ENVIRONMENTAL, SOCIAL AND GOVERNANCE (ESG) REPORT

Every step forward should leave a positive footprint. From environmental stewardship to community impact, we are evolving with greater purpose and accountability.

Environmental, Social and Governance (ESG) Report (continued)

Introduction

At Nation Media Group (NMG), trust is our most valuable asset. As a media institution, our responsibility extends beyond financial performance to how we inform, engage, and influence society. NMG recognises that journalism itself is a core form of social impact. Through ethical, independent, and inclusive reporting, we contribute to transparency, accountability, informed citizenship, and democratic participation.

Environmental Social and Governance (ESG) principles are therefore embedded across our editorial practice, governance, people, environment, and societal engagement.

Our Reporting Standards

This report covers the period 1st January to 31st December 2025 and focuses primarily on NMG's operations in Kenya, with input from our subsidiaries in Tanzania, Uganda and Rwanda.

The report is prepared in line with the Nairobi Securities Exchange (NSE) guidelines on ESG reporting. The NSE manual recommends the adoption of the Global Reporting Initiative (GRI) Standards as the common framework for ESG reporting by listed companies in Kenya. This report has therefore been developed in accordance with the GRI Standards. NMG is a signatory to the Ten Principles of the UN Global Compact (UNGC), therefore, this report also serves as our Communication on Progress as required by the UNGC. Similarly, we are committed to advancing the United Nations Sustainable Development Goals (SDGs) through our operations, value chain and partnerships and have mapped out our SDG commitments within the report.

Through ethical, independent, and inclusive reporting, we contribute to transparency, accountability, informed citizenship, and democratic participation.

Environmental, Social and Governance (ESG) Report (continued)

Materiality Assessment

In 2023, we conducted a materiality assessment that identified five key ESG topics that now guide our reporting and inform our sustainability focus areas. They include;

- Responsible Journalism
- Environmental Impact
- Employee Welfare
- Societal Impact
- Corporate Governance

Our Commitment to Sustainable Development Goals (SDGs)

NMG recognises the United Nations Sustainable Development Goals as a shared global framework for sustainable development. While our primary impact is delivered through journalism and our convening power rather than direct service delivery, our ESG priorities are guided by the following SDGs;

Responsible Journalism	Corporate Governance	Environmental Impact	Employee Welfare	Societal Impact
Journalistic standards	Board composition and committees	Responsible sourcing	Number of employees	SME procurement
Representative content	Risk independence	Carbon emissions – Scope 1, 2 and 3.	Diversity and inclusion	Education
Health	Gender and age diversity	Waste management	Training and education	Community impact
Climate action	Board management	Renewable energy	Health and safety	Partnerships for impact
Accountability journalism	Data privacy	Water management	Employee wellbeing	Climate action
Gender	Tax transparency	Clean technology		
Youth and special interest groups	Business ethics and Trust	Recycling		
Access for all	Litigations and controversies			
SDGs 13, 3, 10, 16	SDG 16	SDGs 7, 13	SDGs 8, 3	SDGs 3, 17, 4

Environmental, Social and Governance (ESG) Report (continued)

1. Responsible Journalism

Responsible journalism is the foundation upon which NMG operates. As a leading independent media house in East Africa, we recognise that credibility, transparency, and public trust are essential to our long-term sustainability and societal relevance. Our responsible journalism framework integrates strong governance, ethical newsroom practice, inclusive content strategies, and measurable public impact.

Our journalism is also guided by the core values of truth and accuracy, integrity and fairness, accountability, and democracy. These principles inform editorial decision-making across print, broadcast, and digital platforms. Our Editorial Policy, which is publicly accessible on our website, sets out standards for ethical newsgathering, fact-checking, verification, protection of privacy, consent management, and the responsible handling of sensitive information.

We also subscribe to the Code of Conduct for the Practice of Journalism issued by the Media Council of Kenya, Media Council of Uganda, Media Council of Tanzania and Rwanda Media Commission. In addition, our journalists are accredited by the Media Council of Kenya, Media Accreditation Board of Tanzania and Rwanda Media Commission.

Through our content, we amplify various SDG-related topics to drive informed conversations, influence policy dialogue, and catalyse sustainable development outcomes. This extends beyond environmental reporting to encompass education, governance, health, gender equality, and other critical areas of social and economic development. We consequently measure the impact of our storytelling through audience reach and engagement metrics, policy and stakeholder uptake, strategic partnerships, and tangible outcomes arising from the issues we highlight.

Separation of Editorial and Commercial Functions

To safeguard editorial independence, NMG maintains a clear structural separation between newsroom and commercial operations. Advertisements, sponsored content, and advertorials are explicitly labelled to ensure audiences can easily distinguish them from independent journalism.

Editorial Integrity, Public Accountability, and Sustainable Impact

Our content hubs are guided by a firm commitment to accountability journalism, ensuring rigorous, public-interest reporting across all platforms. Our investigative and public interest reporting seeks to hold leaders, institutions, corporations, and government accountable. Performance and impact are tracked using analytics platforms and editorial quality dashboards aligned to our editorial charter.

Editorial responsibility rests with our Editor-in Chief, Managing Editors and section Editors with Group-level oversight ensuring consistent standards across all content hubs. Transparency and accountability are further strengthened through a structured complaints management system. Members of the public may lodge complaints through the Public Editor, via publicly available editorial email addresses, or by telephone.

> ***The role of journalism has evolved over time, but its core principles remain unchanged. For us, Journalism has always been a guardian of truth, a responsibility that is even more critical today in an era of widespread misinformation and disinformation.***

All complaints regarding accuracy or fairness are reviewed and responded to in accordance with our established editorial procedures. Where errors occur, we publish clear corrections and apologies that explicitly state what was inaccurate and provide the corrected information. These corrections are clearly highlighted in both print and digital editions to ensure visibility and transparency. We recognise that audience feedback is crucial to our operations. We therefore consistently monitor audience satisfaction through digital analytics, subscription data, audience feedback channels, and consumption trend analysis. This allows us to respond proactively to evolving audience expectations while maintaining our editorial integrity.

Beyond readership figures, we measure outcomes such as public discourse shifts, follow-up actions by authorities, and influence on institutional behaviour. We have also published Frequently Asked Questions (FAQs) on the *Daily Nation* website addressing common queries from our audiences about our journalism. In addition, our Privacy Policy, which is available in our website, outlines how we process personal data, how consent for content is obtained and managed, and the process through which previously granted consent may be withdrawn.

Accountability Journalism

The role of journalism has evolved over time, but its core principles remain unchanged. For us, Journalism has always been a guardian of truth, a responsibility that is even more critical today in an era of widespread misinformation and disinformation. Truth is essential because it empowers people to make informed decisions whether it is about governance or opportunities in their settings. Accountability is therefore embedded across all editorial desks.

Through our reporting, we seek to hold governments, institutions, corporations, and individuals responsible for their actions. To achieve this, we have established an independent and robust investigative desk whose mandate is to pursue in-depth reporting, uphold editorial integrity, and ensure accountability through fact-based journalism. The impact has been significant. Time and again, NMG has published stories that have prompted immediate action - from parliamentary debates and legislative reforms to the prosecution or dismissal of individuals involved in the mismanagement of public funds or breaches of public trust.

During the year under review for instance, our platforms in Kenya published the story of an 11-year-old autistic boy who had been missing for 60 days. Although his disappearance had been reported to a police station, there were no results. For close to 60 days, the boy's family had been to all police stations in search of him. That was until a Good Samaritan (who knew the whereabouts of the boy) spotted the boy's story in our publication and connected the missing boy to his family.

Environmental, Social and Governance (ESG) Report (continued)

During the year, we also published a story about Endoinyo Erinka village in Narok South, Kenya, where residents lack mobile network coverage, leading to isolation and safety concerns. Teachers at the local school face challenges due to unreliable communication, affecting their work and personal lives. The community urged the government and private sector to address this critical gap. Following the publication of that story, the government responded by launching a project to improve network coverage after years of poor connectivity.

In Tanzania, our subsidiary, Mwananchi Communications Limited (MCL), formally embedded *Trusted, Impactful, Justified, and Accountable (TIJA)* reporting as its core editorial standard. TIJA has strengthened investigative depth, public-interest reporting, and accountability-driven storytelling across platforms, institutionalising quality, credibility, and measurable impact. In recognition of this editorial excellence, *Mwananchi* Newspaper was named the Most Reliable and Accessible Print Publication at the Samia Kalamu Awards, with its journalists earning additional sector awards for excellence in public-interest reporting.

In Uganda, investigative reporting exposed high-level governance failures, including the Ushs100 million parliamentary bribery scandal, irregularities surrounding the Uganda Peoples' Defence Forces (UPDF) Amendment Act, and systemic breakdowns in public service delivery - such as chronic underfunding of health centres and the sale of government jobs. These reports triggered public debate, parliamentary responses, and legal action, reinforcing the Group's position as a trusted watchdog institution.

These stories showcase the power of accountability journalism and our commitment to shine a light on abuse of office, catalyse public debate, and drive institutional scrutiny and reform.

Our journalism is complemented by structured, solution-oriented platforms that deepen public engagement and strengthen policy dialogue.

a) Journalism as a tool for Environmental Change and Sustainability

Climate change is a critical and evolving global phenomenon that affects every facet of life, including education, healthcare, economic stability, food security, and agricultural productivity. As a media house, we recognise our responsibility to provide accurate, evidence-based reporting on climate issues, amplify scalable solutions, and shine a sustained light on areas where urgent intervention is required.

To institutionalise this commitment, we have established dedicated sustainability desks in Kenya and Uganda, and a public interest desk in Tanzania. These desks document the environmental, social, and economic impacts of climate change across the region and the continent through powerful, human-centred storytelling. Their work translates complex climate science into accessible narratives, ensuring that citizens, policymakers, and private sector actors are equipped with the information needed to make informed decisions.

Importantly, these desks also provide a platform for communities disproportionately affected by climate change. By amplifying grassroots voices, we enhance visibility around lived experiences, local innovations, and adaptation strategies, strengthening inclusive climate discourse and accountability.

Our journalism is complemented by structured, solution-oriented platforms that deepen public engagement and strengthen policy dialogue. Below are some of the initiatives we implemented in furtherance of this commitment:

Environmental, Social and Governance (ESG) Report (continued)

- ***Earthwise Summit:*** Although temporarily paused in 2025, the Earthwise Summit is an annual convening that brings together climate experts, policymakers, private sector leaders, and development partners to debate critical issues shaping the regional and global climate agenda, while spotlighting actionable pathways toward sustainability.

- ***Earthwise Town Hall:*** During the year under review, we hosted three Earthwise Town Halls as part of the broader Earthwise initiative. The sessions were delivered in a live, on-location panel discussion format with an in-person audience, fostering dynamic dialogue and community participation. Each Town Hall convened experts, thought leaders, policymakers, and climate advocates to interrogate the existential threat of climate change, explore practical solutions, and strengthen multi-stakeholder collaboration toward climate resilience and sustainable development.

- ***Earthwise Pull-Out:*** A weekly climate-focused supplement published in the *Sunday Nation,* dedicated to in-depth reporting, expert insights, and practical solutions on environmental sustainability.

- ***Earthwise Show:*** A weekly television programme that airs on *NTV* and seeks to explore climate challenges and solutions, featuring innovators, scientists, community leaders, and policymakers.

- ***Daily Coverage:*** Through our sustainability desks, we deliver continuous and responsive reporting on emerging climate developments, policy shifts, environmental risks, and mitigation strategies.

