicated PizzaExpress Vitality menu, featuring lighter options that can be enjoyed as part of a balanced lifestyle.

Unhealthy living is a growing challenge, with obesity rates in the UK having increased by 51% from 2014 to 2023. Vitality was the first insurer to offer weight loss medication to its members in 2025 as part of a holistic weight loss programme. Vitality research shows that just under half of health insurance customers have used or would consider using weight loss medication, and that combining GLP-1 weight loss medications with even moderate exercise can reduce in-hospital costs by up to 63% within a year, almost twice the savings of the medication alone.

Vitality's new partnership with Boots, the UK's leading health, wellness and beauty retailer, makes healthcare services easily accessible and affordable for members. Qualifying Vitality members can access up to 25% discount on Boots Online Doctor's Weight Loss Service, which combines weight loss treatment with expert clinical care and access to a wide range of wrap-around support, including a programme promoting sustainable lifestyle and behavioural changes, access to an app to track progress and a free 12-month aftercare programme for customers who have stopped medication.



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MENTAL WELLBEING

Validity encourages proactive mental wellbeing through healthy lifestyle behaviours, early intervention and integrated mental healthcare



Mental wellbeing is an increasingly important focus as the prevalence of mental health conditions continues to rise alongside the chronic disease burden among DHMS members. Our research shows that mental health conditions have a significant impact on health outcomes, healthcare utilisation and costs, particularly for members living with chronic conditions.

Members with both a chronic condition and a mental health condition incur 3.8 times higher healthcare costs and experience 3.5 times higher hospital admission rates than members with no chronic or mental health condition.

Discovery addresses these challenges through disease management programmes, including the Mental Health Care Programme, and wellness programmes such as Validity, which promote behaviours that support positive mental wellbeing.

The Mental Health Care Programme provides early intervention and coordinated care through healthcare professionals, combining clinical

assessment and monitoring with psychotherapy, prescribed medication where appropriate and evidence-based digital therapeutic support, helping to improve access to affordable mental healthcare. Members receive ongoing monitoring through the Mental Wellbeing Assessment, with access to digital therapeutics for up to 12 months where clinically appropriate.

The Mental Health Care Programme demonstrates measurable value. In 2023, members enrolled in the programme experienced a 24% reduction in hospital admissions compared with members not enrolled in the programme, while total healthcare costs were 22% lower during the 12-month period following enrolment.

We offer our Validity UK members access to talking therapies as part of their core cover while also removing underwriting and medical exclusions. These services account for over 85% of all mental health events and increase accessibility to care through the self-referral pathway in the Care Hub.

Improving mental wellbeing is core to Validity's purpose

MOVING MORE 17% lower odds of depression if physically active	SLEEPING ENOUGH 31% higher risk of depression if sleeping too few hours	EATING HEALTHIER 36% lower risk of depression associated with a healthy diet	USING ALCOHOL RESPONSIBLY 57% increased risk of subsequent depressive symptoms if abusing alcohol	STOPPING SMOKING 37% lower odds of depression compared to continuing smoking
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VITALITY UK SUPPORTS CHILD MENTAL HEALTH

In the UK, child mental health challenges are on the rise, with 26% of children having missed school due to mental health concerns and almost three quarters of parents regularly thinking about their child's mental health.

In FY2026, Validity UK launched a children's mental health proposition, giving children named as dependants on their parent's plan access to a full range of prevention and early intervention support.

Central to the new proposition is a dedicated mental health pathway for children and teenagers. This includes:

- Headspace for teens (ages 13 to 18): mindfulness support for stress, sleep and confidence (adults can use their own Validity Programme subscription with under 13s)
- Wysa for teens (ages 13 to 18): an evidence-based, AI-enabled emotional wellbeing tool developed by therapists and used within the National Health Service, offering a private, anonymous and non-judgemental space for young people to explore their feelings, build emotional resilience and access guided self-care tools
- Mindler's Sandbox for ages five to 18 (remote therapy): interactive, guided self-care resources alongside access to remote talking therapies*
- Talking therapies: face-to-face or remote talking therapies for children and young people*
- In-person therapy, delivered by IPRS Health, for children aged eight years and up*

Early support and access to mental health resources can change the trajectory of a young person's life, and the Validity UK proposition forms part of the wider health insurance offering to ensure the best care.

* Parents can also join sessions with children



SMOKING CESSATION

Validity 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.

Validity 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.



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Measuring the impact of Vitality

The Vitality programme and incentivised engagement have proven effective in making people healthier. 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 DHMS.

Vitality significantly improves health conditions and reduces healthcare costs

27%
average reduction in
mortality across all
Vitality statuses

Blue status members have a score
2.66
higher on the depression
questionnaire than highly
engaged members

Vitality-linked lives have
23%
lower withdrawal
rates

Vitality-linked DHMS new
business is on average
2.1 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
**17% lower and
hospital stays are
20% shorter for
highly engaged
members than
inactive members**

Healthcare costs are
**19% lower for highly engaged
members compared to inactive
members**

DHMS members with
Vitality generated a
£5.6 billion
surplus for
the scheme in 2025

Highly engaged members are
**35% 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. Analysis of our data indicates that highly active* members saw 27% lower healthcare costs and Vitality members can live up to five years longer.**

* Based on in-hospital cost-per claim for Vitality members recording four or more active days per week on average, compared to those with an average of zero VitalityHealth claims data 2021–2024

** Based on members who move from zero to 21+ activity points a week throughout their lifetime, applied to standard UK mortality rates, Vitality study 2024

In FY2026, our members...

Completed over
630 000
health profiles
and **72 000**
Health Checks

Completed over
900 000
mindfulness
sessions

Benefited from over
2.2 million
discounted
healthy Waitrose
baskets, and
690 000
discounted itsu
meals

Realised **value** of over
£110 million

Attended over
410 000
parkruns

Received discounts on over
120 000
sports shoes, over
3.7 million
coffees and over
680 000
movies



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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.

Corporate & Employee Benefits: Healthy Company

Healthy Company is Discovery's holistic Employee Assistance Programme, supporting employees and their families across all four dimensions of wellbeing: mental, physical, financial and social. Through personalised support, proactive interventions and meaningful insights, Healthy Company helps employees and their families navigate life's challenges and thrive at work and beyond.

How Healthy Company supports employee wellness

Integrated, data-driven view of employee wellbeing beyond just physical and mental health, supporting tailored interventions for each employee's unique emotional, physical, or financial challenges.

AI detection of emotional distress, using employees mood tracking on the Discovery app or website, triggering immediate interventions.

Physical and emotional wellbeing assessed through a holistic set of screenings, online assessments or phone calls guided by coaches who act as navigators of care.

Emergency legal support for employees, available 24 hours a day.

Valuable employer insights and tools, including the Discovery Absenteeism Index to support absenteeism modelling and planning a wellness calendar, mental health toolkit, mental health policy template, mental health knowledge, attitudes and practices survey, and access to relevant self-selected workshops and training programmes.

Full suite of financial wellbeing assessments through Vitality Money for all members, designed to measure and understand an employee's current financial situation and inform relevant financial wellbeing interventions.

In FY2026, we introduced WhatsApp as an additional access channel, offering:

- Targeted cohort nudges: personalised WhatsApp messages to specific segments drive higher conversion and repeat utilisation
- Real-time engagement: instant, two-way communication boosts response rates and encourages immediate action
- Low-friction access: the familiar, always-on channel makes it easy for users to interact, reducing drop-off and improving uptake

Healthy Company continues to outperform typical employee assistance programme utilisation rates, achieving 14% utilisation compared to the South Africa average of approximately 6% to 10%.

IN FY2026, WE RECORDED

3.75x higher engagement rates than the industry average

48 000 calls and chats initiated, of which >85% were related to emotional wellbeing

102 000 web and app interactions (including registrations and logins)

80% of calls answered within 20 seconds

12 000 moods captured, of which 78% were positive

700 workshops hosted

14 000 emotional counselling sessions

Global Health Solutions

Global Health Solutions is Discovery Health's integrated, pan-African healthcare solution – combining insurance, wellness, and administrative excellence to deliver better health outcomes, greater efficiency, and sustainable value for employers and their employees. We are expanding Discovery's impact across Africa by building one of the continent's broadest healthcare networks and rewarding healthy behaviours.

Has grown across

7 African markets

Is servicing

13 industries

Is partnering with over

6 000 providers

Is offering

8 comprehensive insurance plans

We are expanding access to quality healthcare across the globe through extensive Africa-roaming and worldwide cover, having partnered with Medical Services Organisation International to manage and expand healthcare networks available to clients. Our malaria benefits, digital innovations for employees, employers and healthcare providers, and value-added services for employee wellbeing support greater health and productivity across the continent.



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Vitality Champions

Vitality's Britain's Healthiest workplace data indicates that corporate clients with Vitality health insurance have improved health metrics equating to 2.5 more productive days a year compared to those holding private medical insurance through other insurers. Our Vitality Champions Programme in the UK supports corporate and business healthcare clients in embedding health and wellbeing into their culture and helping their employees become healthier.

Vitality Champions, employees of Vitality-insured businesses, act as go-to persons within the organisation to ask about the Vitality Programme and its partner rewards and discounts. They spread the Vitality word, helping their colleagues gain the most from their benefits and creating a healthier, happier workplace.

Through the programme, Vitality Champions have access to a dedicated Vitality Champions Hub:

- Helps Champions to stay up to date with the latest news, updates, forum discussions and resources posted on the Hub
- Offers resources for everything Champions need to know about the four pillars of health: Physical Activity; Mental Health; Nutrition; and Understanding Your Health
- Provides access to the forum, where Champions can meet and share ideas, talk to Vitality Coaches and other health experts, and take part in live events
- Hosts the Champions Community where Champions connect with others

As at June 2026, there were **2 148** Vitality Champions at **1 260** Corporate and Business Healthcare clients across the UK

Vitality Employee Challenges programme

Vitality's Employee Challenges programme went live in FY2026, allowing businesses with Vitality cover to run four-week, team-based step challenges designed to encourage physical activity across dispersed workforces. The programme features leaderboards, milestones, virtual rewards and themed challenges such as virtual journeys. Underpinned by Vitality's expertise in behaviour change and the link between health and productivity, Employee Challenges aims to foster collaboration, support healthier habits and help address productivity loss associated with physical inactivity by making movement engaging and easy to adopt in the workplace.

Since launch in July 2025, Vitality Employee Challenges achieved the following:

519 completed challenges **5 185** employees participating

~1.5 billion steps recorded by participants

9 977 average steps per day per participant over the four-week challenge



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Enhance and protect lives

Holistic health

Supporting the SDGs



Our contribution is underpinned by the Vitality behaviour change platform, which supports:



Related material themes

- Advance our disruptive Shared-value model
- Maintain resilience within a volatile socio-economic and geopolitical 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 with the client experience, social wellbeing, environmental stewardship and responsible investment processes as our guide. Discovery integrates ESG factors in its insurance underwriting process, with due consideration of the impact of ESG risks. We also engage our critical stakeholders around ESG risks and opportunities – for clients and advisers alike, we communicate around physical health and safety, financial, digital and climate-related risks.

Vitality Shared-value model 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** PG 42
- Incentivising **good driving** PG 45
- Enabling **financial independence** PG 48
- Revolutionising **banking** PG 49
- Helping our clients and employees **live better, work better and retire better** PG 53

TARGET

2 million Discovery Bank clients by 2029

Key developments on our journey to enhance and protect lives

R13.4 billion
ESG-integrated premiums for Discovery Life's responsible insurance products (FY2025: R12.9 billion) with R2.1 billion in premium savings through integration

R6.6 billion
ESG-integrated premiums for Discovery Insure's responsible insurance products (FY2025: R6.6 billion)

- Discovery Bank has grown to over 1.5 million clients, with over 3.7 million accounts
- Discovery Life continued to be an industry leader, with 2.5 times the average new business market share of the next five largest writers in the underwritten retail risk business, while new business annualised premium income improved by 9% as economic conditions improved
- 11% lower drawdowns in post-retirement products since 2015, improving the preservation of retirement savings
- Road fatality rate of 9.13 per 100 000 lives compared with the South African rate of 19.4 per 100 000 lives
- 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
- VitalityLife reached one million lives insured – a milestone that demonstrates innovation, adviser trust and the growing impact that Vitality is having to support people to live longer and healthier lives

LOOKING AHEAD

Focus on innovation, product development and demonstrating the efficacy of the Group's Shared-value model

Continue to leverage digital and AI capabilities to further grow our businesses and enhance and protect lives

Continue to define the future of banking, with the Superbank strategy and platform evolving, learning and becoming more valuable the more it is used

Accelerate progress towards the Decade of Action for Road Safety goals as part of Discovery Insure's pledge at the UN Road Safety Fund Partnership Pledging Conference

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, capital disability, income, severe illness and education protection, and funeral and home loan protection cover, while VitalityLife provides long-term life, serious illness, income and mortgage protection cover. VitalityLife also offers Dementia and Frail care as well as Accident and Fracture cover.

Engagement in Vitality, Discovery’s behaviour-based programme that incentivises healthy living, is at the core of Discovery Life’s story. Clients who achieve higher Vitality status experience significantly lower mortality and morbidity risk than those who do not actively engage in the programme. The surplus created by these positive health outcomes is then shared with clients through our unique benefits and financial rewards. Client benefits include unique financial rewards, such as the Personalised PayBack Booster, earned by completing screening actions.

R13.4 billion ESG-integrated premiums for Discovery Life’s responsible insurance products. These products integrate ESG considerations into product design and underwriting approaches, supporting responsible risk selection and incentivising behaviours that improve long-term sustainability outcomes for our clients. ESG integration in Discovery Life and Insure product portfolio is overseen through established governance and risk management processes shared-value.

Over R67 billion in claims paid since Discovery Life’s inception through market-leading products that cater to the dynamic needs of our clients

Secured the highest market share in life cover, illness cover and disability cover, with over 66% of new policies in 2026 being comprehensively integrated in the Discovery product ecosystem

IAR For more information on Discovery Life’s offerings and performance during the year, refer to our 2026 IAR.

Increasing longevity through innovation

Scaling up health screenings and early detection

The early detection of severe illnesses remains the key to better outcomes, with regular screenings increasing the probability of early-stage cancer diagnosis by 18.6% and showing a 67% relative reduction in five-year mortality for the period 2021 to 2025 in the Discovery Life book.

Discovery’s PHP uses AI to analyse clients’ individual health profiles and engagement patterns and recommend personalised actions and screenings that guide clients toward the screenings most relevant to them. In 2025, we launched the Personalised PayBack Booster, which rewards clients for completing these hyper-personalised next best actions. Within just a year of launch, clients completed over 18 000 screening actions, with engaged clients demonstrating a 40% higher completion rate of recommended health actions than expected based on pre-2025 screening rates. These proactive health screenings led to 47 diagnoses, including 32 cases of Stage 1 or 2 cancer, the early detection of which significantly reduces these clients’ mortality risk.

Boosting shared value benefits

Discovery Life and VitalityLife continue to shift the focus of insurance from death to life. Life insurance plays a crucial role through living benefits, providing payouts at diagnosis to help manage both medical and non-medical costs. More than half of Discovery Life claims (52%) are now paid to clients while they are still alive, supporting them through severe illness, disability and income disruptions while undergoing treatment. In 2025, Discovery Life paid an additional 109% through living benefits relative to the total amount paid for death, compared with the industry average of 31%. Living benefits and shared-value payments combined totalled 186% relative to the total amount paid for death, including R3.4 billion in living benefits and R2.4 billion in shared-value rewards – exceeding mortality claims of R3.2 billion.

VitalityLife’s serious illness cover protects members from more conditions than any other insurer. It can be extended to cover conditions that no critical illness policy covers, such as pulmonary embolism, Crohn’s disease and Rheumatoid arthritis. In addition, its Children’s Serious Illness Cover provides financial support when families need it most, helping ease the financial pressures that can arise after a serious childhood illness and offering reassurance and support as families navigate the emotional and practical impacts of childhood illness.

VitalityLife’s Optimiser enables members to save up to 40% on whole of life insurance premiums and up to 30% on term life insurance premiums by looking after their health, while enjoying regular rewards and savings worth hundreds of pounds a year. This leads to measurable health benefits: members with both Optimiser and Vitality Plus were four times more likely to get physically active than those with standard VitalityLife plans, and active members can reduce their risk of death by up to 57%, improving their life expectancy by up to five years.

Enabling next-generation financial planning

Adviser 360 is Discovery’s integrated, centralised sales platform for financial advisers, providing access to our full suite of local Group product offerings. The platform uses Discovery’s data assets to equip advisers with data, financial needs analysis tools, client insights and personalised recommendations, helping them provide advice tailored to a client’s individual needs and circumstances. In 2025, we integrated projection capabilities for new and prospective Discovery Retirement Optimiser clients into Adviser 360, enhancing productivity and effectiveness.

In our UK market in FY2026, the Financial Conduct Authority’s (FCA) interim report of a market study into the distribution of pure protection products to retail clients highlighted the importance of advisers: approximately 80% of pure protection policies sold in 2024 followed recommendation by a regulated adviser. The FCA’s interim findings from Pure Protection Market Study also emphasised the need for improved clarity and education. We have a duty to ensure brokers and clients understand our products. VitalityLife makes consulting services available to each adviser through their business consultant, provides tailored content through the VitalityLife Adviser Hub, and digital learning and live workshops for advisers’ professional development through the Vitality Academy. We proactively support the adviser community by prioritising clear and consistent communication and education and continually evolving our products to be fit for purpose and responsive to real-world events.

Maximising the reach of protection products

In FY2026, the Discovery Estate Preserver was made available to clients via the Discovery Bank app. Clients can request to have a will drafted for free and take up the Discovery Estate Preserver product at an affordable premium. Discovery Life also added the new Digital Life Plan to the Bank app, representing our first direct-to-client life plan that can be fully activated in an end-to-end digital journey. The plan features life cover of up to R3 million.

Streamlining underwriting through AI

VitalityLife introduced an AI-powered underwriting process that uses large language models to summarise GP reports for Life and Serious Illness Cover applications. The system is designed to reduce the need for underwriters to manually review lengthy medical documents, helping cases move through the underwriting process more efficiently, supporting faster, more consistent decision-making for advisers and clients. The process was developed and tested in-house over 18 months, with ongoing quality reviews to ensure responsible deployment. Pilot results showed an 81% reduction in GP report length and are expected to cut underwriting times for new cases by around 50%. The initial rollout focused on lower-risk cases and is subject to robust oversight.



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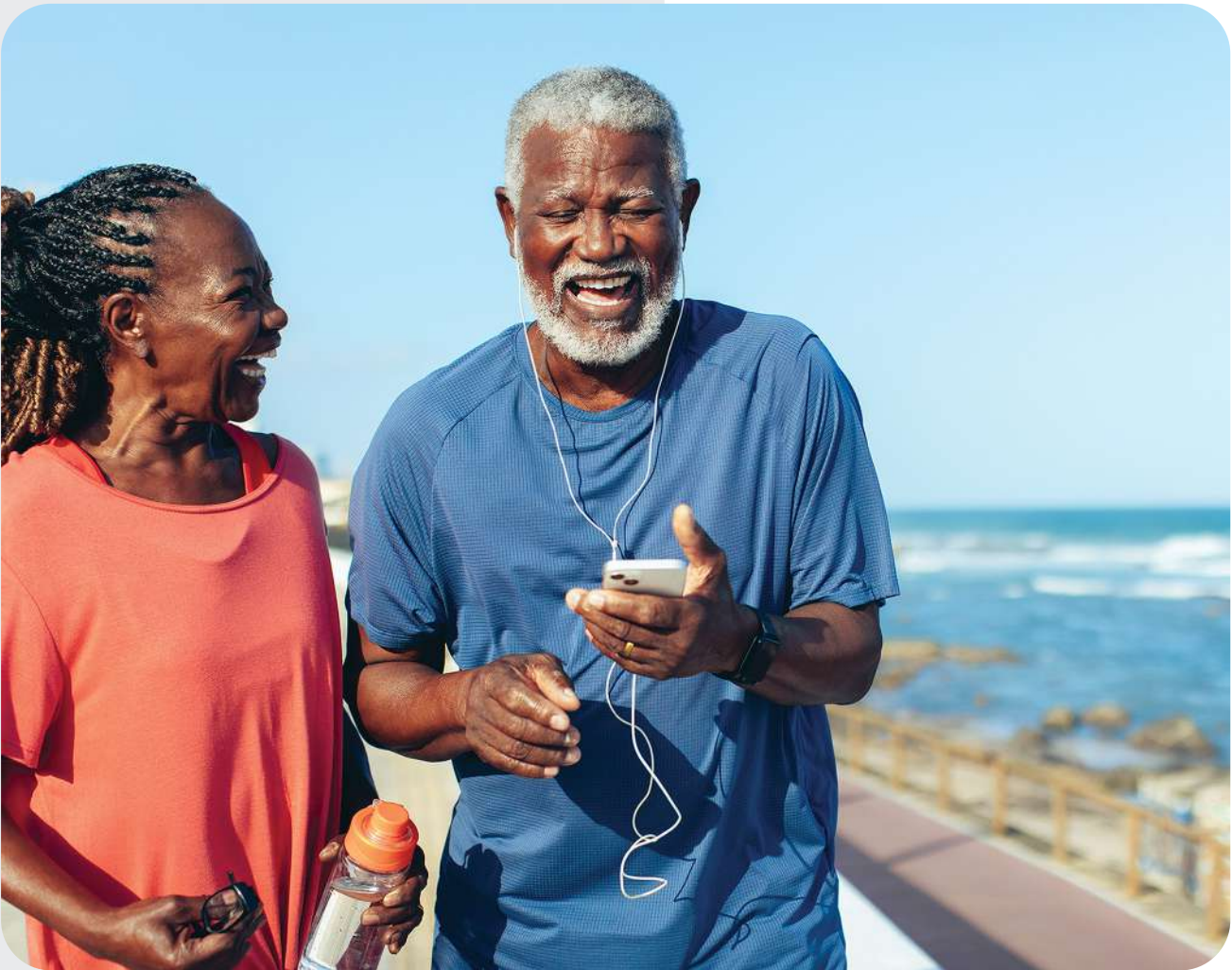
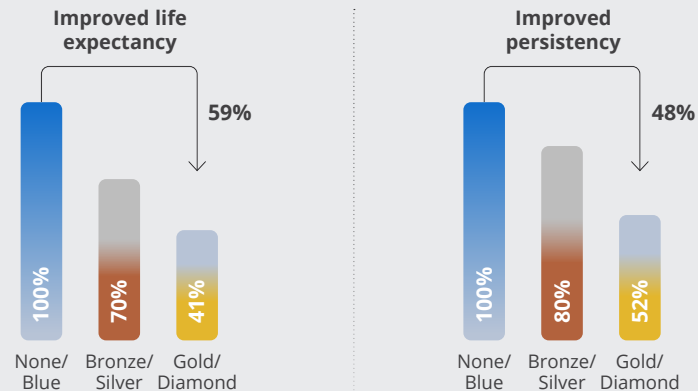


The result:
healthier clients with lower risk profiles

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 clients, making life insurance more sustainable for clients and the industry. Clients who reach Gold or Diamond status have a 73% lower mortality risk and a 43% lower morbidity risk than clients who did not engage in the programme. The long-term shift in underlying risk is a powerful outcome of our Shared-value model, such as reducing non-communicable diseases by influencing lifestyle behaviours like exercise, diet, smoking and alcohol usage.

POSITIVE ENGAGEMENT HELPS DRIVE POSITIVE OUTCOMES



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The power of Shared-value Insurance

Discovery's shared-value approach to insurance – including personalised rewards – strengthens and amplifies client financial resilience in addition to improved health. Discovery Life's shared-value payouts decreased marginally, from an outstanding shared-value payouts year in 2024, by 3% in 2025 to R2.4 billion, totalling R19.9 billion over 26 years. 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) R2.1 billion saved in FY2026	Total Discovery Life PayBacks paid to date rewarding clients for managing their health and wellness R19.9 billion paid to date	Through Optimiser, our UK members have saved £44 million in lower premiums	In the UK, members received £108 million in value from the Vitality Programme in 2025*
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*Representative across both VitalityHealth and VitalityLife. Does not account for gym membership cancellations within the year.

As of the 2025 calendar year

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

R7.8 billion

Total Discovery Life Principal PayBack Fund in force on the Business Life Plan

R2.3 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 Dollar PayBack Fund in force on the Dollar Life Plan

US\$52 million

Claims paid in the 2025 calendar year

Discovery Life: Life cover

R3.2 billion

VitalityLife: total claims paid across Life Cover, Serious Illness Cover and Income Protection

£149 million

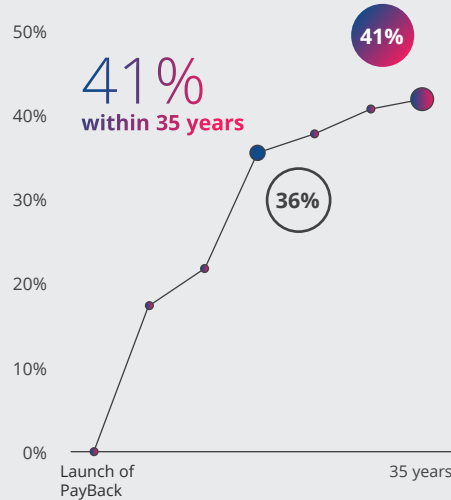
Discovery Life: Disability, illness and income protection

R3.4 billion

VitalityLife: Serious Illness Cover claims paid

£42 million

Discovery Life PayBacks and Cash Conversions relative to total claims



Financial inclusion

Discovery Life's comprehensive suite of local and global life insurance policies include products that promote financial inclusion, such as funeral insurance for lower-income individuals and households.

Discovery Life's funeral insurance products are designed with lower entry points and simplified cover structures to improve access to insurance for people with limited income. The products support financial resilience by reducing the financial and emotional burden on families at a critical time, contributing to broader financial wellbeing.

The Discovery Life Estate Preserver covers clients against the costs of winding up an estate, such as executor and property conveyancing fees, and provides liquidity when clients need it most. This affordable product also covers Trustee fees for an unlimited number of trusts and up to 20 years of coverage per trust, meaning dependants can remain covered long after a client passes away. The Estate Preserver is especially effective for family structures such as single parents or multigenerational households.

For young adults under 30, life insurance may seem unnecessary or expensive. However, without a financial safety net, a serious health diagnosis or permanent disability can severely impact a young adult's ability to meet essential expenses, as well as have repercussions on that person's dependants. Our life insurance policy premiums are often much more affordable for younger clients, with living benefits such as severe illness and income continuation benefits covering much more than death. Discovery Life has paid R378 million in claims to this age group over the past five years.

In the UK, VitalityLife's funeral pledge supports families by advancing funds directly to funeral service providers, helping reduce administrative and financial stress following a death.



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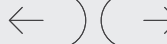
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Incentivising good driving through Discovery Insure

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 R7.7 billion and billions of our clients' assets covered, we 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 DETAILED DRIVING DATA:

>20 billion kilometres
>220 000 drivers
15 years of data
>1 billion driving events

Based on this data, we see that five behaviours lead to three key causes of accidents comprising 60% of all motor fatalities.

Five risky 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 ECONOMICS

The Vitality Drive programme provides clients with detailed information about how they drive along with behavioural-based tools and incentives that have been shown to successfully positively change behaviour.

2 STATE-OF-THE-ART TELEMATICS TECHNOLOGY

We apply actuarial algorithms to clients' 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. The programme focuses on the areas most correlated to risk, with 60% of Vitality Drive points allocated to controllable driving behaviours. In FY2026, we added sleep as a behaviour metric through Vitality Drive Sleep Points.

4 REWARDS

Vitality Drive encourages sustained engagement and improved driving with rewards such as fuel cash backs, discounts on tyres and services, and a 0% renewal increase on vehicle premiums, alongside other rewards that support clients financially in an inflationary economic environment. Through Vitality Drive, clients have received over R2.2 billion in fuel savings since inception in June 2011.



For more information on Discovery Insure's offerings and performance during the year, refer to our 2026 IAR.



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Innovating to unlock value for our clients

Discovery Insure's data set of almost 15 years of driver behaviour, including 20 billion kilometres of telematics data from over 220 000 drivers and over one billion driving events, powers advanced data analytics and product innovation. During the year, we launched the following offerings:

Encouraging consistent, healthy sleep

Being well-rested reduces accident frequency. In FY2026, Discovery Insure conducted a study into the impact of sleep on driving behaviour and accident outcomes, one of the largest studies of its kind in South Africa. It showed that poor sleep is up to five times more predictive of motor vehicle accident risk than traditional insurance risk factors considered in isolation. Drivers who slept less than four hours in the last 24 hours were 11.5 times more likely to be involved in an accident than those who slept seven or more hours. REM sleep quality and regular bedtimes also reduce accident risk. In addition, our research shows that cumulative nights of poor sleep has a material impact on accident risk. Consecutive nights of poor sleep can lead to sleep debt, with a significant increase accident risk even over a short period. Reducing sleep debt to under an hour can reduce accident risk by 36%.

The findings led to the launch of Vitality Drive Sleep Points, a new feature that rewards healthier sleep habits as part of Discovery Insure's commitment to help make South African roads safer. The Vitality Sleep Score tracks cumulative good nights of sleep, which translate directly into Vitality Drive Sleep Points for greater rewards. This ultimately supports better driver behaviour and safer roads.

PG For more information about Discovery's sleep research, refer to page 75.

Introducing Advanced Driving Instructor: Discovery Insure's new AI coach

To support safe driving behaviour, Vitality Drive's new Advanced Driving Instructor delivers hyper-personalised coaching insights and goals to help clients drive better and earn more rewards. The Advanced Driving Instructor is built on Vitality Drive's proprietary AI engine and telematics data to deliver tailored guidance that responds to each driver's unique habits. Goals can be location-specific in areas where an individual client experiences a high frequency of driving events, activating proactive alerts when approaching the location, or behaviour-based on past driving behaviour. The Advanced Driving Instructor supports Discovery Insure's proactive approach to preventing risk, not only protecting clients after an accident.

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. Clients who drive well are rewarded with higher selling prices for their vehicles.

Discovery Insure clients can receive up to a 15% boost in value when they sell their car at participating dealerships. Clients can access their digital Vitality Car Rating certificate within the app, enhancing transparency and second-hand vehicle value.

Advancing personal safety

Discovery Insure has long prioritised our clients' safety, building one of South Africa's most advanced 24/7 emergency response ecosystems for more than a decade and integrating telematics technology, a nationwide stolen vehicle recovery network and real-time intelligence.

In FY2026, we tapped into this network to launch the Discovery 911 panic button, which activates medical or security assistance wherever the client finds themselves in South Africa. The physical panic button works even in the absence of cell signal, while the virtual panic button is available via the Discovery Insure app wherever the client goes. We partnered with AURA, a life-saving technology platform, so that the Discovery 911 panic button integrates Discovery Insure's telematics technology and real-time intelligence, the Insure24 call centre and AURA's intelligent security dispatch platform, supported by an extensive national private response network with an average response time of under 10 minutes.

We also introduced the Discovery 911 smoke detector, a residential fire detection and emergency response solution that alerts Discovery Insure's 24/7 emergency response centre to fire in the home, resulting in a rapid fire response. When it comes to fire, even partial losses can cause significant damage, disruption and personal risk. With the Discovery 911 smoke detector and linked automated fire-response system, Discovery Insure is closing the gap between risk and action, reducing damage, protecting homes and keeping people safe.



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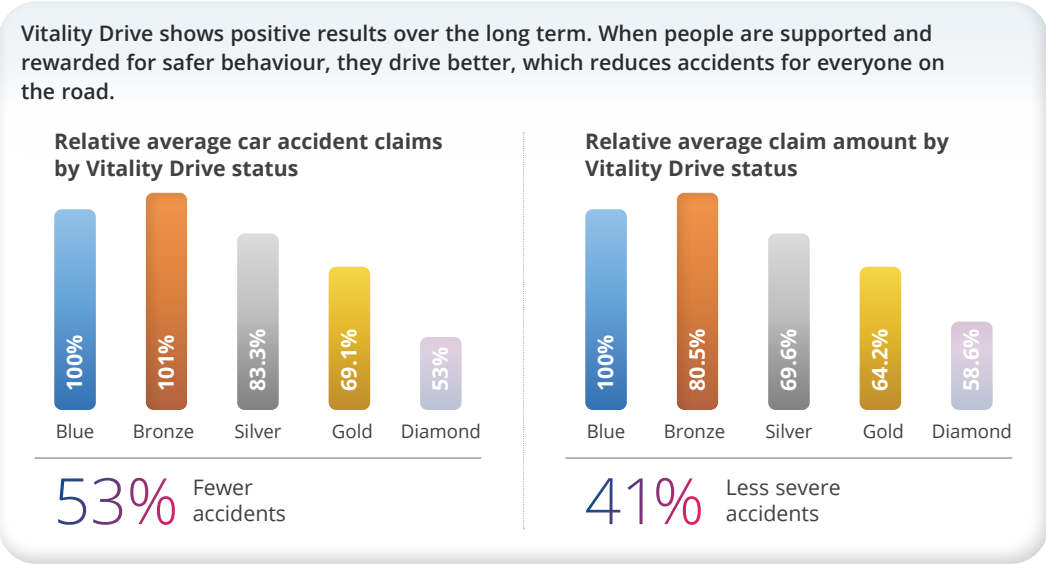
Good business enablers



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 53% lower fatality rate than the South African average.

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.



Discovery also participates in initiatives to make roads safer for all road users. In FY2026, Discovery Insure strengthened its position as a global leader in road safety innovation by making a formal pledge at the UN Road Safety Fund Partnership Pledging Conference in New York. Towards achieving the Decade of Action for Road Safety and the global ambition of halving road traffic deaths and injuries by 2030, our pledge commits Discovery Insure to:

- Continue investing in the science of behaviour change
- Advancing the use of telematics, data analytics and incentive design to improve road safety outcomes
- Expanding programmes and partnerships that reduce road risk

- Collaborating with governments, multilateral organisations, civil society and the private sector

Discovery Insure has long supported the UN road safety movement, including partnering on the global Streets for Life campaign in South Africa in 2024. The pledge to the UN Road Safety Fund marks the next chapter in that relationship, moving beyond awareness campaigns to sharing South African innovation, expertise and evidence-based approaches to improving road safety globally.

Our other road safety initiatives include Pothole Patrol and Safe Journey to School (see page 61). The Discovery Insure Holiday Drive Trends report provides key road trip insights to help drivers stay safe during the end of year holidays.

Shared-value benefits for clients and broader society



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.



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. The Vitality Car Rating rewards clients with good driving behaviours and vehicle care by helping them unlock additional value when they sell their vehicles. In FY2026, we encouraged new and existing clients to take out the Insure Funder Account, where their cashback rewards for driving well can help to fund their vehicle excess, lower car insurance premiums, fund new tyres, or fund vehicle servicing and licence renewal.