- ***Earthwise Mtaani:*** This is a TV and digital programme designed to simplify climate conversations through relatable language and engaging formats, fostering stronger youth participation and intergenerational dialogue on environmental action. The show focuses on climate issues and grassroots initiatives, amplifying voices often excluded from mainstream narratives and promoting eco-conscious living at the community level. During the year under review, the programme aired 26 community-centred episodes, delivering a total of 390 minutes of dedicated climate content.

As part of our Thought Leadership initiatives and in alignment with national and regional sustainability priorities, MCL convened the *Clean Cooking Summit* which supports the Tanzania's National Clean Cooking Strategy (2024–2034) targeting 80% adoption of modern cooking solutions by 2034. The summit brought together policymakers, private sector leaders, and development partners to advance clean energy adoption and sustainable household energy solutions.

b) Health Equity and Accountability

Principal Secretary, Ministry of Health, Ms. Mary Muthoni (Centre) officially opens the Nation Health Summit 2025.

As a media house, we recognise that access to accurate, evidence-based health information is fundamental to social well-being and national development. Our health journalism is designed to improve public awareness of critical health issues, hold institutions mandated to deliver healthcare accountable, and facilitate clear, responsible communication between medical experts and the public.

Environmental, Social and Governance (ESG) Report (continued)

To deliver on this mandate, we maintain a fully-fledged Health Desk with a dedicated editor and specialist reporters. The desk produces sustained, high-quality coverage across our print, broadcast, and digital platforms. In addition, we provide daily health coverage as issues evolve, with a strong focus on investigations, health financing, governance, and service delivery. While weekly coverage is largely thematic and solutions-oriented, daily reporting prioritises accountability journalism, particularly in relation to government and health institutions.

We have consciously invested in a diverse portfolio of health-focused content initiatives designed to reach varied audiences across languages and formats, spanning both print, broadcast, and digital platforms. These include dedicated health pull-outs in the *Daily Nation* and T*aifa Leo,* prime-time television programmes and features on *NTV,* Kiswahili-language content that broadens accessibility, as well as weekly podcasts and digital series. Together, these platforms deliver evidence-based insights, explore advancements in science and innovation, and provide inclusive, audience-centred health information that informs, educates, and engages the public. MCL also publishes dedicated health pull-outs in *The Citizen* and *Mwananchi*.

In addition to these platforms, we run an annual Thought Leadership event - *The Nation Health Summit.* The forum brings healthcare professionals, policymakers, innovators, and development partners. The third edition, held in 2025 under the theme: *"Promoting Mental Health as a Universal Human Right,"* brought together 154 stakeholders to address systemic challenges and advance dialogue on mental health as a fundamental human right.

All health-related print content is also published on the *Daily Nation* website under a dedicated Health vertical, ensuring ease of access and enhanced digital reach. Although a paywall has been implemented across our platforms, we collaborate with partners to ensure that critical public-interest health content remains freely accessible to the widest possible audience.

c) Gender

A panel session during the NXT HER Summit

NMG is committed to advancing gender inclusivity both in our content creation processes and across the organisation. Gender equality is not only a business imperative, but also a core pillar of our mission to positively influence society. We recognise that issues such as health, politics, climate change, business, and education impact women and men differently, and our reporting intentionally reflects these nuances.

Our Gender Desks in Kenya and Uganda therefore ensure that gender perspectives are consistently integrated across our coverage areas, while strengthening journalists' sensitivity in sourcing and reporting balanced male and female viewpoints. This structured approach enhances awareness of gender dynamics and promotes more equitable representation in our storytelling.

Through dedicated platforms, partnerships, and flagship initiatives, we actively contribute to narrowing the gender gap, amplifying women's voices, and advancing inclusive public discourse.

Our gender-focused initiatives are anchored in a strong editorial and engagement framework. *The Voice,* a weekly publication in the *Daily Nation,* is dedicated to gender-related reporting, analysis, and storytelling that highlights progress, challenges, and solutions in advancing gender equality. The platform is supported by a fully-fledged Gender Desk, led by an Editor and trained reporters, ensuring sustained and professional coverage.

Complementing this is the Gender Vertical on the *Daily Nation* website, a dedicated digital platform where gender-focused content is published daily to enhance visibility, accessibility, and continuous engagement with the gender agenda. Additionally, *Women and Power*, a weekly Program on *NTV* explores women's leadership, influence, and participation across sectors, further broadening the reach of our gender discourse across broadcast platforms.

Our gender-focused initiatives are anchored in a strong editorial and engagement framework. The Voice, a weekly publication in the Daily Nation, is dedicated to gender-related reporting, analysis, and storytelling that highlights progress, challenges, and solutions in advancing gender equality.

Environmental, Social and Governance (ESG) Report (continued)

From Left: NMG Non-Executive Director, Prof. Nancy Booker, People's Liberation Party (PLP) leader Martha Karua, Suba North Constituency MP, Hon. Millie Odhiambo, Former Law Society of Kenya President, Faith Odhiambo, Director-General of the United Nations Office at Vienna, Dr. Monica Juma and MTN Uganda CEO, Sylvia Mulinge during the 2025 IWD Gala Dinner.

Our editorial work continues to generate significant public engagement and cross-border influence. In January 2025 for instance, our Gender Editor, authored an opinion piece examining why some women are choosing to leave marriages after decades, particularly after the age of 40. The article explored themes including emotional neglect, infidelity, and domestic violence, highlighting the growing number of women seeking independence and self-determination later in life.

The piece attracted over 2,000 comments across our social media platforms, demonstrating the depth of public interest in gender and family dynamics. Its impact extended beyond our markets, with a television station in Nigeria inviting the editor to participate in a panel interview on a woman-led current affairs programme - reinforcing our

NMG MD and CEO, Geoffrey Odundo with Prof. Amb. Maria Nzomo during the NXT HER Summit.

Environmental, Social and Governance (ESG) Report (continued)

regional reach and contribution to cross-border gender discourse.

Beyond editorial initiatives, we actively convene stakeholders to advance dialogue and action on gender equality. During the year, we held International Women's Day (IWD) celebrations in collaboration with corporate partners and key stakeholders to promote discussions on the gender agenda. The event, held in Kenya, brought together more than 650 attendees, 45 corporate partners and generated 755.7 million online impressions, demonstrating the growing momentum behind our commitment to gender equality.

Additionally, we convened the inaugural *NXT HER Summit*, an intergenerational event aimed at advancing women's rights and gender equality across Africa and beyond. The summit built on decades of activism and progress, while recognising the urgent work that still lies ahead.

Drawing inspiration from the landmark 1995 Beijing Declaration and Platform for Action - one of the most transformative global commitments to women's empowerment - the summit re-examined its 12 critical areas of concern through the lens of today's realities.

These priorities were distilled into four thematic pillars: Education and Literacy, Health, Power and Decision-Making, and the Creative Economy. The event attracted 550 in-person attendees and featured 36 speakers from seven African countries. It generated 10.4 million online impressions and 538,400 social media engagements, reflecting its strong resonance both on the ground and across digital platforms.

Through the *Empower Her Initiative and Awards* in Uganda, we convened women entrepreneurs and professionals through curated forums and brand-led engagements. Through this programme, 800 women received skills training, while three entrepreneurs were awarded Ushs 30 million in seed capital to scale their businesses.

Additionally, In Uganda, we partnered with the Development Finance Company of Uganda Bank Limited (DFCU) under the *Rising Woman Initiative*, delivering regional training programmes that reached over 1,000 women entrepreneurs.

d) Youth and Special Interest Groups

At NMG, we maintain a deliberate and data-informed focus on younger audiences, ensuring that our content strategy evolves in line with their consumption patterns and preferences. Guided by audience insights, we invest in formats, platforms, and storytelling approaches that resonate with digital-native generations while maintaining journalistic integrity. As part of this strategy, during the year, we onboarded the Young Audiences team, which leads the creation of short-form, social-first video content across platforms such as TikTok, Instagram, YouTube Shorts, Facebook, and X. The team transforms complex and traditionally hard-news topics into engaging, vertical video formats tailored for mobile consumption.

This move has significantly strengthened our connection with younger demographics. Engagement levels on YouTube Shorts outperform many of our traditional video formats, while our TikTok community expanded by more than 600,000 followers in

At NMG, we maintain a deliberate and data-informed focus on younger audiences, ensuring that our content strategy evolves in line with their consumption patterns and preferences. Guided by audience insights, we invest in formats, platforms, and storytelling approaches that resonate with digital-native generations while maintaining journalistic integrity.

2025. These efforts have also broadened our audience diversity, attracting a higher proportion of female viewers and positioning social platforms as a primary gateway for Gen Z engagement with our journalism.

Beyond video content, we have expanded our youth engagement through audio and lifestyle platforms. Our podcast initiative provides a dedicated space for conversations relevant to young people, including mental health, digital transformation, and entrepreneurship. The *Speaking of Gen Z* podcast for instance has built a growing community of more than 4,000 weekly listeners, surpassed 20,000 downloads, and achieved recognition within leading podcast rankings, demonstrating strong audience demand for youth-centred dialogue.

In the entertainment and lifestyle space, we have sustained programming designed to inform, inspire, and connect with younger audiences. *NTV's BeatznBuzz* has grown significantly over the past year, becoming one of the most popular programmes, driven by its focus on contemporary music and trending stories that resonate with youth audiences.

Over time, our portfolio in Kenya has included youth-focused programmes such as *My Network, The HighSchooler, Teen Republique, JuniorSpot, The Trend,* and *The Mavericks,* all of which aim to empower young audiences with knowledge, practical guidance, and positive role models for everyday life in school, at home, and in their communities.

Our regional subsidiaries have similarly prioritised youth engagement through tailored publications and programmes. In Tanzania, youth-focused content is delivered through *The Beat Magazine,* which blends entertainment with locally relevant and international trends, and through *Smart World*, a weekly pullout exploring innovation, personal development, lifestyle, and forward-looking ideas relevant to young readers.

In Uganda, MPL has maintained a structured suite of youth-oriented products. *Rainbow Magazine* nurtures early literacy and learning among children through educational features, stories, and interactive content. *Teens Buzz* addresses key developmental themes including education, health, and social awareness, while *T Nation* provides teenagers with current affairs coverage and youth-centred discussions that encourage critical thinking and civic engagement.

Collectively, these initiatives reflect our long-term commitment to nurturing informed, empowered, and digitally engaged young audiences across the region, while ensuring that our journalism remains relevant, inclusive, and future-oriented.

Environmental, Social and Governance (ESG) Report (continued)

2. Environmental Impact

NMG remains committed to responsible environmental stewardship, guided by the principle that the Earth must sustainably support present and future generations. Our environmental strategy is anchored in proactive leadership, transparent reporting, and measurable action across our operations in East Africa.

Our environmental efforts focus on advancing Sustainable Development Goals 7 on Affordable and Clean Energy, 12 on Responsible Consumption and Production and 13 on Climate Action.

Additionally, we measure and report our environmental performance in alignment with the Corporate Accounting and Reporting Standard of the Greenhouse Gas Protocol. Greenhouse gas (GHG) emissions are tracked across Scope 1 (direct emissions from owned sources), Scope 2 (indirect emissions from purchased electricity), and Scope 3 (value chain emissions including raw materials and transport).

Across the region, we collect emissions data on a quarterly basis from fuel records, electricity bills, supplier reports, and logistics data, which is then consolidated at Group level for analysis and reporting.

a) Sourcing of Raw Material, Waste Management and Recycling

Given that the majority of emissions are embedded in the supply chain, NMG has prioritised responsible sourcing as a central pillar of its environmental strategy. By the end of 2025, 64% of Group spending was with suppliers actively managing, reporting and reducing their emissions, against a target of 90%. Additionally, 35% of spending was with suppliers that have established science-based targets to achieve net zero across their value chains by or before 2050.

By 2030, we aim to ensure that at least 75% of our spending is with suppliers that have science-based net zero targets aligned to a "well below 2°C" pathway, with an ambition to ultimately transition 100% of its supplier base toward this standard.

When it comes to newsprint, our consumption has steadily declined in recent years, reflecting both evolving business models and conscious efficiency efforts. Consumption reduced from 5,956 metric tonnes in 2020 and 5,222 metric tonnes in 2021 to 3,270 metric tonnes in 2025.

To ensure proper waste disposal, all paper waste generated within our printing plant in Kenya is weighed and handed over to the National Environment Management Authority (NEMA)-licensed recyclers for repurposing.

Environmental, Social and Governance (ESG) Report (continued)

Hazardous chemical waste, including used oils and inks, is stored in purpose-built underground solvent tanks and disposed of through licensed waste handlers to prevent environmental contamination. Domestic effluent is discharged into regulated county sewer systems for treatment. Our subsidiaries in Uganda and Tanzania also apply structured waste segregation, recycling and safe disposal practices.

To minimise paper usage, we introduced online claim forms across our Kenya offices, significantly reducing paper consumption and waste across our operations. In addition, our subsidiaries implemented systems to closely monitor printing paper usage and rolled out electronic signature processes, substantially decreasing reliance on hard-copy documentation.

As a result of these efforts, newsprint waste at the production plant declined from 189 metric tonnes in 2024 to 148 metric tonnes in 2025, reflecting the impact of our efficiency and waste reduction initiatives. This is illustrated above.

b) Energy use

At NMG, we are committed to energy efficiency, adopting renewable energy, and reducing greenhouse gas emissions across our operations, in alignment with SDG 7, which calls for access to affordable, reliable, sustainable, and modern energy for all. Energy consumption, particularly electricity used in our printing plant and transmission facilities, remains one of the key contributors to our operational carbon footprint (Scope 2 emissions).

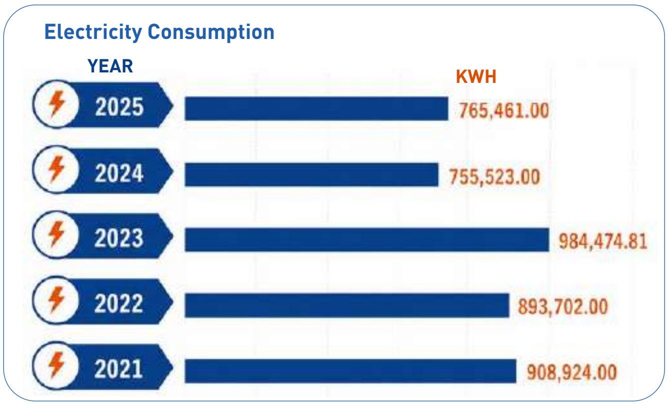
Over the reporting period, electricity consumption slightly increased, primarily driven by the introduction of a new production line for book printing, which required additional energy to support expanded production capacity.

To mitigate the increase in electricity consumption, we rolled out energy-efficiency initiatives across our operations, including the installation of LED lighting and solar tubes across managed properties in the region. We also implemented energy monitoring systems to track usage patterns, identify inefficiencies, and reduce wastage, enabling more data-driven energy management and improved environmental performance.

In advancing clean energy adoption, NMG has committed to installing one megawatt peak (MWp) of solar power capacity by 2030 to support the printing plant and transmission stations.

Our ambition is to ensure that at least 65% of the energy consumed across our operations comes from renewable sources by 2030, in alignment with global net zero energy pathways.

Additionally, we continue to explore innovative financing models, including lease-to-own solar solutions, to accelerate renewable energy deployment while maintaining operational resilience and cost efficiency. The Group is also exploring partnerships to transition its fleet toward ultra-low and zero-emission vehicles, with a target of 90% of the fleet being low, ultra-low or zero emission by 2035, and achieving net zero fleet emissions by 2050.



Environmental, Social and Governance (ESG) Report (continued)

c) Greenhouse Gas Emissions

Our pathway towards Net Zero includes conducting a comprehensive Life Cycle Assessment (LCA) to accurately determine our carbon footprint and identify emission hotspots. The Group continues to optimise energy efficiency across sites, invest in renewable energy solutions, and explore carbon offset projects such as tree planting to neutralise residual emissions that cannot be eliminated through operational improvements.

Over the past five years, NMG's emissions profile has reflected both operational shifts and deliberate efficiency interventions. Total emissions stood at 17,765 tCO_2e in 2021, reduced to 17,449 tCO_2e in 2022 and peaked at 21,439. tCO_2e in 2023. Thereafter, emissions reduced to 20,377 tCO_2e in 2024 and declined significantly to14,055 tCO_2e in 2025.

Our key greenhouse gas (GHG) emissions sources include:

Scope 1: Direct emissions from owned or controlled sources (generators, LPG, fleet vehicles).

Scope 2: Indirect emissions from electricity and printing press.

Scope 3: Value chain emissions including newsprint production, transportation of raw materials, and distribution.

Scope 3 emissions remain the dominant contributor, accounting for over 80% of our emissions. These primarily arise from newsprint manufacturing and the transportation of raw materials and finished products. Scope 2 emissions that stem from electricity consumption at printing plants and offices, steadily reduced over the reporting period due to improved energy efficiency measures and lower consumption levels.

Some of the strategies we have implemented to reduce emissions and meet our Net Zero targets include:

- **Transitioning to low- and zero-emission mobility solutions:** In 2025, we kicked off the process of sourcing suitable e-mobility partners to support our shift towards zero-emission vehicles. Going forward, all newly acquired vehicles will meet Ultra-Low Emission Vehicle (ULEV) standards, in alignment with our target of ensuring that 90% of our total fleet comprises low, ultra-low, or zero-emission vehicles by 2035, and achieving net zero emissions across our fleet by 2050.

- **Adoption of chemical-free production technologies:** During the year, we phased out chemically processed printing plates, across the region and introducing chemical-free alternatives, a transition that has delivered commendable environmental benefits by reducing hazardous waste and lowering our overall operational emissions.

- **Agile and flexible working arrangements:** In 2025, we established a structured hybrid working arrangement that promotes flexibility and employee wellbeing while maintaining operational efficiency across our Kenya offices. The move has significantly reduced the need for daily commuting, thereby contributing to lower fuel consumption and associated carbon emissions.

- **Smart Operations:** Across the region, we encourage our employees to use video and voice conferencing platforms whenever possible, minimising the environmental impact associated with in-person meetings and travel. Most Board meetings are also held virtually, further minimising emissions. During the year, the Group adopted a system that tracks paper consumption, particularly in relation to printing activities, enabling us to monitor usage patterns, identify areas of inefficiency, and implement targeted measures to reduce waste and improve resource efficiency. Over the past year, we also transitioned selected regional bureaus in Kenya, including Meru, Kakamega, and Kisii, to remote working models, enhancing operational flexibility while reducing the need for physical office space, daily commuting, and associated emissions.

- **Energy-efficient infrastructure upgrades:** During the year, we continued to install LED lighting and solar tubes across NMG-managed properties. These improvements enhance energy efficiency, reduce electricity consumption, and support our broader sustainability objectives.

- **Enhanced vehicle efficiency and preventive maintenance:** To ensure optimal performance of our newspaper distribution fleet, routine servicing and inspections are conducted daily by the vehicle supplier. This proactive maintenance approach improves fuel efficiency, extends vehicle lifespan, and reduces unnecessary emissions.

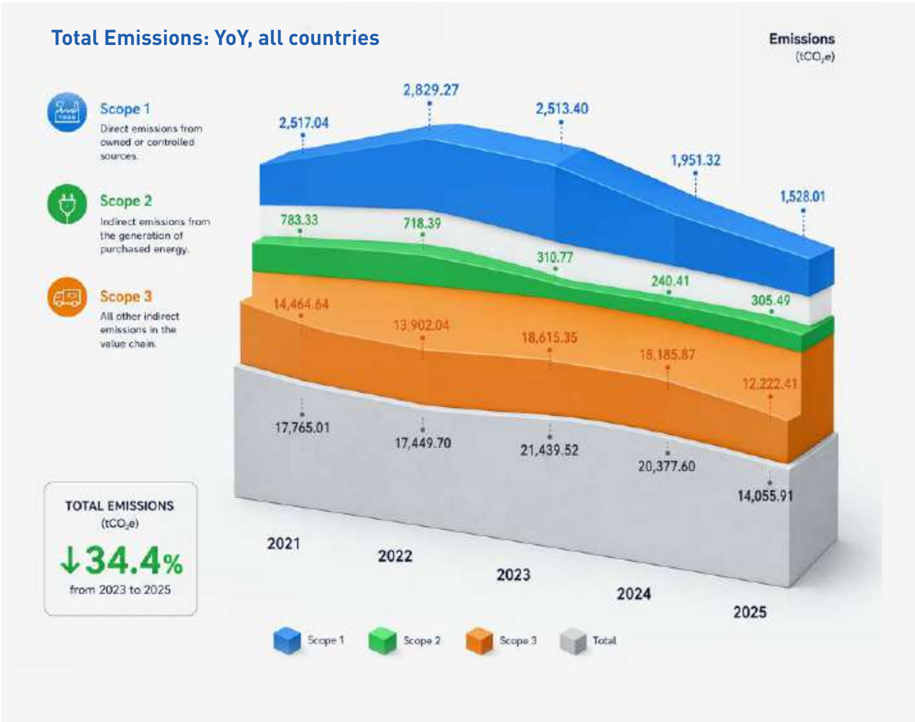
- **Sustainable Procurement:** We have prioritised responsible sourcing as a central pillar of our environmental strategy, recognising the critical role our supply chain plays in advancing our sustainability goals. Through our sustainable

Environmental, Social and Governance (ESG) Report (continued)

procurement approach, we integrate environmental performance, transparency, and climate commitments into our supplier selection and engagement processes. By the end of 2025, 64% of our Group expenditure was with suppliers that are actively managing, reporting, and reducing their greenhouse gas emissions, against our target of 90%. This reflects steady progress in aligning our supplier base with our climate ambitions. In addition, 35% of our total spend was with suppliers that have established science-based targets to achieve net zero emissions across their value chains by or before 2050, further reinforcing our shared commitment to long-term decarbonisation.

- **Local sourcing:** We prioritise local sourcing as a key component of our sustainability strategy, recognising its role in reducing emissions associated with long-distance transportation. In 2025, we procured raw materials and other supplies closer to our operational locations, thereby lowering fuel consumption, minimising logistics-related carbon emissions, and enhancing overall supply chain efficiency.
- **Carbon Offsetting:** We recognise carbon offsetting as part of our broader climate action strategy, complementing our efforts to reduce emissions at source. Through our tree-planting initiatives, we contribute to carbon sequestration, as trees absorb and store carbon dioxide from the atmosphere over time. In 2025, our staff in Kenya planted 1,500 seedlings during the National Tree Growing Day at Ngewa in Githunguri, Kiambu County, contributing to national efforts to restore forest cover and promote environmental sustainability.

The reduction recorded in our 2025 emissions is a result of the deliberate and sustained steps we continue to take as a business to improve efficiency, transition to cleaner technologies, and embed sustainability across our operations.