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 and others safe on the road. The physical and virtual 911 panic button and 911 smoke detector also help to ensure personal safety.

Financial education

Discovery Insure contributes to consumer education initiatives through its membership of the South African Insurance Association. We support financial literacy by providing accessible information to help individuals, households and small businesses better understand insurance plans and Vitality Drive for better rewards and benefits. These efforts aim to support informed decision-making and responsible use of insurance products.

Financial inclusion

Discovery Insure supports financial inclusion by offering comprehensive, flexible and affordable insurance solutions designed for cost sensitive clients who may otherwise struggle to access comprehensive short-term insurance.

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. We made Emergency Assist available to all Core Plan clients at no additional cost, including Roadside and Vehicle Assist and Home Assist.

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.

In pursuit of our financial inclusion goals, our Core Plan and Essential Plan provide entry-level products for young adults and growing families, supporting financial resilience and promoting safer behaviours among clients in price-sensitive segments of the market.



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Enabling financial independence through Discovery Invest

Discovery Invest has created over
R27.6 billion
in shared-value rewards to date
(FY2025: R23.9 billion)

Discovery Invest is the fastest-growing active retail manager in South Africa, with over 392 000 investments and over R146 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. We combine powerful, simple benefits with cost-effective products and world-class investment funds. Shared-value benefits for clients include lump sum enhancements, or boosts, to investments, and refunds of administration and asset management fees. These benefits, based on years of experience in what truly drives long-term retirement outcomes, improve client behaviour and help investors maintain discipline. A series of interrelated choices made over decades, aligned with the principles of good investing, maximise retirement outcomes and sustain income for life.

IAR For more information on Discovery Invest's offerings and performance during the year, refer to our 2026 IAR.

Achieving better long-term investment outcomes through innovation

EXPANDING ACCESS TO INNOVATIVE INVESTMENT OPPORTUNITIES

Private equity provides a key opportunity for investment portfolio growth. With a nearly 30% decline in listed companies over the past two decades, private equity is becoming increasingly essential for those seeking exposure to high-growth opportunities. The newly-launched Discovery Private Equity Portfolio offers high-net-worth investors an opportunity to tap into a globally diversified private-equity investment opportunity in a tax-efficient structure with a R1 million minimum investment that qualifies for boosts of up to 10%.

In FY2026, Cogence, a South African global discretionary fund manager, expanded access to global private market opportunities for retail investors. Cogence achieved this expanded access through a locally anchored solution enabled by its strategic association with BlackRock, one of the world's leading asset managers. The launch introduces two portfolios that open exposure to private equity, private credit, infrastructure and real assets – an opportunity set historically reserved for institutional investors. Leveraging BlackRock's industry leading alternatives platform, deep manager network and global execution capabilities, and delivered locally through Discovery's institutional grade endowment structure, Cogence offers South African investors private market expertise and enhanced return potential within a single, forward-looking portfolio solution.

ENHANCING OUR RETIREMENT PROVISION

In FY2026 we launched two key additions to our recurring retirement annuity range.

The first is an extension of our successful Retirement Optimiser technology, the Discovery Retirement Optimiser | Health. Clients with a qualifying health plan can receive a range of benefits, materially enhancing retirement outcomes. Benefits include immediate asset management fee discounts of 60% to 80% based on Vitality status, a fee payback of up to 60% at retirement and a lump sum enhancement of up to 26% at retirement. At retirement, clients can invest in the Discovery Lifespan Linked Income Plan or Living Annuity and enjoy income boosts of up to 50%.

The second addition is the Flexible Recurring Retirement Annuity, featuring one of the most competitive fee structures in the industry, shared-value boosts and meaningful adviser remuneration. This represents a breakthrough product in the market, allowing advisers to receive up to 10 years of upfront commission with no impact on the costs to the client. We also redesigned the Recurring Retirement Annuity to offer a simplified Contribution Boost, along with reduced administration fees and the removal of all exit fees, significantly enhancing client outcomes throughout the investment term.

The result: smarter choices supporting sustainable outcomes

As lifespans increase, retirement savings are increasingly important. Only 10% of South Africans are on track to retire comfortably, reflecting an industry-wide challenge where every day financial pressures, income volatility, poor saving behaviours and increasingly complex markets undermine long-term retirement saving during investors' working lives.

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.

DEMONSTRATING SHARED VALUE IN ACTION:

R8.3 billion
in shared-value rewards paid to clients to date
(FY2025: R7.3 billion)

R19.4 billion
accrued to clients to date*
(FY2025: R16.6 billion)

* 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 reductions

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

PG 98 For more information on this approach to managing investments responsibly.

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Revolutionising banking through Discovery Bank

Since 2019, Discovery Bank has grown to over

1.5 million
clients, with over
3.7 million

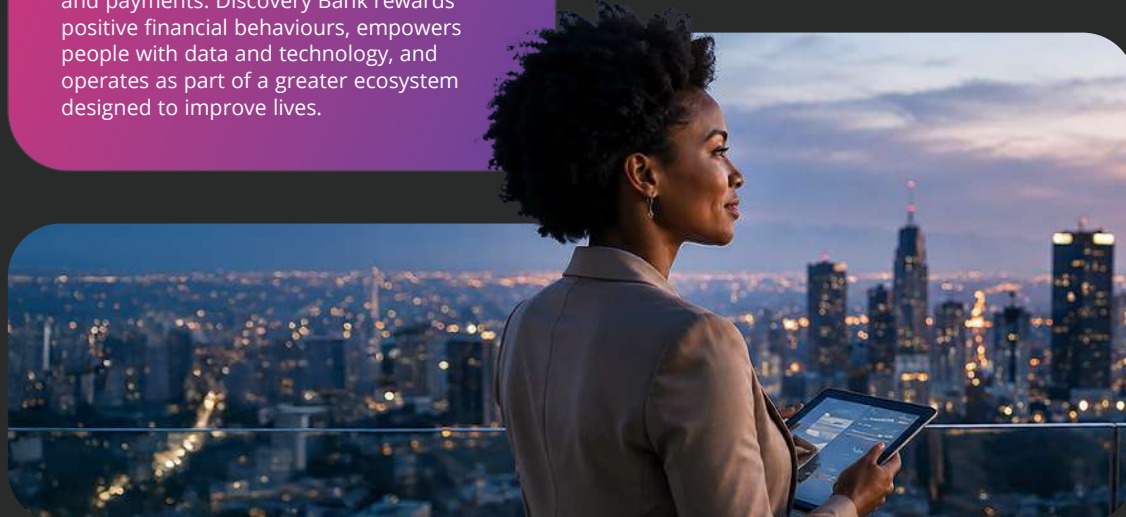
accounts, R12.9 billion in advances and R27.2 billion in deposits

As the fastest-growing retail bank in South Africa, with market-leading digital capabilities, Discovery Bank recognises that banking is more than transactions, accounts and payments. Discovery Bank rewards positive financial behaviours, empowers people with data and technology, and operates as part of a greater ecosystem designed to improve lives.

Vitality Money: Supporting financial resilience

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 Discovery Bank benefits 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 client 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 client experiences.



Six controllable behaviours



Three risks



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.



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Discovery Bank: a Superbank strategy at the centre of Discovery's product ecosystem

During the year, Discovery Bank defined its Superbank strategy that brings banking, lifestyle rewards, insurance and investments together in one digital experience. The Superbank strategy makes our clients' banking journeys easier by enabling seamless access to all Discovery products through a single digital platform. Our ecosystem approach creates compounding value over time, with clients rewarded with better pricing, an interest rate boost and rewards for improving their financial health. This behavioural architecture improves long-term financial wellbeing through personalised incentives, data-driven insights and integrated value across multiple life dimensions.

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. For example, clients can now receive a quote for and activate motor or life insurance cover, as well as the Vitality health programme, almost instantly without leaving the Bank app. Discovery 911 is also available inside the Discovery Bank app in case of real-world medical or roadside emergencies. This approach allows us to monetise shared value and drive integration while delivering a single comprehensive and cohesive user experience to our financial advisers and clients.



Driving financial wellbeing through innovation

Discovery Bank develops digital banking solutions designed to support financial wellbeing by helping clients manage their money more effectively, reduce financial stress and engage responsibly with credit. These innovations address key risks associated with payment friction, inappropriate credit use and financial vulnerability.

Key capabilities include accessible and affordable payment solutions, tools that support budgeting and financial planning, responsible lending options that incentivise sound financial behaviours and enhanced fraud-prevention features that protect clients from financial loss. During the year, we introduced Personal Loans as purpose-driven lending that offers fixed-term loans with predictable monthly repayments for planned expenses – with up to 5% in interest rate discounts based on Vitality Money status.

We turn healthy behaviours, from spending responsibly to healthy food choices, staying active or driving well into real financial benefits with our rewards currency, Discovery Miles. We expanded the programme with our Discovery Miles+ partner network, allowing clients to earn Miles on everyday spend. Through our partnership with Admyt, clients shopping at malls across the country during the holiday season received Discovery Miles in lieu of parking ticket refunds, while our MultiChoice partnership offers Discovery Miles rewards for DSTV decoder and streaming packages. Discovery Miles can be converted to cash, providing greater flexibility in how clients realise the value of their rewards.

Crypto assets have matured to become an accessible, mainstream asset class. In FY2026, as part of our commitment to bringing the future of banking to our clients, Discovery Bank introduced a new partnership with Luno, the largest cryptocurrency wallet and exchange operating in South Africa. In a first-of-its-kind solution in Africa, where digital asset investing is integrated directly into a major mobile banking platform, Discovery Bank clients gain convenient access over 50 cryptocurrencies that can support liquidity and diversification. Clients with crypto balances in their secure Luno wallets are also rewarded with Vitality Money Savings points.

Through measures like these, Discovery Bank strengthens financial resilience, improves client outcomes and supports long-term trust and sustainability.

INCENTIVISING FINANCIAL PLANNING

Discovery Bank promotes financial wellbeing by encouraging responsible financial planning and improved long-term decision-making among clients. Recognising that inadequate planning can increase financial stress and vulnerability, the Vitality Money programme includes tools and incentives designed to support short- and long-term financial planning.

Rewarding five financial behaviours

 Spend less than you earn

 Save regularly

 Insure yourself against high-cost or unexpected events

 Pay off property as soon as you can

 Invest for the future and retirement

To make financial and intergenerational planning easier, Vitality Money clients can request a free will through the Discovery Bank app, with support from a Discovery Wills and Trust Service specialist, and store it securely on the app. Our Discovery Estate Preserver policy also covers estate administration costs in the event of death, further supporting long-term financial resilience for clients' families.



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Good business enablers



PROTECTING CLIENTS AGAINST FRAUD

Fraud and cyber-security risks are managed as part of Discovery Bank's broader ERM Framework. To address the growing risk of fraud, cyber-crime and financial coercion in South Africa and globally, Discovery Bank has implemented enhanced digital security and fraud-prevention features designed to protect clients and their financial information. These include tools that provide clients with visibility and control over how their cards are linked to digital wallets, devices and third-party providers, as well as a digital account vault that adds an additional layer of protection to selected accounts.

Discovery Bank also offers a duress alert functionality that enables clients to discreetly signal potential danger if forced to transact under coercion. These measures help protect our clients by reducing the risk of financial loss, safeguarding personal data and strengthening trust in digital banking.

In FY2026, we introduced TRUST Alert, a real-time AI-driven safeguard that assesses every in-app and 3D secure online payment for potential security threats. Transactions are analysed against the client's individual behavioural fingerprint and known threats, with high-risk transactions flagged for the client to pause and verify.

PROTECTING OUR CLIENTS AGAINST SECURITY THREATS THROUGH TRUST ALERT RESULTS

An estimated
R100 million
in fraudulent transactions
prevented in FY2026

An estimated
85%
drop in confirmed
fraud on flagged
transactions

In addition, our Trust Defence Mode can detect suspicious activity in real time and secure an automatic and instant app lockdown to keep clients' money safe, quickly resolved through priority access to a fraud consultant via in-app calling. Certain in-app authorisations are also automatically blocked during active phone calls to prevent social engineering and impersonation scams.

INTELLIGENCE AND PERSONALISATION THROUGH AI

Discovery Bank uses data-driven tools, including Discovery AI, to support improved financial decision-making and client wellbeing through personalised insights and guidance. These capabilities analyse clients' spending and savings patterns to provide tailored recommendations aimed at supporting responsible money management and improved financial outcomes.

During the year, Discovery Bank shifted from digital execution to intelligent action by introducing agentic payments with Discovery AI, transforming payments from manual tasks into easy, frictionless interactions for our clients. Contact with our call centre is available securely and 24/7 through our mobile app, with intelligent routing connecting the client the right team instantly based on recent activity.

AI-enabled personalisation is supported by secure authentication, controlled use of client data and safeguards designed to protect privacy and reduce the risk of inappropriate or harmful recommendations. AI-related risks, including data protection and ethical considerations, are managed through Discovery Bank's broader risk management and governance frameworks to support long-term trust in digital banking.

The result: healthier financial behaviour

Discovery Bank's behavioural-based banking model is designed to encourage responsible money management and reduce financial risk for our clients and the Bank.

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:

96%
lower arrears rate
(Gold and Diamond status)

Have
near zero
arrears rate
(Diamond status)



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Financial education

Discovery Bank supports financial wellbeing by strengthening financial capability and decision-making among clients and broader society. Recognising that low financial capability can increase financial stress and long-term vulnerability, Vitality Money encourages good financial habits with financial tools, calculators, assessments and real-time tracking on the Discovery Bank app. Better money management results in a higher Vitality Money status, with value created through favourable interest rates, retail and travel discounts, and other rewards.

Through a partnership with Worth, an independent financial education provider, clients (including both individuals and couples) can access practical personal finance courses focused on budgeting, debt management and long-term planning. An internal analysis of clients who completed the course in FY2026 demonstrated improved engagement with financial planning behaviours, including budgeting, regular saving and retirement planning, following course completion.

Worth engagement metrics

Worth enrolments

8 530
in FY2026
(FY2025: 20 925)

23.3
average per day
(FY2025: 57.3)

Worth courses completed

5 857
in FY2026
(FY2025: 7 550)

16
average per day
(FY2025: 21)

The Vitality Money Financial Analyser continues to use advanced data analytics to give Discovery Bank clients personalised information about their income, saving and spending, supporting and rewarding better financial management.

Financial Analyser engagement metrics

Budgets set

27 099
in FY2026
(FY2025: 21 121)

74
average per day
(FY2025: 58)

Budgets met

967 086
in FY2026
(FY2025: 47 781)

80 591
average per day
(FY2025: 3 982)

Discovery Bank also provides digital tools, including budgeting, retirement and risk-capacity calculators and financial planning guidance, to help clients better understand their financial position and make informed decisions. Together, these initiatives aim to improve financial capability, preparedness and long-term financial resilience.

Teaching financial literacy from the age of three lays the foundation for lifelong money management skills. In FY2026, Discovery Bank partnered with Sandton Fun Factory to offer South African children access to financial literacy, including lessons on earning, saving, budgeting, donating and banking through stories, games and classroom activities. The programme has since expanded to hundreds of nursery schools across the country, with educational toy kits and books distributed nationwide.

Financial inclusion

Discovery Bank supports financial inclusion by expanding access to affordable, digital banking and payment services for individuals who may face barriers to traditional branch-based banking. As a branchless bank, Discovery Bank enables clients to open and use accounts quickly through digital channels, reducing cost and access barriers associated with physical banking infrastructure.

To support inclusion across both urban and rural areas, we enable cash deposits and withdrawals at selected retail outlets and provide access to a wide ATM network, supporting clients who continue to rely on cash-based transactions. Our instant payment fees are lower than the average in the market for most payment amounts, making digital payments more accessible and affordable. Low-cost, real-time payment solutions, including PayShap, further reduce transaction costs and improve access to formal payment systems for cost-sensitive users.

We also launched our new Hybrid Fixed Deposit account, which offers the stability and competitive interest rates of a fixed deposit along with the flexibility to access up to 30% of the funds immediately. This structure lowers barriers to saving and supports clients with variable income or shorter-term liquidity needs, enabling more people to benefit from higher yield savings without sacrificing access to funds.

Through these capabilities, Discovery Bank aims to reduce reliance on cash, lower the cost of everyday transactions and support broader participation in the formal financial system.



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Helping employees live better, work better and retire better through Corporate & Employee Benefits

Employee wellbeing is an investment multiplier for employers. Supporting employees mentally, emotionally, physically and financially enhances employee productivity, increases positive behaviour and improves engagement.

Corporate & Employee Benefits (CEB) plays a meaningful role in supporting the wellbeing, financial independence and resilience of employees and their families through comprehensive benefit solutions. Through retirement funds, Group Risk and Healthy Company, CEB supports members across their working lives and into retirement.

By partnering with employers, we help create more secure, supportive and resilient workplaces, while empowering people to prepare for life's uncertainties and build better futures.

CEB supports

Over

1 million

policies

Over

3 500

employers across South Africa



Group Risk

Group Risk provides financial security when employees and their families need it most.

Life, disability, severe illness and income protection benefits help employers safeguard their people against life's uncertainties and support dignity, resilience and continuity during moments that matter.

93%

of client renewal rates decreased or maintained

96%

scheme retention rates (excluding outliers)

75%

success rate in helping members avoid disability claims through our proactive Early Intervention Programme

Over 8 000

children supported by the Global Education Protector Benefit, and 79 beneficiaries graduated at the end of 2025 and entered the workforce

The Group Risk PayBack is a shared-value benefit that gives members up to 15% back in cash when they take the right steps to improve their health, turning protection into measurable value.

R23 million

paid in Paybacks to over 17 800 members for being healthy or taking the right steps in improving their overall health profile



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Healthy Company

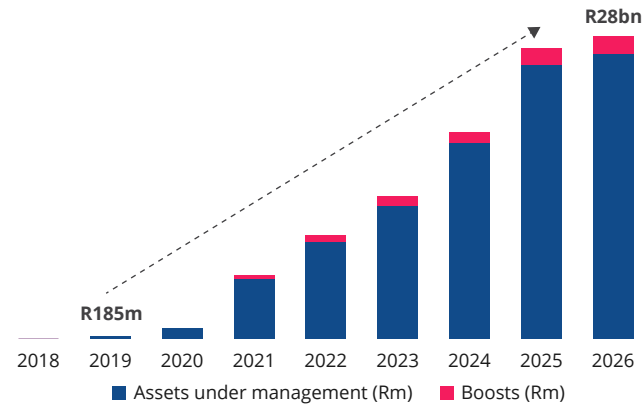
Healthy Company is Discovery's digitally-enabled, comprehensive employee assistance programme which proactively supports employees and allows employers to respond to employee health and wellbeing challenges.

PG For more information on Healthy Company, refer to page 90.

Discovery retirement fund

As one of South Africa's newest and fastest-growing retirement funds, we are redefining what it means to support members throughout their financial journey. Backed by innovative solutions, strong partnerships and a member-centric approach, we help employees build financial confidence, protect what matters most and retire with greater certainty. Together with our integrated wellness and risk benefits, we are committed to helping members live better, work better and retire better.

R28 billion assets under management as of June 2026, of which R1.7 billion consists of boosts, rewarding positive behaviours with additional value, helping members grow their savings faster and achieve better retirement outcomes

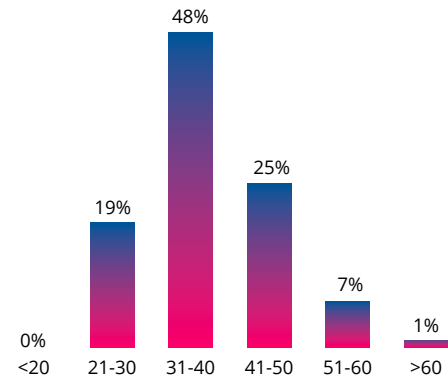


Two-pot retirement system

Discovery retirement fund has embraced the two-pot retirement system to give members greater flexibility when facing short-term financial needs, while preserving the majority of their retirement savings for the future. Combined with Discovery's unique boosts and behavioural rewards, the fund helps members access support when needed without losing sight of long-term retirement outcomes.

Our withdrawal capabilities are seamless and secure: our web, app and WhatsApp channels are intuitive, and by integrating with Discovery 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 timely against the communicated service level agreement.

R361 million withdrawn between 1 July 2025 and 30 June 2026 99% of claims were processed and paid in less than five days



Industry-first Debt Reset benefit

South Africans are struggling with debt, which in turn is significantly impacting employee wellbeing and leading to low savings rates.

1 in 3 South African households are struggling to meet monthly debt repayments 67% of South Africans report that unmanageable debt significantly affects their mental health 40% higher net savings rates for individuals who have limited short-term debt

Discovery Retirement Fund members can access up to R25 000 in contribution relief for up to 12 months, helping them pay off short-term debt faster and improve financial wellbeing. At the end of the relief period, all lost contributions are returned in full to their boost account.

In addition, employees can now take control of their finances through Debt Reset with no compromise to their long-term savings.

Realign

With our industry-leading tools and support:

- Hyper-personalised financial coaching
- Best-in-class financial education
- Simplified and intuitive budgeting

Repay

Unlocking up to R25 000 in future contribution relief per employee over 12 months

Restore

The only retirement fund that restores members' savings

100% of lost contributions refunded via boosts

The entire Debt Reset journey is fully enabled through the Employee Benefits Member Zone.



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Good business enablers



Strengthen social systems

Collective health

Supporting the SDGs



Our contribution is underpinned by the **Vitality behaviour change platform**, which supports:



Related material themes

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

WHY DOES THIS MATTER?

For Discovery to fulfil its core purpose, systemic resilience within our operating networks is essential. Weak social systems – including limited healthcare access, failing infrastructure and constrained economic participation – present material societal and economic risks. Discovery's social investments and partnerships contribute to resilient communities, healthier populations and inclusive growth, which in turn support sustainable demand, regulatory stability and long-term value creation. Strengthening social systems therefore forms an integral part of Discovery's broader Enterprise Risk Management (ERM) and sustainability strategy and underscores our commitment to our value of being a force for good.

WHAT DO WE DO?

Discovery seeks to strengthen social systems that underpin health, road safety and mobility, economic participation and community resilience, recognising that strong social systems are essential to long-term societal wellbeing and sustainable business performance. We help alleviate the burden on national systems and advance progress against South Africa's triple challenge of poverty, unemployment and inequality.

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 building capacity in the public healthcare system **PG 56**
- Developing **suppliers in our ecosystem** **PG 59**
- Enhancing **public safety** **PG 61**
- Encouraging **employee volunteerism and skills transfer** **PG 62**
- Partnering to **build the nation** **PG 63**

SOCIAL IMPACT TARGETS

- Train and support **600 medical specialists** and institutions by 2026
- Repair **1 000 potholes per week in partnership** with the **Johannesburg Roads Agency**
- 20% of employees** to volunteer annually through **Discovery ForGood**

PROGRESS MADE IN FY2026

- Trained and supported **610 medical specialists** and institutions
- 6 615 potholes repaired per week** on average
- 16% of employees volunteered**

Key developments on our journey to strengthen social systems

- Invested R9.1 million (*FY2025: R14 million*) in building capacity during the year through the Discovery Foundation, which marked 20 years of impact after awarding 157 grants and investing R340 million since 2006
- Celebrated five years of Pothole Patrol, with more than 344 000 potholes filled since inception (*FY2025: >295 000 since inception*)
- Invested R125 million in social initiatives during the year through CSI, community upliftment initiatives and skills development for the unemployed
- Completed the first year of support for the Alexandra Water Warriors' rehabilitation of the Jukskei River in Alexandra
- Launched Give2Move in the UK, a social impact initiative that redistributes pre-loved sports shoes through charity and community partnerships while supporting circular resource use
- Raised over R4.3 million towards various impact areas through Vitality MoveToGive

Looking ahead

- Implement the recommendations of the Discovery Foundation's 20-year impact review
- Build capacity of NPO partners, with a focus on equipping leadership teams with the tools and capabilities required to develop more sustainable funding strategies
- Support the rollout of programmes under the revised CSI mandate, with a particular focus on the new environmental restoration stream
- Relaunch the Mentorship With Purpose programme to mobilise Discovery employees in skills-based volunteering
- Accelerate action to achieve the global goal of reducing road traffic deaths and injuries by 50% by 2030, advancing the objectives of the UN Decade of Action for Road Safety
- Impact 1 million lives in rural and underserved areas by end 2026

Building an inclusive healthcare system

Expanding access to quality healthcare

Access to quality healthcare is a foundational social system and a core focus of Discovery's Shared-value model. Discovery seeks to reduce costs, improve outcomes and expand access, particularly in contexts where public healthcare systems are over-stretched. While South Africa remains the primary focus of these efforts, we apply the same commitment to accessibility in other markets.

EXPANDING ACCESS AND AFFORDABILITY

Discovery Health continues to build a diversified product suite that addresses different healthcare needs across socio-economic groups:

- DHMS deferred its 7.2% weighted average contribution increase to April 2026, delivering R1.5 billion in member relief, averaging R1 100 per policy, and reducing the effective 2026 increase to 5.4%, the lowest in the market
- DHMS members pay on average 17.7% less than the market average
- The Active Smart Plan is the most affordable plan in the open medical scheme industry for young professionals
- KeyCare Start Regional delivers integrated care pathways to unlock additional benefits at affordable price points
- The Smart Saver Series delivers 14% to 29% more value per rand of contribution compared to competitor plans
- Flexicare provides access to affordable quality private primary healthcare for lower-income earners
- Hospital at Home delivers care in patients' homes, reducing pressure on public hospitals
- In the UK, Vitality offers an affordable health plan providing fast access to GPs, physiotherapy and mental health support for Lloyds, Halifax and Bank of Scotland clients, reflecting a commitment to improve people's health by making essential and everyday healthcare more accessible.

PG For more on our work to improve access to quality healthcare, refer to page 25.

SYSTEM-LEVEL INNOVATION

We strengthen healthcare systems through:

Digital access via the Discovery Health app and virtual-care platforms

Value-based care models that improve outcomes and reduce costs

Transparency tools, including the hospital rating index, to drive system-wide quality improvement

Advocacy for low-cost benefit options (LCBOs) to expand private healthcare access

PG For more on how we are digitising access, refer to page 33.

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

These interventions support public-health outcomes, system efficiency and long-term affordability.

SUPPORTING SERVICE DELIVERY IN RURAL AND UNDERSERVED COMMUNITIES

Discovery recognises that inequitable access to healthcare and skills shortages in rural and underserved communities represent material social and economic risks. Through the Discovery Fund and the Discovery Foundation, we support service delivery, workforce development and system resilience in partnership with non-profit organisations, government and healthcare providers.

Expanding access to essential healthcare services in FY2026 through the Discovery Fund

R25 million in support of service delivery in rural and underserved communities

3 197 pregnant women received antenatal care

20 657 community members reached

4 273 children five years old and younger received health services

17 projects or organisations supported

Discovery works with delivery partners to strengthen both service access and system sustainability, including through the use of digital health solutions to extend reach in low-resource settings.



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.

Umthombo's impact at a glance

Health science graduates
2026 **44** | To date **663**

Doctors qualified
2026 **9** | To date **272**

Young women doctors
2026 **4** | To date **133**

Graduates working in the public health sector, including hospitals in rural areas
2026 **18** | To date **535**

Of the **220** students supported by the Discovery Fund in 2026, **94%** progressed to the next phase of their training.

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Enhancing public safety

Encouraging employee volunteerism and skills transfer

Partnering to build the nation

Restore the environment

Good business enablers

Alexandra Water Warriors:
Restoring the Jukskei River
through community action

The Alexandra Water Warriors restore and rehabilitate the Jukskei River through sustained community-led environmental action. More than 2 000 local volunteers work daily to clean and maintain the riverbank, including approximately 500 supported through City of Johannesburg stipends, while many others contribute their time voluntarily, driven by pride and a commitment to restoring the environment.

Through the Discovery Fund's partnership with the City of Johannesburg, the project was identified as a high-impact opportunity to strengthen environmental sustainability in the community. During the year, 85 Discovery volunteers participating in induction joined the Water Warriors in Alexandra to plant trees and prepare riparian species that help improve water quality, reduce flooding and restore biodiversity.

PG Refer to page 68 for details on the environmental impact of this project.

In recognition of the organisation's impact and ongoing efforts, the Trustees of the Discovery Fund approved a grant of R1 million to support the Alexandra Water Warriors' Jukskei River cleaning initiatives.

PARTNERING WITH PURPOSE TO TURN MOVEMENT INTO IMPACT

Across our markets, Discovery's Shared-value model creates opportunities for people to improve their own wellbeing while making a positive contribution to society. Although tailored to local contexts, initiatives such as MoveToGive in South Africa and Give2Move in the UK are united by a common principle: harnessing positive behaviour to create lasting social impact for communities.

Vitality MoveToGive – turning healthy behaviours into healthy giving

Vitality MoveToGive is Discovery's crowd-sourced philanthropy model that helps members support trusted charitable organisations by donating Vitality Active Rewards and Discovery Miles. In FY2026, the initiative brought together members, corporate partners and non-profit organisations to address important social causes across South Africa, demonstrating how collective action can create meaningful change.

Vitality MoveToGive in FY2026: a force for social good

Nine impact areas	10 charity partners	26 donation campaigns	Over R4.3 million raised
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IMPACT AREAS:

Sports and development

Supporting mobility, dignity and active living by providing shoes to people in need, older persons and people living with disabilities

Disaster relief

Supporting immediate relief and rebuilding efforts for communities and areas affected by natural disasters

Women's health

Providing sanitary pads to girls in need to support their health, dignity and education

Support for the visually impaired

Supporting greater independence through guide dog training and assistive devices

Road safety and development

Improving road safety for all through pothole repairs, prioritising roads near schools, clinics and hospitals

Child health

Supporting children with disabilities through therapy sessions, mobility support and assistive equipment

Early learning

Supporting early childhood development through nutritious meals, educational kits and sensory toys

Malaria prevention and treatment

Supporting the prevention, rapid testing and treatment of malaria in high-risk areas in Southern Africa

Community healthcare

Supporting access to essential healthcare through immunisation, eye care and breast cancer screening

PARTNERS: Afrika Tikkun, Cotlands, Dis-Chem Foundation, FoodForward SA, Goodbye Malaria, Hlokomela, Pothole Patrol, SA Guide Dogs, Sabrina Love, SANParks



Give2Move – turning preloved shoes into possibility

While an estimated 114 million pairs of sports shoes sit unused in cupboards across the UK, research points to a disparity in access to sports equipment. Britons own an average of five pairs of trainers, while 77% mainly wear just one pair and 30% report having pairs still in their original packaging. At the same time, over half of all Britons say they have struggled to afford trainers, highlighting a unique opportunity to improve access to an active lifestyle while reducing waste.

During FY2026, Vitality UK launched Give2Move, a social impact initiative that helps remove barriers to physical activity by collecting and redistributing preloved sports shoes to people who need them most. Through partnerships with Shoe Aid and Jog On, donated shoes are redistributed to schools, sports clubs, youth groups and community organisations across the UK. Shoes that cannot be reused are responsibly recycled, supporting both social impact and circular resource use.

Give2Move was launched at Battersea parkrun in FY2026, building early awareness through a well established community physical activity setting. The launch, supported by senior leadership and a Vitality ambassador, built on Vitality's long standing relationship with parkrun to reinforce its commitment to strengthening social systems and enabling access to physical activity.

Access to appropriate footwear can be a simple but meaningful barrier to participation in sport and healthy activity. By extending the life of donated shoes, Give2Move helps unlock confidence, movement and healthier habits for more people.



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 - Encouraging employee volunteerism and skills transfer
 - Partnering to build the nation

Restore the environment

Good business enablers



Building healthcare workforce capacity

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

Addressing skills shortages is critical to strengthening South Africa's healthcare system. The World Bank reported that South Africa had 0.8 physicians per 1 000 people in 2022. The 2030 Human Resources for Health Strategy highlights persistent inequities in the distribution of healthcare providers between the public and private sectors, and between urban and rural areas, identifying strengthened specialist capacity as a national priority. In 2019, the public sector had 33.11 medical practitioners and 9.96 medical specialists per 100 000 public sector population, with significant variation in specialist availability across provinces.

In response to these systemic challenges, Discovery invests in training medical specialists, supporting academic medicine and advancing equity in the healthcare workforce.

In 2026, the Discovery Foundation celebrates 20 years of advancing academic medicine and specialist healthcare capacity in South Africa. Since its inception in 2006, the Foundation has played a critical role in addressing specialist 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.

Since inception, the Discovery Foundation has invested over R340 million in research, training and development. In FY2026, R9.1 million (FY2025: R14 million) was disbursed in grants to support specialist training and research in priority disciplines, including surgery, anaesthesiology, radiology and obstetrics and gynaecology.

The Foundation works to address racial bias in the South African healthcare system, and during the year met its target of supporting 80% black beneficiaries, granting 88% of its awards to black doctors in the public sector. It also supports gender transformation in the health workforce, granting 81% of awards to female beneficiaries.

REFLECTING ON 20 YEARS OF STRENGTHENING SOUTH AFRICA'S HEALTHCARE SYSTEM

To mark 20 years of the Discovery Foundation, we commissioned a study to reflect on our investment in South Africa's healthcare system and to better understand where the programmes have made the greatest impact.

The study reaffirmed the Foundation's long-standing commitment to strengthening specialist clinical skills, expanding access to high-quality healthcare and addressing the nation's critical skills shortages. More importantly, it reflects the Foundation's commitment to continuous learning – evaluating what works, understanding where the greatest needs remain and using these insights to guide future investment.

The Foundation's impact over two decades:

- Achieving specialist qualifications enabled awardees to take on leadership roles with greater confidence, credibility and recognition
- Award funding strengthened clinical services across diverse health fields, including obstetrics, cancer, cardiovascular disease, ophthalmology and chronic conditions
- The awards expanded underdeveloped disciplines such as mental health, geriatrics, palliative care and global surgery, introducing new innovations and areas of practice across South Africa
- Several awardees became pioneering role models as the first black specialists in their fields
- To date, the Foundation has made 610 awards, including 157 non-individual awards across the rural institutional, discretionary and excellence categories
- 127 specialist and sub-specialists training awards and 179 academic fellowships for PhD and Masters studies have been awarded
- 158 rural healthcare professionals have received individual awards, the majority supporting Family Medicine MMed qualifications
- Over 20 years, the Foundation has awarded >R340 million, averaging >R17 million per year

When we invest in a doctor, we are not merely funding an individual; we are empowering a multiplier of change.
Dr Vincent Maphai, Chairperson of the Discovery Foundation

SUPPORTING HEALTHCARE PROFESSIONALS

A resilient healthcare system depends on the wellbeing of its professionals. Doctor 360° is Discovery's holistic wellbeing programme for medical professionals, covering physical, emotional and financial health:

Physical



Vitality Active Rewards for Doctors programme engaged 9 229 doctors across the public and private healthcare sectors, including over 70% of private-practice doctors. Doctors achieved an average goal attainment rate of 33%, outperforming the broader Vitality membership by 2 percentage points.