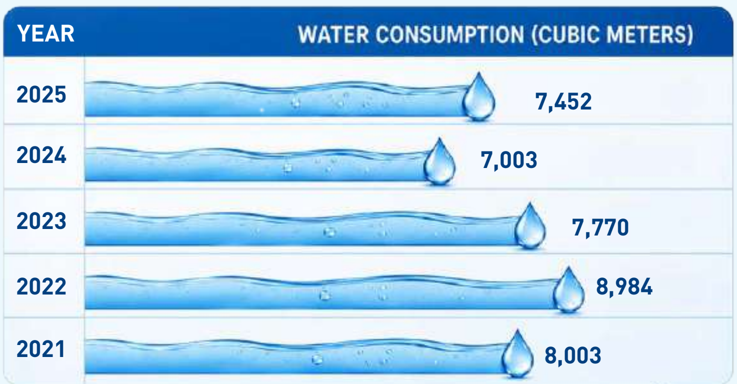


d) Water consumption

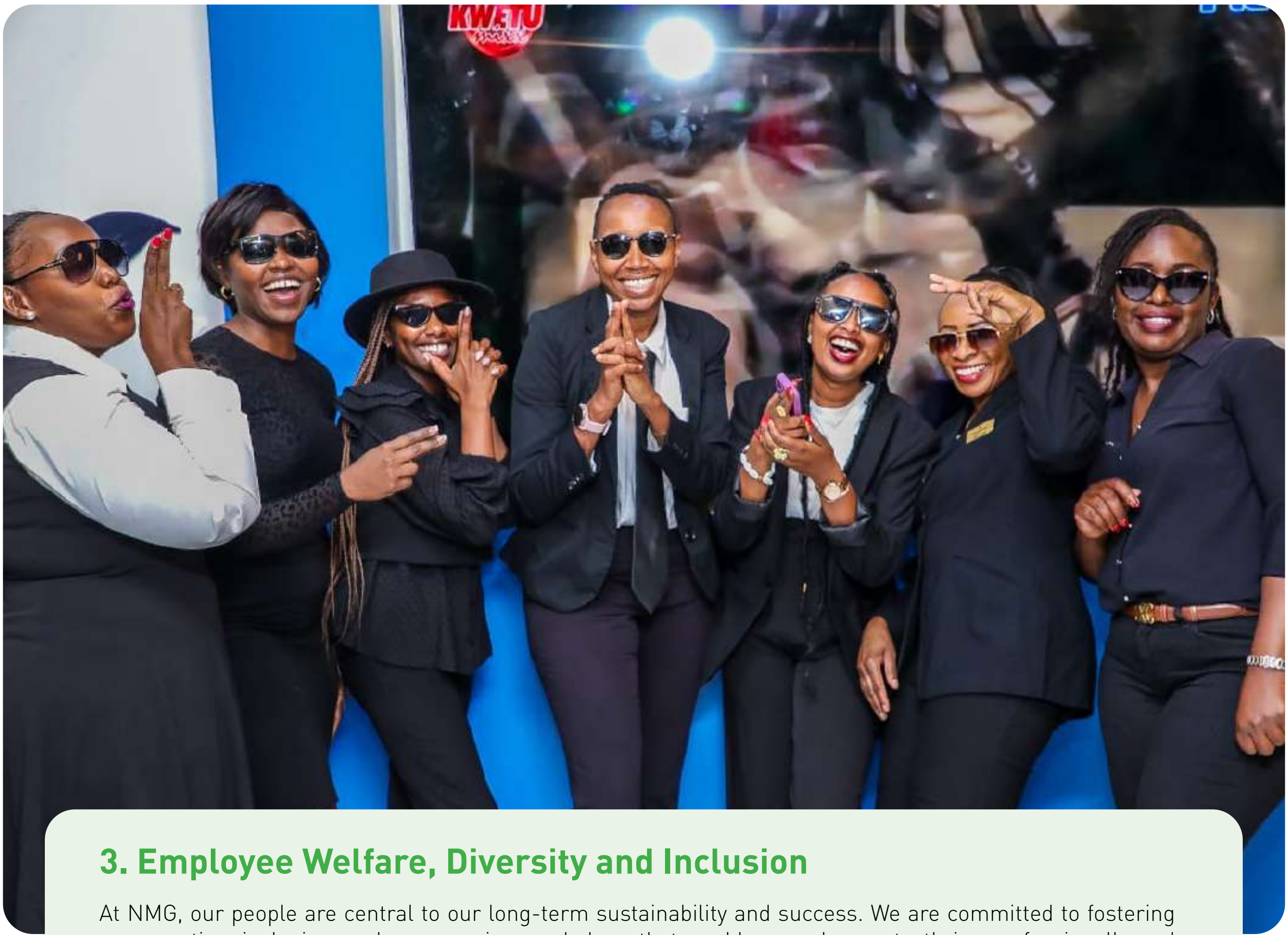
Water conservation remains a priority across our operations. All water consumption across the region is metered, including installation of sub-meters at points of use to enhance monitoring and control. To promote efficiency and responsible resource use, staff are regularly sensitised on water conservation practices.

Wastewater from printing processes, which may contain chemical residues, is treated as hazardous waste and collected in isolated tanks before disposal by NEMA-approved handlers. Domestic wastewater from washrooms and other facilities is channelled into county sewer lines for appropriate treatment.

In 2025, our water consumption slightly increased following the introduction of our book printing line. We are confident that ongoing efficiency measures and responsible water management practices will help optimise usage going forward.



Environmental, Social and Governance (ESG) Report (continued)



3. Employee Welfare, Diversity and Inclusion

At NMG, our people are central to our long-term sustainability and success. We are committed to fostering a supportive, inclusive, and empowering workplace that enables employees to thrive professionally and personally. Our employee value proposition is anchored on providing a conducive work environment, competitive benefits, opportunities for growth, and a culture built on trust, collaboration, and performance.

Our Values and Culture

Our workplace culture is guided by a strong set of values that shape how we work and interact across the organisation. These values include:

- **Continuous Improvement and Innovation:** We encourage employees to think creatively and pursue new ways of delivering value.
- **Consumer Focus:** We strive to consistently meet and exceed the expectations of our audiences and stakeholders.
- **Teamwork:** We foster collaboration and mutual support among colleagues to drive organisational performance.
- **Integrity and Trust:** We promote openness, transparency, and ethical conduct in all our operations.
- **Drive for Performance:** Our employees are empowered to understand business performance and contribute meaningfully to our strategic direction.

These principles guide our approach to people management, helping to create a workplace where employees feel valued, respected, and motivated to perform at their best.

Environmental, Social and Governance (ESG) Report (continued)

a) Employee Welfare

In 2025, we implemented several initiatives aimed at strengthening employee engagement, supporting employee wellbeing, and enhancing the overall employee experience across the organisation.

These initiatives include;

- **Open-Door Policy:** We maintain an open-door culture that encourages employees to raise concerns, share feedback, and address grievances in a timely and transparent manner. This ensures that employee voices are heard and that issues can be resolved constructively.

- **Code of Ethics and Complaints Reporting Mechanism:** Our Code of Ethics and Business Conduct provides clear procedures for reporting workplace concerns, ensuring that employees have structured channels to raise issues while maintaining fairness, accountability, and confidentiality.

- **Whistleblowing Framework:** We have established a whistleblowing policy that provides a safe and confidential channel for employees to report unethical behaviour, misconduct, or violations of the Code of Ethics. The framework protects employees who make disclosures in good faith through protected reporting mechanisms.

- **Comprehensive Employee Benefits:** To support employee wellbeing and recognise employee contributions, the Group provides a competitive benefits package that includes medical cover and Group Life insurance to safeguard employees and their families.

- **Performance-Based Rewards:** Employees are recognised and rewarded through bonus schemes, incentive and commission structures, and periodic salary reviews aligned with individual and organisational performance.

- **Flexible Working Arrangements:** In 2025, we institutionalised a hybrid work policy, providing employees with flexible work schedules to support work–life balance and enable them to manage professional and personal responsibilities effectively.

- **Professional Development Support:** The Group sponsors employees for professional development opportunities, including training programmes and courses that support career growth and enhance organisational capability.

- **Employee Financial Support Schemes:** To support employees' financial wellbeing, the Group provides access to interest-free loan facilities, including car loans, education loans, laptop loans, motor vehicle insurance financing, and gym loans.

- **Maternity Leave:** We provide maternity leave that meets legal requirements, reflecting our dedication to nurturing a supportive and family-oriented work environment.

- **Health and Wellness Programs:** During the year, we also collaborated with insurance and healthcare providers to offer informative sessions and health screenings for our employees. The health talks covered a range of topics, including nutrition, fertility, and menopause.

In addition to the initiatives outlined above, we continued to prioritise employee engagement by implementing activities informed by feedback from previous Employee Net Promoter Score (eNPS) surveys.

The following are some of the initiatives undertaken in 2025:

- **Blood Donation Drive:** As part of our Valentine's Day "Spread the Love" campaign, we organized a blood donation drive that brought staff together, with 41 employees donating blood. In partnership with the Kenya Tissue and Transplant Authority (KTTA), we also hosted an educational webinar titled "Know Your Type, Save a Life." The session provided staff with insights on blood and blood types, the importance of blood donation in Kenya, what to expect during the donation process, and key do's and don'ts ahead of the day. The webinar generated strong engagement, attracting 103 participants.

NMG Staff donating blood during staff blood donation drive

Environmental, Social and Governance (ESG) Report (continued)

- **Customer Service Week Internal Activation:** During Customer Service Week, we ran a staff engagement campaign featuring themed dress codes each day. This initiative fostered teamwork and boosted team morale.

NMG Staff dressed in African attire during Customer Service Week

- **World Children's Day:** To celebrate World Children's Day 2025, we organized the "Bring Your Child to Work" campaign, giving staff the opportunity to bring their children to the workplace. The children gained firsthand insight into their parents' daily roles and activities.

NMG Group MD & CEO Geoffrey Odundo with NMG's staff children during the World Children's Day 2025 celebrations.

- **Tukafunge Campaign:** As the year drew to a close, we hosted a fun "Closing Day" celebration where staff came to work dressed in school uniforms. The activity encouraged team spirit, created a playful atmosphere, and strengthened workplace connections.

A section of NMG Staff during the Tukafunge Campaign

In Tanzania, MCL held a Town Hall that strengthened leadership alignment, cross functional collaboration, and strategic clarity during a period of transformation.

MCL Staff during the Town Hall

These initiatives reflect our commitment to fostering a supportive, engaging, and collaborative workplace, where staff wellbeing, teamwork, and community involvement are at the heart of our culture.

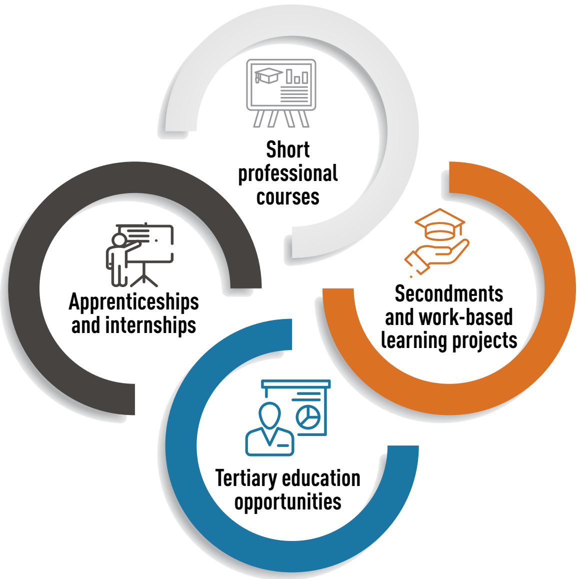
Environmental, Social and Governance (ESG) Report (continued)

b) Performance Management and Employee Development

NMG operates a structured and competency-driven performance management system that enables employees to set clear objectives aligned with organisational priorities. Employees participate in annual performance planning discussions and mid-year reviews with their line managers to assess progress and identify areas for improvement. Additionally, employee development remains a key priority for the Group. Through the performance management process and talent review meetings, development needs are identified and addressed through structured learning programmes and career development opportunities.

We also support a culture of learning by sponsoring staff for short-term courses, providing study leave for staff to sit for their exams, secondment, provision of up to one year of paid study leave and unpaid leave of absence for studies related to the staff's career ambitions.

Some of the development opportunities offered by the Group include:



The training programmes delivered across the Group significantly strengthened both technical and leadership capabilities, reaching employees across Commercial, Newsroom, and cross-functional teams. Key outcomes included improved audit efficiency, enhanced data-driven decision-making, stronger compliance, and increased digital and commercial acumen, directly supporting revenue growth and operational effectiveness. The initiatives also built internal capacity through a sustainable training culture, enhanced employee engagement, financial literacy, and well-being. Overall, the programmes have contributed to a more agile, digitally savvy and high-performing workforce better equipped to drive the Group's strategic objectives.

Additionally, in Uganda, staff received training in mobile journalism, election safety, digital storytelling, and AI adoption, supported through partnerships with WAN-IFRA, African Centre for Media Excellence (ACME), FT Strategies, Google News Initiative, and Women in News.

The introduction of AI-assisted transcription, tagging, and content repurposing enhanced newsroom efficiency and contributed to digital growth. In Tanzania, 70 employees participated in structured training programmes. Organisation-wide customer experience training, facilitated by the Institute of Directors in Tanzania, reinforced service excellence across all staff categories. The Group also conducts regular talent review and succession planning processes to ensure a strong leadership pipeline across all business functions.

c) Diversity and Inclusion

At NMG, we champion inclusivity and harness the strength of our diverse workforce to create meaningful impact across all operations. Our team comprises 1,172 employees, including 856 permanent staff and 316 contract employees, supported by 119 correspondents stationed across the country. Within our dynamic workspaces and collaborative forums, we celebrate a rich mix of backgrounds, perspectives, and experiences that shape our vibrant organizational culture. From seasoned professionals to emerging talent, our people bring a broad spectrum of skills, identities, and expertise.

In Uganda, MPL continued to advance its Diversity, Equity, and Inclusion (DEI) agenda through a strategic partnership with Light for the World, focused on creating employment opportunities for persons with disabilities (PWDs). During the review period, four PWD associates were competitively selected and placed for a one-year structured attachment across key departments including Editorial, TV Production, Circulation, and Knowledge Management.

This initiative builds on disability inclusion programs under the "We Can Work" initiative which reinforces MPL's commitment to inclusive employment, skills development, and representation, while strengthening organizational culture and public trust.

During the year, we remained committed to improving gender representation across the organization. We achieved this through competitive hiring practices, targeted talent development programs, and initiatives designed to support the growth and advancement of women at all levels of the company.

The data below illustrates gender representation across the Group;

Environmental, Social and Governance (ESG) Report (continued)

d) Awards and Recognition

H.E. Samia Suluhu Hassan, President of the United Republic of Tanzania, presents a dummy cheque to Julius Maricha of The Citizen, winner of the Best Reporter award in the Clean Cooking Energy Reporting category at the Samia Kalamu Awards 2025.

As a result of our continued investment in training and capacity building, and in recognition of their outstanding contributions to advancing the journalism agenda, the following staff members from across the region were honoured for their exemplary performance in various categories;

Annual Journalism Excellence Awards (AJEA) 2025 - Kenya

	Name	Category
1	Brygettes Ngana	Journalist of the Year
2	Brygettes Ngana	Health & Substance Abuse Reporting
3	Samuel Doe Ouko	Journalist of the Year
4	Francis Mutegi	Lifetime Achievement Award
5	Ibrahim Karanja	Agriculture and Food Security
6	Smriti Vidyarthi	Best Television Production
7	Sila Kiplangat	Photojournalist of the Year
8	Caroline Gichuki	Animal Welfare Reporting (1st Runners Up)
9	Lilys Njeru	Environment restoration, Blue economy and Climate Change Reporting
10	Angela Aketch	Gender and Inclusivity Reporting
11	Rose Wangui	Governance and Development Reporting
12	Patrick Alushula	Financial And Business Reporting (1st Runners Up)
13	Lilys Njeru	Governance and Development Reporting (2nd Runners Up)
14	Simon Ciuri	Best Investigative Reporting (1st Runners Up)

Environmental, Social and Governance (ESG) Report (continued)

Other External Awards/Programs

	Name	Category
1	Pauline Oganji	Winner, AACR June L. Biedler prize for Cancer Journalism
2	Margaret Maina	Mark Foundation Media Award
3	Daisy Okoti	INMA Africa Leaders Programme
4	Sekou Owino	Honouree, GC Powerlist East Africa 2025
5	Hellen Shikanda	United Nations Reham Al-Farra Memorial Journalism Fellowship
6	Judith Cherono	Oxford Climate Journalism Programme
7	Margaret Maina	Merck Foundation "More Than a Mother" Awards
8	Leone Lidigu	Merck Foundation "More Than a Mother" Awards

Caption: NMG winners of the 2025 Media Council of Kenya's Annual Journalism Excellence Awards (AJEA).

Uganda National Journalism Awards

	Name	Category
1	Ismail Musa Ladu	Education, Economy & Finance Reporting
2	Dorothy Nagitta	Education Reporting
3	Deogratius Wamala	Public Works & Infrastructure Reporting
4	Fred Mwambu	Sports Reporting
5	Franklin Draku	Business, Economy & Finance Reporting (1st Runners Up)
6	Damali Mukhaye	Education Reporting (1st Runners Up)
7	Jessica Sabano	Health Reporting (1st Runners Up)
8	Irene Abalo	Science & Technology Reporting (1st Runners Up)

Environmental, Social and Governance (ESG) Report (continued)

Honorary Mentions In Uganda

	Name	Category
1	Andrew Kaggwa	Arts Reporting
2	Bamuturaki Musinguzi	Arts Reporting
3	Ronah Nahabwe	Business, Economy & Finance Reporting
4	Alex Ashaba	Community Reporting
5	Herbert Kamoga	Community Reporting
6	Nobert Atukunda	Education Reporting
7	Arnold Sseremba	Education Reporting
8	Busein Samilu	Public Accountability Reporting
9	Esther Oluka	Public Works & Infrastructure Reporting
10	Abdul-Nasser Ssemugabi	Sports Reporting

Excellence in Journalism Awards (EJAT) Winners – Tanzania

	Name	Category
1	Zourha Malisa	Sexual and Reproductive Health
2	Julius Maricha	Child Development, Culture & Sports
3	Hellen Nachilongo	Environmental Conservation
4	Mgongo Kaitira	Health reporting

Other Awards

	Name	Category
1	Julius Maricha	Samia Kalamu Award for Clean Cooking Energy Reporting

In addition, Mwananchi was named Tanzania's Most Reliable Newspaper at the 2025 Samia Kalamu Awards.

Environmental, Social and Governance (ESG) Report (continued)

e) Health and Safety

Safeguarding the health, safety, and security of our employees, contractors, and visitors is our fundamental responsibility and an integral component of our ESG framework. We are committed to providing a safe working environment across all our establishments and continuously strengthening our safety culture through structured policies, training, and oversight mechanisms.

Governance and Safety Framework

NMG operates under a comprehensive Health and Safety Policy and Security Policy that guide the management of workplace safety and physical security across the Group. These policies are supported by established Health and Safety Committees, designated First Aiders and Fire Marshals, and clearly documented safe working procedures.

Preventive measures implemented across our facilities include:

- Regular first aid and fire prevention training
- Installation and maintenance of fire detection and firefighting equipment
- Clearly marked fire exits and safety signage
- Defined incident reporting procedures
- Deployment of trained security personnel
- CCTV surveillance systems operating 24/7 at key locations
- Electronic access control systems at major premises

Our offices at Nation Centre, Mombasa Road as well as our subsidiaries in Uganda and Tanzania are monitored around the clock through CCTV systems and controlled access protocols to enhance physical security.

Risk Assessment and Continuous Improvement

To ensure continuous improvement, NMG conducts periodic Health and Safety audits, Fire Safety audits, and risk assessments through independent external consultants. Identified hazards are addressed through structured mitigation plans. Where risks cannot be fully eliminated, appropriate Personal Protective Equipment (PPE) is provided.

All staff are encouraged to actively participate in maintaining a safe work environment by reporting hazards, accidents, or unsafe conditions to their supervisors. In the event of a health, safety, or security incident, employees have direct access to the Security Operations Control Room and Human Resources for immediate response and escalation. The Group maintains insurance coverage against fire incidents and provides Group Life cover for employees in the event of accidents resulting in temporary or permanent disability. Additionally, all employees are enrolled in medical cover schemes to facilitate access to healthcare services wherever they are deployed.

Incident Management and Performance

Unfortunately, in 2025, we recorded one Lost Time Injury (LTI), a reduction from two LTIs reported in 2024. As a result, the Lost Time Injury Frequency Rate (LTIFR) remained at zero per million hours worked, out of a total of 3,048,480 hours across Nation Centre, the Production Plant, and NMG contractors.

We also reported three near-miss incidents, down from six in 2024. Additionally, there were no fatalities within the Group demonstrating our continued commitment to strengthening workplace safety and risk prevention measures. In Uganda and Tanzania, our subsidiaries reported zero lost-time injuries and zero near misses in 2025, reflecting strong adherence to safety protocols and effective Risk management practices.

Incident Management Report

CENTRE / CATEGORY	NUMBER	MANHRS	LTI	LTIFR	FATALITY	NEAR MISS	LOST MAN HOURS
N/Centre	500	1,460,000	0	0	0	0	0
Plant	107	312,440	0	0	0	1	0
Bureaus	104	303,680	0	0	0	0	0
Contractors (Third parties)	333	972,360	1	1.03	0	2	592
TOTAL	1,044	3,048,480	1	1.03	0	3	592

Environmental, Social and Governance (ESG) Report (continued)

4. Societal Impact

The following initiatives highlight how we address critical social challenges, foster inclusivity, and contribute to sustainable development by informing, empowering, and engaging society:

a) Nation Media Foundation

The Nation Media Foundation (NMF) was established to accelerate NMG's contribution to Kenya's and Africa's sustainable development, and upscale initiatives towards attainment of the Sustainable Development Goals. As the social impact arm of NMG, the Foundation channels the Group's credibility, reach, and influence into programmes that positively shape society and catalyse sustainable transformation through partnerships, research, and thought leadership.

The foundation serves as the bridge between business, media, and development— identifying and expanding the connections between socio-environmental and economic progress. Building on NMG's legacy of trusted journalism, it uses partnerships, research, and storytelling to strengthen communities, grow industries, and catalyse positive social transformation. In 2025, the Nation Media Foundation strengthened its role as a catalyst for dialogue, accountability, and systems change across Africa by convening influential platforms that bridged media, policy, and community voices. Central to this was the inaugural *NXT HER Summit,* which brought together leaders from government, civil society, academia, and the private sector to examine the structural barriers facing women and to advance actionable solutions.

Complementing the summit were a series of stakeholder roundtables designed to move beyond discussion towards coordinated action, demonstrating the Foundation's commitment to using media not only as a platform for storytelling but also as a convener of influence. These engagements significantly elevated the Foundation's global policy footprint.

Outcomes from the convenings directly contributed to an invitation for the Foundation to participate in discussions at the United Nations General Assembly—marking a milestone moment in which a media institution from Africa engaged at the table shaping policy discourse rather than solely reporting on it.

This recognition underscored the growing role of media institutions as partners in development and policy influence. It also created a pipeline of strategic engagement opportunities with development partners, philanthropic organizations, and private sector actors interested in leveraging media platforms to accelerate impact-driven initiatives across the continent.