Emotional



Young Doctors Mental Health Helpline, delivered in partnership with the South African Depression and Anxiety Group (SADAG), has supported young medical professionals through more than 20 126 calls since inception, including 2 427 calls received during FY2026.

Finance



WELL by Merchant Capital and the Finance Academy, healthcare professionals are supported with access to sector-specific funding solutions and financial education. Since inception, 2 124 healthcare professionals have accessed WELL, while 1 232 have enrolled in the Finance Academy.



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 - Partnering to build the nation

Restore the environment

Good business enablers



Developing suppliers in our ecosystem

Developing small and medium-sized enterprises (SMEs) is central to strengthening inclusive economic growth, supply-chain resilience and long-term value creation. Discovery leverages its procurement footprint and enterprise development programmes to support the growth of black-owned businesses, particularly those led by women and young entrepreneurs, contributing to job creation, innovation and economic participation.

Enterprise and supplier development approach

It is critical that there is a continued increased focus on sourcing and investing in current and potential suppliers. Our Enterprise and Supplier Development (ESD) and Procurement teams have streamlined our investment assessment processes to ensure all potential investment opportunities are channelled through the appropriate internal processes and evaluated for commercial viability, compliance and long-term sustainability.

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 Ten Principles.

Supporting SME growth and integration

Discovery prioritises qualifying ESD beneficiaries 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.

During the year, we continued to support our existing ESD beneficiaries through targeted funding and business development support, enabling them to strengthen operations, enhance service offerings and access commercial opportunities.

The total value of ESD loans on our books exceeds

R163 million

(FY2025: R179 million)

We supported

42

entrepreneurs in FY2026

(FY2025: 42 entrepreneurs)

This approach supports the integration of SMEs into Discovery's operational ecosystem, strengthening supplier capability and reducing concentration and dependency risks within the supply chain.

Economic impact and community outcomes

Discovery's supplier-development initiatives contribute to broader socio-economic outcomes, including employment creation and enterprise sustainability.

Our ESD beneficiaries include:

JABULANI SAFE-HUB

GRANT: R5.4 MILLION

For six years, Discovery has supported Jabulani Safe-Hub 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 for 2025/2026

340 permanent jobs created,
71 internships and
41 learnerships facilitated with a strong focus on youth and women employment

Over
133 start-up enterprises received business readiness training and
24 were incubated, fostering sustainable business development

60 467 community members accessed Jabulani Safe-Hub's services and programmes

Entrepreneurial success story

Through Jabulani Safe-Hub's Trading Space Entrepreneurship Programme, Andile Sisanti has developed his business producing healthy probiotic yoghurt made from almond milk. With mentorship and business support, Andile was recognised as one of the Top 15 entrepreneurs in the Woolworths 2026 Youth Makers Competition. His products are now stocked in selected stores across South Africa, providing national exposure and creating new opportunities for growth.

"I am grateful to Jabulani Safe-Hub for believing in my potential and providing the support that has helped me turn my passion into a thriving business."

Andile Sisanti
Inclusive Local Economic Development programme entrepreneur



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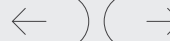
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AWARDING EXCEPTIONAL PARTNERS

The Discovery Insure Partner Awards recognise and celebrate the outstanding performance of our strategic supplier network, acknowledging partners who consistently deliver exceptional client experiences, operational excellence, innovation and alignment to the Discovery Service Charter. Each year, approximately 300 suppliers are assessed across our motor and non-motor panels. The awards serve to recognise top-performing partners while reinforcing the collaborative relationships that contribute to delivering industry-leading outcomes for our clients.

The awards are grouped into four key categories:



STRATEGIC PARTNER AWARDS

Recognizes top-performing partners within our strategic partner network, including Shell, bp, Tiger Wheel & Tyre, Bosch and Ctrack. Awards acknowledge outstanding sites, branches, technicians and client service excellence.



TRAVEL PARTNER AWARDS

Recognises excellence within our travel partner network, celebrating the overall top-performing travel partner of the year.



PROCUREMENT AWARDS

Honours suppliers across the procurement panel, including panel beaters, assessors, building contractors, towing providers, home assist partners and other specialist service providers who consistently deliver exceptional service and performance.



PARTNER OF THE YEAR AWARDS

The highest level of recognition, awarded to the overall strategic partner of the year and procurement partner of the year, recognising organisations that have demonstrated excellence across all key performance measures throughout the year.

These awards showcase the valued partnerships that contribute to delivering exceptional outcomes and experiences for Discovery Insure clients.



Supporting transformation in our supply chain and beyond

The B-BBEE Act, No 53 of 2003, continues to provide a critical framework for advancing South Africa's economic transformation agenda. Discovery remains fully committed to supporting this legislative mandate, recognising that meaningful transformation is fundamental to creating a more inclusive society and enabling long-term economic growth. We view diversity across our workforce and supply chain as both a business imperative and a catalyst for innovation, resilience and shared value creation. As transformation priorities continue to evolve, we remain focused on firmly embedding meaningful and measurable impact across our business.

Discovery's B-BBEE audit for FY2026 – covering the period from 1 July 2025 to 30 June 2026 – resulted in a B-BBEE level 1 contributor status.

[View our B-BBEE certificate online.](#)

PG Refer to page 84 for information on our employment equity initiatives.



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Enhancing public safety

We forge strategic partnerships to strengthen social systems by improving mobility and community protection, recognising that public safety is a critical social system that affects lives, economic activity and insurance risk. Through data-driven interventions and collaboration with public and private stakeholders, Discovery creates shared value for clients, road users and broader society.

Paving the way for safer roads with Pothole Patrol

Pothole Patrol is a shared-value initiative between Discovery Insure, Avis and the Johannesburg Roads Agency (JRA) that identifies and repairs potholes across Johannesburg. The programme improves road safety, reduces vehicle damage and lowers pothole-related accident and claims risk for both insured and uninsured road users.

The initiative deploys eight dedicated road-repair vehicles daily, supplementing the JRA's operational capacity. Through the geolocation-enabled Pothole Patrol app, members of the public can report potholes within the JRA's jurisdiction, enabling targeted inspections and efficient repair scheduling. Where multiple potholes occur within an area, repairs are addressed concurrently to maximise coverage and efficiency.

Fixing potholes may seem like a small intervention, but it has meaningful downstream effects. Fewer potholes lead to fewer accidents, lower insurance claims and a reduced maintenance burden on the City.

Adrian Gore

SKILLS DEVELOPMENT AND EMPLOYMENT CREATION

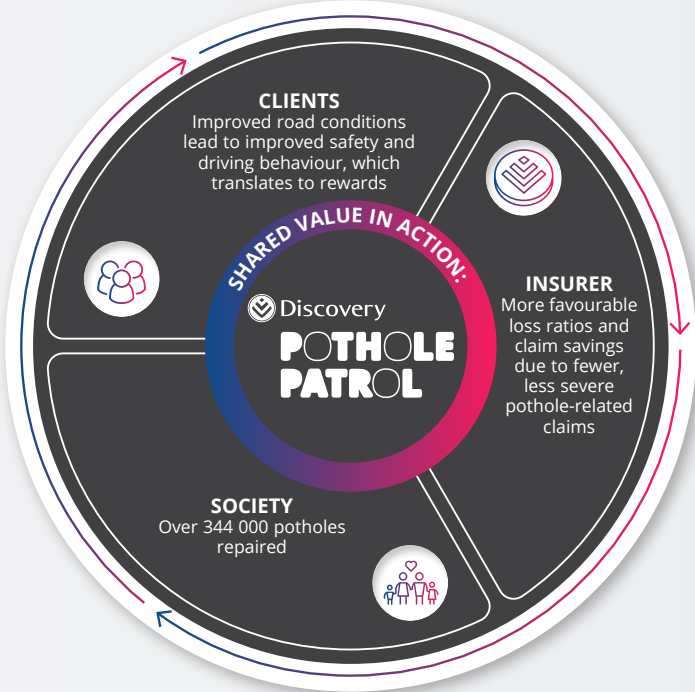
Through the Pothole Patrol Academy, in partnership with Avis Southern Africa, we continue to address infrastructure skills shortages while creating employment opportunities for young people.

Following a successful pilot, 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.

During the year, 24 learners from previously disadvantaged communities completed accredited classroom-based and on-the-job training in Roadworks Construction, of whom 22 graduated with a National Certificate in Roadworks Construction, equipping them with skills relevant to the infrastructure and construction sectors.

The Pothole Patrol app has been downloaded over **45 820 times**, with over **107 802** potholes reported through the app

Each repair undergoes ongoing quality checks, contributing to a **99%** repair success rate since 2021, with less than 0.2% of the repaired potholes requiring further attention



This programme supports long-term socio-economic upliftment alongside improved public infrastructure.

KEEPING LEARNERS SAFE ON THE ROAD

The Discovery Safe Journeys to School programme, delivered by the Discovery Fund in partnership with Afrika Tikkun, focuses on protecting learners in underserved communities by improving the safety of scholar transport. The programme is directly aligned to Discovery's aim of creating behaviour change for social good by improving driving behaviour through training, monitoring and incentives.

The programme enrolls transport operators in the Western Cape and Gauteng onto Vitality Drive, using telematics to encourage safer driving behaviour. Launched in the Western Cape in 2013, the programme expanded into Gauteng in 2025. The programme:

- Serves over 26 000 learners daily
- Supports a network of 875 transporters
- Recorded no fatalities since inception

Drivers in the programme display good driving practices, achieving an 82% safe driving record during the year.

Within 12 to 24 months of a driver joining the programme, we see		
42% reduction in harsh acceleration	9% reduction in harsh braking	13% reduction in harsh cornering

PUBLIC SAFETY, RISK AND LONG-TERM VALUE

Road safety and mobility failures pose material social, economic and insurance risks, including loss of life, infrastructure damage, increased claims costs and reduced productivity. Discovery's public-safety initiatives mitigate these risks through data-driven prevention, infrastructure improvement and behavioural change, supporting safer communities, lower claims volatility and long-term value creation.

Enhancing public safety supports Discovery's purpose of making people healthier and enhancing and protecting their lives. By creating shared value for society, these initiatives contribute to safer, more resilient communities while reinforcing the long-term sustainability and resilience of Discovery's business model.

MAKING A GLOBAL COMMITMENT TO SAFER ROADS

Discovery Insure strengthened its position as a global leader in road safety innovation by becoming one of only four private sector organisations invited to make a formal pledge at the UN Road Safety Fund Partnership Pledging Conference. The pledge works to accelerate progress towards the Decade of Action for Road Safety and the global ambition of halving road traffic deaths and injuries by 2030. The invitation recognised more than 15 years of demonstrating how behavioural science, data and telematics can improve driving behaviour and save lives, while committing Discovery to sharing its expertise and evidence-based approaches to improving road safety globally.

PG Read more about how we are incentivising good driving from page 45.



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Encouraging employee volunteerism and skills transfer

Discovery's people play a vital role in strengthening social systems by contributing their time, skills and expertise to communities. Through structured volunteerism and skills-transfer initiatives, Discovery supports healthier communities, builds organisational capacity in civil society and small enterprises, and reinforces employee engagement and purpose.

Overview of our employee volunteerism impact

2 156 employees volunteered during the year
(FY2025: 2 008 employees)

9 023 hours in volunteering activities
(FY2025: 12 053 hours)

Volunteer hours equalled R2.2 million
(FY2025: R2 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 FY2026 16% of our employees volunteered as a force for good in their selected community projects
(FY2025: 20%)

As a member of the International Association for Volunteer Effort (IAVE), Discovery ForGood was invited as one of two corporate representatives to represent IAVE at the launch of the International Year of Volunteers for Sustainable Development 2026 at the UN, reinforcing our commitment to volunteerism as a driver of sustainable development. Discovery also hosted Force for Good: Corporate Volunteering to Catalyse Youth Futures, a private sector partner meeting held in partnership with IAVE, bringing together corporate, government and civil society leaders to explore how volunteering can strengthen pathways to youth employability.

EMPLOYEE VOLUNTEERISM IN THE UK

Through our UK employee volunteering programme, employees have participated in a broad range of initiatives designed to create positive community impact while supporting the Group's wellbeing and sustainability priorities.

Volunteer activity during the year included hands-on, practical projects supporting charities that champion disability inclusion and accessibility, such as improving community centres and outdoor spaces through gardening, painting, maintenance and light construction. These activities helped create safer, more welcoming and inclusive environments for community members while enabling employees to contribute tangible, lasting improvements.

Employees also supported community-based and skills-led initiatives that promoted creativity, confidence, social connection and movement for people with complex needs. In schools, volunteering included youth engagement and physical activity programmes such as Sporting Heroes workshops, helping pupils build confidence and develop positive relationships with sport, as well as to champion girls in sport.

Our initiatives also focused on supporting older people through projects at care homes, day centres and community settings. Activities combined practical support with accessible wellbeing initiatives that encouraged movement, connection and confidence.

Volunteering opportunities include group or team-based initiatives as well as more flexible My Moments activities that can be integrated into employees' daily routines, enabling broader employee participation while meeting community partner needs.

FY2026 highlights

220 volunteers spent 1 813 hours volunteering

Highlights from Vitality Moments

100% overall satisfaction of participants
12 311 people supported directly
19 279 people supported indirectly
22 unique beneficiaries supported
£52 494 community contribution (excluding education workshops)

EMPLOYEE VOLUNTEERISM IN THE USA

In 2025, 49 employees participated in 51 volunteering events across the USA, recording 69 volunteering submissions. Key initiatives included:

Several employees participated in a collaborative Zooniverse digital volunteering session, exploring citizen science projects and contributing to academic research

As part of year-end activities, the So Giving team volunteered at Children's Place Association, with four employees contributing a total of 12 hours

Employees also created 300 handmade cards for children supported by Children's Place

Through the Adopt a Family initiative, which supports Chicago families affected by poverty, illness or violence, donors collectively raised US\$1 500 and purchased wish list items for four families

Mentorship with Purpose

We view mentorship as a powerful mechanism to share expertise, build organisational resilience and support broader economic development. Following a review as part of the programme's evolution, Discovery will relaunch Mentorship

with Purpose, its leadership mentorship and skills transfer initiative, in FY2027. The updated approach will continue to strengthen leadership capacity, small businesses and civil society by tapping into the specialist skills of Discovery's executives.



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Partnering to build the nation

We recognise that systemic national challenges – including energy security, transport and logistics constraints, and crime and corruption – pose material risks to economic stability, business operations and long-term value creation. Addressing these challenges requires coordinated action between business and government, which has manifested in the Government-Business Partnership.

We are proud to play a leadership role in this partnership, and to have committed to the CEO Pledge. More than 160 South African CEOs, representing approximately 85% of the JSE market cap, have signed the Pledge:

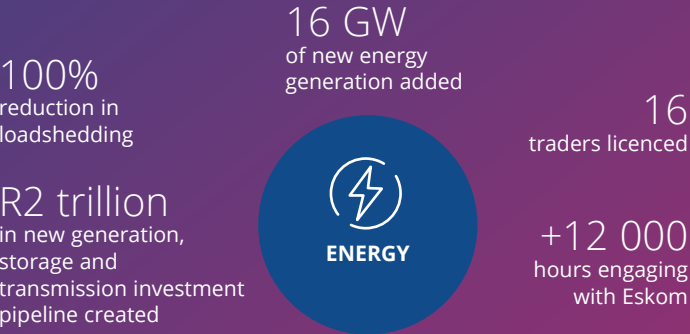
“As South African business leaders, we firmly believe in the immense potential of our country. We are committed to building it and have come together to address the current challenges with the aim of achieving sustainable, inclusive economic growth. Through strategic partnerships and focused interventions, we have the power to make a significant and positive impact on our nation, creating hope for all South Africans. We are resolutely committed to being a force for good.”

Working under the auspices of organised business bodies, the partnership has made measurable progress in addressing key national priorities.

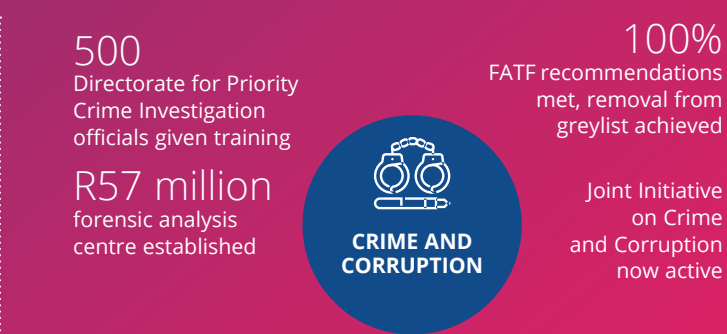
This collaboration has contributed to several encouraging developments, including South Africa’s removal from the Financial Action Task Force (FATF) grey list, declining inflation, a firmer rand, an oversubscribed sovereign Eurobond issuance, and the country’s first sovereign credit rating upgrades by S&P Global Ratings and Fitch Ratings in more than two decades. Together, these developments reflect a meaningful shift in South Africa’s economic standing.

- **Phase one** of the partnership tackled the country’s most pressing challenges, most notably the significant reduction in loadshedding.
- **Phase two** strengthened operational performance and laid the foundations for structural reform, including progress on the Durban Pier 2 terminal concession and opening the rail network to private operators. While meaningful progress has been made, business and government recognise that more remains to be done.
- **Phase three** shifts the ambition decisively from crisis management to embedding and accelerating structural reform to drive economic growth, job creation and increased confidence in South Africa. Key reforms include the launch of a competitive wholesale electricity market in early 2027, an agreed, costed and credible roadmap for Eskom’s unbundling, accelerated private sector participation in transport and logistics, and a more ambitious effort to combat organised crime and corruption.

The model works. Strong progress since 2023:



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



NPA Amendment Act promulgated, establishing the IDAC4 as a permanent entity within the NPA

DISCOVERY AND FSCA FINANCIAL EDUCATION PARTNERSHIP

During FY2026, Discovery strengthened its commitment to improving financial literacy and consumer financial wellbeing through its ongoing partnership with the FSCA. Together, the organisations delivered three national financial education campaigns aimed at equipping South Africans with practical financial knowledge and encouraging positive financial behaviours.

Key initiatives included:

National Savings Month Campaign: Promoted the importance of saving and long-term financial resilience, driving increased traffic to FSCA educational resources through Discovery’s digital channels.

Spring Clean Your Finances Campaign: A five-week initiative focused on practical financial actions, including budgeting, managing subscriptions, micro-saving, fraud awareness and financial protection, generating strong consumer engagement.

Family Money Conversations Campaign: Encouraged households to discuss saving, spending, budgeting, financial planning and fraud prevention, reinforcing healthy financial habits within families.

Through a digital-first approach, the partnership increased awareness and uptake of trusted, regulator-approved financial education resources while promoting responsible financial decision-making. By delivering accessible and practical content to broad audiences, Discovery supported greater financial literacy and empowered consumers to strengthen their financial wellbeing and resilience.



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Planetary health

Supporting the SDGs



Our contribution is underpinned by the Vitality behaviour change platform, which supports:



Related material themes

- Expand and strengthen our social impact
- Strengthen our environmental stewardship
- Ensure good corporate governance and regulatory compliance
- Leverage and manage technology and innovation

WHY DOES THIS MATTER?

Restoring the environment is closely aligned with our purpose of making people healthier and enhancing and protecting their lives. We recognise that the physical environment directly and indirectly affects people's health and wellbeing, and that a healthier planet is therefore essential to healthier societies. Healthcare systems also account for around 5% of global CO₂ emissions, underscoring the need for climate-conscious practices across the sector. By integrating these practices into our operations and the systems we influence, we can reduce our contribution to climate change while supporting a healthier environment and improved public wellbeing.

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. Our environmental metrics inform operational efficiency initiatives while supporting broader environmental stewardship, enabling solutions, partnerships and innovations that contribute to planetary health.

HOW DO WE DO THIS?

- Refining and meeting our **environmental commitments** **PG 65**
- Innovating to share environmental value **PG 67**
- Defining our **climate change** position and goals **PG 69**
- Responsibly using **natural resources** **PG 70**

ENVIRONMENTAL IMPACT TARGETS

- Reduce Scope 1 and 2 emissions by 29.4%** in FY2026 against our 2019 baseline
- Achieve **carbon neutral** operations by 2027 in our South African and USA operations and **maintain carbon neutrality in the UK**
- Achieve net zero** by 2050 or earlier
- Achieve **zero waste to landfill** in all our key South African operations

PROGRESS MADE IN FY2026

- Reduced Scope 1 and 2 emissions by 34.1% against our 2019 baseline (FY2025: 31.2%)
- Maintained carbon neutral operations (Scope 1 and 2 emissions) in the UK
- Discovery Green on track to supply renewable energy to 1 Discovery Place by 2027, in time to achieve our carbon neutral goal
- Operationalised our Net-zero Transition Plan
- 10% waste to landfill (FY2025: 8%)
- Maintained zero waste-to-landfill accreditation at all our key South African operations, including 1 Discovery Place, and our Cape Town, KwaZulu-Natal and Gqeberha offices

Other key developments in our journey to restore the environment

33 679 MWh total energy consumption (FY2025: 33 081 MWh)*	99 564 kl water withdrawn (FY2025: 100 072 kl)*	88% waste recycled (FY2025: 90%)*	30 007 kg paper used (FY2025: 37 512 kg)**
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* Discovery Group ** South Africa only

- Our rooftop solar installations continue to help us reduce our reliance on the grid and generators, contributing 4.8% of the Group's electricity needs from renewable resources
- Maintained ISO 14001:2015 certification at 1 Discovery Place and our Cape Town office
- Sourced 100% renewable electricity in our Vitality-occupied offices and maintained a 100% hybrid nurse fleet in the UK
- Discovery Green continued to expand access to wheeled renewable energy during the year through long-term power purchase and offtake agreements with a range of commercial and institutional clients
- Our KwaZulu-Natal office was awarded runner-up in the Green Building Council SA Leadership Awards 2025, Net Zero Champion category, for its net zero waste achievement, recognising sustainability leadership and progress towards a positive climate future
- Worked to better understand supply chain-related risks and impacts and engage with suppliers on environmental challenges and mitigation
- Developed plans to relocate the UK's Stockport office to an EPC A-rated building with a BREEAM Excellent certification, recognised for its sustainable design, while helping reduce operational emissions

LOOKING AHEAD

- Increase the use of renewable energy to meet the Group's operational energy needs
- Enhance energy management and efficiency through innovative technologies, supplier partnerships and recognised management standards
- Expand the measurement and understanding of Scope 3 emissions, with a focus on healthcare emission factors, to inform reduction strategies
- Strengthen collaboration across the value chain to reduce emissions and support positive behaviour change
- Continue investing in sustainable workplaces and infrastructure that reduce environmental impacts and encourage more sustainable choices
- Discovery Green to provide 1 Discovery Place with 100% renewable energy by 2027
- Progress with identifying nature-related and biodiversity dependencies, impact, risks and opportunities

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 also engage with our stakeholders (including suppliers, partners, clients and public sector) to broaden our impact.

Our Group Environmental Policy, subject to review and approval every two years, 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.

Refer to the Group Environmental Policy for more information.

Governance, risk management and assurance

Environmental (including climate-related) matters are overseen by the Board, with executive leadership provided by the Group Chief Executive. The Group Chief Risk Officer holds overall accountability for the development and implementation of environmental, including climate-related, strategies. For Vitality, Vitality's Group Chief Sustainability Officer holds this accountability. As the Group's Executive Climate Sponsors, their key responsibilities include ensuring:

- Risk management policies and frameworks are in place that address climate-related risks and opportunities
- Climate-related risks, opportunities, impacts and dependencies are identified, assessed, monitored and managed in line with these policies and frameworks, at a business and Group level
- Exposure to climate-related risks, opportunities, dependencies and impacts is adequately disclosed 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

Environmental management systems and assurance

Discovery has formal environmental management systems in place to support consistent implementation and continuous improvement. The environmental management systems at 1 Discovery Place and our Cape Town office are ISO 14001-certified, with annual external audits and surveillance audits conducted to maintain certification.

Legal compliance audits are conducted twice per year to assess adherence to environmental laws and regulations. Annual management reviews, facilitated by an external consultant and senior management, assess the suitability, adequacy and effectiveness of the environmental management systems.

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

Environmental risks, opportunities and long-term value

We recognise that environmental risks and opportunities impact the key strategic competencies that create and deliver value to our business model. Environmental risks are managed as part of Discovery's broader ERM Framework, supporting informed decision-making, regulatory compliance and the transition to a more sustainable operating model. Progress against targets is monitored regularly, and goals will be reviewed and updated as science-based guidance, regulatory expectations and industry best practice continue to evolve.

Influencing our supply chain

Discovery recognises that its supply chain plays a critical role in managing environmental impacts and achieving its sustainability and climate-related objectives. Through our procurement practices and supplier engagement, we seek to influence improved environmental performance beyond our direct operations.

SUSTAINABLE PROCUREMENT AND SUPPLIER EXPECTATIONS

We continue to strengthen our responsible sourcing practices. Discovery's sustainability scorecard and Procurement Policy require that we procure goods and services from environmentally responsible suppliers that are aligned with 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 South African 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.

Supplier assessment criteria include ISO 14001 or equivalent compliance certification and effective monitoring and managing of direct environmental impact. Tender processes include supplier questionnaires which include extensive climate-related assessment criteria to better understand potential 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 the UK, we integrate ESG considerations into our supplier onboarding and ongoing supplier relationship management processes. From January 2026, we introduced a 10% weighting to ESG in UK requests for proposals. Our UK Supplier Code of Conduct clearly outlines our ESG expectations of all our suppliers and partners, as well as encouraging them to continue to embed climate change and nature into their strategies and governance. We have a Sustainability award at our annual Supplier Awards to recognise suppliers aligned with Vitality's sustainability ambitions.

SCOPE 3 EMISSIONS AND SUPPLIER ENGAGEMENT

Supply-chain emissions represent a significant component of our Scope 3 footprint, particularly in the UK where healthcare services contribute materially to emissions. Our supplier engagement framework and materiality assessment therefore prioritise suppliers with the greatest potential to influence Scope 3 reductions, including hospital and healthcare providers.

We have expanded our Scope 3 emissions modelling and prioritisation, with a particular focus on high-impact categories such as purchased goods and services and investments. We also strengthened engagement with suppliers and partners, recognising the value chain as a critical lever for long-term emissions reductions. In parallel, we are increasing our focus on innovation and behavioural change initiatives, leveraging Discovery's platforms, and strategic procurement partnerships to help influence broader system-wide change.

We set a target to engage 80% of our suppliers (by spend) on climate strategies by 2030. In FY2026 we achieved almost **80%** engagement with our top spend South African suppliers through our sustainability questionnaire, and **62%** engagement with UK partners and suppliers through meetings, events and forums – collecting GHG emissions data, confirming net zero and science-based target alignment and identifying opportunities for collaboration.

We have continued to improve our methodology for Scope 3 category 1 (purchased goods and services) emissions in the UK, increasing the proportion of supplier-specific emission factors from 23% in our FY2024 baseline to 48% this year.

Supplier engagement in the UK was further enhanced through targeted initiatives with key suppliers, including a dedicated webinar for Everyday Care partners and our annual Supplier Conference and Awards, both of which focused on climate collaboration and sharing best practice.

We also deepened engagement with major IT suppliers on the environmental implications of AI-enabled services, recognising that AI-related emissions remain an emerging area with evolving methodologies and limited data availability.

SUPPLY-CHAIN RISK, RESILIENCE AND LONG-TERM VALUE

Environmental risks and opportunities within the supply chain may affect Discovery's operational resilience, cost base, regulatory exposure and ability to achieve climate targets. Influencing supplier practices therefore forms part of our broader ERM and transition planning, supporting credible Scope 3 emissions management, regulatory compliance and long-term value creation.



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Engaging to restore the environment

We recognise that restoring the environment requires engagement beyond direct operations. We therefore work with employees, advisers, customers and industry partners, in addition to our suppliers as outlined on the previous page, to build capability, influence behaviour and support the transition to a more sustainable, low-carbon economy.

EMPLOYEE ENGAGEMENT AND CAPACITY BUILDING

Employee awareness and behaviour change are central to delivering Discovery's environmental commitments.

During the year, we strengthened environmental engagement across the Group through training, internal communications and targeted initiatives. In South Africa, our approach has evolved towards a more dynamic and continuous engagement model. Going forward, we will continue to use internal communication platforms and visual content to drive awareness of our environmental priorities, including our Net-zero Transition Plan. This will enable more frequent and accessible communication, incorporating targeted messaging, visual storytelling and regular updates on key environmental metrics and initiatives, including energy, water and waste management across our sites.

Vitality continued to embed sustainability through regular internal communications, including periodic inclusion in the weekly employee newsletter, and through targeted sessions for teams delivered by the Sustainability team. Green Champions evolved their programme to include thematic learning sessions on topics such as food waste, sustainable consumption and nature and biodiversity. We introduced a sustainability guide for managers to help them start conversations, raise awareness of the available support and encourage sustainable actions.

In support of lower-emission behaviours, our UK employees have access to an electric vehicle salary sacrifice scheme to make switching to an electric or hybrid vehicle more accessible and affordable for employees, with second-hand vehicles now available. Carpooling initiatives were promoted through our Mobilityways Liftshare partnership, and we marked key environmental moments including World Earth Day and UN SDGs Day through awareness campaigns and employee activations across our global offices. Employees also have access to an eco-management tool designed to help them lead more sustainable lives. It helps employees build their understanding, take meaningful action and make lasting changes by setting and working towards climate goals.

Environment induction training

Environmental programmes and procedures are included as part of our broader sustainability awareness training and are being refreshed to be more targeted for stakeholders involved in Discovery's net-zero workstreams. 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 support of our ambition to embed sustainability across the value chain, Vitality UK linked learning and engagement to tangible environmental action by committing to plant a tree for every adviser who attended our sustainability webinar series for advisers. The webinars focused on emerging sustainability topics relevant to the insurance sector and encouraged open discussion on how advisers and insurers can respond to long-term environmental and social challenges.

This commitment was fulfilled through a tree-planting initiative delivered on behalf of participating advisers. The activity translated professional engagement into a practical contribution to nature, reinforcing the link between industry dialogue and real-world impact. The trees planted contribute to wider environmental benefits, including carbon sequestration and ecosystem restoration, and provide a transparent way of demonstrating the outcomes of adviser engagement.

INDUSTRY-WIDE ENGAGEMENT

Discovery participates in the Advisory Council on Environment and Society, a quarterly forum run by the National Business Initiative, 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 National Business Initiative's Science Based Targets Network Initiative, which focuses on developing a corporate engagement strategy for South African companies. In addition, we participate in several other national and international climate change initiatives to stay abreast of climate-related regulatory and legislative developments, as well as evolving climate-related frameworks and reporting requirements.

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.

Contributing to thought leadership and sector capability

Discovery supports broader sector learning by engaging in and contributing to thought leadership on the role of insurance in sustainable development and climate resilience. During the year, Vitality UK strengthened its thought leadership at the intersection of climate, nature and human health through external engagement, industry collaboration and knowledge sharing.

Vitality representatives attended and contributed to external events and industry forums, consistently highlighting the links between environmental degradation, climate risk and health outcomes, and the role of insurers in supporting preventative action and resilience.

During the year, Discovery conducted a comprehensive study using health claims data from 3.48 million beneficiaries over a 10-year period, combined with climate data, to better understand the relationship between extreme weather and healthcare demand. The findings confirmed that extreme weather influences both morbidity and access to care, reinforcing the need for climate-resilient healthcare systems and evidence-based interventions.

PG 111 [Read more about the study.](#)

We are members of the Association of British Insurers (ABI) Climate Change Working Group and the ABI/Independent Healthcare Providers Network Net Zero Steering Group, engaging on regulatory developments, best practice and decarbonisation of the healthcare industry. Vitality also played an active role in the UN Principles for Sustainable Insurance Working Group for Nature, serving as Regional Focal Point for the Nature Practice Sessions focused on life and health insurance. In this capacity, we contributed thematic insight to session design, attended and shaped discussions on nature-related risks and biodiversity, and supported collaboration across signatory organisations.

CLI [Refer to our Climate Report for more detail on these and other climate-related engagements.](#)

Sustainable insurance and responsible investment commitments

We are a signatory to the UNEP FI Principles for Sustainable Insurance, reflecting 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. During the year, we became a member of the PRI's Nature Reference Group, which builds investor capacity to address nature-related risks and opportunities through investment practices. We incorporate ESG factors into our investment practices through our Group Responsible Investment Policy.

PG 98 [Read more about our approach to responsible investment](#)



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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 create access to renewable energy at scale for businesses by leveraging Discovery's expertise in driving positive behaviour change and use financial and operational benefits to encourage renewable energy adoption. 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 the National Energy Regulator of South Africa, Discovery Green will wheel renewable energy to businesses nationwide.

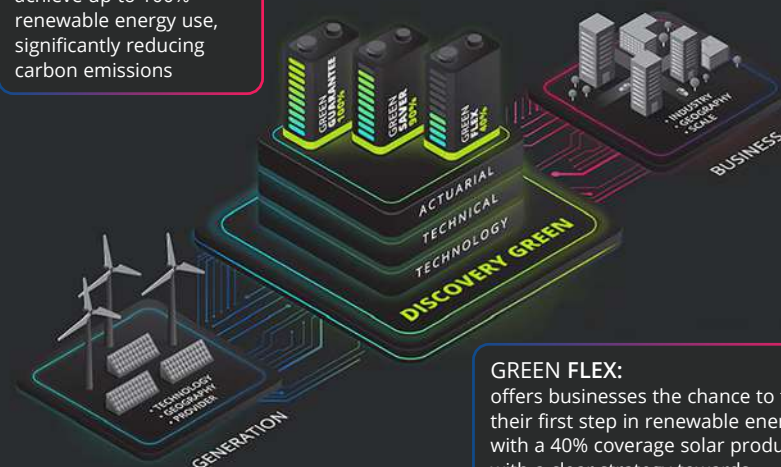
Leveraging Discovery's actuarial and technology expertise, the platform connects renewable energy plants to businesses through four tailored products:

GREEN GUARANTEE:
enables businesses to achieve up to 100% renewable energy use, significantly reducing carbon emissions

GREEN SAVER:
maximises both savings and coverage by replacing 90% of energy demand with renewable energy

AMPLI ENERGY:
enables businesses of all sizes, including small, medium and microenterprises and smaller corporates, to access renewable energy through a flexible month-to-month product, without significant upfront capital investment or long-term contracts

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



STRENGTHENING RENEWABLE ENERGY SUPPLY

During the year, Discovery Green reached financial close on two renewable energy projects, with construction commenced on both.