Environmental, Social and Governance (ESG) Report (continued)

b) Education Initiatives

NiE Brand Manager, Nuhu Bakari speaks to students of Kipsigis Girls during the launch of the program at the school

At NMG, our mission to Positively Influence Society has long guided how we engage with education. Through our journalism, platforms, and partnerships, we have chosen to invest in learning because we understand that a well-rounded, literate, and values-driven population is the foundation of sustainable development. This commitment is most clearly expressed through our Newspapers in Education (NiE) programme. NiE is built on a simple but powerful idea: literacy unlocks opportunity. When learners have access to quality, relevant content, they read more, think more critically, and engage more confidently with the world around them. Over time, this translates into improved academic performance and better life outcomes.

Today, NiE supports Kenya's evolving education landscape through a range of learning products:

- ***CBE Connect,*** which aligns with the Competency-Based Education framework and supports skills development beyond memorization
- ***The High Schooler,*** which speaks directly to adolescents—supporting academic learning while addressing values, careers, and citizenship
- ***Junior Spot,*** which builds reading habits early and nurtures curiosity

Equally important is our commitment to Kiswahili literacy through *Taifa Leo,* with products such as *Elimu Msingi* and *Lugha na Fasihi,* ensuring that language, culture, and learning remain deeply connected.

The impact is clear. Schools that consistently engage with NiE content report stronger reading cultures, improved comprehension, more engaged learners, and better academic outcomes. When students encounter learning materials that reflect their realities and challenge their thinking, grades improve—but more importantly, confidence grows.

Number of students impacted through the NiE Program over the years;

STUDENTS	2021	2022	2023	2024	2025
PRIMARY	31,245	44,208	62,380	74,222	52,569
SECONDARY	-	-	121,703	196,727	223,304
TOTAL	31,245	44,208	184,083	270,949	275,873

TOTAL GROWTH 2021 TO 2025	GROWTH RATE 2021 TO 2025	HIGHEST ENROLLMENT IN 2025	SECONDARY GROWTH 2023 TO 2025
244,628	785%	275,873	83.5%
Increase in total students	Total enrollment growth	Total students enrolled	Increase in secondary students

Beyond our NiE Program, our subsidiary in Uganda -MPL- continued to support New Planet Primary School by providing essential items including saucepans, cups, plates, and spoons to help meet basic needs.

In addition, MPL supported the school's learning programme by providing scholastic materials through a renewable annual subscription to its *Rainbow* and *Excel Education* pull-outs, which serve as supplementary reading materials and sample exam workbooks.

Environmental, Social and Governance (ESG) Report (continued)

c) Partnerships for Impact

NMG Group MD & CEO Geoffrey Odundo with Ms. Judy Njino, Executive Director, Global Compact Network Kenya, after the MoU signing ceremony.

During the year, the Group entered into a Memorandum of Understanding with the Global Compact Network Kenya (GCNK) to advance sustainable development initiatives, promote responsible business practices, and strengthen efforts aligned with the United Nations Sustainable Development Goals (SDGs). Through this collaboration, we have been able to amplify sustainability storytelling by working with our GCNK to highlight impact-driven initiatives. GCNK has also provided training to our staff on sustainability and responsible business practices.

As part of our social impact initiatives, we also partnered with Hope for Cancer Kids, a non-profit organization dedicated to supporting families affected by childhood cancer. Leveraging our platforms, we amplified their work—from sharing stories of children undergoing treatment and the challenges they face, to highlighting success stories and the organization's impact. We also raised awareness of policy changes needed to support these children. Our efforts contributed directly to their fundraising success: funding increased by 65%, from Shs 9.6 million in 2024 to Shs 15.9 million in 2025, thanks to the credibility and reach our platforms provided. This growth has enabled tangible action including access to treatment for over 300 children per month.

Hope for Cancer Kids now operates a facility that provides accommodation and transport for up to 10 families at a time, while covering critical out-of-pocket medical expenses and offering psychosocial support to ensure children remain in treatment.

During the year, we also partnered with the Kenya Electricity Generating Company (KenGen) to co-host the Sustainable Energy Conference. Through this event, we amplified the global conversation on clean energy, climate action, and sustainable development.

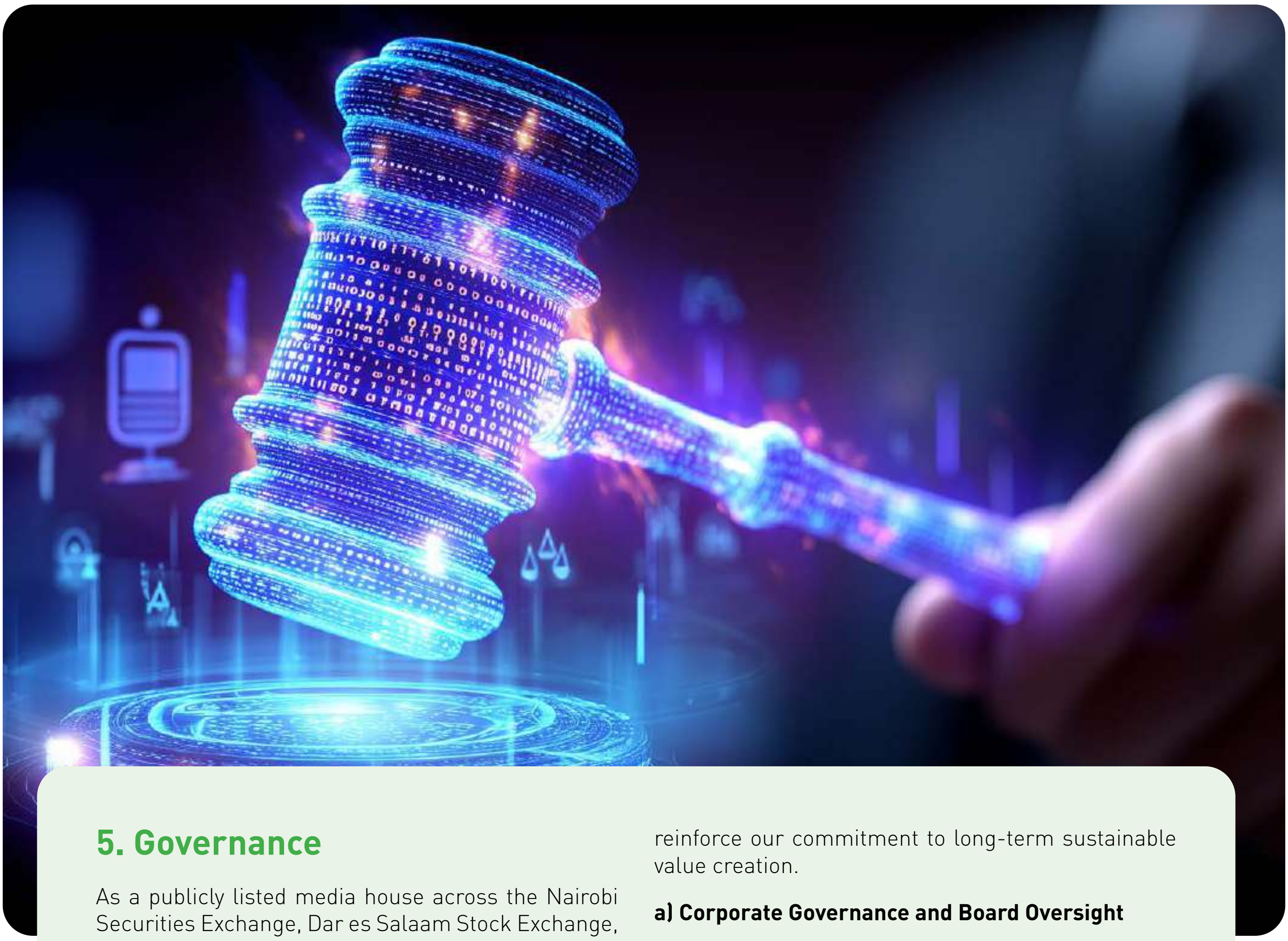
Uganda: Through the *Tufaayo Mental Health Initiative,* MPL delivered a three-month national campaign in partnership with Parliament, Strong Minds, and Soul Foundation. The campaign combined on-ground mental health camps, community engagements, and digital formats, including *X Spaces* reaching over 8,000 listeners, positioning MPL as a credible advocate for mental wellness. MPL also supported the *Kabaka's Birthday Run*, engaging over 100,000 participants, and the *Rotary Childhood Cancer Run,* which attracted 35,000 participants. These initiatives reinforced our commitment to community wellbeing and social impact.

Tanzania: MCL supported the *CRDB Bank International Marathon 2025,* a national initiative that raised Shs 98.9 million to fund child heart surgeries, maternal healthcare services, and youth empowerment programmes. Through editorial coverage, promotional support, and stakeholder engagement, MCL amplified the social impact of the marathon, reinforcing its commitment to community wellbeing and purpose-driven partnerships.

Our efforts contributed directly to their fundraising success: funding increased by 65%, from Shs 9.6 million in 2024 to Shs 15.9 million in 2025, thanks to the credibility and reach our platforms provided.

A display of art pieces during the Hope for Cancer Kids Art Auction

Environmental, Social and Governance (ESG) Report (continued)



5. Governance

As a publicly listed media house across the Nairobi Securities Exchange, Dar es Salaam Stock Exchange, Uganda Securities Exchange, and Rwanda Stock Exchange, we are committed to upholding strong corporate governance practices as a cornerstone of our ESG framework. Our governance structure is anchored by Group and subsidiary Boards in Kenya, Uganda, and Tanzania, which provide strategic oversight, risk management, and guidance to ensure ethical, transparent, and accountable operations. The Boards play a critical role in safeguarding stakeholder interests while driving sustainable business performance across our markets.

We maintain a robust policy framework that underpins our commitment to integrity, compliance, and responsible media practice. Key policies include our Editorial Policy, which ensures independence, accuracy, and fairness in our journalism; the Whistleblowing Policy, which fosters a speak-up culture and protects against misconduct; the Procurement Policy, which promotes transparency and accountability in sourcing; and the Data Protection Policy, which ensures the responsible handling and safeguarding of personal data.

Together, these frameworks support regulatory compliance, strengthen stakeholder trust, and reinforce our commitment to long-term sustainable value creation.

a) Corporate Governance and Board Oversight

The NMG Board upholds the fundamental principles of sound corporate governance, recognising them as essential to long-term sustainability and business performance. Its work is governed by a detailed Board Manual that sets out the Group's governance architecture and establishes clear standards for Board conduct and oversight.

The manual defines the Board's composition, duties, and authority, and provides structured guidance on critical areas including director independence, ethical leadership, management of conflicts of interest, diversity considerations, and the competencies required to ensure effective oversight and stewardship.

The role of the Board is to determine the Company's policies and strategies, to monitor the attainment of the business objectives and to ensure that the Company meets its obligations to the shareholders. The directors are also responsible for overseeing the Group's internal control systems. These controls are designed both to safeguard the Group's assets and to ensure the reliability of the financial information used within the business.

Environmental, Social and Governance (ESG) Report (continued)

In carrying out its responsibilities, the Board is supported by a number of formally constituted Committees, each operating under approved Terms of Reference and clearly defined membership structures. These Committees provide specialised oversight in key governance domains and enable the Board to more effectively execute its strategic, risk management, and compliance obligations.

The following were the standing Board committees in the year ended 31st December 2025: -

1. **Nominations and Governance Committee,** which is responsible for executive and non-executive board appointments and for overseeing the Group's adherence to good corporate governance principles. Mr. D. Aluanga chairs the committee which has Mr. J. Muganda and Mr. S. Allana as members. The members of this Committee are non-executive and independent directors.

2. **Audit, Risk and Compliance Committee, whose responsibility** is to oversee the effective administration of the Group's systems of internal controls, management of risk and compliance with applicable regulatory requirements as well as review of the Group's financial plans and reports. Mr. D. Nchimbi chairs the committee which has Mr. L. Otieno and Mr. A. Ramji as members. The members of the committee are independent directors.