These comprise Tournee Solar Farm (300 MW, Mpumalanga) and Notsi Solar Farm (290 MW, Free State), with commercial operations expected to commence between Q2 2027 and Q2 2028.

This brings the portfolio combined generation capacity of 740 MW, expected to deliver 2 095 GWh of renewable energy per annum and avoid approximately two million tCO₂e each year.

EXPANDING RENEWABLE ENERGY ACCESS

Discovery Green continued to expand access to wheeled renewable energy during the year through landmark long-term power purchase agreements with the University of Cape Town, York Timbers, Glencore and Afrox. These agreements build on a growing portfolio of more than 50 organisations that have selected our trusted energy wheeling platform to meet their renewable energy objectives. They support renewable energy adoption across diverse sectors, helping clients reduce emissions, improve energy resilience and participate more actively in South Africa's energy transition.

Our partnerships with York Timbers and Glencore demonstrate our intention to meaningfully support carbon-intensive industries in creating new value paths through the use of renewable energy while advancing their sustainability objectives. The landmark 20-year renewable energy agreement with Glencore to support the decarbonisation of its South African coal operations further illustrates how Discovery Green is enabling even the most emissions-intensive sectors to transition to cleaner energy sources.

1 Discovery Place accounts for around **63%** 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

Discovery Green signs a power purchase agreement with an independent power producer



Project development and financial close

The independent power producer 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 two to three 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.

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Restoring spaces for our communities

Through Discovery Fund's partnership with the City of Johannesburg, the Alexandra Water Warriors initiative supports the restoration and rehabilitation of the Jukskei River through community-led clean-up activities, tree planting and biodiversity restoration. These efforts improve water quality, reduce flooding risks and help create a healthier environment for surrounding communities.

To date, the programme has rehabilitated approximately 2.5 km of the Jukskei River, established 440 indigenous trees and plants, and removed between 3.5 and 40 tonnes of waste each month. The completion of the EcoPark Environmental Education and Awareness Hub has also created a dedicated space for environmental education and community engagement, helping to build community awareness and encourage ongoing environmental stewardship.

PG Refer to page 57 for more detail on this project.

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.

This commitment is further demonstrated by the construction of our new KwaZulu-Natal office, which is targeting a five Green Star rating, reinforcing our long term commitment to sustainable building practices.

By operating from certified green buildings, we create healthier workplaces for our people while reducing our environmental footprint and supporting our broader sustainability commitments.

Incentivising sustainable choices through the Vitality programme

Vitality UK encourages behaviour that supports personal health and environmental sustainability by embedding incentives for more responsible consumption into its rewards structure. Key initiatives include:

Partners promoting circular 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.

Through the Callaway partnership, members can access certified pre-owned golf clubs, extending the life of sporting equipment.

Members are rewarded with a loyalty reward 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.

Partners reducing waste

Our active reward partner itsu focuses on reducing food wastage and ensuring their packaging is sustainable.

Bluecrest have switched to digital health reports by default – reducing print and resulting in substantial environmental savings.

Nuffield health removed plastic wet kit bags from all their fitness and wellbeing centres.

Partners with sustainability accreditations

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.

Partners helping our members to make more sustainable choices

We have introduced bike benefits through Brompton and Trek – helping to reduce the barriers to cycling for our members, in turn helping towards choosing active travel.

ASICS measures and reports on the carbon footprint of their trainers to help members make more informed choices when purchasing a new pair.

In South Africa, Vitality is using targeted awareness campaigns and its existing Shared-value rewards platform to encourage healthier and more environmentally responsible behaviours, while progressively expanding its rewards ecosystem to incorporate climate-related incentives.

Our partnership with Woolworths empowers members to make choices that support both personal and planetary health. By spotlighting responsibly sourced seafood through the HealthyFood programme, we encourage healthier eating habits while supporting sustainable fishing practices and ocean conservation through Woolworths' Fishing for the Future initiative.

Through the Vitality MoveToGive programme, members were empowered to support the SANParks Kruger Recovery Fund by donating Discovery Miles towards restoring critical infrastructure damaged by flooding in the Kruger National Park. The initiative, supported by matching contributions from the Discovery Fund, encouraged member participation in biodiversity conservation and environmental stewardship.

PG Refer to page 57 for how we are partnering with purpose to turn movement into impact through Vitality.



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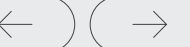
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Discovery's climate change position and goals

Climate change presents both risks and opportunities for Discovery, influencing operating costs, energy security, regulatory exposure and long-term value creation. Our climate change strategy focuses on reducing emissions across our operations, enabling the transition to renewable energy and expanding emissions management across the value chain. 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-aligned recommendations for business and industry transformation.

Short-term goal	Medium-term goal	Long-term goal
■ Reduce GHG emissions annually against our 2019 baseline ■ Maintain carbon neutrality in our UK operations ■ Publish our Net-zero Transition Plan in 2025	■ Achieve carbon neutrality in our South African and USA operations by 2027 ■ Reduce absolute Scope 1 and 2 emissions by 70% by 2030 across the Group from a 2019 baseline ■ Engage with our value chain on net zero	■ Achieve net zero by 2050 or earlier ■ Collaborate with strategic partners to enable a low-carbon future
FY2026 progress at a glance		
■ Published our Net-zero Transition Plan in October 2025 ■ Reduced Scope 1 and 2 emissions by 34.1% (23 651 tCO₂e) for FY2026, against the 2019 baseline, exceeding our target of 29.4% ■ Implemented structured data acquisition and reporting improvements, including standardisation, automation and improved auditability of emissions data ■ Sourced 100% renewable electricity in our Vitality-occupied offices and maintained a 100% hybrid nurse fleet in the UK ■ Our rooftop solar installations continued to reduce our reliance on the grid and generators, contributing 4.8% of the Group's energy needs from renewable resources (FY2025: 4.7%) ■ Vitality UK maintained carbon neutrality (Scope 1 and 2), including offsetting 382 tCO₂e through health and nature-focused projects in Africa and Brazil ■ Maintained net-zero waste-to-landfill accreditation at all our main offices in South Africa (1 Discovery Place, Cape Town, KwaZulu-Natal and Gqeberha)	■ Discovery Green on track to supply renewable energy to 1 Discovery Place in 2027 ■ Set a target to engage 80% of our suppliers (by spend) on climate strategies by 2030. In FY2026 we achieved almost 80% engagement with our top spend South African suppliers through our sustainability questionnaire, and 62% engagement with UK partners and suppliers through meetings, events and forums – collecting GHG emissions data, confirming net zero and science-based target alignment and identifying opportunities for collaboration ■ Progress in supplier engagement initiatives to improve data availability and accuracy ■ Further refined Scope 1 and 2 models by integrating South Africa, UK and USA data into a consolidated Group view	■ Operationalised and continued to refine our Net-zero Transition Plan, providing a structured roadmap across operations, portfolio and partnerships, with governance and workstreams to drive implementation towards 2050 ■ Discovery's Scope 3 carbon emissions for FY2026 totalled 3 076 698 tCO₂e (FY2025: 3 079 639 tCO₂e) ■ Expanded Scope 3 emissions modelling and prioritisation, particularly in high-impact categories such as purchased goods and services (category 1) and investments (category 15)

CLI Refer to our 2026 Climate Report for detailed progress against our climate change strategy.

Climate reporting disclosures

Discovery recognises the importance of transparent, decision-useful climate disclosures in enabling stakeholders to assess climate-related risks, opportunities and transition readiness.

CLIMATE REPORTING FRAMEWORK

Our dedicated Group Climate Report provides comprehensive disclosure on climate-related governance, strategy, risk management, operational performance, metrics and targets. We continue monitoring developments in the reporting landscape, best practice and changes in stakeholder expectations that could impact our approach to climate disclosure. In response, we align our disclosures with the requirements of ISSB IFRS S2 (although not yet mandatory in South Africa) and report in accordance with the GRI recommendations.

CLI Refer to our 2026 Climate Report for more detail.

Vitality UK: Climate-related Financial Disclosures Report

Our Net-zero Transition Plan sets out the Group's ambition and pathway to achieving net-zero GHG emissions, with a clear focus on physical operations, financed emissions, partnerships, suppliers and innovation. The plan supports internal decision-making and provides transparency on how Discovery is managing climate-related risks and opportunities over the short, medium and long term.

Net-zero Transition Plan

CARBON DISCLOSURE PROJECT

We also provide annual public disclosures to the CDP, the global environmental disclosure platform covering climate change, water security and deforestation. CDP reporting supports benchmarking against peers and enhances transparency on climate-related risks, opportunities and performance.

Our rating improved to a B for the 2025 reporting cycle (2024 reporting cycle: C). 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.



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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 resource scarcity, climate change and operational resilience are closely interconnected. Responsible resource management supports regulatory compliance, cost efficiency, employee wellbeing and long-term value creation.

Managing water

Water stewardship remains an important consideration across Discovery's operations. Water availability and infrastructure resilience are increasingly affected by climate-related pressures, data centre boom, ageing infrastructure and growing demand in a number of markets, including South Africa and the UK. In response, Discovery seeks to improve water-use efficiency by monitoring and managing consumption and, where feasible, using alternative water sources. Our South African offices are primarily supplied by local municipalities, with grey water systems, including the use of recycled grey water at 1 Discovery Place, used to reduce potable water demand, supporting resource efficiency and operational resilience. Rainwater overflow is directed to municipal stormwater systems in line with regulatory requirements.

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 directed to the water closets, urinals and garden irrigation

Discovery tracks and reports both potable and grey water usage, investigates instances of water wastage and records significant impacts as environmental incidents. Corrective actions are implemented in accordance with ISO 14001 environmental-management requirements.

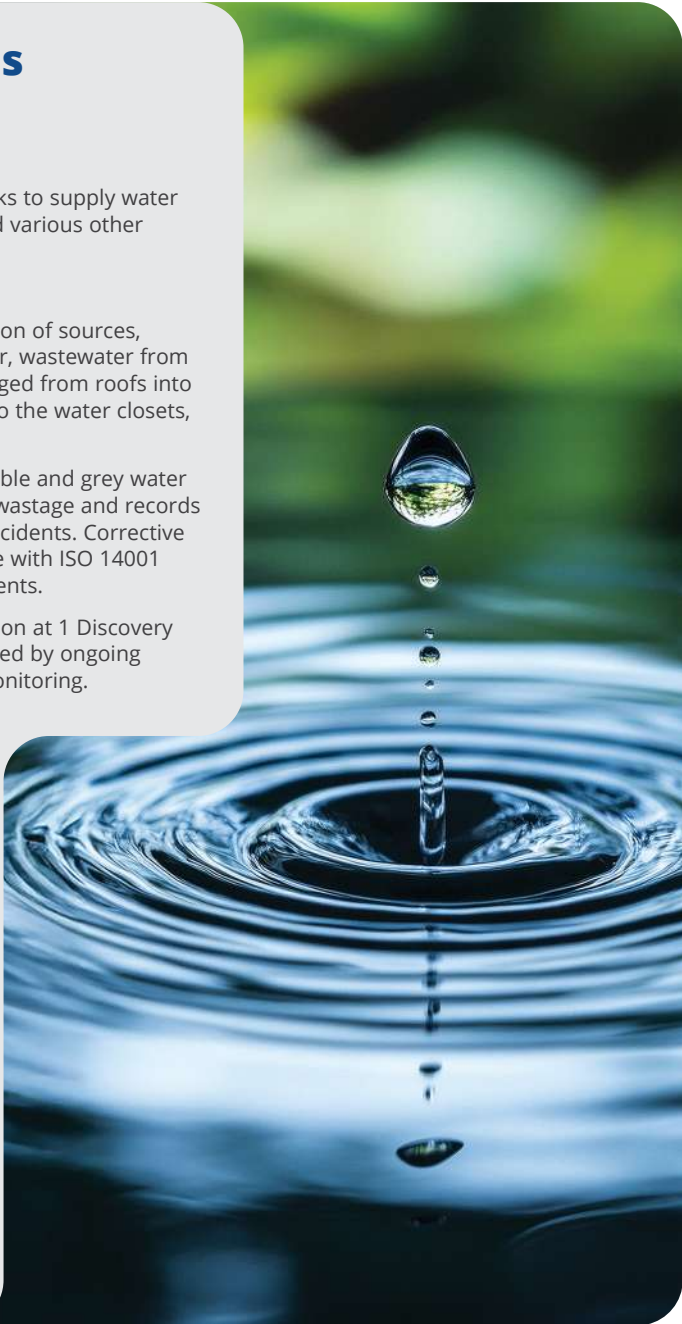
Since 2020, municipal water consumption at 1 Discovery Place has decreased by 34.7%, supported by ongoing efficiency initiatives and continuous monitoring.

The Group's total water withdrawal decreased by 0.5% to
99 564 kl
(FY2025: 100 072 kl)

SA total water withdrawal increased by 2.3% to
91 814 kl
(FY2025: 89 711 kl)

Recycled grey water made up 28% of our total water usage
(FY2025: 25%)*

* South Africa only



WATER-EFFICIENCY INITIATIVES

The technical services team continuously assesses opportunities to reduce water consumption, 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

An additional 80 kl of water storage capacity was also installed at our Cape Town head office, providing a resilience buffer during supply disruptions and integrated into the building management system for improved monitoring and control.

Supporting employees during water outages

In response to ongoing water supply disruptions affecting our Johannesburg employees, on-site facilities are available for employees at 1 Discovery Place, to help affected employees. Showers in the cyclist and runner change rooms are open to all employees, and a water collection point in the basement is set up to allow staff to take home up to 10 litres of municipal water daily.

Expanding access to safe water

The Zambia Western Province Safe Water Project, one of Vitality UK's carbon offset projects, supports safe water access in rural Zambia by rehabilitating and maintaining borehole hand pumps, training surrounding communities on best hygiene practices and building the capacity of local communities to manage and maintain the water sources into the future.

RESOURCE RISK, RESILIENCE AND LONG-TERM VALUE

Water scarcity and resource constraints present operational, regulatory and reputational risks, particularly in water-stressed regions. Discovery manages these risks through ongoing monitoring, efficiency improvements, alternative supply solutions and employee-support measures. Responsible resource management is embedded in Discovery's day-to-day environmental management and ERM practices, supporting operational resilience and sustainable long-term performance.



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Managing waste

Discovery manages waste through its environmental strategy, recognising that effective waste management reduces pollution, conserves natural resources, lowers GHG emissions and supports regulatory compliance and operational resilience.



* Waste to landfill increased, largely due to more complete UK reporting and the Stockport office relocation

REDUCING LANDFILL WASTE TO ZERO:

-  Reduces pollution and demand for raw material
-  Reduces harmful methane emissions
-  Conserves natural resources
-  Protects ecosystems and wildlife

ZERO WASTE-TO-LANDFILL COMMITMENT

We continue to work towards maintaining our net zero waste-to-landfill accreditation across our main South African offices. All our South African offices – 1 Discovery Place, Cape Town, KwaZulu-Natal and Gqeberha – maintain net zero waste-to-landfill accreditation from the Green Building Council of South Africa.

At our London office, we have transparency across all waste streams, with any residual general waste diverted from landfill to energy-from-waste recovery facilities.

Recognition for net zero waste leadership

Discovery was awarded runner-up in the Green Building Council South Africa Leadership Awards 2025, Net Zero Champion category, for achieving Net Zero Waste: Level 2 certification at its KwaZulu-Natal office. The award recognises projects that demonstrate sustainability leadership and meaningful progress towards a positive climate future, acknowledging Discovery's commitment to advancing operational sustainability and reducing the environmental impact of our facilities.

WASTE-MANAGEMENT APPROACH

Discovery's waste-management approach focuses on waste avoidance, reuse, recycling and responsible disposal, supported by internal controls, supplier engagement and ongoing monitoring. Key actions include:

- Ensuring that lifestyle service partners at 1 Discovery Place comply with sustainability requirements, including waste management and water recycling
- Continuing to explore zero waste-to-landfill accreditation for our UK buildings to support long-term waste-reduction objectives. We continue to work closely with landlords and waste partners to enhance transparency of waste lifecycle impacts
- Implementing corrective actions identified through annual internal environmental audits as part of Discovery's ISO 14001-aligned environmental-management process

RESPONSIBLE WASTE DISPOSAL

Discovery partners with approved service providers to ensure environmentally responsible disposal of e-waste and hazardous waste, including fluorescent tubes, globes, incinerated waste and medical waste, in compliance with applicable regulations. Our incinerated waste accounted for 3% of total waste in FY2026 (FY2025: 3%).

RISK AND LONG-TERM VALUE

Waste generation and disposal present environmental, regulatory and cost risks, particularly where landfill reliance increases emissions and compliance exposure. Discovery manages these risks through accreditation, supplier controls, audits and continuous improvement initiatives. Effective waste management supports operational efficiency, environmental stewardship and long-term value creation.



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Conserving nature and biodiversity

Discovery recognises biodiversity loss and ecosystem degradation as significant and growing global risks, closely linked to climate change and resource scarcity. Nature-related risks and opportunities are therefore increasingly relevant to Discovery's long-term resilience, investment performance and operating environment.

APPROACH AND GOVERNANCE

We are assessing our exposure to nature-related risks and opportunities, including those associated with water resources and forestry. These risks may affect operational continuity, supply chains, investment portfolios and broader socio-economic stability.

Our Board oversees our climate change response, approving the strategic direction, policies and recommendations for managing environmental issues, including biodiversity, ensuring appropriate strategic oversight as nature-related financial risks continue to evolve. Following initial assessments, we will consider how to mitigate material exposures and respond to identified opportunities through our ERM Framework.

We will be guided by the Task Force on Nature-related Financial Disclosures (TNFD) as it develops its approach to nature-related risk assessment, management and, over time, target-setting, as well as by any amendments to the ISSB IFRS standards on nature-related disclosures.

Refer to our Environmental Policy, which includes our commitment to proactively address environmental issues – including biodiversity – for more detail.



PROGRESS DURING THE YEAR

Throughout the year, we focused on building internal capacity on nature and biodiversity by strengthening our understanding of emerging global frameworks, standards and best practices. This included monitoring developments related to the TNFD and updates to the ISSB sustainability disclosure standards, while enhancing our understanding of the evolving nature-related reporting landscape. We also participated in industry workshops and collaborative working groups, including the UN PRI Nature Reference Group and UNEP FI initiatives, to stay informed of leading practices, contribute to industry dialogue and support the integration of nature-related considerations into our approach.

Vitality UK strengthened its approach to nature and biodiversity through industry collaboration, stakeholder engagement and the integration of nature-related considerations into risk identification and management processes. This included participation in the UNEP FI Principles for Sustainable Insurance Working Group for Nature and knowledge-sharing forums focused on nature loss, ecosystem degradation and planetary health.

As part of our climate-related risk identification workshops, Vitality UK also assessed the intersection between nature degradation and health impacts, including potential risks to supply chains and health outcomes, to support the integration of nature-related risks into ERM over time.

One of Vitality UK's carbon offset projects, The Soil Carbon Improvement Project through Grassland Management in the Drakensberg, aims to restore degraded grassland ecosystems and biodiversity through sustainable grazing management and controlled burning practices. By supporting the recovery of perennial grasses and improving soil health, the project enhances carbon sequestration, strengthens ecosystem resilience, improves water conservation and promotes healthier habitats for local species, while also supporting local livelihoods and community development.

BIODIVERSITY AND RESPONSIBLE INVESTMENT

In line with Discovery's responsible investment approach, we are working to better understand how nature and biodiversity-related risks and opportunities may impact the Group through its investment portfolios.

During the year, Discovery engaged with Ninety One, the asset manager responsible for managing most assets directly under our control, to deepen understanding of biodiversity-related risks and impacts. Ninety One developed a firm-wide approach to assess nature and biodiversity risks.

To further understand our supply chain dependencies and risks, we have incorporated questions on nature and biodiversity in our supplier sustainability due diligence questionnaires.

We continue to engage with our UK asset manager and receive quarterly information on biodiversity-related impacts within its corporate bond portfolio. As biodiversity-related data and methodologies continue to mature, Discovery and Vitality UK will maintain ongoing engagement with asset managers to improve visibility, data quality and integration into investment decision-making.

RISK AND LONG-TERM VALUE

Nature-related risks are increasingly recognised as financially material, with potential implications for asset values, insurance risk, supply-chain stability and economic resilience. The healthcare sector also has a significant dependency on nature, with around 70% of cancer drugs derived from natural sources, underscoring biodiversity's importance to health systems and pharmaceutical supply chains. Discovery's evolving approach to biodiversity and nature conservation reflects a prudent, risk-aware response to emerging expectations, supporting informed decision-making and sustainable long-term value creation.



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Our purpose and values



This year marks a wonderful milestone for Discovery and Vitality as we celebrate our 34th anniversary. The scale and impact of what we have achieved is truly remarkable. On this anniversary, we are in a unique position and an important phase of our evolution. We are living our values, pursuing our purpose, our businesses are brilliant and strong, and our Vitality Shared-value business model is globally relevant.

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.

IAR For the Group's strategic performance against our good business enablers, refer to our 2026 IAR.

PG We reinforce the Group's values through our ethics management strategy. Refer to page 94 for more information on ethics.

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.



- 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

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.



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Sleep: A strategic health asset

Sleep has a material impact on people's risk of disease and longevity serving as the body's innate preventive health function. By recognising sleep as a foundational pillar of health, we are delivering on our purpose of making people healthier and enhancing and protecting their lives.

What is good sleep?

Sleep is not passive – it is an active and restorative process that leads to:

Cognitive optimisation

- Memory consolidation and learning
- Synaptic pruning and neuroplasticity
- Creativity and insight generation

Metabolic regeneration

- Glucose and energy homeostasis
- Hunger hormone modulation
- Cardiovascular and blood pressure regulation

Physiological restoration

- Tissue and vascular repair
- Immune system strengthening
- Glymphatic clearance of metabolic waste

Emotional regulation

- Processing of emotional experiences
- Stress-response stabilisation
- Mood stability and resilience

GOOD SLEEP IS MADE UP OF:

- Duration** Total hours slept per night
- Regularity** Consistency of sleep start and wake times
- Quality** Time spent in restorative sleep stages – rapid eye movement (REM) and deep sleep

How we studied sleep

Through a multi-disciplinary collaboration across Discovery Vitality, Discovery Health and Discovery Insure, we combined global research with one of the largest private-sector sleep data sets in the world:



We also overlaid Discovery Insure's telematics data, linking sleep patterns to motor vehicle accident risk and driving behaviour, and built on external research and global studies.

What we found

One in three adults consistently fails to achieve sufficient sleep, and one in two Discovery members have at least one sleep metric out of range. Our data shows that both quality and quantity of sleep are on the decline.

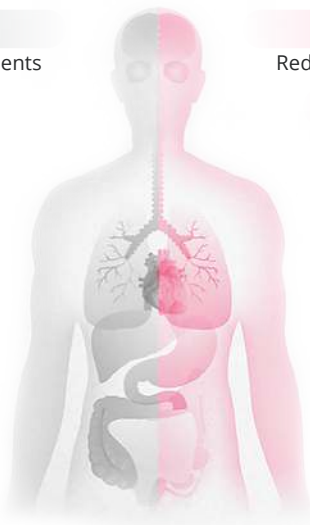
Poor sleeping habits are caused by, among other things, artificial light exposure, late-night digital engagement, round-the-clock work demands, and the consumption of substances that disrupt sleep (including alcohol, caffeine and nicotine). Not only is sleep worsening overall, but the global prevalence of sleep disorders such as insomnia and obstructive sleep apnoea is also increasing.

THE CONSEQUENCE OF POOR SLEEP OVER TIME

- AFTER ONE NIGHT**
Increased risk of motor accidents
- AFTER ONE WEEK**
Increased hunger hormones, risk of making unhealthy food choices
- AFTER ONE MONTH**
Increased anxiety and depression symptoms. Increased blood pressure and impaired glucose levels
- AFTER SIX MONTHS**
Impaired immunity, memory and focus
- AFTER ONE YEAR**
Chronic fatigue, increased risk of cancer, diabetes and psychosis

THE VALUE OF IMPROVED SLEEP OVER TIME

- AFTER TWO NIGHTS**
Reduced risk of motor accidents
- AFTER ONE WEEK**
Improved immune function
- AFTER TWO WEEKS**
Improved appetite regulation, enhanced mood and emotional stability
- AFTER ONE MONTH**
Reduced depression and anxiety symptoms
- AFTER TWO MONTHS**
Reduced blood pressure and insulin sensitivity
- AFTER SIX MONTHS**
Reduced risk of diabetes



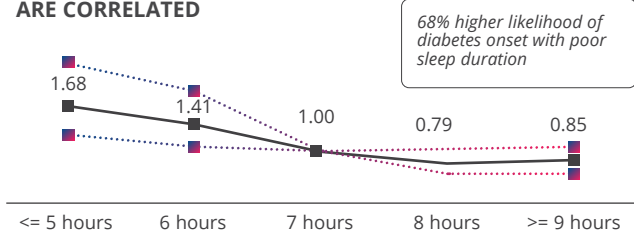
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CASE STUDY

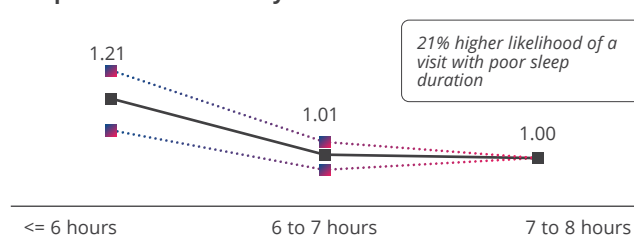
Sleep: A strategic health asset *continued*

Consistent sleep loss has been shown to cause cognitive decline, cardiometabolic risk, immune disruption and negative mental health impacts. We also found a bi-directional relationship between sleep disorders and chronic and mental health conditions, with one increasing the risk of the other.

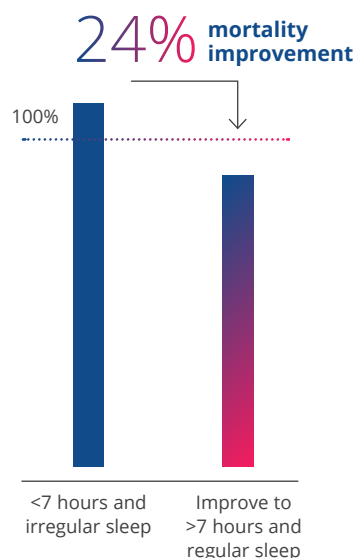
SLEEP HEALTH AND THE ONSET OF LIFESTYLE RELATED CONDITIONS ARE CORRELATED



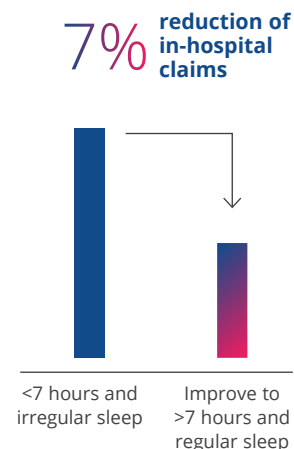
Sleep health and casualty visits are linked



RELATIVE MORTALITY RATES

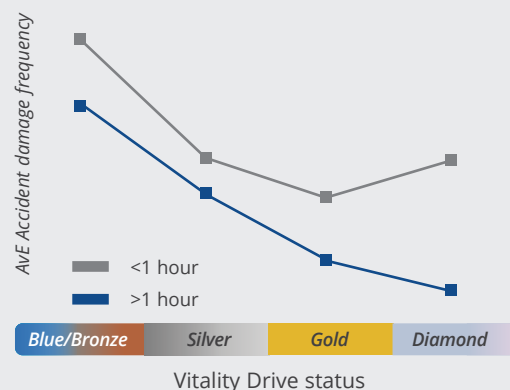


AVERAGE ANNUAL IN-HOSPITAL CLAIMS

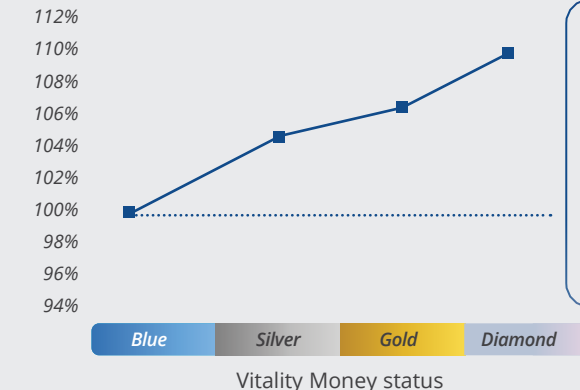


In addition, we identified a link between sleep and driving and health outcomes:

ABSOLUTE IMPACT OF SUFFICIENT REM SLEEP ON INSURE AVE OF DAMAGE FREQUENCY



CHANGE IN REM SLEEP BY VITALITY MONEY STATUS (RELATIVE TO BLUE)



What we are doing

Better sleep begins with better habits. It also requires a comprehensive and layered approach.

In a global first, in FY2026, we integrated sleep into the Discovery Vitality ecosystem with the launch of the Vitality Sleep Score and Vitality Sleep Rewards, rewarding members for sleeping well. By encouraging better sleep behaviours, the programme supports early identification of DHMS members at risk of sleep disorders and supports effective treatment through scheme benefits for those diagnosed.

By elevating sleep to the same importance as nutrition and physical activity, we aim to support healthy sleep habits that bear long-term benefits at scale. The Vitality Sleep Score is aggregated into a rolling 10-week average to create a Sleep Habit Score to support consistency and healthy habit forming. We also introduced rewards for tracking sleep and sleeping well as part of Vitality Drive.

The impact

We anticipate that the Vitality Sleep Score will not only improve population health outcomes but could also reduce healthcare costs by approximately R1 billion in year one, if all DHMS members improve their sleep.

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Our people are our greatest asset and the cornerstone of our success. As a business, we are responsible for liberating the best in our people. By fostering a great workplace, we attract top talent, enhance employee wellbeing and productivity, drive innovation and build a positive brand, capturing the benefits of a diverse and empowered workforce. Our core purpose, the values that ground us, the leadership culture we aspire to, and the ambition we pursue have defined who we are today.

Related material themes



Ensure good corporate governance and regulatory compliance



Empower our people



Expand and strengthen our social impact

Our people approach is guided by these priorities

1

Attracting, recruiting, retaining and developing the best talent

2

Cultivating and sustaining an inclusive culture

3

Making our people healthier

Our approach prioritises leadership development to equip our leaders with the tools and skills needed to effectively lead in today's context.

OUR FY2026 HIGHLIGHTS

Introduced D92 (formerly Discovery Day), honouring 34 years since Discovery's 1992 inception year. FY2026 marks its inaugural expansion into Discovery People Week, a dedicated, week-long initiative designed to celebrate our people and strengthen their connection to our shared purpose and the impact we aim to deliver

Retained Top Employer certification from the Top Employers Institute for the 7th consecutive year

Codified Discovery's unique leadership attributes into a new Leadership Manifesto at our inaugural in-person Global Executive Summit, which brought together over 200 of our most senior leaders across the Group

Rewarded the winners of our flagship recognition Star Awards with a trip to Beijing and Shanghai in May 2026

Shortlisted as an Employer of Choice in the 2025 South African Graduate Employers Association Awards

Vitality launched a refreshed internal global brand and new location-based content zones, designed to bring our people more personalised, relevant updates wherever they are based

Vitality UK was recognised by Glassdoor as one of the Top 50 Best Places to Work in 2026, ranking 26th

Achieved gender parity in senior management roles in Vitality UK, reflecting our sustained focus on supporting and enabling women's development and progression

LOOKING AHEAD

- Embedding the new Quality Council for Trades and Occupations qualifications, which replace legacy qualifications previously accredited by the South African Qualifications Authority and registered with the SETAs
- Institutionalising inclusion, diversity and equity as lived organisational realities with a particular focus on elevating the inclusion and experience of people living with disability
- Sustaining a high performing, future ready workforce through the attraction, development and retention of scarce and critical talent
- Enhancing our approach to continuous performance engagement to enable a seamless, fit for purpose and user-friendly performance process

Overview of our workforce

Across our business, our people set bold goals guided by a shared purpose, grounded in our values and shaped by a distinctive leadership culture.

Discovery is a multinational organisation with a global workforce of >15 200 permanent and non-permanent employees (FY2025: >15 000) and a footprint in 36 markets.

Over 80% of our total workforce is based in South Africa, where we were founded and maintain a dominant presence across various sectors

12 282 employees across our South African businesses
(FY2025: 12 172 employees)

2 702 employees in the UK
(FY2025: 2 624 employees)

229 employees in the USA
(FY2025: 227 employees)

41% of our employees are male
(FY2025: 42%)

59% of our employees are female
(FY2025: 58%)

10.6% Group employee turnover for FY2026*

* Based on a consolidated weighted calculation for employee composition per region: South Africa (80.7%); UK (17.8%); USA (1.5%)



Refer to our ESG Databook for detailed insights into our workforce.



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1 Attracting, recruiting, retaining and developing the best talent

KEY METRICS (SOUTH AFRICA)



The rapid evolution of work demands continuous reskilling, and organisations must invest in intelligent platforms that consistently conduct skills audits and leverage data analytics to forecast future workforce needs. In addition, attracting, recruiting and retaining diverse talent with critical and scarce skills – particularly in data sciences, advanced data engineering and machine learning, actuarial research and development, core IT capabilities and emerging technologies like generative and agentic AI – are critical levers for our continued success and growth, and we need 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, who are the best in their respective fields and who want to continuously learn and grow. In the UK, our 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.

PG Refer to page 82 for details on retaining, attracting and promoting the best people – aligned with our transformation ambition – through learning and development offerings that create advancement opportunities.

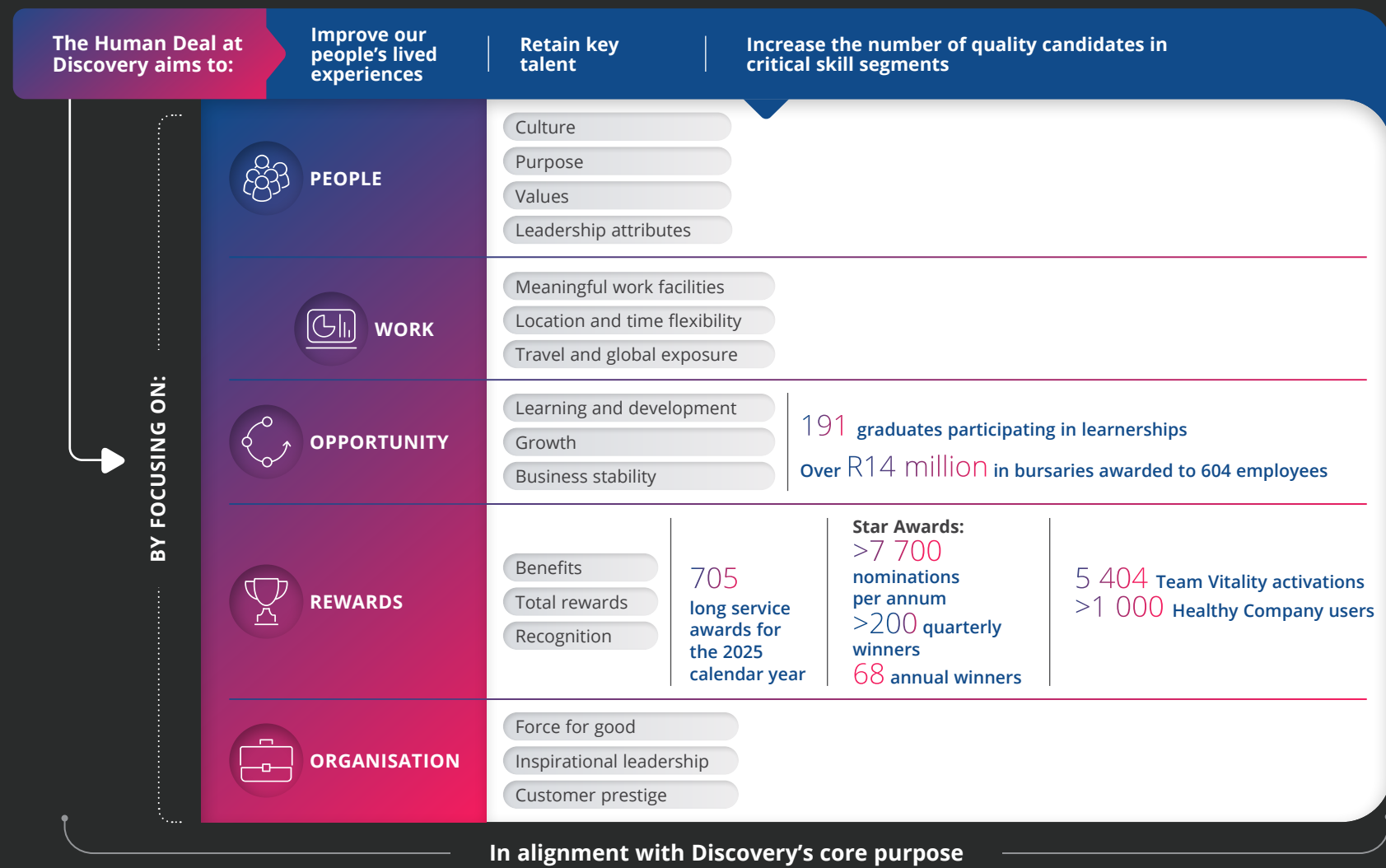


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Offering a Human Deal at Discovery

The Human Deal at Discovery cultivates and communicates our human-centric approach to captivate the hearts and minds of current and potential employees. We continuously strengthen this approach to establish the Group as a global employer of choice attracting, recruiting and retaining critical and scarce talent.



Discovery supports employees across key life stages through inclusive benefits that promote wellbeing, family support and long-term security. These include paid parental leave for primary and non-primary caregivers. Employees are entitled to up to four consecutive months' parental leave, which may be shared between qualifying parents in respect of the birth, adoption or commissioning of a child, in line with applicable South African labour legislation.

To further support new parents in the workplace, designated breastfeeding and lactation facilities are available. Our employees' children can attend 50% subsidised Fun Factory child-minding facilities to help working parents balance work and family responsibilities.

Employees also have access to a comprehensive suite of health, financial and insurance-related benefits, including medical scheme membership, comprehensive Group risk cover, spouse life cover, income continuation and severe illness benefits, education benefits for dependants, and bursary and educational assistance schemes to support ongoing skills development and training.

ESG Refer to the ESG Databook for further information regarding employee benefits and parental leave.

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ENGAGING FOR AN EXCEPTIONAL
EMPLOYEE EXPERIENCE

Employee engagement and wellbeing are material to our ability to attract, retain and motivate talent – declining trends could represent a risk to productivity and Discovery’s long-term performance.

Our business units drive employee engagement to ensure an exceptional employee experience, while our 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 its executive team. 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 and Viva Engage platforms, which also foster wellbeing. To date, we have recorded 452 028 views of the My Employee Journey support page.

The group’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.

Vitality In The Loop serves as our employee intranet and the go-to place for company news, leadership updates, resources and information that help colleagues stay connected and informed. Launched in 2019, it continues to be the gateway to all things Vitality.

IAR For details on employee engagement during the year, refer to our FY2026 IAR.

MEASURING THE EMPLOYEE
EXPERIENCE

Our Group-wide annual employee experience survey, which is 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. We share the results and action plans at all levels, including at Management Committee and Executive Committee meetings.

This year’s participation in our employee experience survey included 9 782 employees, with a response rate of 90% (FY2025: 9 408/89%). We monitor trends in our engagement metrics across periods and the categories we consider core to our business, and compare them with South African and global high-performance norms. This approach assists us in assessing movements in employee morale and wellbeing.

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	92% (FY2025: 91%)	n/a	n/a
Engagement	90% (FY2025: 90%)	83%	86%
Diversity and inclusion	87% (FY2025: 86%)	81%	89%
Job satisfaction	86% (FY2025: 85%)	86%	87%
Innovation	83% (FY2025: 82%)	78%	84%
Wellbeing*	71% (FY2025: 70%)	72%	73%

* The survey includes whether employees feel stress and anxiety from their role, and how happy employees feel about their job

We act 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.

We noted an uptick in our employee experience survey ratings in FY2026, likely due to a combination of initiatives such as the D92 launch and continued investment in employee wellbeing, as well as updated benefits in response to employee feedback. In response to the latest survey, Discovery will prioritise wellbeing and diversity, equity and inclusion as strategic pillars going forward.

Our employee advocacy programme enabled over 85 employees (FY2025: 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.



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Connecting and developing great minds

EMPLOYEE TRAINING AND DEVELOPMENT AT A GLANCE*

R296 million
spent on learning and development
(FY2025: R622 million)

1 575 290
total training hours
(FY2025: 1 110 666 hours)

155.53
average employee
training hours
(FY2025: 91.3 hours)

21
average number of days
training per employee
(FY2025: 12.2 days)

R274 million
total B-BBEE training spend
(FY2025: R494 million) amounting to
88% of total training spend
(FY2025: 79.4%)

153.30
average training hours
per female employee
(FY2025: 88.4 hours)

159.81
average training hours
per male employee
(FY2025: 95.4 hours)

* Permanent and non-permanent employees. Metrics reflect Group performance – except for total spent on B-BBEE training, learning and development, which only reflect our South African businesses

The Group’s ability to execute its strategy and compete for top talent hinges on access to critical skills and strong leadership capability. Any erosion in capability depth or succession readiness poses a tangible risk to both operational resilience and long-term performance. To stay ahead of this, management actively monitors training and development metrics – including training hours, leadership pipeline indicators and internal mobility rates – to assess workforce readiness and inform investment decisions.

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, advances in technology, fierce competition for talent, increasing employee expectations and critical skills shortages. These forces have fundamentally altered the skills landscape, requiring organisations to move beyond traditional training approaches toward more deliberate, future-focused skills development strategies to enable adaptability, lifelong learning and resilience.

By integrating structured reskilling initiatives, partnering with higher education institutions and facilitating access to development opportunities, Discovery continues to deliver a compelling, people-centred employee value proposition that allows our employees to thrive amid ongoing change and complexity. 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, which 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 the long-term sustainability of our workforce. We integrated these strategies 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.

We provide leadership development training courses to senior, middle and junior management, as well as non-management employees who form part of the leadership pipeline.

We track KPIs to evaluate our talent pipeline, emphasising **internal mobility, training and developing leaders** and **building a pipeline through targeted learnerships and internships** for black talent. Internships address sector-specific skills gaps while programmes for unemployed individuals and persons with disabilities promote inclusion. Metrics like 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 aligns with global best practices and is 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. 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.

ESG Refer to the ESG Databook for detailed insights into training and development.



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HOW WE CONNECT AND DEVELOP GREAT MINDS

Discovery has a formal talent pipeline development strategy that includes structured internships and graduate recruitment programmes, partnerships with universities and targeted upskilling initiatives aligned to current and future workforce needs. Key components include:

Supporting internal talent mobility

17%
of open positions
were filled by
internal candidates
(FY2025: 24%)

3.9%
of employees were
promoted internally
(FY2025: 4.3%)

777
employees
(FY2025: 496 employees)
received bursaries
worth R17.2 million
(FY2025: R13.8 million)

Leveraging people analytics to create a workforce of the future

Vitality launched SuccessFactors, our HR system, alongside myVacancy, our global recruitment platform, and myService for logging HR-related queries, to our employees in South Africa and Asia. This marked a major milestone in aligning our global people systems and improving the employee experience for all of our great people

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

We established mentorship programmes to support the career development of underrepresented employees and provide them with opportunities for growth and advancement

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, then leverages 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, namely: Actuarial, Data Science, Underwriting, Software Engineering, Test Engineering and Requirements Engineering

In the USA, Vitality launched Leadership Attributes and provided continued immersion training on the attributes and values. A bursary programme is offered to support formal education through accredited schools. We support continued education for certifications relevant to and/or required for positions such as state licensing for nurses

Training and developing our people

Investing in training and development supports internal mobility and leadership readiness, with internal appointments and post-programme absorption rates used as indicators of effectiveness. Improved participation and promotion levels reflect strengthened workforce planning and the effectiveness of internal talent development initiatives aligned to organisational needs.

Employees viewed 12 445
LinkedIn Learning and
Udemy programmes
(FY2025: 60 355 programmes)

16 141 hours of learning
on LinkedIn Learning and
Udemy platforms
(FY2025: 18 845 hours)

3 867 employees completed
professional programmes
(FY2025: 4 720 employees)

1 667 employees completed
leadership development
programmes
(FY2025: 1 530 employees)

18 employees participated
in our executive leadership
programme
(FY2025: 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. During the year, the Group launched an executive leadership programme in partnership with London Business School, running from April to November 2026, as well as AI-based coaching for executives

Training and developing our people

Our GenAI Academy develops future-fit and differentiating capabilities in our people (for more information, refer to page 122)

We give employees access to formal and informal business skills learning through online learning platforms

Digital learning resources are expanded for all UK employees through an external learning partnership

We offer professional programmes to employees through the People Academy and Group Information Services Academy

Our formal bursary scheme and educational assistance loan scheme support the pursuit of formal qualifications through accredited institutions

Our leadership coaching programme improves line managers' skills and performance

Vitality UK launched myCareer Mentoring, enabling employees across all levels to access mentoring organically based on development needs, career interest and skills – reinforcing equitable access to development opportunities

In the USA, we launched iThrive and Open Sesame, replacing existing learning management system tools to align with Vitality in the UK and help individuals grow and advance their skill sets



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Building a pipeline through learnerships and internships

These programmes support long-term workforce resilience by strengthening our internal talent pipeline and mitigating the risk of critical skills shortages in key business areas such as data science.

191 unemployed learnerships
(FY2025: 175 learnerships)

233 employed learnerships
(FY2025: 45 learnerships)

424 employees participated in learnerships
(FY2025: 220 employees)

81% of learners absorbed into Discovery post-learnership ended 31 December 2025
(FY2025: 68%)

100% of interns absorbed into Discovery post-internship ended 31 January 2026
(FY2025: 77%)

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 and banking sectors

Building a pipeline through learnerships and internships

Our learnerships are structured 12-month training programmes that provide learners with a nationally recognised accredited qualification

In response to the accelerating impact of AI and digital transformation on the workforce, we positioned employed learnerships as a core pillar of our employee value proposition. These learnerships are proactively enabling the reskilling and redeployment of employees impacted by AI-related role changes, ensuring employment continuity while building capabilities aligned to our strategy and skills priorities

Targeted learnership programmes in scarce and critical skills areas supported employees in transitioning to new and emerging specialisations. The deliberate investment strengthened internal talent pipelines, addressed critical skills gaps and reinforced the Group's sustainability while preserving institutional knowledge and enhancing workforce resilience

Six candidates living with disabilities from learnerships were absorbed as contractors in 2026

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

Discovery further enhanced access to learning and career development through the Discovery Higher Education Fairs, which provided employees with direct exposure to accredited higher education institutions and enabling them to explore academic and professional development opportunities aligned to their career aspirations and the future world of work

Building the skills our industry needs

Supported 177 future actuarial professionals since inception

Work experience for 20 IT students
(FY2025: 35 students)

Employment offers to 20 IT candidates
(FY2025: 26 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 black and coloured actuarial professionals within Discovery in partnership with the Association of South African Black Actuarial Professionals and the South African Actuaries Development Programme (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

Fair and responsible remuneration

Discovery is committed to fair, responsible and transparent remuneration for all employees.

REM Refer to our 2026 Remuneration Report for details on our fair and responsible remuneration.



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2

Cultivating and sustaining an inclusive culture

KEY METRICS (SOUTH AFRICA)

Gender diversity at senior leadership* level

44%

(FY2025: 44%)

Racial diversity at senior leadership* level

43%

(FY2025: 40%)

* Senior leadership includes Executive Committee members, general managers and deputy general managers with strategic decision-making authority

Employment equity, diversity and inclusion are material to the Group's ability to attract, retain and motivate talent, meet regulatory requirements and sustain operational performance across key markets. We support the principles of employment equity and promote equal opportunity for, and fair treatment of, all employees and applicants. We define equal opportunity as providing an equal and fair chance to learn about, apply and compete for employment opportunities, and to function successfully and advance as an employee.

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. These initiatives are supported by measurable employment equity targets and monitored through regular workforce analytics. Progress is reviewed by the Board and senior management, with a focus on improving representation in leadership, strengthening inclusive culture and sustaining equitable talent outcomes across our markets. In doing this, we advance outcomes toward a workforce that better reflects South Africa's economically active population while strengthening leadership diversity and inclusion.

Our FY2026 diversity, equity and inclusion performance at a glance

SUPPORTING ETHNIC AND RACIAL DIVERSITY

South Africa

Representation of black people increased from **79.3%** to **79.8%** in our overall workforce, and to **43%** from **40%** at senior leadership level

Recruitment of black leaders at team leader level and above accounted for **84%** of appointments, with African senior leadership appointments at **44%**

89% of new employees were black candidates (FY2025: 91%)

Following the 1 July 2026 promotion cycle, Discovery achieved an increase in female (**47.66%**), African (**21.61%**), and Coloured (**7.03%**) representation at the divisional general manager and general manager levels

Vitality UK

Recorded an average of **393** visits per month to our online Diversity and Inclusion hub

7.20% mean ethnicity pay gap in the 2025 calendar year (2024: 9.08%)

20.30% mean gender pay gap in 2025 (2024: 18.87%)

Welcomed **15** interns as part of the UK's **10 000** Interns Foundation programme, which champions underrepresented talent and promotes equity of opportunity (FY2025: 10 interns)

Achieved gender parity at senior leadership positions in 2025

FEMALE REPRESENTATION ACROSS GROUP CATEGORIES

Across the Group **59%**
(FY2025: 58%) | (FY2024: 59%)

At Board level **54%**
(FY2025: 54%) | (FY2024: 46%)

In senior positions **44%**
(FY2025: 45%) | (FY2024: 45%)

PREVENTING DISCRIMINATION AND SUPPORTING INCLUSION

- We addressed and successfully resolved **30** incidents reported via our Ethics Defender portal (FY2025: 17 incidents)
- We implemented comprehensive training programmes that focus on diversity, equity and inclusion to ensure all employees are equipped with the knowledge and skills to contribute to a diverse workplace. We also have a blended online and in-person diversity and inclusion induction programme to introduce new employees to Discovery's transformation vision
- We elevate awareness of unconscious bias and equip managers to recognise inclusion and exclusion behaviours in a hybrid work environment
- Inclusive language is embedded across our diversity, equity and inclusion programmes to support respectful engagement
- 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 Employee Resource Group Framework enables emerging identity groups to contribute to business strategy and foster a sense of belonging. In FY2026, two additional Employee Resource Groups were established: one representing People Living with Disabilities, and the other a Chairpersons' Forum for the Employment Equity Consultation Forums (EECFs) across the Group. The EECF Chairpersons' Forum drives strategic alignment on diversity, wellbeing and transformation, while ensuring consistent and formalised governance across all forums
- Our Pride Employee Resource Group supports and advocates for the rights and wellbeing of lesbian, gay, bisexual, transgender, queer/questioning, intersex, asexual, pansexual and other identities (LGBTQIAP+) employees across the organisation
- In the UK, our four Employee Resource Groups – the LGBTQ+ Forum, Let's Talk Race Forum, Neurodiversity Forum and Women's Forum – are chaired by a member of the executive team and meet quarterly to provide a platform for sharing ideas and experiences, and for proposing initiatives to increase inclusion and belonging. Our diversity and inclusion hub, hosted within Vitality In The Loop, hosts diversity and inclusion content, from inclusion forums and employee stories to resources, guidance and awareness activity that support a more inclusive workplace for everyone
- To support employees of all ethnicities and genders, Vitality UK introduced a flexi-retirement benefit; an ADHD and autism diagnosis and treatment benefit; access to an app created by ADHD clinicians and psychologists to help people understand neurodivergence; and neurodiversity training and guidelines for managers
- In the USA, we run ongoing allyship training on transgender and non-binary identities alongside initiatives to mark key awareness moments, and we hold pay equity certification from the state of Illinois

SUPPORTING PEOPLE LIVING WITH DISABILITIES

- Discovery employs **136** people living with disabilities, representing **1.1%** of our total workforce (FY2025: 113 employees)
- We delivered comprehensive virtual disability confidence training and introduced in-person disability sensitisation sessions
- The People Living with Disability Employee Resource Group is leading key workstreams to design more inclusive organisational experiences
- Disabled people are welcomed through the UK's 10 000 interns initiative

ESG Refer to the ESG Databook for detailed insights into our diversity performance.

Advancing our transformation objectives

Discovery advances its transformation objectives through structured governance processes, clear accountability and measurable outcomes that support the business's long-term sustainability. Our approach focuses on advancing ethnic, racial and gender diversity, as well as the inclusion of people living with disabilities, recognising these as critical to ethical leadership, regulatory compliance, talent sustainability and organisational performance.

As a signatory to the UNGC Women Empowerment Principles, we implement ongoing diversity, equity, inclusion and belonging development and coaching initiatives. Discovery registered to participate in the UNGC Target Gender Equality Accelerator 2026, which will further translate Discovery's gender equality commitments into concrete action in line with best practices and international standards. Initiatives like these support leadership capability building, including the development of our black high-potential talent.

OUR EMPLOYMENT EQUITY STRATEGY

The Group's employment equity strategy is designed to support a workforce profile that progressively reflects South Africa's national economically active population (NEAP) at every level. We review performance against approved targets in our Employment Equity Plan – which was approved in August 2025 – quarterly. This also informs management decision-making related to recruitment, succession planning and workforce development.

Discovery Group's current employment equity score against our FY2026 target is

101.78%
(FY2025: 101.17%)

ESG Refer to the ESG Databook for data on the diversity profile per employee category, our employment equity targets and our three-year performance against our plan.

As an equal opportunity employer, we actively encourage applications from people living with disabilities and implement measures to reduce barriers to entry, progression and retention.

We implement targeted initiatives to attract, develop and retain qualified professionals and future leaders, including structured graduate and management development programmes. Business units are accountable for fair and consistent hiring and promotion practices, with the objective of addressing identified representation gaps and strengthening leadership pipelines. Accelerated development initiatives are underway – particularly targeting underrepresented demographics at senior levels.

Our transformation objectives – including the advancement of black representation at top and senior management levels and defined targets for female representation at general manager level – were established through formal governance processes. We encourage transformational leadership behaviour by including transformation as a KPI in our management incentive system. We measure our employees' perceptions of inclusivity through employee experience surveys.

PG Refer to page 80 for detail on measurement of our workforce's perception of inclusivity through the annual employee experience survey.



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Supporting ethnic and racial diversity

SOUTH AFRICA

In South Africa, job creation and equitable access to employment are recognised as key levers for meaningful transformation. The Group prioritises the recruitment of black candidates to fill most vacancies, supporting our efforts to align with South Africa's NEAP and contributing to the long-term sustainability of our workforce.

Our senior leadership teams are accountable for the employment equity composition of their respective business units through defined short-term KPIs aligned to Employment Equity Plan targets. Performance is measured at Group level.

Our talent management process identifies high-potential black talent, assesses development requirements and supports progression into leadership and other senior roles in line with succession planning priorities.

PG Refer to page 83 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 roles. Discovery's internal talent acquisition specialists leverage our HR technology platforms and operate under the oversight of the Head of Transformation and Head of Talent. Where appropriate, certain senior role sourcing is supported by B-BBEE-compliant recruitment agencies included on the Group's preferred supplier lists.

VITALITY UK

In 2025, our ethnicity pay gap reduced to 7.20% from 9.08% in 2024. As in previous years, these figures are based on voluntary disclosure and reflect a relatively small cohort of employees, meaning year-on-year results can be sensitive to small demographic changes. During the year, targeted initiatives to encourage voluntary disclosure resulted in a 19% reduction in the number of employees recorded as 'not disclosed', with our overall ethnicity declaration rate reaching 95% in 2025. This has provided a more robust and representative view of our workforce.

Our ethnicity pay gap is primarily driven by the underrepresentation of black, Asian and ethnic minority employees in senior leadership roles. We remain confident that employees receive equivalent pay for equivalent work, irrespective of their ethnicity.

We continue to work towards increasing ethnic minority representation in senior roles and strengthening our pipeline of ethnically diverse talent. We also made progress in the overall

diversity of our leadership pipeline: 14% of named successors are from ethnically diverse backgrounds, reflecting sustained focus on building future representation at senior levels.

To support the advancement of employees from an ethnic minority background at Vitality UK, we have (in consultation with the Let's Talk Race Forum):

- Published our commitment to diversity and inclusion on our careers site
- Signed the Race at Work Charter
- Supported a campaign to make ethnicity pay gap reporting mandatory
- Applied a diversity and inclusion lens to our engagement survey analysis
- Applied an ethnicity lens to succession planning
- Observed Black History month in various ways
- Rolled out a webinar on allyship with an ethnicity focus

For detail on Vitality UK's commitment to diversity, equity and inclusion, refer to our 2025 gender and ethnicity pay gap report.

VITALITY USA

Our Vitality USA 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 USA workforce, which include:

Our IDEAL Committee (Inclusivity, Diversity, Equity, Accountability and Liberating the best in our people), which supports our value of liberating the best in all our people

Cultural block parties, where we celebrate diversity through events like Black History Month and Pride Month

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 to nurture diverse perspectives and career growth

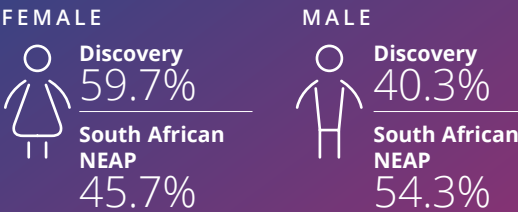
Employee education initiatives grounded in Vitality's baseline understanding of diversity, equity and inclusion

Supporting gender diversity

Discovery is committed to gender balance and equality as a core enabler of sustainable performance. As a signatory to the UNGC Women's Empowerment Principles and the Target Gender Equality programme, we integrate gender equity into our people, succession and remuneration practices.

SOUTH AFRICA

Our gender profile compared with South African NEAP levels



In South Africa, our overall gender profile compares favourably with the country's NEAP benchmarks. Women currently represent 43% of senior leadership (FY2025: 44%). We continue to focus on strengthening gender balance at senior levels across our business units by building robust leadership pathways pipelines and addressing organisational and transitional barriers.

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 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



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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, with any identified gaps without valid explanations (experience, qualifications) addressed by the relevant business units.

In FY2026, Discovery maintained a gender pay gap of 0% for similar roles.

VITALITY UK

Since 2018, when compulsory reporting started, we have reduced our mean gender pay gap by 11.25%, reflecting sustained progress over time. While our gender pay gap increased slightly from 18.87% in 2024 to 20.30% in 2025, the overall long-term trend remains positive and highlights the impact of the actions we have taken over several years.

Like many businesses, our gender pay gap is primarily influenced by the representation of women at senior levels, and strengthening female representation – along with ensuring a strong, sustainable pipeline of female talent – remains a long-term priority. Encouragingly, we are making headway in addressing this structural driver. In 2025, we reached an important milestone by achieving gender parity in senior management positions – a commitment we made when we signed the Women in Finance Charter. This progress reflects sustained investment in inclusive recruitment, succession planning, leadership development and targeted support for women's progression.

We focus on consistent, data-led action to reduce the gender pay gap over time. To this end, we have:

- Signed the Women in Finance Charter, achieving our target of gender parity in senior leadership positions in 2025
- Exceeded our target of 60% external female appointments to higher-paying roles
- Enhanced and equalised parental leave entitlements and signed up to the Association of British Insurers' transparent parental leave and pay initiative

For more detail on Vitality UK's commitment to gender diversity, equity and inclusion, refer to our 2025 gender and ethnicity pay gap report.



For detail on remuneration, refer to our 2026 Remuneration Report.

- 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 our Women's Forum on gender-related issues
- Showcased women's achievements through our internal communications platforms
- Continued to evolve the diversity and inclusion hub on our internal communication platform
- Launched the fourth 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

Supporting people living with disabilities

Discovery is committed to employment equity and the inclusion of people living with disabilities. We establish strategic relationships with organisations focused on recruiting and retaining employees with disabilities to provide meaningful employment opportunities.

Our Disability Inclusion and Workforce Representation Strategy and People Living with Disabilities Framework guides our efforts to create equitable opportunities and reduce barriers to entry and advancement and, in particular, how we support current and future employees with disabilities. The strategy is supported by the following pillars:

- Awareness, culture and disclosure enablement
- Process and system redesign
- Recruitment, talent pipeline and employee value proposition
- Retention, growth and employee experience

Guided by our **Disability Inclusion and Workforce Representation Strategy** and People Living with Disabilities Framework, we improved the workforce representation of people living with disabilities from 0.9% in FY2025 to **1.1% in FY2026**.

Discovery aims to increase representation to 3% by FY2030.

We established a panel of specialist recruitment agencies focused on sourcing candidates with disabilities, including for leadership and internship roles. We also developed a people living with disabilities resource web page that offers our internal stakeholders groups (leaders, HR and employees) a single point of entry for all aspects related to people living with disabilities management, systems and tools available within the organisation. We are also exploring opportunities to collaborate with higher learning institutions to develop our talent pipeline and attract more people living with disabilities.

Discovery continues to monitor disability representation and inclusion. We are assessing medium-term improvement targets, considering our recruitment capacity, workplace accommodation readiness and business needs.

Disability inclusion forms part of Discovery's broader people and conduct risk management processes, as inadequate inclusion or support may result in employee attrition, reduced productivity, legal exposure and reputational risk. Improving people living with disabilities representation will be a key strategic focus in the year ahead.



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Preventing discrimination and supporting inclusion

Discovery is committed to providing a safe, dignified and inclusive workplace, free from unfair discrimination, harassment, abuse of power and gender-based intimidation. We recognise discrimination as both a human rights violation and a barrier to equity, inclusion and organisational performance. Accordingly, Discovery adopts a zero-tolerance approach, treating all forms of unfair discrimination and harassment as unacceptable, serious misconduct.

Our commitment is underpinned by Discovery's values of integrity, honesty and fairness, and 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 support a culture of inclusion and respect through ongoing education and awareness initiatives. All employees have access to our mandatory Understanding Harassment training, available online and on mobile devices, which reinforces acceptable workplace behaviour, explains how to recognise and respond to harassment, and outlines the consequences of non-compliance. During the year, 11 941 employees, managers and team leaders completed training and policy attestations. We treat individual grievance cases with the utmost care and deliver regular progress reports until issues are resolved.

In FY2025, Vitality UK further enhanced its approach by introducing a dedicated sexual harassment module within its annual regulatory training and by issuing manager-specific guidance to support consistent and effective responses across teams.

Employee-led initiatives also contribute to an inclusive workplace culture. Our Pride Employee Resource Group supports and advocates for the rights and wellbeing of our LGBTQIAP+ employees across the organisation. 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. The Employee Resource Group is open to all employees, including LGBTQIAP+ individuals, allies and anyone in need of support. In June 2026, the Pride Employee Resource Group celebrated International Pride Month by hosting a Proudly You! event for LGBTQIAP+ community members and allies.

OUR GUIDING POLICIES

Our framework to prevent and address unfair discrimination, harassment, gender-based violence and workplace bullying includes three policies: the Sexual Harassment Policy, the Gender-Based Violence Policy and the Workplace Bullying Policy. Our policy and complaints procedure – comprising Discovery's documented approach and breach register – is updated regularly and guides us as we prevent, identify and eliminate discrimination and all forms of harassment across the business. 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, updated in October 2025, further affirms our commitment to equitable remuneration and compliance with labour legislation, including minimum wages, maximum working hours and maintaining healthy and safe workplaces. While Discovery's employees do not belong to trade unions and are not covered by collective bargaining agreements, we uphold the rights to freedom of association and collective bargaining in line with international human rights principles.

Refer to our Human Rights Statement on our website.

GRIEVANCE MECHANISMS AND INCIDENT MANAGEMENT

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 Grievance Policy supports our **zero-tolerance** approach by encouraging employees to promptly report incidents of discrimination, which are managed with care and confidentiality through formal and informal engagements. Progress is communicated to the relevant parties until matters are resolved.

ESG Refer to our ESG Databook for aggregated data on discrimination-related incidents, outcomes and management actions.

RISK MANAGEMENT AND RESILIENCE

Preventing discrimination and harassment forms part of Discovery's broader people and conduct risk management framework. Ineffective management of these risks may result in legal, regulatory, reputational and employee retention impacts, which could affect operational performance and long-term value.



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3 Making our people healthier

KEY METRICS (SOUTH AFRICA)

All employees have active Vitality membership

9 754 employees are registered with Healthy Company (FY2025: 9 815 employees)

During FY2026, we enhanced our data-driven wellbeing capability by launching an employee wellness reporting suite that enables each business unit to better understand workforce health trends and implement targeted interventions where required.

As part of its FY2025 audit plan, Discovery Group Internal Audit conducted a Group facilities audit to assess the effectiveness of health and safety management processes across 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

PHYSICAL WELLBEING	MENTAL WELLBEING	FINANCIAL WELLBEING	SOCIAL WELLBEING
- Our Health and Safety Policy outlines our commitment and approach to occupational health and safety, which includes relevant training with supporting materials - We offer comprehensive Vitality Health Checks during wellness days that help employees better understand their health - A virtual health coach is available 24/7 to offer personalised guidance, motivation and support to employees - We introduced a more cost-effective Healthy Meals benefit for employees - Healthy Leave Benefits provide up to two extra days of annual leave for making healthy choices, based on Vitality status - Employees can participate in the Vitality Run Series and other events through free Team Vitality memberships, which offer 50% cash back on race entry fees - Employees participated in various physical activity initiatives during Discovery People Week In the UK: - We provide free places in sponsored run events (eg. Vitality 10 000), practical advice and tips from our Vitality Coaches on living a more active life and on-site Health Checks In the USA: - All employees are enrolled in the Vitality programme, with access to resources, tools and devices to improve their physical health. Employees have free gym access to two gyms in the office building and to a gym rebate for memberships elsewhere. Employees have access to individual health and lifestyle coaching which can support, guide and enhance aspects of health and 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 - We conducted workshops on psychological safety and unconscious bias - For Mental Health Awareness Month, we launched a campaign to encourage open, supportive conversations related to mental health challenges across our workplace In the UK, employees have access to: - A global network of 56 trained mental health champions, cognitive behavioural therapy and counselling through Vitality's mental health panel, and mindfulness apps - Confidential counselling as well as legal and financial advice through our Employee Assistance Programme provider HealthHero - A wide range of workshops that help employees look after and protect their mental health In the USA, employees have access to: - Two Employee Assistance Programmes through our benefit providers with access to a large network of resources for mental wellbeing, with two to four free sessions with the option to remain with that provider for continued care - Learn to Live – digital mental health resources - RethinkCare – digital training experience and on-demand clinical consulting to support across various segments, including parenting, personal and professional needs	- Employees have access to free and confidential coaching - We launched new benefits during Discovery People Week to provide financial relief - 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) - Launched a will writing benefit with Adroit, the UK's leading, single provider of legal and bereavement services, offering employees free will writing consultations, fixed-fee rates, and support with estate planning, lasting power of attorney, and more - Provided access to fee-free mortgage advice with L&C Mortgages In the USA: - Employees have access to several resources for retirement and financial wellbeing including personal finance management, real estate, loans, credit and debt, retirement, wills and insurance education tools and resources through our employee assistance programme, our 401k provider Principal and our financial advisors, Morgan Stanley	- 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 our Johannesburg head office through clear communication, collaborative planning and a programme of on-site activities that foster team connection. Community Wellbeing workshops in the UK included sessions on neurodiversity and managing stress and anxiety In the UK: - We continue to ensure that employees feel connected in our hybrid working world. We have lunchtime leadership runs and walks at each of our offices, 'getting to know you' sessions for new joiners with executives, CEO floor walks, and manager Q&As - Senior leaders host regular meetings of our global virtual book club - Employees can start their own internal sports club, group or team and invite others to get involved through the Make it Happen Fund - Our people continue to be a force for good in the community through our employee volunteering scheme that enables them to connect and collaborate with each other

OUR FY2026 INITIATIVES



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Health and safety



Discovery is committed to providing a safe and healthy working environment for employees, contractors and visitors. Our approach is underpinned by a Group Health and Safety Policy, published in 2025, which establishes the principles and minimum requirements for managing occupational health and safety across the Group.

Embedded in our governance and ERM frameworks, health and safety is managed through a structured, risk-based approach aligned with applicable legislation and local and international standards. Accountability rests with our executive management while our established committee structures provide the necessary oversight. Health and safety risks, incidents and performance are monitored regularly and escalated through the appropriate forums where required.

Discovery identifies and manages occupational health and safety risks through baseline and task-specific risk assessments, supported by incident reporting, investigations and corrective action where needed. We designed controls to prevent work-related injuries and ill health across office-based and remote working environments, focusing on high-risk activities and ergonomic risks. The effectiveness of controls is monitored through inspections, audits and management review, with findings used to strengthen preventive measures and support continuous improvement.

We provide mandatory health and safety training, which is further supported by awareness initiatives and formal employee participation mechanisms. Employees are required to comply with health and safety requirements and are encouraged to identify hazards, report incidents and contribute to health and safety discussions through designated representatives and committees.

Group Health and Safety Policy

ESG For more detail on our occupational health and safety systems, refer to our ESG Databook.