Audit, Risk and Compliance Committee Meetings Attendance for the Financial year

		25.06.2025	22.09.2025	11.11.2025	10.12.2025
	Ali-Noor Ramji	✓	✓	-	✓
	Samuel Sejjaaka*	✓	-	-	-
	Yasmin Jetha*	✓	-	-	-
	Louis Otieno	-	✓	✓	✓
	David Nchimbi	✓	✓	✓	✓

* Samuel Sejjaka and Yasmin Jetha retired on 27th June 2025.

3. **Strategy and Investments Committee,** which reviews the Group's medium-sized and long-term strategic options and investment proposals. Mr. S. Dunbar-Johnson chairs the committee. The committee has Mr. D. Aluanga, Mr. S. Allana, Mr. A. Ramji and Ms. N. Matimu as members. The members of the committee are independent and non-executive directors.

4. **Editorial Committee,** which considers and advises on the Group's editorial policy, the journalistic code of ethics and legal responsibilities. Mr. D. Aluanga chairs the committee which has Mr. L. Otieno, Mr. F. Nurmohamed, Prof. N. Booker and Mr. P. Kasimu as members. The members of the committee are independent and non-executive directors

5. **Human Resources Committee,** whose primary objective is to assist the Group to achieve its goal of adhering to the best practices in Human Resources Management and Development. Mr. L. Otieno chairs the committee, which has Prof. N. Booker, Ms. N. Matimu and Mr. P. Kasimu as members. The members of the committee are independent and non-executive directors.

The Chairman of the Board is an Independent director and is elected by the board of directors to hold office after every three years.

There is a clearly defined organizational structure within which individual responsibilities and authority limits are set out. The structure is complemented by policies and management operates the business in compliance with these policies.

The Group Managing Director and Chief Executive Officer chairs the Executive Team, which comprises the executive directors and the senior executives of the Group. The team is responsible for implementing the strategy approved by the board and also deals with operational matters and co-ordinates activities across the Group's various subsidiary companies and divisions.

Insider Dealings

The board has a documented policy on insider dealings in the Company's shares.

Environmental, Social and Governance (ESG) Report (continued)

Board Constitution and Changes

The composition of the Board remains a critical factor in ensuring strong and effective governance. During the period under review, one Non-Executive Director retired from the Group Board. In addition, both the Group Chairman and the Chairman of MPL also retired, as detailed in the Chairman's Statement.

Following this transition, a new Group Chairman was appointed upon the retirement of the former Chairman on 27th June 2025. The Group Board is currently fully constituted. Meanwhile, the Uganda and Tanzania subsidiary Boards are undergoing a recruitment process to appoint a Board Chairman for Uganda and additional Non-Executive Directors to strengthen governance structures at the subsidiary level.

b) Risk Governance and Independence

At NMG, risk management is not a back-office function, it is embedded into the way we run the business. We operate in a media environment defined by rapid change: shifting audience behaviours, digital disruption, and evolving regulatory demands. Effective risk management is central to how we protect and create value for all our stakeholders.

We have therefore adopted an Enterprise Risk Management (ERM) Framework built on the internationally recognised ISO 31000:2018 standard. This framework gives us a structured, consistent approach to identifying, measuring, and managing risks across the Group. It emphasizes anticipation and preparedness rather than reactive risk handling. Each subsidiary manages its risks independently, following policies set by the Board while aligning with the Group's overarching strategy and adapting to local regulations.

i. Risk Identification

Risk identification is embedded into our major strategic and operational processes, including planning cycles, performance reviews, and project execution. Risks are recorded in a risk register, which serves as our live inventory of potential threats and opportunities.

Every identified risk is analysed for its likely cause, potential impact, and probability of occurrence, and measured against our existing control environment. We then determine whether it falls within acceptable tolerance levels. Acceptable risks are monitored, while intolerable risks trigger mitigation actions such as control enhancement, risk transfer (e.g. through insurance), or, in rare cases, withdrawal from high-risk activities.

ii. Risk Treatment

Once risks are assessed, appropriate responses are determined to mitigate the impact to acceptable tolerance levels, and at a reasonable cost. Residual risks within the business are continuously monitored against the target risk profile in a cyclical process. In the event an identified risk exceeds the set tolerance limits, mitigation strategies ranging from transferring it through insurance or partnerships, reducing exposure through controls, or discontinuing the activity are implemented.

iii. Risk Monitoring, Reporting and Continuous Improvement

Risk management at NMG is an ongoing process. We continuously track risk trends, review the relevance of our mitigation measures, and ensure our risk profile reflects changes in the business environment. The Board and senior management receive timely, relevant risk information to guide their decisions. Our ERM Framework is also periodically reviewed to incorporate emerging risks arising from the evolving business landscape, stakeholder expectations, and global best practices.

c) Risk Appetite: Knowing Our Limits

Every business must decide how much risk it is willing to accept in pursuit of its objectives. At NMG, we articulate this through a formal Risk Appetite Framework, that is, a set of clear boundaries for business activities under both normal and stressed conditions and tailored further for our subsidiaries in Kenya, Uganda, and Tanzania to reflect local regulatory and market realities.

Our risk appetite statements use both quantitative metrics and qualitative judgements to define the types and levels of risk we are willing to take. Quarterly reports compare actual risk profile against its stated appetite, with a clear escalation process in place when limits are breached. These reports are reviewed by the respective Board Audit, Risk and Compliance (BARC) Committees.

d) Risk Governance: Who Oversees Risk?

Oversight of risk across the Group is anchored by a structured governance model. Each subsidiary is managed independently, with its own Board of Directors setting and approving risk strategies, policies, and appetite frameworks. Boards delegate specific oversight responsibilities to a Board Audit, Risk and Compliance Committee (BARCC), which scrutinises our risk management, internal controls, compliance, and audit functions. The BARCC operates under a formal charter that defines the scope of its authority and responsibilities. While governance is locally responsive, it remains aligned to Group wide strategy, ensuring consistency and accountability across markets.

e) Risk Management

NMG's risk management practices are built around three thematic pillars that reflect our operating environment as a media company:

- ***Content Integrity & Editorial Risk:*** Managing the risks that arise from our core business of journalism, including ensuring accuracy, fairness, and regulatory compliance in everything we publish or broadcast.
- ***Technology & Digital Resilience:*** Protecting the Group against cybersecurity threats, managing IT infrastructure risks, and ensuring our digital transformation is executed safely.
- ***Operational & Financial Stability:*** Safeguarding business continuity, managing macroeconomic exposure, and ensuring we have the human capital and governance structures needed to deliver our strategy.

Environmental, Social and Governance (ESG) Report (continued)

These themes are not static and continue to evolve as the business transforms. For instance, the rise of Artificial Intelligence (AI) has introduced new risk considerations around content authenticity, employee use of AI tools, and cyber threats, all of which are now active areas of focus within our ERM Framework.

Ultimately, risk management at NMG is everyone's responsibility but that responsibility is structured clearly through the Three Lines of Defence model, which is the cornerstone of our ERM Framework;

First line: Business units and departments serve as primary risk owners, responsible for identifying, assessing, monitoring, and managing risks while adhering to policies and risk appetite.

Second line: The independent Risk Management function Provides oversight and constructive challenge to business units. Reviews and reports on the Group's overall risk profile and ensures appropriate mitigation measures are in place across the organisation.

Third line: Internal Audit, independently reviews the effectiveness of the first and second lines of defence and provides assurance to the Board and senior management on the integrity of NMG's internal control framework. The three lines work in concert to create a robust, interlocking system of risk oversight, ensuring that no single risk goes unmanaged, unchallenged, or unverified.

f) NMG Strategic Risks and Mitigation Measures
The media industry is navigating one of its most consequential periods of transformation. Audience attention is fragmenting, AI is redefining content creation and consumption, advertising markets are shifting, and regulators are responding to new digital realities. At NMG, we take a proactive rather than reactive posture to managing these uncertainties.

Our approach is guided by several key principles:

- ***Horizon Scanning:*** We continuously monitor global trends in technology, regulation, economics, and geopolitics to identify risks before they materialise.
- ***Scenario Planning:*** For major risks, particularly the macroeconomic ones, we conduct regular stress tests to understand how our business would perform under adverse conditions and to pre-prepare contingency responses.
- ***Framework Agility:*** Our ERM Framework is not static. It is periodically reviewed and updated to incorporate newly identified risks and evolving best practices.
- ***Stakeholder Dialogue:*** We actively engage with regulators, industry bodies, and government to ensure we are informed of, and can influence, changes that affect our operating environment.
- ***Digital Investment:*** Recognising that digital transformation is both an opportunity and a source of new risk, we are deliberately investing in building digital resilience from cybersecurity to platform diversification.
- ***Election Preparedness:*** With Kenya entering an electioneering period, NMG has put in place specific operational, editorial, and commercial measures to navigate the unique risks this cycle presents, including journalist safety protocols, enhanced fact-checking capabilities, and revenue contingency planning.

g) Building a Risk-Conscious Organisation
For a risk framework to be effective, it cannot exist only in policy documents and board reports. It must live in the day-to-day decisions of every stakeholder. At NMG, building a genuine culture of risk awareness that promotes sound judgment, responsible risk-taking, and adherence to corporate governance is a deliberate, ongoing effort. Our risk culture is anchored on five principles:

- ***Personal Accountability:*** Every NMG employee is responsible for managing risks within their authority. This expectation is embedded in our ERM Framework and reinforced through our code of conduct and values.
- ***Open Dialogue:*** We actively encourage employees to raise and discuss risks, both current and emerging, without fear. Identifying a risk early is a success, not a sign of weakness.
- ***Balanced Decision-Making:*** We do not avoid risks; we

Environmental, Social and Governance (ESG) Report (continued)

manage it intelligently. Our risk appetite framework provides clear guidance on the boundaries within which risk-taking is encouraged.

- ***Operational Discipline:*** Timely decision-making, accurate risk measurement, and adherence to policy are integral to how we operate. These are not bureaucratic requirements; they are how we protect the business.
- ***Accountability for Breaches:*** Where risk appetite limits are exceeded or ERM Framework deviations occur, these are closely monitored and addressed through proportionate and transparent disciplinary processes.

Risk awareness is also reinforced through regular training programs, leadership messaging, and the integration of risk discussions into business planning and review cycles. Ultimately, we believe that a well-embedded risk culture is one of our strongest defences against the unexpected.

Groupwide Risks

Risk	Description	Mitigation Actions
Strategic Risk	It refers to the significant current or future threats to NMG's profits, capital, reputation, or market position. The risk may emanate from shifts in the business environment, audience behaviour, poor decision-making, ineffective strategy execution, or failure to adapt to industry, economic, or technological changes. It is influenced by the alignment of the NMG's strategic objectives with external conditions, the adaptability of its business plans, the effectiveness of resource allocation, and the quality of strategy implementation.	• The Group is actively embracing innovation and agility in response to changing market dynamics. • Investing in research and development, continuously monitoring consumer behaviour and competitive trends, and responding to strategic risks in a timely and proactive manner. • Producing high-quality, original content that deepens audience trust and loyalty.
Macroeconomic and Geopolitical Risks	Unforeseeable and predictable changes in macroeconomic conditions and geopolitical environment continue to pose a threat to the achievement of NMG's strategic objectives. These include economic downturns, political uncertainty, global conflicts, supply chain disruptions, and shifting tax or regulatory regimes in our operating markets can all impact NMG's revenue and operational stability.	• Conducting regular economic stress tests and developing contingency plans for adverse scenarios. • Diversifying revenue streams, including accelerating digital transformation to reduce exposure to vulnerable streams that are heavily impact by macro and geopolitical factors. • The business remains informed on global political developments and economic trends through regular research and data analytics, enabling timely strategic adjustments. It also actively participates in government and industry forums to anticipate regulatory and policy changes as part of its broader stakeholder engagement efforts.
Regulatory Compliance Risk	Increasingly stringent oversight, particularly around data protection and editorial guidelines, demands that NMG continuously strengthen its compliance capabilities to avoid penalties and protect its reputation.	• Actively monitoring regulatory developments locally, regionally, and globally for proactive preparedness. • Investing significantly in compliance systems, controls, and training programs. • Conducting regular compliance reviews with corrective actions where required.
Cyber Security Risks	As NMG deepens its digital footprint and expands integrations with third-party service providers, the frequency, severity, and sophistication of cyber threats continue to escalate, making cybersecurity a top organisational priority.	• Applying a multi-layered defence strategy covering networks, applications, and endpoints to prevent unauthorized access. • Running continuous cybersecurity awareness training to educate employees on phishing, social engineering, and cybersecurity best practices to reduce human error risks • Assessing third-party vendor risks and implementing real-time threat monitoring and detection tools to reduce vulnerabilities and prevent cyber incidents linked to these third parties.