Healthy Company

Discovery's wellbeing strategy is underpinned by personalisation, data-driven insights and behavioural engagement, delivered primarily through the Vitality and Healthy Company platforms. Healthy Company, Discovery's digital employee assistance programme, proactively supports employee wellbeing 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

Financial wellbeing assessments and support (including expert debt counselling and management), including through our newly introduced financial coaching clinics

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. 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, held during Discovery People Week this year, all employees receive free Vitality Health Checks. These checks include essential health screenings and preventive blood pressure, glucose and cholesterol tests, along with postural and eye assessments; weight, height and BMI assessments; a non-smoker's declaration; and an optional, confidential HIV test with pre- and post-counselling.

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 PHP providing personalised guidance and rewards for completing recommended health actions.

ESG 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 506 exercise facilities and gym membership discounts.



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Our approach to employee mental wellbeing

We recognise that mental wellbeing is essential to overall employee wellbeing. We focus on creating psychologically safe teams, equipping leaders to support employees, reducing stigma and enabling early intervention through data-led insights and accessible support services.

OUR MENTAL 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



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

PREVENTION AND ALLEVIATION OF MENTAL HEALTH RISKS

Our mental wellness toolkit equips leaders to support employee wellbeing, have stigma-free conversations about mental health and refer employees to Healthy Company for counselling and wellbeing support where needed.

Employees who experience health-related absence are supported through our established leave, wellness and employee support processes. Where appropriate, the Employee Wellness team works with leaders and employees

to consider available support options and any reasonable arrangements that may assist recovery and a sustainable return to work.

Return-to-work support is considered on a case-by-case basis, with reasonable adjustments agreed between the employee, leader and relevant support teams, informed by clinical guidance where appropriate and what the business can reasonably accommodate.

Monitoring employee wellbeing

Employee wellbeing forms part of Discovery's broader people and conduct risk management framework. Poor wellbeing outcomes may contribute to increased absenteeism, reduced productivity, higher healthcare costs and employee turnover, which could impact operational performance and long-term value. Management monitors wellbeing indicators and trends on an ongoing basis to support timely intervention and continuous improvement. We monitor employee wellbeing through our Vitality Health Checks on wellness days, mental wellbeing programmes and our annual employee experience survey, with insights used to inform management action.



PERFORMANCE INDICATORS INCLUDED IN THE VITALITY UK CORPORATE SCORECARD

Happy employees (employee net promoter scores)



Target:
>=30 score



FY2026 performance:
+39 in November 2025 and
+40 in May 2026

Healthy employees (Vitality status)



Target:
>=55% of employees achieved Gold or Platinum status after one year as Vitality members



FY2026 performance:
55% in December 2025 and
53% in June 2026

High-performing employees



Target:
>=95% of high-performing employees retained



FY2026 performance:
95% in 2025 and
94% in June 2026

Inclusive workplace



Ongoing target:
60% of female external appointments into **£60 000+** roles



FY2026 performance:
67% between July 2025 and June 2026

PG Read more about the Group's work towards an inclusive workplace on page 84.

Our brand



Related material themes



Advance our disruptive
Shared-value model



Ensure long-
term financial
sustainability



Maintain resilience
within a volatile
socio-economic and
geopolitical environment



Leverage and manage
data, 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:

1 Strengthening our brand

Marketing initiatives

Reputation management

2 Protecting our brand

Upholding our ethics

Preventing harm

Cultivating trust

Our FY2026 highlights

Discovery Bank was ranked South Africa's number one banking brand in the ASK AFRICA Banking Brand Index 2025, achieving the highest brand connection and emotional brand satisfaction among the country's major banks

Discovery Health achieved two global awards for our HIV Managed Care Ecosystem:

Gold Award Winner: Best CX for Vulnerable Customers at the International Customer Experience Awards 2025

Best Health and Wellness Offering Winner at the Global Insurance Innovation Awards 2025

Discovery's Connected Intelligence (our GenAI platform) won the silver award in the Qorus GenAI Innovation of the Year category

Vitality UK received several accolades:

Outstanding Health Plan at the COVER Excellence Awards 2025

Outstanding Promotion of Protection at the COVER Excellence Awards 2025

Our National Account Manager received the Woman of the Year – Intermediary Support at the COVER Women in Protection and Health Awards 2026

Vitality Life: Five Star Award in the Pensions and Protection Provider Category at the Financial Times Advisor Service Awards 2025

The Stonebridge Award for Protection Provider of the Year at the Mortgage Introducer Awards

85% average score in the Ask Africa brand health tracker for Discovery businesses in South Africa (FY2025)*

Vitality UK's brand awareness remained broadly stable, while association with insurance strengthened – with Insurance and Health Insurance both reaching all-time highs – helping reinforce understanding of Vitality as a purpose-led insurer supporting healthier, longer lives

Continued to enhance the Ethics Ambassador Programme

Hosted a World Economic Forum delegation for the B20 South African Business Integrity Workshop, focusing on advancing ethical business practices and supporting SME resilience

Maintained ISO 27001:2022 (information security management standard) and ISO 27701:2019 (privacy information management) certifications within Discovery's Information Governance Services function, which provides security and privacy services to the Group's South Africa and USA businesses

Launched our Information Governance and Security Strategy

* Not measured in FY2026 due to change in methodology

Looking ahead

Ensure the Group remains adequately positioned to mitigate and manage material global ethics risks and opportunities

Develop training and awareness programmes on topical ethics-related themes

Enhance the Group Ethics Ambassador Programme with new strategies to enable ambassadors to lead with conscience, act with integrity, and shape what is right in all actions

Continue engagement with delegated asset managers to monitor ESG integration, evaluate stewardship activities and ensure alignment with our Responsible Investment Framework and long-term value creation

Strengthen our security, privacy, and governance posture in anticipation of an increasingly complex regulatory and threat landscape

Continue embedding responsible AI practices across the Group



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1 Strengthening our brand

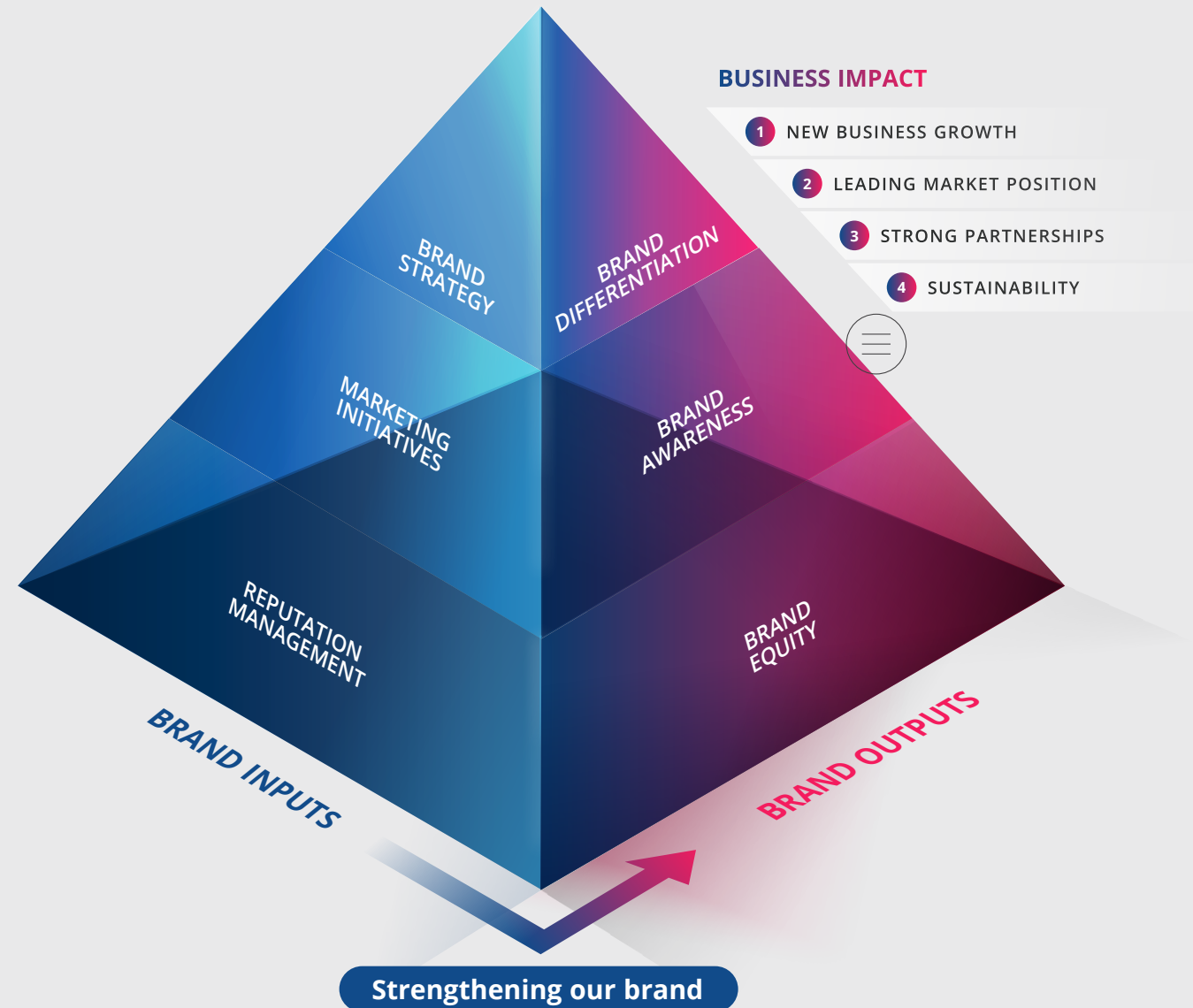
Our brand as a catalyst for sustainable growth

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. We actively track 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 acts as a further catalyst for the brand, as supported by our good business enablers.

We strengthen our brand through a robust brand strategy that builds brand equity for Discovery 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, public relations and reputation management.

IAR For more detail on the brand as a strategic enabler, refer to our IAR.



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2 Protecting our brand

Upholding our ethics

Key metrics

6 discrimination incidents, 100% resolved

0 corruption and bribery incidents

49 whistleblowing incidents received, with 100% resolved

24 684 employees completed ethics-related training*

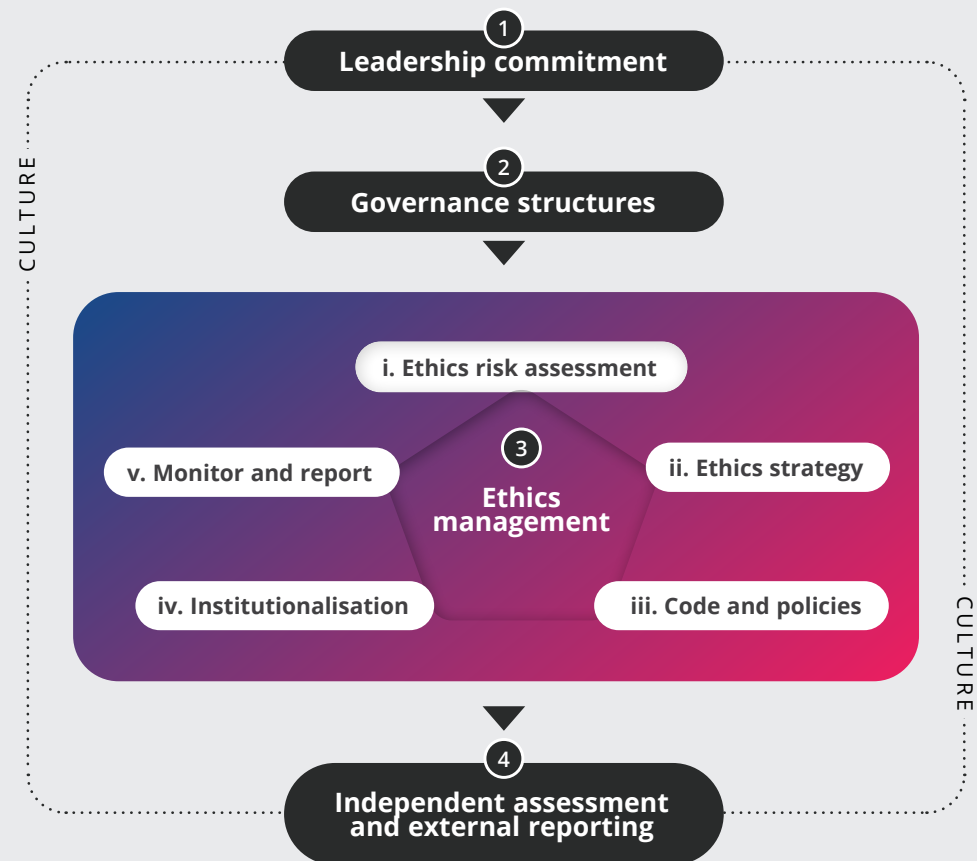
* Includes ethics training, training on anti-bribery and corruption and conflicts of interest

Discovery's core purpose and values set clear expectations for ethical conduct across the Group. These expectations are supported by a suite of ethics policies that translate our values into operational standards, while recognising differing legal and cultural contexts across the markets in which we operate.

Ethics and conduct risks form part of Discovery's broader governance and ERM frameworks. Failure to uphold ethical standards may result in regulatory, legal and reputational impacts that could affect business performance and stakeholder trust.

Our Ethics Management Framework upholds and governs ethics, building trust with stakeholders and promoting the Group's long-term success and sustainability.

OUR ETHICS MANAGEMENT FRAMEWORK



The Framework includes a comprehensive governance framework and management process to drive our ethics strategy across the Group. The Group Ethics Office oversees overall implementation of the Ethics Management Framework, and each jurisdiction has dedicated ethics resources.

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

Responsible advocacy and policy engagement

We engage 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 financial contributions, reflect Discovery's commitment to ethical advocacy and sustainability-aligned policy influence. Discovery partners include the Association for Savings and Investment South Africa, Business Leadership South Africa, Business Unity South Africa, the National Business Initiative and the South African Insurance Association. Our monetary contributions totalled R2.3 million for FY2026.



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RESPONSIBILITY FOR ETHICS

The Board

- Governs ethics and sets the ethical direction of the Group
- Establishes proactive management processes and structures
- Ensures organisational ethics risks are mitigated
- Integrates and prioritises an ethical organisational culture

The Social and Ethics Committee

- Oversees business ethics and corruption issues
- Assists the Board to mandate and oversee the Group Ethics Office
- Addresses material business and organisational ethics risks

Group Ethics Office

- Supports the Board, executives, management and employees to cultivate and strengthen the ethical culture across the business
- Manages and implements the Ethics Management Framework throughout the Group
- Supports the development and strengthening of ethical standards, policies and ethics management processes
- Develops and delivers targeted ethics training and awareness initiatives to strengthen ethical decision-making and accountability across the Group

Ethics Ambassadors Programme

- Expands the Group Ethics Office's reach
- Informs our understanding of the state of ethics across the Group
- Entrenches Discovery's ethical culture
- Helps to detect and raise emerging ethical risks early
- Helps to identify and address potential ethical consequences of business decisions

An internal audit is performed on the Group Ethics function, including ethics policies and standards, ethics training and awareness, the Ethics Helpdesk and advisory, and safety of Safe Reporting Framework, every two years to align with best practice and help identify potential ethics risks. The most recent audit was conducted in October 2025 and an overall rating of "High Assurance" was assigned to every category. Findings and corrective actions are reported to the Audit Committee, with findings and corrective actions tracked and closed.

GROUP ETHICS OFFICE

The Group Ethics Office combines ethics governance and advisory with research and strategic initiatives aimed at identifying emerging ethical risks, strengthening ethical decision-making and promoting responsible business practices.

Discovery participated in the World Economic Forum working group focused on strengthening SME capability in business integrity and contributing to the development of an anti-corruption and anti-bribery toolkit for SMEs. After the toolkit was published in September 2024, Discovery hosted a World Economic Forum workgroup delegation and representatives from other leading corporations at a workshop aligned with South Africa's 2025 G20 Presidency initiatives, focusing specifically on developing SMEs in anti-bribery and corruption controls.

By hosting the B20 South Africa Integrity Workshop, and as co-founder of the Network for Business Integrity, Discovery reinforced its commitment to advancing ethical business practices and supporting SME resilience.

Other engagements during the year included:

- **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
- **Partnering with Stellenbosch University's Institute for Future Research** to identify potential future ethics risks and opportunities that could impact the Group. A study conducted in early 2026 explored mitigatory measures for the psychological and cognitive risks of AI. The project aims to assist management in developing innovative, long-range decision-making competencies for competitively mitigating risk and sensing opportunities

The Group Ethics Office's focus areas during FY2026 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 AMBASSADORS PROGRAMME

198 Ethics Ambassadors, respected employees nominated by the Executive Committee for their credibility and trustworthiness and representing all Discovery's wholly owned South African subsidiaries, informally promote our ethical culture and help create and maintain awareness of ethics in their areas of influence. Quarterly meetings with each business unit's ambassadors and the Ethics Office provide opportunity to discuss questions raised by employees, challenges, trends and required support. In FY2026, we launched a digital platform for ongoing conversations, peer support and sharing ethics insights across business units.



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CULTIVATING AN ETHICAL CULTURE

Discovery cultivates a culture of transparency and accountability to prevent unethical behaviour and to address it when it does occur.

Ethics resources providing advice

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.

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. The ethics helpline is part of our Ethics Management Framework, along with regular training and awareness campaigns designed to embed ethical practices across the Group.

A dedicated ethics page on our employee engagement platform includes the latest information on the services provided by the Group Ethics Office.

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 interest in our weekly newsletters. An ongoing campaign raises awareness regarding whistleblowing mechanisms. Together these measures support the development and maintenance of a values-based ethical culture across the organisation.

Ethics training and awareness

Ethics training is a core component of Discovery's approach to embedding ethical conduct. Mandatory ethics training is provided to all employees, including permanent and non-permanent employees and independent contractors, and is delivered at induction and through regular refresher programmes.

Ethics training is designed to establish a shared understanding of Discovery's ethical standards, expected behaviours and reporting obligations. Targeted training is provided for employees in leadership roles to strengthen ethical decision-making and awareness of behavioural risks. In the UK, ethics training is included in mandatory regulatory training modules on conduct standards, whistleblowing and conflicts of interest. In FY2026, our UK executive leadership team and all people managers received ethics training, with deeper training on ethical decision-making in leadership rolled out to 638 managers.

The annual anonymous employee experience survey includes a dedicated ethics category in South Africa. In FY2026, we achieved a score of 81 (FY2025: 81). 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.

24 684 employees completed ethics-related training and courses in FY2026, covering ethics awareness, ethical leadership and conflicts of interest

In October 2025, we distributed 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.

The Group Conflict of Interest Policy outlines our commitment to honest and ethical business practices, with the Board of Directors obligated to oversee appropriate controls and procedures in this regard. Directors on the Board and its committees must declare conflicts of interest and ensure that such conflicts are managed proactively. Employees from across the Group must declare potential conflicts of interest and gifts/entertainment received and/or given on our central conflict of interest management platform. We conduct an annual attestation campaign, which requires all employees and contractors to attest to being aware of the Conflict of Interest Policy and all ethics-related policies, to have read them and to abide by their requirements.

Group Conflict of Interest Policy

Ethics training and awareness initiatives support Discovery's broader governance and ERM frameworks. Effective ethics education helps mitigate conduct, regulatory and reputational risks and supports sustainable business performance and long-term value creation.

GOV For more details on how we govern ethics, refer to our 2026 Governance Report.

Mechanisms for raising concerns

The Group Ethics Office promotes employee 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. The policy was updated in FY2026.

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

Our whistleblowing hotline

For contact details, including SMS, toll-free phone number and email address - available publicly and accessible to all stakeholders.

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.

PG Refer to the Monitoring policy compliance section on page 113 for more information on how our policies are integrated into our organisational strategies, operational policies and procedures to promote an ethical culture.



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Responding to ethical incidents

We are committed to maintaining transparent, accessible and effective grievance mechanisms that enable employees and other stakeholders to raise concerns and seek remedies for potential or actual negative impacts arising from the Group's activities.

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.

An employee or contractor may make an anonymous report through our whistleblower hotline or relevant business application. Employees who elect to use the hotline are not required to provide their identity when making a report under the policy. All reports, whether made anonymously or not, will be treated as confidential, and the identity of the employee will be safeguarded to prevent the possibility of victimisation.

All ethics-related grievances are managed by the Discovery Ethics Office, with oversight by the Social and Ethics Committee, and all other grievances are managed by Discovery's Human Resources team. 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, including escalation to the Senior Ethics Officer and relevant executives or business heads as needed. 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.

FY2026 INCIDENTS

The Group Ethics Office received 135 (FY2025: 175) substantiated reports of incidents and requests for guidance and advice related to ethics from employees during the year. 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 FY2026 related to HR referrals as well as allegations of conflicts of interest or 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, with employees often electing to disclose their identities when raising concerns.

ESG Refer to the Ethics tab of our ESG Databook for details on grievances recorded in FY2026.

Effective grievance management forms part of Discovery's broader governance and ERM frameworks. Failure to appropriately identify and address ethical incidents may result in legal, regulatory and reputational impacts, and is therefore actively monitored to support sustainable business performance and long-term value creation.

Preventing harm
HUMAN RIGHTS

Discovery's Human Rights Statement sets out the Group's commitment to respecting and upholding internationally recognised human rights across our operations, in line with applicable national laws, regulations and global standards. The Statement guides how human rights considerations are integrated into Discovery's policies, practices and decision-making.

As a responsible corporate citizen, Discovery recognises its responsibility to prevent, mitigate and address potential human rights impacts associated with its activities. This includes respect for labour rights, non-discrimination, safe and healthy working conditions and freedom of association.

Human rights considerations are embedded within Discovery's broader ethics, people and governance frameworks, including our codes of conduct, non-discrimination practices, health and safety management and grievance mechanisms. Employees and other stakeholders have access to confidential channels to raise concerns and seek remedy for potential or actual human rights-related impacts.

Respect for human rights forms part of Discovery's governance and ERM frameworks. Failure to uphold human rights standards may result in legal, regulatory and reputational risks, which could affect business performance and stakeholder trust. Human rights risks are therefore monitored and managed on an ongoing basis to support sustainable operations and long-term value creation.

Human Rights Statement

Read more on the principles and guidelines that inform our approach to human rights.

Vitality UK 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.



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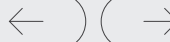
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RESPONSIBLE INVESTMENT

The Group recorded R238.0 billion (FY2025: R228.6 billion) in assets under management in FY2026, the majority of which are held on behalf of clients through linked investment products such as retirement and living annuities. The Group also holds investments to meet policyholder obligations, solvency requirements and to provide resilience against unexpected events.

Discovery recognises its duty to invest these funds in a manner that supports long-term value creation for policyholders and shareholders. Material ESG factors are therefore identified, assessed and incorporated into investment analysis and decision-making processes, including through active ownership and stewardship practices.

Governance, oversight and approach

The Board is responsible for setting Discovery's overall approach to responsible investment. The Social and Ethics Committee oversees the Group's Responsible Investment Framework, while the Capital, Currency and Investment Committee oversees implementation, including alignment with the PRI and oversight of asset managers. Responsible investment performance and emerging issues are reported through established governance structures.

Our R20 million socially responsible contribution to the SA SME Fund forms Discovery's impact investment.

Our Group Responsible Investment Policy sets out our commitment to the PRI. The integration of ESG factors forms part of Discovery's Group-wide investment approach and is applied consistently across all asset classes, internal portfolios and externally managed funds where the Group has discretion. ESG criteria are applied across 100% of discretionary assets under management, including assets managed internally and by appointed external asset managers.

The Policy requires asset managers to integrate ESG considerations into investment decision-making, exercise active ownership through voting and engagement and apply robust escalation processes where engagement is ineffective. Discovery may participate in collaborative engagement initiatives to enhance impact and voting consistency across assets on its balance sheet.

Each directly held intermediate holding company of Discovery Limited is required to attest to compliance with the Responsible Investment Policy, including across its subsidiaries. Any breaches or instances of non-compliance are escalated through established governance structures.

Group Responsible Investment Policy

Read more about the ESG factors that apply to asset managers, asset classes and investee companies

Our Responsible Investment Policy outlines Discovery's proxy voting and management engagement guidelines.

Integrating ESG factors into investment decision-making supports Discovery's ability to identify and manage investment-related sustainability risks, including climate, governance and social risks that may affect asset values and long-term returns. Responsible investment practices therefore form part of Discovery's broader ERM Framework, supporting resilient investment outcomes and sustainable long-term performance.



Capability and implementation

Responsible investment research, analysis and engagement are supported by dedicated resources within Discovery's Asset and Liability Management function. Ongoing ESG training is undertaken to ensure alignment with evolving standards, regulatory expectations and market practice.

Alignment with principles and frameworks

Discovery is a signatory to the UNGC, subscribes to the SDGs, and is a signatory to the PRI. The Group is also a signatory to the Global Investor Statement to Governments on the Climate Crisis, which calls for alignment of national commitments with the goals of the Paris Agreement.

As a PRI signatory, Discovery submits an annual PRI report and is assessed on the implementation of its responsible investment practices. During the year, Discovery participated in PRI-led engagement and knowledge-sharing initiatives relating to climate change and transition, including the PRI Nature Reference Group.

Responsibly selecting and monitoring external asset managers

A significant portion of Discovery's assets under management, including all listed equity and fixed-income assets, are managed by external asset manager partners. Discovery exercises active oversight and stewardship over these assets in line with its Group Responsible Investment Policy. Discovery applies its Group Responsible Investment Policy and the PRI when selecting, appointing and monitoring external all asset managers responsible for managing assets under the Group's control. Responsible investment considerations form part of Discovery's Group-wide investment approach.

In appointing asset managers, Discovery assesses the extent to which responsible investment and ESG considerations are embedded within their investment decision-making, stewardship practices and underlying business operations. Asset managers are required to demonstrate alignment with Discovery's Responsible Investment Policy and objectives, including the consideration of material ESG risks and impacts.

As Discovery operates largely as a multi-manager and administrator of policyholder funds, active investment decisions, proxy voting and engagement with investee companies are primarily undertaken by appointed asset managers. Where Discovery has discretion over investment mandates, we apply ESG requirements.

Discovery retains active oversight and stewardship responsibility across all assets where Discovery has discretion on how the assets are managed. Asset managers are required to report regularly on ESG integration, proxy voting and engagement activities. Monitoring processes include formal due diligence assessments, regular reporting and ongoing engagement to assess the effectiveness and consistency of responsible investment practices and alignment with Discovery's policy.

The responsible selection and monitoring of asset managers supports Discovery's ability to manage investment-related sustainability risks, including climate, governance and social risks that may affect asset values, long-term returns and stakeholder trust, and forms part of the Group's broader risk management and governance framework.



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Discovery's responsible investment through our delegated third-party asset manager

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 their 2025 PRI assessment report. 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 and the Net Zero Asset Managers initiative (NZAMI).

Ninety One integrates ESG considerations into its investment decision-making process and stewardship practices, supporting Discovery's responsible investment objectives, with sustainability knowledge and expertise held across a number of areas of the business, including the investment teams (portfolio managers and analysts) who are supported by dedicated ESG specialists. Active ownership, including engagement with investee companies and proxy voting as an important tool of responsible investing, forms a core component of Ninety One's investment processes and aligns with Discovery's delegation agreement, towards enhancing client assets and addressing direct and systemic risks.

Discovery receives quarterly reporting from Ninety One on responsible investment implementation, including ESG integration, and engages with Ninety One to assess alignment with Discovery's Responsible Investment Policy and expectations.

During the period 1 July 2025 to 30 June 2026, Ninety One undertook **464 ESG-related engagements** on behalf of Discovery, comprising:

167
environmental
engagements

64
social
engagements

233
governance
engagements

These engagements considers material issues such as climate change and the transition towards net zero, natural capital, the need for a just transition, human rights violations and diversity and inclusion.

For its financial year ended 31 March 2026, Ninety One exercised **proxy voting rights** at 97% of meetings, across 1 070 company meetings where votes were available.

Ninety-One's in-house tool uses indicators derived from best-in-class disclosure and, measurement frameworks and plans to keep pursuing best-in-class ESG integration to mitigate material risks and identify return opportunities.

Discovery's monitoring of Ninety One's stewardship activities forms part of its broader responsible investment governance and ERM frameworks, supporting the management of investment-related sustainability risks and long-term value creation for policyholders and shareholders.

Stewardship Policy and Proxy Voting Guidelines.

See how Ninety One integrates these stewardship principles into its investment process, as well as its policies on engagement and voting.

2026 Sustainability and Stewardship Report.

See detail on Ninety One's responsible investments and targets.

Incorporating ESG factors into the investment process

Responsible investment requires the recognition, evaluation and incorporation of material ESG risks and opportunities into investment and ownership decisions by subsidiaries across the Group.

In implementing the Responsible Investment Policy, we:

- Assess and monitor the extent to which external asset managers integrate ESG factors into investment decision-making and active ownership practices
- Require internal investment decision-makers and appointed asset managers to consider ESG-related risks and opportunities when allocating capital
- Review investment strategies to assess ongoing alignment with investment objectives, including sustainability considerations

Climate and transition considerations

Our Group Net-zero Transition Plan includes financed emissions, laying the groundwork for further collaboration with our asset managers towards a common net-zero future. This process involves engagement with key asset managers to understand their transition plans and approach to climate-related risks. Discovery emphasises the importance of progressing towards lower-carbon investment outcomes and supports asset managers in strengthening climate awareness and transition readiness.

Data, exclusions and controls

Discovery uses a range of recognised ESG data sources and research providers to support ESG analysis, risk monitoring and stewardship oversight for both asset management activities and the Group's own investments.

In line with the Responsible Investment Policy, we maintain an exclusion list covering specific sectors, industries and counterparties that do not align with the Group's ethical standards or client mandates. The exclusion list is reviewed periodically and approved by the Social and Ethics Committee. Discovery also adheres to relevant industry standards, including exclusions relating to controversial weapons.

For further detail on these exclusions, please refer to our Responsible Investment Policy.



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Cultivating trust

Key metrics

9.35 Client Perception Score

73 substantiated complaints of breaches of client privacy

Trust is central to Discovery's relationship with clients and a valuable intangible asset that supports client acquisition, retention and long-term value creation. Maintaining trust requires consistent fair treatment of clients, responsible product design, effective complaint resolution and robust protection of personal information. The following annual client satisfaction metrics help to inform Discovery's understanding of client trust.

CLIENT SATISFACTION METRICS

	2026 target	2026	2025
Discovery Health			
Member-based rating	9.43	9.47	9.41
Discovery Invest			
Service levels	8.5	8.87	8.70
Discovery Insure			
Member-based rating	9.05	9.23	9.03
Vitality South Africa			
Member-based rating	9.26	9.23	9.13
Vitality UK			
Member-based rating	4.4/5	4.5/5	4.4/5
Discovery Bank			
Client-based rating	4.7/5	4.81/5	4.88/5
Discovery Life			
Member-based rating	8.5	8.8	8.9

FAIR TREATMENT OF CUSTOMERS AND PRODUCT GOVERNANCE

Discovery's Treating Customers Fairly (TCF) Framework sets out core principles that guide how products and services are designed, sold, administered and supported across the Group.

Our TCF core principles define the minimum standard of conduct required to consistently deliver good customer outcomes, regardless of product, channel or geography.

Act with integrity

Put people first

Prevent harm

Deliver fit-for-purpose solutions

Demonstrate fair value

Enable informed decisions

Design for accessibility and inclusion

Support the full lifecycle

Remove unreasonable friction

Be accountable

Continuously improve

The framework applies to all Discovery products and services, with implementation tailored to regulatory requirements and business context.

Oversight of TCF is provided by the TCF Committee, a subcommittee of the Group Risk and Compliance Committee, which ensures that fair treatment is embedded across Discovery's strategy and operations. The TCF Framework and Committee terms of reference were updated during FY2026.

Each business unit defines key fairness indicators aligned to the TCF principles, with Customer Conduct Forums overseeing implementation, monitoring outcomes and reporting to the TCF Committee. New products and benefit enhancements are subject to TCF-aligned assessments covering product design, suitability and fairness, and are reviewed regularly.

Claims management and complaint handling processes are subject to oversight and review, including periodic internal audits, to ensure outcomes remain fair, timely and transparent.

Consumer protection and vulnerability

Discovery is committed to protecting vulnerable clients and ensuring that products and services are appropriate for diverse consumer needs. In response to evolving regulatory expectations, including client vulnerability and complaint management standards, Discovery incorporated the FSCA definition of Vulnerable Customers into the TCF Framework in FY2026. The TCF Committee continues to drive initiatives that impact vulnerable clients and enhance Discovery's focus on identifying and servicing those clients.

Discovery's consumer protection framework evolved in response to heightened conduct supervision and targeted regulatory developments during the year:

- Guidance from the FSCA, including the Conduct of Business Supervision Report and communication on advertising practices, reinforced requirements for delivering fair customer outcomes, avoiding misleading advertising and improving complaints handling and client outcomes
- In parallel, FSCA and Prudential Authority Joint Communication 3 of 2025 on IT Governance and Cybersecurity and Joint Communication 2 of 2025 on Cloud Computing and Data Offshoring introduced stronger expectations around data governance and risk mitigation
- Increased focus from the Information Regulator on the Promotion of Access to Information Act No 2 of, 2013 compliance further heightened data privacy obligations

In the UK, Vitality UK operates under the FCA's Consumer Duty framework, with processes and governance in place to ensure fair outcomes, appropriate identification of vulnerable customers and ongoing compliance. Our Consumer Duty-supported focus on appropriate products, fair value, clear and timely communications, customer support and fair customer treatment drives positive customer outcomes while building trust and raising customer retention.

Trust, risk and long-term value

Failures in customer conduct, product responsibility or data protection may result in regulatory sanctions, reputational harm, customer attrition and reduced market confidence. 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.

PG Refer to page 110 for more details on how ESG-related risks and opportunities inform our product development.

Balancing digital innovation with robust governance and customer protection controls remained a key challenge, necessitating enhanced oversight and data capabilities.



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Transparent information

Clear, accurate and transparent communication is essential to maintaining trust and supporting fair customer outcomes across Discovery's products and services. Discovery communicates with clients regularly throughout the product lifecycle to ensure they understand product features, benefits, risks and their rights and obligations.

Client communications are delivered through a range of channels, including digital platforms, written correspondence and direct engagement, and are designed to be clear, balanced and easily understandable, using plain language wherever possible.

Governance and controls

Responsibility for client communications is shared across the organisation, with appropriate governance and approval processes in place. Marketing and contractual communications are subject to review by relevant business areas and Group Compliance, and product-related communications are overseen through Customer Conduct Forums and the TCF governance framework, with oversight provided by the TCF Committee.

Communications are assessed to ensure they are fair, clear and not misleading, and comply with applicable consumer protection, market conduct and data protection requirements. In the UK, Vitality UK operates under the Financial Conduct Authority's Consumer Duty framework, with additional controls to ensure communications support good customer outcomes.

Vitality UK also has controls in place to support compliance with the FCA's anti-greenwashing requirements.