Environmental, Social and Governance (ESG) Report (continued)

Risk	Description	Mitigation Actions
Cyber Security Risks		• Implementing access controls and privilege management practices, conducting regular risk assessments, vulnerability tests, updates and patching of operating systems/ applications and investing in tools to monitor and detect cyber threats in real time.
Litigation/ legal Risks	Operating in a highly regulated industry, NMG faces the risk that legal claims, including those relating to content, data privacy, or contractual disputes which could materially disrupt operations and financial position while also posing a considerable reputational risk.	• Upholding well-established editorial policies and rigorous gatekeeping across content creation and distribution. • Maintaining strong data privacy, intellectual property management, and contract governance processes.
Business Continuity Risks	Operational disruptions, whether from system failures, cyberattacks, natural disasters, fraud, or compliance breaches could significantly impair NMG's ability to serve its audiences and generate revenue.	• Maintaining a comprehensive Business Continuity Plan with detailed action plans, drills, and simulations. • Conducting regular Business Impact Analyses to map critical processes, set tolerance limits, design severe but plausible scenarios to test vulnerabilities in the delivery of the critical processes and plan recovery resources. • Continuously updating continuity frameworks in line with global best practices.
Human Capital Risk	Digital transformation, evolving audience habits, and the rise of Artificial Intelligence are reshaping the skills NMG needs. This risk manifests itself through specialized skill gaps for digital adaptation, Artificial Intelligence and automation disruptions, misaligned organizational talent profile, gig/freelance workforce trends and talent retention risk. Failure to attract, develop, and retain the right talent could hinder strategy execution.	• Hiring based on skills rather than job titles and offering flexible work models and competitive compensation. • Implementing targeted training programs in Artificial Intelligence, data analytics, and multimedia content creation.
Disruptive Technology (e.g. AI, Blockchain)	Artificial Intelligence and emerging technologies are reshaping how content is created, distributed and consumed globally as well as the audience engagement practices which presents both a transformative opportunity and a source of new risks for NMG, including AI-enhanced cyberattacks, AI-generated misinformation, employee misuse, and data privacy concerns.	• Adopting a formal AI Framework to guide responsible use in newsroom and editorial operations. • Partnering with technology experts and providing ongoing journalist training on AI in journalism. • Continuously assessing and investing in innovative tools that keep NMG competitive.

Environmental, Social and Governance (ESG) Report (continued)

NMG Kenya: This section contains risks that specifically impacts NMG Kenya (in addition to risks highlighted under the Groupwide risks)

Risk	Description	Mitigation Actions
Kenya Electioneering Risk	As Kenya enters an electioneering period, NMG faces a distinct set of risks that arise directly from its role as the country's leading media group. Commercially, election cycles typically trigger short-term advertising volatility as brands adopt a cautious stance, while audience attention and content consumption patterns shift significantly. Editorially, NMG faces, the mandate of maintaining public trust. The safety and welfare of journalists covering political events is also an elevated concern during this period and potential regulatory scrutiny of content.	• NMG has put in place specific operational, editorial, and commercial measures to navigate the unique risks this cycle presents, including journalist safety protocols, enhanced fact-checking capabilities, and revenue contingency planning.

Mwananchi Communications Limited (MCL): This section contains risks that specifically impacts our Tanzania Subsidiary (in addition to risks highlighted under the Groupwide risks)

Risk	Description	Mitigation Actions
Business Concentration Risk	MCL's reliance on its print business, which faces sustained market decline in physical newspaper circulation creates a concentration risk that could significantly affect revenue sustainability.	• Accelerating digital transformation to grow alternative revenue streams and offset the decline in print. • Re-allocating resources to expand digital audiences and monetisation opportunities. Diversifying growth through events and non-print platforms.
Libel Risk	Given the nature of journalism, there is an inherent risk that published content could be perceived as libelous or defamatory, with potential legal and reputational consequences for MCL.	• MCL recognizes the critical role of responsible journalism and accurate reporting in maintaining public trust and credibility. As such, the business remains committed to enforcing robust editorial guidelines including rigorous fact checking, multi-level content reviews, and balanced reporting. • MCL is also keen on verification of credibility of information sources and maintaining Editorial independence to uphold public trust and journalistic integrity.
Political Risk	Adverse political actions within the country that MCL operates could threaten its resources, future cash flows and the probability of achieving business objectives.	• MCL safeguards free and vibrant press by collaborating with other media players to ensure all relevant stakeholders including governments interests and concerns are captured and addressed accordingly. • MCL actively manages stakeholder relationships by engaging regularly with regulators and the government to promote a supportive working environment while upholding its media independence.

Environmental, Social and Governance (ESG) Report (continued)

NMG Uganda: Monitor Publications Limited (MPL) and Africa Broadcasting Uganda Limited (ABUL)

This section contains risks that specifically impacts our Uganda Subsidiary (in addition to risks highlighted under Groupwide risks section)

Risk	Description	Mitigation Actions
Strategic risk	NMG Uganda is inherently exposed to strategic risk considering the changes in market dynamics and disruptions within the industry because of changes in advertisers and consumer habits.	NMG Uganda has invested significantly in its digital transformation strategy and continues to innovate in its content and how it engages audiences. It has also revamped its Broadcasting business to capitalize on market opportunities.
Political Risk	Adverse political developments in the operating environment of NMG Uganda could pose risks to its resources, future cash flows, and its capacity to deliver on strategic and business objectives.	NMG Uganda actively engages with stakeholders through policy advocacy and industry associations to promote fair and enabling media regulations. Continuously monitoring and ensuring compliance with evolving media laws. In addition, NMG Uganda is keen on maintaining transparency in the editorial processes to build public and industry trust.

Data Protection

NMG recognises data privacy and protection as a fundamental component of responsible corporate governance and sustainable business operations. As a media organisation entrusted with personal data from audiences, employees, partners, and stakeholders, we are committed to safeguarding this information in compliance with applicable legal and regulatory frameworks.

Our data privacy practices are aligned with the Kenya Data Protection Act, 2019, relevant regional legislation, and international best practices, including principles under the General Data Protection Regulation (GDPR).

Oversight is provided through the Office of the Data Protection Officer (DPO), working closely with Legal, IT, Cybersecurity, Audit, and Risk functions to ensure a coordinated and enterprise-wide approach to data protection.

a) Risk Assessment and Preventive Controls

NMG conducts Data Protection Impact Assessments (DPIAs) for relevant processing activities to identify and evaluate potential risks to data subjects. The most recent DPIA conducted in 2025 identified no high-risk processing activities. Where risks are identified, appropriate mitigation measures are developed and implemented in consultation with relevant business units.

Environmental, Social and Governance (ESG) Report (continued)

To strengthen internal controls, NMG has established key policies and procedures, including:

- A consumer-facing Privacy Policy and Terms and Conditions
- An internal Data Policy addressing employee data protection
- Data Processor Agreements governing third-party engagements. These frameworks ensure clarity in data collection, processing, storage, retention, and disposal practices, while reinforcing accountability across the organisation.

b) Incident Management and Response

NMG maintains a structured incident response and breach management procedure to address any data privacy concerns in a timely and transparent manner. The framework includes:

- Identification: Recognition and reporting of incidents through designated communication channels.
- Assessment: Evaluation of impact, urgency, and severity to determine classification.
- Response: Immediate containment, mitigation, and corrective action.
- Communication and Escalation: Notification of relevant stakeholders and regulatory authorities where required.
- Resolution and Recovery: Restoration of normal operations and verification of remediation measures.
- Closure: Documentation of the incident and integration of lessons learned into continuous improvement processes.

During the year under review, NMG did not experience any reportable data breaches. This reflects the effectiveness of continuous monitoring and collaboration between our various departments.

c) Culture of Privacy and Continuous Improvement

Beyond compliance, NMG promotes a culture of privacy awareness through cross-functional collaboration and ongoing engagement with operational teams. Data protection considerations are integrated into business processes, vendor management, and digital innovation initiatives to ensure privacy-by-design and privacy-by-default principles are upheld. By embedding strong governance, proactive risk management, and transparent accountability mechanisms, NMG safeguards stakeholder trust and reinforces its commitment to ethical, secure, and sustainable data practices as part of its broader ESG framework.

Our Journey Ahead

As we look to the future, we remain committed to strengthening the integration of ESG principles across our operations. We will continue building the capacity of our staff across the region to deepen their understanding of sustainability and how responsible business practices can be embedded in our day-to-day operations, decision-making processes, and long-term strategy.

A key priority will be equipping our teams with the knowledge and tools needed to implement sustainable practices within their respective functions, ensuring that our business growth is aligned with responsible environmental stewardship, social impact, and strong governance.

At the same time, we will continue leveraging our media platforms to amplify stories that highlight sustainability, climate action, innovation, and inclusive development. Through impactful storytelling and partnerships, we aim to foster informed public dialogue, showcase solutions, and support collective action towards the achievement of the United Nations Sustainable Development Goals.

Guided by these commitments, we will continue working with partners, stakeholders, and communities across the region to advance sustainable development while creating long-term value for society.


NMG Chairman Emeritus, Dr. Wilfred Kiboro receives a gift from NMG Chairman, Joe Muganda during his farewell dinner.


NMG MD & CEO, Geoffrey Odundo, presents a gift hamper to Siaya County Government Governor, Hon. James Orengo during a courtesy call visit.

Winners of the Top 40 Under 40 Women 2025.

Panellists during the 2025 Sustainable Energy Conference that was co-hosted by KENGEN and NMG.


NMG MD & CEO, Geoffrey Odundo presents a gift to Josephine Anan-Ankomah, Regional Executive for Central, Eastern and Southern Africa (CESA) at Ecobank, after a courtesy call meeting.


A golfer during the 40th Anniversary of the Nation Classic Golf Series.

Panellists during the 2025 MANCAVE.

A vendor during the 2025 NMG Meat Expo.

Hon. Dr. Tulia Ackson Mwansasu, presenting a sponsorship certificate to Mwananchi Communications Limited Business Executive, Ally Athuman, in recognition of the company's support for the CRDB Bank Marathon.

Hope for Cancer Kids Board Chair Kanyi Muthiora presents an art piece to NMG Group MD & CEO, Geoffrey Odundo.

NMG Uganda staff led by Managing Director, Susan Nsibirwa, cut cake to celebrate the 10th Anniversary of *Spark Tv*.

Mwananchi Communications Limited Managing Director Rosalynn Mndolwa-Mworia (Left) during a courtesy visit with Christine Grau, EU Ambassador to Tanzania.