Accessibility and customer support

Product guides, policy documentation and terms and conditions are made available to clients through Discovery's digital platforms, with alternative formats, including large-print or braille copies, provided on request. Clients and prospective clients have access to contact channels to obtain additional product information, request quotes and receive required disclosures at point of sale and throughout the life of the product.

Transparency, trust and risk management

Transparent communication supports Discovery's commitment to fair customer treatment and forms part of the Group's broader conduct, compliance and ERM frameworks. Inadequate or misleading communications may result in regulatory action, customer complaints and reputational harm, which could affect customer trust, retention and long-term value. Discovery therefore monitors and continuously strengthens its communication practices to support positive customer outcomes and sustainable business performance.

FAIR ADVICE

Providing fair, suitable and responsible advice is central to cultivating trust and ensuring positive customer outcomes across Discovery's products and services. As agents of the Group, Discovery's representatives, including financial advisers and sales teams, are required to act in line with applicable legislation, the Group's Code of Conduct and Discovery's core values, and to uphold high standards of care and integrity.

Governance and compliance

Policies, procedures and controls are in place to ensure representatives comply with relevant market conduct and advisory requirements, including fit-and-proper standards. Representatives are required to provide advice that is appropriate to clients' needs and circumstances, and to treat clients fairly throughout the advice process.

Group Compliance oversees advisory conduct, supported by a Financial Advisory and Intermediary Services (FAIS) Centre of Excellence (CoE), which provides centralised compliance support, training, guidance and complaints oversight. Compliance with fit-and-proper requirements is monitored through competency registers and ongoing oversight processes.

Training, competence and conflicts of interest

Representatives are required to complete mandatory annual training, including product training, class-of-business requirements and continuing professional development, to ensure they maintain the skills and knowledge necessary to provide suitable advice. Training and competency requirements are monitored on an ongoing basis.

During FY2026, 17 765 employees, including sales and distribution staff, completed training on the advice-related requirements of the FAIS Act, No 37 of 2002, TCF principles, financial planning and product training which covered responsible sales practices, responsible product offering and marketing.

2025 Annual
Regulatory Refresher
2 153
representatives
completed the training

2026 Annual
Regulatory Refresher
2 208
representatives
completed the training

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 a South Africa Conflict of Interest Policy in place that is reviewed annually. Our Group-wide Conflict of Interest Policy also provides guidance to representatives and key individuals to manage conflicts of interest appropriately and ensure clients receive unbiased, objective, suitable and fair financial services.

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.

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 South Africa and ultimately the South Africa Risk and Compliance Committee, and provides guidance on Group Compliance Product memos for new products or product enhancements to ensure FAIS compliance, when required.

The CoE implemented a structured compliance vesting programme for new-joiner representatives to support early capability and consistent regulatory conduct from the onboarding stage. The Retail Distribution programme is delivered through facilitated webinars and e-learning and comprises seven integrated modules covering core compliance, adviser responsibilities and the advice process. The compliance vesting programme also features training for broker consultants, as well as new representatives and key individuals operating in Discovery Connect Distribution Services.

Complaints and client outcomes

Discovery's Complaints Management Framework supports transparent, accountable and effective handling of advice-related complaints, enabling the identification and management of market conduct risks and contributing to improved client experience and service delivery.

Trust, conduct risk and long-term value

Failures in advisory conduct may result in customer harm, regulatory sanctions, reputational damage and loss of trust. Fair advice therefore forms part of Discovery's broader conduct, compliance and ERM frameworks, supporting sustainable customer relationships, regulatory compliance and long-term value creation.



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DATA SECURITY, CLIENT PRIVACY AND IT GOVERNANCE

Our Shared-value model relies on the responsible use of data to deepen our understanding of risk and to support healthier behaviours. Given the sensitive nature and scale of the data we collect and process, protecting client privacy and personal information is fundamental to maintaining trust and sustaining our business. Discovery maintains a Group Privacy Policy that sets standards for the responsible handling and protection of personal information throughout its operations.

Governance and accountability

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. It focuses on cyber security, data governance, business continuity, financial management, technology architecture and operations.

In FY2026, we implemented several significant and material updates to Discovery's IT governance approach, frameworks and policies:

Integrated security and privacy governance

Established a strategic governance blueprint – aligning ISO standards and privacy frameworks to enable integrated, future-ready compliance

Governance reporting

Embedded a structured governance reporting cadence across nine business units and three international regions, supported by business unit Chief Information Officer reporting

Policy transformation

Improved Group policy and standards content, with 23 Group policies and standards progressing through the review lifecycle for approval

Line manager access review campaigns

Executed two line manager access review campaigns, establishing and embedding a twice-yearly access review control cycle

Cyber security and privacy training awareness campaigns

Delivered two formal training and awareness campaigns through the cyber training platform, supported by continuous multichannel communication

Our Group Risk and Compliance Committee, 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 Group Risk and Compliance Committee 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 Chief Information Officer (CIO), Group Chief Information Security Officer (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 V™ practices and emphasises data governance and privacy. Risks are classified under 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.

Discovery also applies the Group Privacy Policy that governs how personal data is collected, processed, retained, shared and protected across all businesses and subsidiaries.

Oversight of data security and privacy is provided through the Information Governance Forum, which oversees the implementation of our Group Privacy Policy and associated data governance and data management policies. The Group Privacy Office, supported by Deputy Information Officers, is responsible for engaging with clients and employees on privacy matters. They also oversee regulatory engagement in South Africa, complemented by the respective privacy officers in the UK and USA jurisdictions.

Information security is managed as a central Group function under the oversight of the Group CISO, enabling consistent application of controls, standards and resources across Discovery's operations. Group Compliance, Group Risk Management and Group Internal Audit provide independent monitoring and assurance over the effectiveness of privacy and data-security controls.

In FY2026, our Group CISO was jointly named CISO of the Year at the ITWeb Brainstorm CISO Awards, an achievement that reflects Discovery's core values of integrity, innovation and putting our clients and members first.



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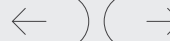
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Policy framework and standards

Our data security and protection policies are applicable to all business lines and subsidiaries, reflecting the sensitive nature and scale of the personal and proprietary data processed through the Group's shared-value model. 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.

Discovery maintains a comprehensive suite of Group-level data protection and security policies. The following core policies apply across the wider Group. More detailed and specific policies are further put in place within each of the respective composites.

- Privacy Policy
- Information Security Policy
- Responsible AI 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 privacy laws.

PG Refer to page 105 for more detail on how we are deploying AI responsibly.

Discovery's Group Privacy Policy sets out the principles governing the lawful and responsible processing of personal information and applies across the Group. The Policy is aligned with internationally recognised privacy principles and applicable data-protection legislation, including Organisation for Economic Co-operation and Development Privacy Guidelines, South Africa's Protection of Personal Information Act, No 4 of 2013 (POPIA), the Promotion of Access Information Act (PAIA), the EU General Data Protection Regulation (EU GDPR), the UK General Data Protection Regulation (UK GDPR), the UK Data Protection Act 2018 and the UK Data (Use and Access) Act 2025.

Privacy statements for Discovery Group (South Africa composite), Vitality UK, Vitality Global and Discovery Health – Global Health Solutions are publicly available on our website and explain what data is collected, how it is used and protected, and the rights of data subjects. Discovery does not sell or rent personal information to third parties for financial gain.

Refer to our Group Privacy Statement, Vitality UK's privacy statement, Vitality Global's privacy statement and Global Health Solutions' privacy statement for more information.

Policy adherence is tested as part of the Management Compliance Framework. We continue to report on attestations 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, No 19 of 2020 and King V™.

In FY2026, we launched our Information Governance and Security Strategy, aiming to:

Embed AI as a catalyst for smarter service delivery, governance and decision-making.

Strengthen our security, privacy and governance posture in anticipation of an increasingly complex regulatory and threat landscape.

Foster a culture of continuous learning and innovation, ensuring our people, processes and technology evolve together to meet the demands of tomorrow.

Training

Permanent employees receive compulsory cyber-security and privacy awareness training. Privacy and security training is provided to new employees. We introduced best practice training and awareness campaigns on the safe use of generative AI to address heightened privacy and confidentiality risks linked to increased use of generative AI tools, with specific emphasis on the protection of personal information and regulated data.

In FY2026, the annual Group Compliance Privacy Refresher continued as a mandatory programme for employees, reinforcing obligations under POPIA, Discovery privacy policies and appropriate handling of personal information.

A dedicated Privacy Officer refresher programme was delivered to appointed Privacy Officers across the Group, focusing on regulatory developments, emerging privacy and AI-related risks, incident management and the consistent application of Discovery's privacy governance framework across business units.



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Assurance, controls and third-party risk

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
- During the year, we introduced mandatory data sensitivity labels to all documents created and updated within the Discovery repositories, indicating how documents should be handled and shared

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 South Africa Risk and Compliance Committee and Group Risk and Compliance Committee Chairperson, are aware of their responsibilities in relation to incident response processes. All employees directly responsible for incident response have received the appropriate training.

Discovery's information security and privacy controls are supported by independent external certifications, with regular surveillance audits conducted to maintain certification. Certain businesses have also completed SOC 2 attestations, providing additional assurance over data-protection controls.

Discovery continued to operate an Information and Privacy Management System (IIMS) aligned to:

ISO 27001:2022

ISO 27002:2022

ISO 27701:2019

The October 2025 ISO audit cycle reinforced a risk-based approach to security and privacy, explicitly linking audit scope and findings to the Information Governance and Security Strategy 2030 and enterprise risk priorities. Audit outputs showed no material breakdown of core controls, with findings largely classified as consistency, maturity, or evidence strengthening opportunities, rather than control absence or failure.

Privacy-by-design principles are embedded into product development through privacy impact assessments, ensuring data-protection and information-security requirements are considered upfront. Third-party service providers are subject to contractual data-protection obligations and ongoing oversight to ensure personal information is processed in accordance with Discovery's policies and applicable legislation. Our procurement agreements also place an obligation on third-party service providers to ensure that their representatives and any other third parties who process information on their behalf, are trained on the protection of personal information.

Regular internal and external audits, including annual privacy risk assessments, provide assurance over Discovery's security and privacy policies, systems and processes. These assessments are conducted across technologies and practices

affecting user data through Group Internal Audit, Group Compliance and Group Risk functions as part of a combined assurance approach.

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 zero cases noted during FY2026 (FY2025: zero cases).

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.

Discovery's privacy information management platform serves our UK and USA businesses as part of 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.

During the year, Discovery developed Group-wide privacy and AI transparency guidance covering the use of Discovery-deployed bots, virtual agents and other automated conversational tools across text, voice and video channels. The guidance sets minimum transparency and disclosure requirements to ensure that clients, members, employees, prospects and other data subjects are clearly informed, in plain language and via the relevant

channel, when they are interacting with an automated or AI-enabled service rather than a human agent, particularly where personal information is processed. The transparency guidance is intended to complement existing privacy notices, regulatory disclosures, conduct obligations and AI governance documentation, reinforcing Discovery's commitment to lawful and defensible practices, fair treatment of customers, and alignment with its Responsible AI principles, including transparency, accountability and trust.

Discovery continued to mature its data protection and access governance capabilities, building on the completed data loss prevention modernisation programme to enhance policy enforcement and visibility of sensitive data movement. At the same time, the access management programme strengthened lifecycle controls, governance standardisation, and monitoring of access activities across the Group. These capabilities were further integrated into a broader insider risk management approach, enabling more proactive detection of anomalous behaviour and improved protection of data assets. Collectively, this reflects a transition from foundational control implementation to more integrated, intelligence-driven governance and risk management.

There were no fines/penalties paid in relation to data security compromises or other cyber-security incidents during FY2026.

Sensitivity labelling was enhanced and standardised across the Group to support the correct classification, handling and sharing of personal and sensitive information. Updated labels in Microsoft Office help employees identify confidentiality requirements and reduce the risk of inappropriate disclosure. The rollout commenced within Information Governance and Security in December 2025, followed by a staged rollout across the broader business from February 2026.



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Assurance, controls and third-party risk *continued*

We also launched an internal Data Detox initiative to support privacy and data-minimisation objectives by driving the identification and clean-up of redundant, obsolete and trivial data. Business units implemented the initiative in line with available capacity and defined targets, supported by structured reporting and executive oversight.

We commit to notifying all affected clients if their information is breached based on the notification process as required by data privacy legislation. We also notify appropriate regulatory bodies.

Our Insider Risk Management programme aims to strengthen controls to reduce risk from internal trusted users.

Trust, risk and long-term value

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.

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. GenAI is also a cyber-security concern, and due diligence is carried out on AI capabilities for approved usage.

Data security and client privacy form part of Discovery's broader ERM Framework. Failures in this area may result in regulatory sanctions, financial loss, reputational damage and erosion of customer trust. Robust governance, controls and assurance therefore support regulatory compliance, operational resilience and long-term value creation.

RESPONSIBLE AI DEPLOYMENT

Our Responsible AI Policy governs the development and use of AI across the Group. The policy ensures that AI implementation respects data privacy, protects cyber security, avoids bias and discrimination, and supports transparency, explainability and accountability in AI-supported decisions. The policy promotes a responsible, human-centred (or human-in-the-loop) approach to AI and requires that humans remain involved in, and able to intervene in, critical AI-supported decisions. Clear accountability is established for outcomes produced by AI systems through defined governance and oversight structures, delineated according to the roles and responsibilities of the Board and Board committees specifically. The policy also requires human oversight and accountability in the development, deployment, use and retirement of AI.

The Responsible AI Policy defines boundaries for the appropriate use of AI, including restrictions on applications that could cause harm or undermine trust.

AI-related risks are identified and managed as part of the Group's risk management processes. The policy applies to both internally developed AI solutions and third-party AI systems used across the Group.

The Group Chief Privacy Officer (GCPO) owns the Group Responsible AI Policy as approved by the Group Executive Committee and IT Subcommittee. Discovery monitors compliance with the policy, with material issues escalated to the GCPO where appropriate and included the regular reporting for risk and compliance processes. The policy is reviewed every three years, or if material legislative or operational changes occur, to ensure continued relevance and alignment with legal, ethical and sustainability expectations.

We developed a comprehensive Group Responsible AI Standard, which was piloted within business units and teams actively building and adopting AI solutions, and – we anticipate adoption through the full policy lifecycle in the new financial year. The Discovery Group Responsible AI Standard establishes a unified, principles-based framework for the ethical and lawful use of AI across our global operations. The standard is currently issued for trial implementation ahead of comprehensive review and formal adoption in FY2027.

In FY2026, we also introduced a formal AI governance capability featuring a CoE-style capability for AI-related enquiries and new tool deployments across the Group. The AI Governance service embeds security, privacy and ethical controls at the point of AI adoption, supporting the operationalisation of the Group Responsible AI Policy and Group Responsible AI Standard.

Our Responsible AI guide ensures that our technologies align with human values and promote societal wellbeing, avoid bias and discrimination, and are transparent, accountable and respectful of privacy and autonomy. We also launched Group-wide training on the responsible adoption and use of AI within our GenAI Academy.

The Group has also engaged with its major technology suppliers to understand AI's environmental footprint, as part of our approach to responsible 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 VTTM's technology governance principles, ensuring responsible innovation at scale.

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



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Related material themes

-  Advance our disruptive Shared-value model
-  Maintain resilience within a volatile socio-economic and geopolitical environment
-  Ensure long-term financial sustainability
-  Leverage and manage data, technology and innovation

Discovery's Shared-value model is the foundation of our business and sustainability approach. It creates long-term value for our business, shareholders, clients, partners and society, while our approach to managing sustainability-related risks and opportunities helps protect and strengthen the resilience of the model over time.

Our model includes:

1 Sharing value

2 Managing risk

OUR FY2026 HIGHLIGHTS

Discovery Group was named the overall winner of the Alexforbes Paragon Impact Awards 2026, ahead of other JSE Top 100 companies, for its contribution to the SDGs through the Shared-value model

Conducted a comprehensive study of the effect of extreme climate events on healthcare utilisation and morbidity

Published the HealthTrend26 Report, analysing healthcare trends across 2.7 million DHMS members, drawing on more than 60 million life years to assess mortality, mental health, cancer, chronic disease, cardiovascular disease and the impact of prevention on healthcare outcomes

Looking ahead

Increase the efficacy and repeatability of the Shared-value model, globalising and translating it into definable, measurable impact

Ensure the Group remains adequately positioned to mitigate and manage material risks and opportunities

Expand the breadth and depth of health risk models, underpinned by Vitality AI, moving from discrete recommendations to end-to-end behavioural journeys

Advance our understanding of the impact of climate events on morbidity through collaboration with leading academic institutions and a combination of climate and healthcare forecasting

Embed emerging conduct frameworks, particularly in anticipation of the Conduct of Financial Institutions Bill

1 Sharing value

Discovery's founding vision was to fundamentally recast the role of insurance. Rather than being a passive financial product activated by illness or death, insurance should actively incentivise people to be healthier, manage their finances better and drive more safely – and share the resulting savings with clients and society. This is the Vitality Shared-value model: a virtuous cycle in which healthy behaviour reduces risk, insurer savings are shared with clients, and societal health outcomes improve at scale. Today, the model delivers measurable societal impact across 36 markets and almost 50 million lives.

The model addresses structural pressures across financial services, including margin compression in life insurance, rapid medical inflation in health insurance and inadequate retirement savings. By enabling risk to be understood more precisely, influenced over time and priced more accurately, it transforms the traditional insurance value chain to deliver better outcomes for individuals, businesses and society.

Enabled by Vitality's behaviour-change platform, the Shared-value model aligns the interests of all stakeholders. Clients and members achieve better health, wealth and protection outcomes, while Discovery benefits from improved risk outcomes and long-term profitability. Our partners benefit from stronger client engagement and sustainable growth, and society benefits through healthier populations, improved productivity and reduced pressure on healthcare systems.

At the heart of the model is a virtuous cycle. Behavioural incentives encourage healthier, safer and more financially prudent actions, leading to improved outcomes and lower risk. Reduced risk results in fewer claims and actuarial savings, which are reinvested into enhanced rewards, more competitive pricing, product innovation and increasingly personalised client experiences. This continuous cycle creates additional value for clients while strengthening the long-term sustainability and resilience of our business.

The Shared-value model underpins Discovery's sustainability approach and informs how we create, preserve and protect value over the long term. Its application is reflected throughout this report, from making people healthier, enhancing and protecting their lives, strengthening social systems and restoring the environment to leveraging our business enablers to create shared value, while the following section outlines how we manage the sustainability-related risks and opportunities that support the model's long-term success.

PG Read more about our Shared-value model from page 11, as well as throughout this report.

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Sharing value *continued*

Engaging to share and scale our model

Engagement is key to scaling our model, and we continually engage with our network to share and develop our work in this space.

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, 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 16 conferences, 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 2026 actuarial conference at glance

17 annual research papers presented

627 attendees

9 countries represented over the two-day conference

567 of whom attended in person

>40 first-round business plans submitted*

* Record high received, reflecting growing participation in the conference innovation pipeline

2 Managing risk

KEY METRICS

>R93.9 million
ESG research spend
(FY2025: >R71.7 million)

>R791 million
fraud recovery
(FY2025: >R731 million)

17 836 people trained to prevent financial crime
(FY2025: 15 325 people) including anti-money laundering, anti-bribery and anti-corruption

Risk governance and culture

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 operational processes and product development). ESG related risk assessments informs strategic decision-making and resource allocation across the Group.

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 Combined Assurance model, which clearly defines responsibilities across business management, oversight functions and assurance through internal and external audit. 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 operates. 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.

GOV For details on ongoing Board training, refer to our 2026 Governance Report.

Our publicly available ERM Policy and core values, which are documented in our official reports and on our website, guide our risk culture. Discovery 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.

Risk reporting occurs at least quarterly, aligning with governance cycles to ensure timely updates. Residual risks that exceed our defined risk appetite are escalated to our Group Risk Management function for reporting, with high-priority risks immediately escalated to the relevant executive risk committees and Board committees.

Our ERM Policy is available on our website.

Discovery Group Internal Audit performs audits of the risk management and compliance functions every two years through its audit plan to test the design, adequacy and effectiveness of controls identified as part of the risk assessment of the functions.

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.



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Our top Group risks

The Group Risk Management 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. ESG-related risks are assessed in line with our material themes and Integrated Sustainability Framework.

- 1 Cyber crime and cyber security
- 2 Geopolitical and macroeconomic uncertainty
- 3 AI adoption and competitive advantage
- 4 Integrated ecosystem
- 5 Information and data management
- 6 Organisational resilience
- 7 Future of healthcare funding and reform in South Africa
- 8 Complex and evolving regulatory landscape
- 9 Infrastructure decline and economic growth
- 10 Environmental and climate exposure

Discovery operates in a complex and evolving risk environment. As risk management is a dynamic process, we continuously refine our risk management approach in line with our ERM Framework. We are acutely aware of a shift away from isolated risk events to persistent, interconnected shocks affecting financial stability, operational continuity and customer trust. Resilience will depend less on predicting individual events and more on strong capital buffers, trusted digital systems, climate-aware balance sheets and disciplined governance of emerging technologies.

IAR For details on our ERM Framework and our Group risks and opportunities, refer to our 2026 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, sensitivity analyses 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. Our risk exposure evaluation assesses the potential magnitude and likelihood of the risk materialising, considering factors unique to the business or industry, to define the risk's impact on the business.



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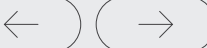
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OUR KEY RISK EXPOSURES INCLUDE:

CYBER CRIME AND CYBER SECURITY

Cyber crime and data breaches have become more frequent and sophisticated in recent years, with the financial services sector remaining a prime target. The increased use of AI, including rapidly advancing frontier models, materially increases the speed and scale at which cyber criminals can automate attacks, craft adaptive malware, deploy deepfake-driven fraud and rapidly identify and exploit software vulnerabilities. AI adoption should be accompanied by clear accountability structures, appropriate guardrails and robust monitoring to avoid unintended outcomes. For financial services groups like Discovery, cyber attacks could potentially outpace existing detection, patching and response controls. This could lead to business disruption, data compromise and financial loss and increase exposure across third-party dependencies, operational resilience, data protection and technology governance.

Significant investment in Discovery's cyber-security capabilities has strengthened the control environment. However, as AI adoption accelerates across the Group and the broader ecosystem, the threat environment becomes less predictable. This reinforces the need for continued strengthening of controls, faster vulnerability remediation and continually validating that controls remain fit-for-purpose and operate as designed.

We continually evolve and mature our cyber-resilience capability and perform regular penetration testing. Our technology governance teams work cross-functionally and align AI initiatives with our business objectives and customer-centric values, supported by appropriate controls to monitor AI-driven decisions and outcomes.

PG 119 Refer to the Technology and AI section.

IAR Refer to our IAR (page 43) for more detail on our mitigating actions and related opportunities.

GEOPOLITICAL AND MACROECONOMIC UNCERTAINTY

The complex external environment, with heightened geopolitical tensions involving the USA and the Middle East, continues to influence global financial markets, trade dynamics and capital flows.

The shift towards strategic trade policies, government-imposed technology restrictions and sanctions is accelerating geoeconomic fragmentation and reshaping global supply chains and investment patterns. Military escalation in the Middle East contributed to volatility in energy markets and critical maritime trade routes. Ongoing uncertainty across global supply chains, commodity markets and trading relationships may influence inflation, interest rates and economic growth in the markets where we operate.

For the Group, these developments may affect customer affordability, sales volumes and persistency while placing pressure on claims experience, operating costs in certain markets, investment market performance and the broader operating environment. Indirect impacts may arise through regulatory developments, cross-border operations, third-party dependencies and evolving market dynamics.

At the same time, changing migration patterns and increasing restrictions on labour mobility in certain jurisdictions may influence talent availability and operating models across some markets. As these trends continue to evolve, maintaining resilience and adaptability remains important to supporting the Group's long-term growth ambitions.

We mitigate these risks through strategic planning, flexible product design, innovation and attractive pricing, and proactive impact monitoring.

IAR Refer to the IAR (page 43) for more detail on our mitigating actions and related opportunities.

AI ADOPTION AND COMPETITIVE ADVANTAGE

Discovery uses data, analytics and behavioural science to strengthen its Shared-value model, improve risk selection and support more personalised engagements with clients. Advances in AI create opportunities to enhance product design, underwriting, claims management, servicing, fraud detection, operational efficiency and decision-making across the Group.

Seeing how rapidly AI capabilities evolve, Discovery's competitive advantage will increasingly depend on our ability to scale AI responsibly across the value chain and convert proprietary data, insight and technology into better client and business outcomes. If AI adoption does not keep pace with technological developments, changing client expectations or competitor innovation, this could affect speed-to-market, personalisation, operating efficiency and the continued differentiation of the Group's propositions.

The increased use of AI also introduces execution and governance risks, including data privacy, model accuracy, explainability, bias, ethical use, third-party dependencies and regulatory compliance. Strong governance, clear accountability and effective monitoring remain critical to ensuring AI-enabled decisions are trustworthy, fair and aligned to Discovery's purpose and stakeholder expectations.

We mitigate these risks by deploying AI responsibly to support AI-enabled innovation, personalisation and product development, while enhancing privacy, security, policy and control frameworks and maintaining knowledge-sharing structures, business ownership and employee capability-building.

PG 119 Refer to the Technology and AI section.

IAR Refer to our IAR (page 44) for more detail on our mitigating actions and related opportunities.

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, guided by our purpose to make people healthier and enhance and protect lives, defines the level and types of risk the Group is willing to accept in pursuit of its strategic objectives and long term value creation, subject to defined risk tolerance limits, controls and escalation thresholds.

In support of disciplined capital allocation, entity specific hurdle rates (as set out in the Group Hurdle Framework) guide investment and capital deployment decisions. New products and initiatives are evaluated against these thresholds to ensure alignment with the Group's risk appetite and ERM principles. Discovery's risk appetite guides a balance between innovation and caution in light of the Group's strategy, risk profile and operating environment, with material matters escalated through established governance structures.



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ESG risk management

We track and respond to ESG-related risks, including emerging risks, in the ordinary course of our business. This integration ensures ESG risks are managed with the same rigour and strategic oversight as all other risks and allows us to assess long-term impacts on clients, operations and capital.

Climate-related risks are assessed alongside business risks, enabling Discovery to manage both physical risks and transition risks. This supports our Net-zero Transition Plan, guides our emission reduction efforts and supports renewable energy efforts.

We also manage social risks, which protects clients and broader society, by monitoring healthcare affordability and accessibility risks, risks to fair treatment of customers and customer conducts, and data privacy and cyber-security risks, among others. By managing these risks, we strengthen our ability to deliver positive social outcomes such as improving healthcare costs and financial inclusion.

Our Group Governance Framework is aligned to the King V™ principles of corporate governance and includes oversight of sustainability-related matters at Board and executive levels. Governance and risk structures provide accountability for ESG performance, regulatory compliance and ethical conduct. Effective governance frameworks and structures prevent conduct and compliance failures, improves transparency and disclosure quality, and supports sustainable value creation.

The Group's ESG risk management is strengthened by employee training and communication, including around harassment and cyber-security risk.

EMERGING ESG RISKS AND OPPORTUNITIES AND OUR RESPONSE

Our Group-wide risk taxonomy incorporates health-related issues and trends such as longevity, mental health, medical inflation and deteriorating public infrastructure.

Emerging risks are risks that will have a significant impact over a period between 12 months and five years.

Health trends, longevity and structural claims cost escalation

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 pressure 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.

Ageing populations and rising incidence of chronic and metabolic diseases increase healthcare utilisation and costs. Advances in healthcare treatments are reshaping morbidity and longevity profiles, with implications for claims duration, healthcare cost inflation and retirement adequacy. Current healthcare trends have environmental implications: rising healthcare utilisation leads to higher energy consumption, increased medical waste and emissions from pharmaceuticals and transport.

In this context, the compression of morbidity – extending healthy, productive years of life while reducing the period of illness – is becoming increasingly important, economically and socially. As Discovery, we are shifting our focus to not only helping people to live longer, but also to have longer healthspans that lift the pressure on the sustainability of health insurance (UK), medical scheme administration (South Africa) and life and investment products. This requires ongoing recalibration of pricing, underwriting and product design.

Vitality is helping ensure people who live longer spend a larger proportion of their lives in good health by incentivising healthier lifestyles that reduce reliance on intensive healthcare services, thus improving both individual outcomes and the environmental footprint of care.

Our research into risk solutions reveals that healthy lifestyle choices significantly reduce mortality and morbidity, and our data shows 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, society and the environment.

Vitality's behavioural data and predictive models support dynamic risk assessment, early detection and tailored interventions. Innovations such as PHP and next best actions drive healthier habits and improve long-term morbidity and mortality outcomes at scale.

PG 23 Refer to the Make people healthier section for more detail.

Technology disruption, AI adoption and evolving market structure

Rapid advances in AI and digital platforms are altering risk, customer expectations and distribution models.

This may reduce demand for certain insurance products, invalidate historical pricing assumptions and increase reliance on models. There is also risk of legacy technology investments becoming misaligned with future capability needs, alongside increasing regulatory exposure linked to data usage. Conversely, there are opportunities for new product innovation, improved claims efficiency and enhanced predictive analytics.

Discovery is responding by continuing to invest in research and development, digital capabilities and data while strengthening our AI governance and leveraging predictive analytics for business insights and efficiency. We monitor regulatory developments relating to AI and data usage.

PG Refer to page 119 for more on how we are embracing AI, and page 105 for more on how we are mitigating against the associated risks.

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Climate change impact on health and long-term insurability

Environmental changes, including extreme weather events, water scarcity, biodiversity loss and air pollution, could contribute to health risks and service disruptions, especially among vulnerable populations. In FY2026, we conducted a comprehensive study of the effect of extreme climate events (such as extreme cold, heat and flooding) on morbidity and healthcare utilisation, using health claim data from 3.48 million beneficiaries between 2014 and 2024, combined with climate data from the European Centre for Medium-Range Weather Forecasts. The study revealed that:

- Extreme heat is associated with increased immediate healthcare visits and admissions, particularly for circulatory, endocrine, nephrology and trauma-related conditions, with the strongest effects observed among members aged 40 and older
- Extreme cold is linked to elevated respiratory-related healthcare utilisation, with lagged impacts persisting several days post-exposure
- Flooding, with the April 2022 KwaZulu-Natal floods as a case study, shows a sharp decline in healthcare visits and admissions during peak rainfall, reflecting acute disruption to healthcare access and utilisation, before rebounding to above expected visit numbers, indicating deferred demand

This research demonstrates the profound impact of extreme weather events on human health. We are investigating how best to use our unique model and capabilities to mitigate this risk, beyond the actions already underway through our Net-zero Transition Plan to achieve net zero by 2050 or earlier. We continue to promote sustainable health outcomes through Vitality.

The increasing severity and frequency of climate events are also expected to place upward pressure on claims costs over time, particularly within Discovery Insure. Severe weather events such as flooding, hailstorms and heatwaves have led to an increase in short-term claims in South Africa's high-risk provinces like Gauteng, KwaZulu-Natal and the Western Cape. In parallel, transition risks and evolving risk profiles may result in certain segments becoming less insurable or only insurable at significantly higher cost, with implications for product availability, pricing adequacy, reinsurance access and capital requirements.

Discovery is actively addressing the evolving challenges posed by climate change, both locally and globally. We are enhancing our catastrophe modelling and long-term scenario analysis. We also proactively integrate 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.

Our product innovation, data-driven underwriting and ecosystem partnerships respond to weather-related events. 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. 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.

Our climate change strategy is aligned with our risk appetite and product design. Achieving net zero by 2050 will require improved visibility of supply chains (Scope 3 emissions), which are also key drivers of cost and operational resilience.

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. We are also enhancing system capabilities to capture building-level solar data for more accurate underwriting. Our Discovery 911 smoke detector offers early warning and always-on protection with instant fire responses, even during loadshedding or Wi-Fi outages and when clients are away or unreachable.

CLI Refer to the Climate Report for more detail.

Health equity

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 through the Discovery Fund and Foundation, leveraging technology and innovation to provide equitable healthcare access and support overall public health.

We actively engage with stakeholders in the healthcare ecosystem to assess and support safe, effective and affordable treatment. DHMS has 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.

PG 56 Refer to the Building an inclusive healthcare system and Beyond the iron triangle sections 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.



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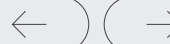
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RESEARCH INTO ESG-RELATED RISKS AND SOLUTIONS

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 FY2026:
>R93.9 million
(FY2025: >R71.7 million)

Across the Group, we conduct targeted research to help people live healthier lives and develop products that respond to emerging risks and generate shared value:

DISCOVERY HEALTH

- Published the HealthTrend26 Report, analysing healthcare trends across 2.7 million DHMS members, drawing on more than 60 million life years to assess mortality, mental health, cancer, chronic disease, cardiovascular disease and the impact of prevention on healthcare outcomes. The report showed that members are living longer and in better health, with mortality across DHMS members declining by 5.6% over the past 10 years
- Reviewed medical scheme data to determine youth health trends in 2025, showing that chronic diseases and mental health conditions are on the rise
- Recorded significantly-improved long term mortality rates among HIV registered members on DHMS, with HIV mortality dropping from the fourth to 13th leading cause of death among DHMS members
- Conducted 13-year longitudinal mental health analysis of mental health condition trends among DHMS members, finding the mental health condition prevalence is rising steadily
- Reviewed the chronic disease levels, hospital admission and claim rates of DHMS centenarian members – they compare remarkably well to younger members when it comes to chronic disease levels, admission rates and other areas reviewed
- Compared the disease prevalence among medical scheme members and the broader population in South Africa
- Published a study of the impact of extreme climate events on morbidity and healthcare utilisation in the South African Actuarial Journal (read more on page 111)
- Analysed cancer diagnoses among DHMS members, finding a 3.8% increase in new cancer registrations, with higher screening rates driving an increase in early-stage cancer diagnoses
- Analysed 47 million sleep records, finding that prioritising sleep can reverse health risks and extend life
- Published The Pareto Principle in healthcare: How the top 1% of claimants account for 33% of DHMS claims costs

DISCOVERY BANK

Released the SpendTrend26 report, examining how, how much and when South Africans spend

DISCOVERY INSURE

Released Drive Trends: Holiday edition, examining clients' driving behaviour and encouraging safer, more alert driving over the festive season

VITALITY UK

- Examined how homebuyers under the age of 35 are increasingly turning to social media content for advice on finance and mortgages
- Conducted heart health research highlighting the extent and hidden health cost of sedentary lifestyles
- Analysed and found that most homeowners fail to review their protection cover when remortgaging
- Explored why more than a third of adults have been exercising far less than usual in early 2026 due to the weather
- Conducted a longitudinal study that found that combining exercise with weight loss drugs could save the National Health Service in the UK nearly £17 billion a year
- Identified the ultra-processed foods commonly consumed at barbecues
- Conducted research that found that younger generations are both aware of and interested in protection insurance, but remain largely unprotected
- Identified persistent misconceptions around sun protection and skin cancer among British men
- Reviewed cancer claims and identified breast, skin and prostate cancer as the most common claims
- Analysed mental health trends, finding that mental health claims rose between 2019 and 2024
- Published the Vitality 2025 Health Claims and Insights Report, showing an increase in the demand for digital healthcare services
- Published the Vitality Life Claims Report 2026, highlighting that protection insurance needs to evolve beyond traditional critical illness cover
- Evaluated younger generations' optimism about their health with financial resilience
- Conducted research showing that fears around later-life health is high, while the confidence to being able to meet care costs in later life remains limited



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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 are 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 Sanctions Policy, Whistleblowing Policy, Financial Crime Risk Management Policy, and Group Share trading and Price-sensitive Information Policy– 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 Board has ultimate oversight of financial crime risk, which is also managed as part of the Group's ERM Framework and assessed in line with the Group's risk appetite. The effectiveness of financial crime controls is monitored through assurance activities such as risk and compliance reviews and internal audit.

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. 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. All employees of our South African entities must comply with the Anti-Money Laundering, Counter-Financing

Terrorism and Counter-Proliferation Financing Risk Management and Compliance Programme (RMCP), which sets out the high-level risk-based principles, requirements, controls, procedures, systems and standards for managing financial crime risks. Vitality UK's Financial Crime Risk Management Framework implements policies, systems and controls to prevent, detect, investigate and report financial crime.

Discovery continues to strengthen its risk and control framework. In terms of beneficial ownership transparency, we 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.

0 incidents
related to financial crime including
corruption and bribery, conflicts
of interest, money laundering, tax
evasion or sanctions violations

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 (FY2025: 0) and zero employees dismissed or disciplined in South Africa in relation thereto

ESG Refer to the Ethics tab in our ESG Databook for disclosures 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.

Our mandatory annual financial crime training for all employees includes awareness and prevention of tax evasion, in addition to topics such as anti-money laundering, sanctions compliance and the financing of criminal activities. The training is designed to help employees identify, prevent and report potential financial crime risks, reinforcing our commitment to ethical business conduct, regulatory compliance and responsible corporate governance.

Core employees are required to complete anti-money laundering training (initially at induction and annually thereafter). In FY2026, 17 765 individuals (FY2025: 15 325) 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
- Screening against global sanctions and lists of politically exposed and prominent influential persons
- Enhanced due diligence for clients rated as high-risk
- Ongoing monitoring of clients' information and transactions to identify any changes in risk profile

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.

Discovery maintains confidential mechanisms for internal and external stakeholders to report suspected misconduct or unethical behaviour. We review our Whistleblowing Policy every three years and our Financial Crime Policy annually or as required by internal or external shifts. Reported matters are escalated through established governance structures and overseen by the relevant Board committees.



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Mitigating anti-competitive practices

Discovery is committed to open competition and prohibits anti-competitive behaviour.

This commitment is supported by ancillary Group-wide policies, including the Group Anti-Bribery and Corruption Policy, Group Share trading and Price-sensitive Information Policy, and the Conflict of Interest Policy, which set clear standards for ethical conduct that applies to directors, employees and third parties. All new employees in South Africa complete compulsory training on all aspects of anti-competitive practices.

Vitality UK manages competition law risk through its Legal Risk Policy and ERM Framework. The policy sets out requirements for compliance with competition law, escalation of potential concerns to the Legal Team, and procedures for responding to competition investigations. Competition law awareness is incorporated into mandatory annual training for employees, and executive members are consulted annually regarding potential anti-competitive concerns.

TRAINING ON IMPLEMENTING POLICY COMMITMENTS

Training is a key component of Discovery's approach to embedding policy commitments. The Board and Executive Committee receive appropriate training as and when necessary. Relevant Group subsidiary employees are required to attest to their understanding of applicable Group wide policies and frameworks. Participation in training is tracked, and these processes support effective policy implementation and the management of compliance and conduct-related risks.

Addressing fraud, waste, abuse and errors in the medical scheme environment

Discovery Health invests substantial resources in fairly and responsibly addressing fraud, waste, abuse and errors 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, and trustees within medical schemes are obliged to have these controls in place.

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.

>R791 million
recovered and saved in FY2026
(FY2025: >R731 million)

R5.4 billion
realised through halo-effect deterrence
savings rather than direct recoveries,
reflecting a significant 7.6 multiplier impact



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 USA, whistleblowers can email **Whistleblowing_VGI@Vitalitygroup.com**

In the UK, whistleblowers can call our anonymous toll-free hotline at **0800 048 9695** or email **whistleblowing@vitality.co.uk**

TOOLS AND MODELS

Personalised provider risk scores

The provider risk score sums about 30 fraud-related metrics to indicate overall provider risk

Personalised provider communications

Personalised billing profile report
The personalised report provides an overview of a healthcare professional's billing and claiming patterns over a three-year period, which prompts self-correction where required

Baby Duck Agentic AI
The agent aims to automate personalised provider communications based on fraud risk reviews, identifying fraud trends early and mitigating future risk. This initiative will result in direct and indirect savings for the scheme

Precise fraud risk prediction models

The fraud network model uses member movement data and graph neural networks to detect suspicious provider communities for investigation

6 to 10x
increase in fraud detection sensitivity compared to the baseline detection rate

Managing regulatory risks and opportunities

Discovery manages material and emerging regulatory risks as part of its ERM Framework. Regulatory developments are monitored on an ongoing basis, and material regulatory risks and opportunities are escalated through established governance structures and overseen by the Board and relevant committees. Constructive engagement with regulators and stakeholders supports regulatory compliance and informed responses to regulatory change.

Key developments during the year included:

STRENGTHENING FIRST LINE COMPLIANCE

As part of our Combined Assurance approach, we strengthened our first line compliance risk management by appointing first line compliance specialists within Discovery Health and Discovery Invest. They ensure that we meet regulatory expectations while supporting innovation and sustainable growth.

COLLECTIVE INVESTMENT SCHEME PROVISIONS

The FSCA published the Conduct Standard prescribing risk management, identification of conflicts of interest and requirements for prospectuses, among others. An impact assessment in respect of the requirements was conducted on the impacted business area, with positive results overall supporting compliance with the standard.

CLOUD COMPUTING AND OFFSHORING

The FSCA and the Prudential Authority published documents for consultation, including the notification template for a financial institution to submit when an IT and/or cyber incident is classified as material and best practice around cloud computing and data offshoring. We do not anticipate any significant impact to our business arising from this development.



CLIMATE-RELATED RISK

Discovery is committed to meeting the relevant regulatory requirements of the countries where we operate. We monitor and assess evolving climate-related regulatory requirements across our key markets and remain abreast of relevant regulatory developments and global practices, enabling us to respond proactively to a changing regulatory environment, remain compliant and adapt our strategy, business model and financial planning to address climate-related risks and opportunities.

In South Africa, the Climate Change Act, No 22 of 2024 came into effect in 2025, establishing the first comprehensive legal framework for climate change governance and laying the foundation for the phased implementation of climate adaptation, emissions management and related regulatory requirements. The country is also moving towards adopting ISSB-aligned sustainability standards. In the UK, the final UK Sustainability Reporting Standards (UK SRS), published in February 2026, align the UK's sustainability disclosure framework with the ISSB global baseline and lay the foundation for future mandatory climate-related disclosures for listed companies.

The UK Prudential Regulatory Authority updated its expectations of insurers' approach to managing climate-related risk, requiring action plans to address gaps. Firms are expected to embed sustainability into their business plans and demonstrate board level awareness of climate-related risks. Based on these changes, Vitality UK completed a gap analysis and action plan to these requirements with target dates. This included enhancing areas such as our risk identification work, data used to analyse climate-related risks, supported by internal workshops to inform and validate our understanding of our material climate-related risks and opportunities.

CLI Refer to our Climate Report for more detail on how we monitor and manage climate risk.



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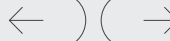
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NATIONAL HEALTH INSURANCE (NHI)

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, No 20 of 2023 (NHI Act) has been proclaimed yet. Legal processes and engagement are ongoing.

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 significantly 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 NHI model, Discovery continues its constructive engagement with government and the public, advocating a fact-based, workable approach that incorporates private-sector collaboration alongside participation in litigation process aimed at securing amendments to the NHI Act to make it workable. We participate in initiatives led by industry bodies such as BUSA and the Health Funders Association (HFA) to promote discussions with government and other stakeholders on an integrated approach to healthcare funding.

Following the consent order issued by the Hight Court in February 2026, the President has undertaken not to proclaim any sections of the NHI Act and the Minister of Health has undertaken not to implement the Act or exercise powers under it until the Constitutional Court has delivered its judgment on the procedural cases that were heard in May 2026. This effectively halts implementation of the NHI Act for now and postpones efforts to combine the various constitutional cases, including the HFA litigation in which Discovery Health is a participant.

Importantly, this pause does not prevent government from pursuing healthcare initiatives announced by the President, as these do not depend on the NHI Act being operational. Court affidavits from the Department of Health indicate a phased NHI implementation approach, with no immediate impact on medical schemes, possible initial NHI Fund operations commencing 2027/28, and more significant structural changes only from around 2030.

Recent developments suggest a more pragmatic and negotiated approach to healthcare reform. Medical scheme tax credits, previously considered at risk, were instead increased in line with inflation in the 2026 budget and the Department of Health has confirmed the intent to revise only for higher income earners.

PG 55 Refer to the Strengthen social system section for more detail.

Other regulatory engagements during the year included:

- Provided input for the UK FCA’s market study into pure protection products for retail customers
- Provided input on the LCBO framework, released publicly by the Council for Medical Schemes (CMS) in February 2025, with the HFA to encourage the Department of Health to rapidly expand affordable healthcare cover. In the interim, the exemption granted to certain insurers to sell primary care products (including Flexicare which is administered by Discovery Health and underwritten by Auto and General) has been extended to 31 March 2027
- Quarterly meetings with the CMS, updating the Registrar on key trends across DHMS and the medical scheme industry, and participating in the Prescribed Minimum Benefit review
- Submitted information to the Competition Commission regarding competition concerns flagged by the regulator, including mergers and the pricing of high-cost drugs
- Engagement with the Health Professions Council of South Africa on matters such as the work done with the Health Professions Reference Group established by Discovery Health to promote engagement on issues related to forensic processes
- Presentations and input to the Pricing Committee of the Department of Health, noting opportunities to address affordability constraints relating to the medicine pricing framework
- Public health sector engagements with the Gauteng Department of Health and the Western Cape Provincial Government
- Participation in various industry engagements, including with the South African Committee of Medical Deans, to seek solutions for employment of graduating doctors and to ensure continuity of specialist training
- Input to the Department of Trade, Industry and Competition’s draft regulations proposing a framework for tariff determination to promote affordability



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Managing supply chain risks

The Group manages supply chain risks through its Procurement Policy, Third Party Risk Management Framework, UK Supplier Code of Conduct and the Group Human Rights Statement. Suppliers are expected to uphold environmental, social and ethical standards, including respect for human rights, labour standards (including enforce international action against forced labour and child exploitation), anti corruption and data privacy requirements. Supply chain risks are managed as part of the Group's ERM Framework and overseen through established governance structures. Risk based processes support the monitoring of supplier compliance with these standards.

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.

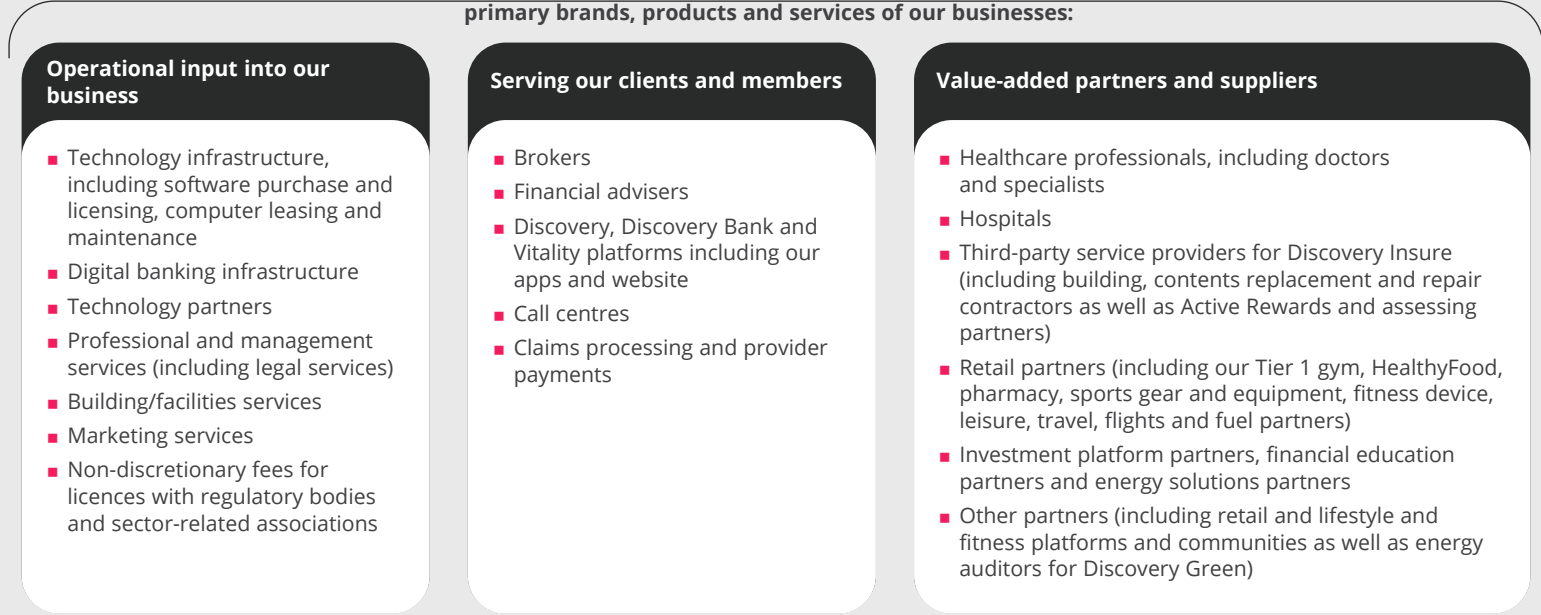
While our primary objective is to optimise spend, our suppliers are accountable for maintaining minimum contract requirements, including progression plans with clear objectives and timelines.

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:



The main elements of our supply chain related to the activities, primary brands, products and services of our businesses:



Applicable businesses



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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. These processes support the identification and management of potential impacts arising through our supply chain, including impacts on people, ethical conduct and the environment.

Our Third-Party Risk Management Framework is approved by the Board and Executive Committee. 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. The procurement of goods and services is aligned with our force for good value and our commitment to the UNGC as a signatory, including principles relating to human rights, labour standards, environmental responsibility and anti-corruption.

Prospective suppliers are subject to a comprehensive screening process, and selected suppliers are expected to comply with applicable Group policies and standards. Supply chain risks include potential impacts on value chain workers and other affected stakeholders, which are assessed and managed through our third-party risk management processes.

We are mindful that climate-related disruptions to Discovery Insure's supply chains may increase repair and treatment costs and extend settlement timelines. We are integrating supply chain dynamics into claims, underwriting and pricing assumptions while engaging with suppliers and partners on their decarbonisation pathways.

As part of our approach to supply chain risk management, we conduct new supplier screening and existing supplier assessment processes that considers potential economic risks and ESG factors. Our supplier sustainability questionnaire and scorecards include ESG factors, including carbon emissions, data protection, labour standards, human rights and whistleblowing mechanisms. The assessment outcomes inform supplier selection and the escalation of material risks.

Sustainability considerations are systematically incorporated into UK tendering exercises to assess supplier credentials as part of the selection process. Potential suppliers must answer questions around environmental practices, social responsibility and impact. Procurement sustainability data collection and monitoring were further embedded into business as usual activity: calculations and assessments conducted on an ongoing basis rather than retrospectively supports more consistent oversight and reporting of supplier-related sustainability considerations.

Supplier ESG risks are monitored through risk-based assessment processes, including audits where appropriate, with follow up actions implemented to address identified concerns. 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.

PG In terms of our Whistleblowing Policy, our confidential and anonymous whistleblowing hotline is also available to suppliers and their employees (details on page 114).

PREFERENTIAL PROCUREMENT

Discovery's preferential procurement approach reflects our commitment to transformation and broadening economic participation by creating opportunities for businesses owned by designated groups, including black youth-owned enterprises. By investing in an inclusive supplier base, we contribute to sustainable economic empowerment while supporting the long-term resilience of our communities and economy.

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 Amendment 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 and women-owned businesses, by identifying suitable companies and facilitating their exposure and access to networks across the Group.

In FY2026, we spent:

R4.5 billion procurement from black-owned businesses (FY2025: R5.1 billion)

R3.4 billion (actual spend) on SMEs (FY2025: R1.7 billion)

R2.5 billion (actual spend) on 30% black women-owned enterprises (FY2025: R2.9 billion)



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Related material themes



Advance our disruptive Shared-value model



Ensure long-term financial sustainability



Maintain resilience within a volatile socio-economic and geopolitical environment



Leverage and manage data, technology and innovation

Innovation is embedded in Discovery's DNA, and through our pioneering Shared-value model, we harness behavioural science, data-driven insights and technology to create innovative solutions that improve client outcomes, address societal challenges, and 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 Chief Executive Officer is expected to deliver innovative products that drive increased engagement, improved customer behaviour and ESG-integrated product objectives.

PG

Refer to the Enhance and protect lives section on page 41 to 54 for more information on our ESG-integrated products.

AI, embedded across our products and services, is growing as a key enabler of Discovery's next phase of innovation. Discovery's AI strategy is focused primarily on evolving the Vitality Shared-value model through Vitality AI. By combining our unique behavioural, clinical and financial data sets with advanced AI capabilities, we deliver hyper-personalised experiences, contextual next best actions and measurable improvements in health, financial wellness and shared value for clients and partners.

We build our capabilities by:

1

Harnessing AI

2

Leveraging our tech platform

TARGET

Empower **10 000 of our people** to effectively use GenAI

Our FY2026 highlights

Launched **Vitality AI** in partnership with Google

Prepared **Vitality AI in a Box** for global rollout

Launched the **Superbank strategy**

Discovery Bank was shortlisted for the 2026 Qorus-Infosys Finacle Banking Innovation Awards, which recognise leading global banking innovations from around the world

Looking ahead

Expand the breadth and depth of health risk models underpinned by Vitality AI, moving from discrete recommendations to end-to-end behavioural journeys

Continue developing a cohesive, consolidated Group AI strategy

Develop the Vitality AI model so that it can identify, with precision, granularity and low error rates, the actions most likely to improve engagement and health outcomes

Continue to strengthen the Superbank strategy through a single acquisition journey, seamless servicing, simpler and deeper shared value, distinctive functionality in each business and an integrated safety proposition

1

Harnessing 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.

We are seeing the expanded use of AI across the business, with approximately 120 AI initiatives identified in January 2026 and our AI capabilities well received in the market. Importantly, AI is not simply automating support functions, but deepening and extending our core business model and purpose.

Our AI strategic framework

Strategy

Leveraging specialised skills to develop differentiating capabilities for bespoke requirements

Identifying and adopting commercial solutions for highly commoditised use cases



Talent

Leveraging and allocating existing talent to lead research and development efforts in emerging categories

Identifying opportunities for collaboration in skillset augmentation



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



Data and technology

Market scanning and evaluation of the emerging technology landscape

Strategic engagements regarding data and infrastructure options



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Read more about how we are responsibly deploying AI.



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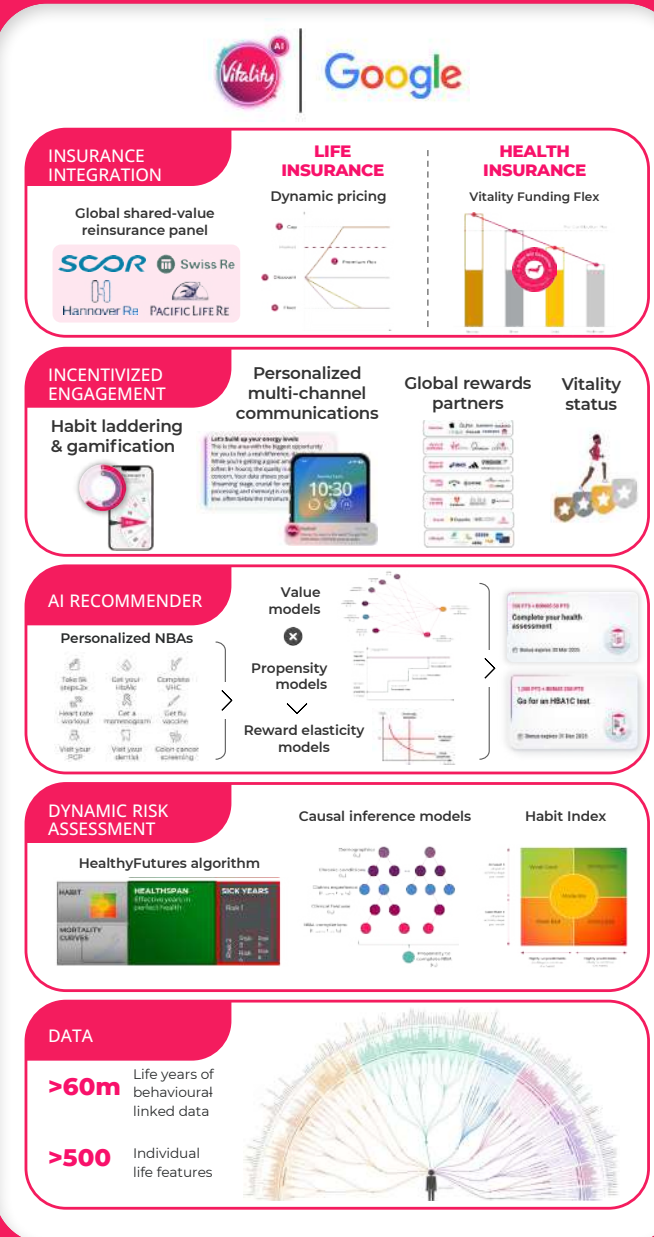
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Our Group-wide AI enablement is translating into smarter, more rewarding client experiences through Discovery AI and Vitality AI.

We launched Vitality AI in partnership with Google in November 2025. Vitality AI represents the next evolution of shared value by hyper-personalising risk, communication and rewards to drive positive change at scale.

Vitality AI



Vitality AI overcomes key challenges to delivering personalised health insights at scale:

Harnesses Google Cloud and Gemini AI models

By bringing together Google's technology and AI capabilities, and our unique data sets and understanding of behaviour change, we will have a never-before-seen capability and understanding of a person's health.

Understands the exact next best action for every member with complete precision

We quantify the impact of each action to an individual's long-term health improvement and their propensity to complete each action.

Generates significant value for customers and insurers

We are uniquely positioned, as an insurer and through our Shared-value model, to incentivise behaviour change – generating significant value for customers, insurers and society, reinforced by the creation of our shared-value reinsurance panel.

Deep understanding of the complexities of causality and habit formation

We can utilise advanced risk segmentation and sophisticated machine learning models to construct a personalised risk vector for each member.

Delivers hyper-personalised health insights, communications and rewards

We can create hyper-personalised health insights and communications for members and offer personalised rewards from our suite of leading global rewards partners.

Leverages the world's largest fully-integrated behavioural and clinical data set

With over 60 million life years of data and 80 distinct data sources covering 2 800 dimensions, we have an unparalleled understanding of a member's health that allows us to extract unique insights.

Recent AI and technological advancements allow Discovery to supercharge its Shared-value model and strengthen its purpose of making people healthier and enhancing and protecting their lives

Vitality AI draws on Discovery's unique data capabilities to change lives at scale

60+ million life years of data
Longitudinal from 2008 to 2025

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 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.

VITALITY AI IN A BOX

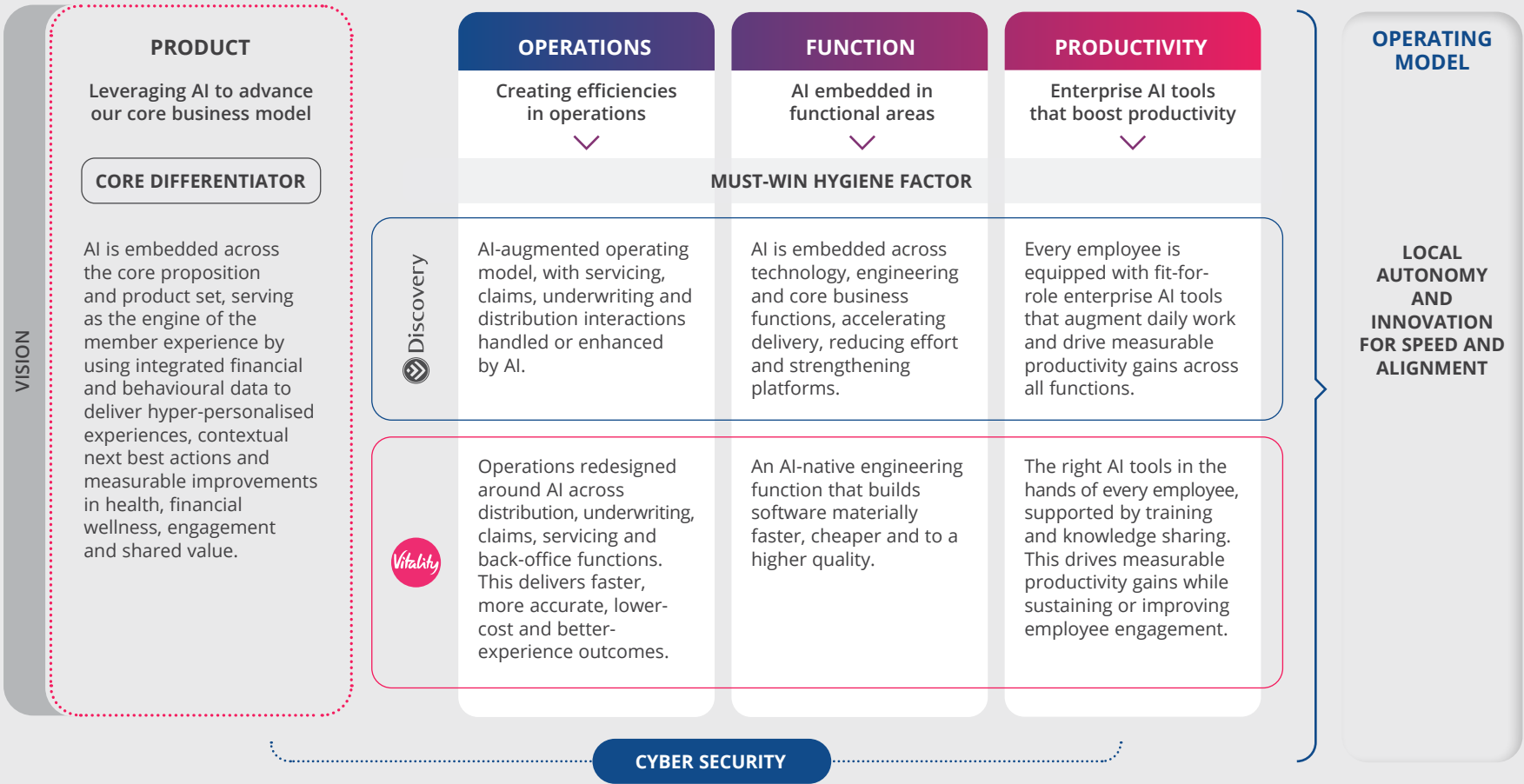
Vitality AI in a Box is the packaged form of Vitality AI for global rollout. It combines the Vitality Technology Platform (VTP), a repeatable implementation methodology and a pre-configured set of shared-value capabilities into a model that insurance partners can adopt without requiring lengthy, costly or complex organisational transformation.

The VTP, developed through the convergence of Vitality Global and Vitality UK and leveraging Google's technology, provides the backbone for this model. Together with a systematic implementation methodology, developed over more than a decade, it enables more efficient rollout of Vitality AI into new markets.

The strategic importance of Vitality AI in a Box is that it shifts Vitality AI from a bespoke capability to a scalable growth model, allowing us to accelerate rollout in international markets.

AI in Discovery

AI in Discovery is supported by ambitious plans across our product, operations, function and enterprise productivity domains.



PG 105 Read more about how we are responsibly deploying AI.



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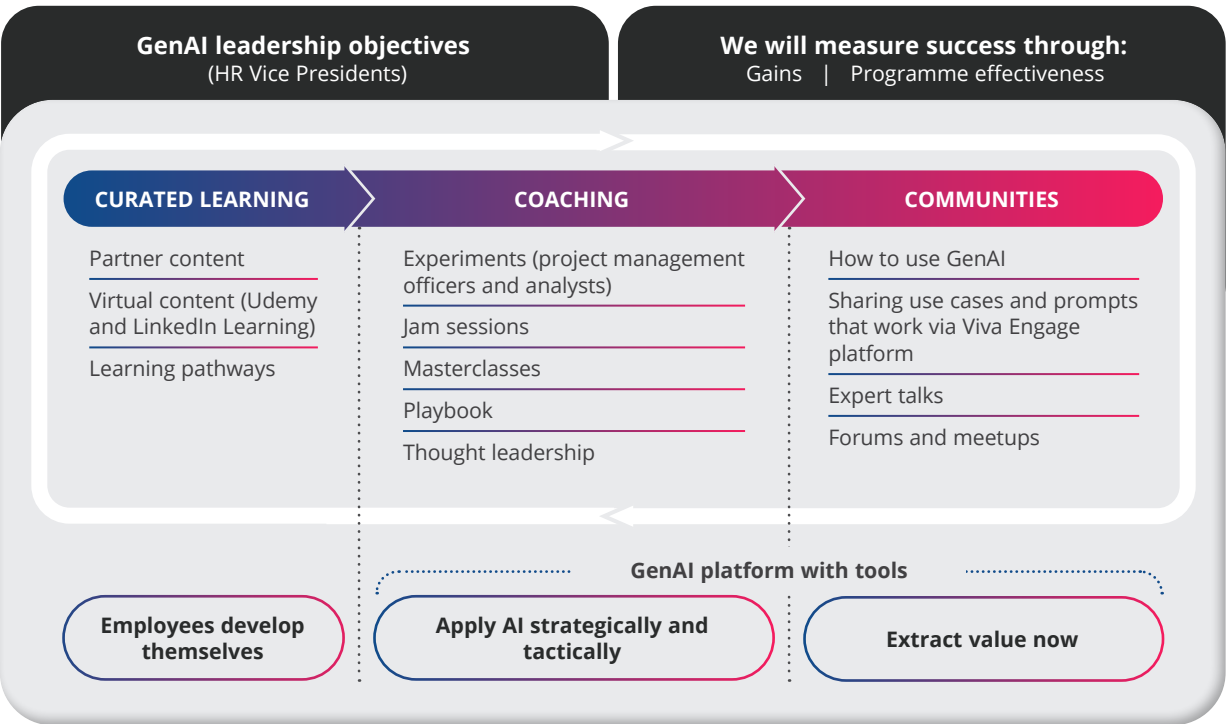
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Our GenAI Academy is targeted at employees using GenAI across multiple tools and areas of the Group. It aims to develop our human capital to apply AI strategically, tactically, responsibly and ethically and ultimately to promote and extract value. The Academy takes a phased approach to AI training, with continuous monitoring ensuring adaptability, participant engagement and measurable progress.

In Vitality UK, all employees were required to complete the compulsory Everyday AI training programme, establishing a shared foundation for the responsible and effective use of AI. This is complemented by an AI Champions and Enthusiasts network that promotes knowledge sharing, experimentation and adoption across the business. AI Champions are further supported through a dedicated induction pathway on our learning platform, iThrive, covering AI literacy, technical skills, AI-driven optimisation of business processes and practices, and the principles of ethical AI.

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. Responsible AI training is available through the Generative AI Academy, covering the key principles of the Responsible AI Policy, alongside a dedicated Responsible AI masterclass available through the Aspire learning management system.

In FY2026, training focused on responsible use, data protection, security awareness and appropriate human-in-the-loop oversight, with targeted learning pathways for different audiences. Upskilling initiatives increasingly combined AI with automation and process redesign. We also hosted a “Level Up Your AI Skills” training session as part of our Copilot Studio learning series. To ensure employees stay ahead in leveraging Gen AI effectively, the Academy aims to continuously refresh training materials and guidance as tools and capabilities mature.

We also expanded leadership capability in the UK through the Becoming an AI-powered Leader programme, helping managers identify opportunities to use AI to enhance decision-making, productivity and customer outcomes. In addition, colleagues have access to an elective digital learning library on iThrive, which provides on-demand learning resources covering AI tools, emerging technologies, practical applications and foundational theory.

5 masterclasses hosted in FY2026, with 3 152 of our people attending

The GIS Power Skills Programme focuses on important human skills, including critical thinking, communication and resilience, and explicitly integrates GenAI usage to enhance these capabilities. This positions AI as a thinking amplifier, not just a technical tool.

PG Refer to page 102 for our approach to data security, client privacy and IT governance, including responsible AI deployment.



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2 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, as detailed throughout this report. 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.

PG Refer to the Make people healthier and Enhance and protect lives sections for more on how our business is leveraging our tech platform to deliver on our purpose.

LAUNCHING THE SUPERBANK

Discovery Bank's next phase of development towards a Superbank strategy, integrates and orchestrates the full spectrum of a client's financial life through a single intelligent platform. Using technology, data and AI, it brings together banking, health, protection, wealth and rewards into one coherent client experience.

The shift is more than convenience. When these elements are connected, the system becomes more intelligent, relevant and valuable.

In FY2026, Discovery Bank significantly enhanced Discovery AI, our secure, intelligent banking assistant, by embedding it directly into the Discovery Bank app and expanding its capabilities. New functionality allows clients to upload screenshots of suspicious messages and receive immediate confirmation of potential scams. Discovery AI was also enhanced to support travel and card delivery journeys, enabling clients to manage travel itineraries and documents, and receive real time updates on card delivery status. It uses natural language and image recognition to answer product queries, retrieve documents, analyse spending and offer personalised financial insights via WhatsApp and within the Discovery Bank app.

Personalised goals and guides clients toward their recommended action, enabling clients to earn rewards as they complete their recommended actions.

Discovery AI is easy to access with just a few taps inside the Discovery Bank app. Clients can tap to request an in-app call to speak to an agent if Discovery AI is unable to assist. The Bank's intelligent routing system ensures that clients are instantly directed to the right team based on their context.

Together, these enhancements position Discovery AI as a compelling case study in the evolution of agentic, behaviour driven and client centric banking, turning data into meaningful action and delivering everyday value through AI powered experiences.



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