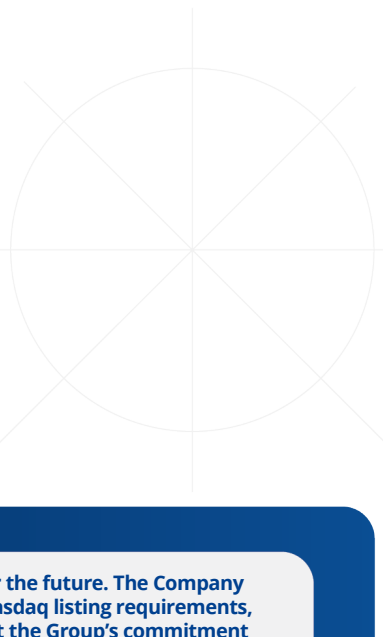


# Message from our Group CFO



**In 2024, VEON undertook significant strategic projects that have laid a strong foundation for the future. The Company has achieved key milestones, including regaining credit ratings, regaining compliant with Nasdaq listing requirements, and reinforcing its financial stability with the filing of the 20-F. These achievements highlight the Group's commitment to transparency and robust corporate governance.**

VEON has successfully navigated through a transformative period, demonstrating resilience and delivering on its promises. We fully recovered from the challenges faced following the Russia-Ukraine crisis. By taking steps to ensure timely reporting and establishing strong relationships with third parties, VEON is strongly positioned for continued growth and success.



**Revenue**  
**USD4.00bn**  
 2023: USD3.70bn

**EBITDA**  
**USD1.69bn**  
 2023: USD1.61bn

**Total cash and cash equivalents**  
**USD1.69bn**  
 2023: USD1.9bn

## Relocation and market focus

A pivotal development in 2024 was VEON's strategic move to relocate its headquarters and tax domicile from the Netherlands to Dubai. This transition, set to be completed in 2025, aligns us more closely with its operational markets and future growth areas. With the move of its headquarters to its hub in the DIFC, VEON will become the largest Nasdaq-listed Group with its Group headquarters in Dubai, which is also home to Nasdaq Dubai.

The decision to focus on the Nasdaq listing reflects the significant presence of U.S.-based investors, who comprise approximately 30% of VEON's shareholder base. By consolidating its listings and moving operations closer to emerging markets, VEON is positioning itself to maximize efficiency and capitalize on new opportunities.

## DO1440 and frontier markets

VEON's strategy is anchored in the DO1440 AI1440 strategy, driving our frontier markets' expansion. These markets, characterized by high population growth and increasing digital adoption, present significant opportunities for VEON. The Group's business models, which integrate telecom services with OTT activities and financial services, are tailored for regions where regulatory environments are more conducive to digital innovation. Unlike in Europe, where net neutrality constraints limit such integration, VEON's approach is well-suited to markets where digital inclusion can drive socioeconomic development.

## Revenue growth and resilience

Revenue growth in 2024 has primarily been driven by strong performances in Pakistan and Kazakhstan, with Ukraine showing notable resilience. Despite significant challenges, including a cybersecurity attack in December 2023 that impacted revenue and operational costs, VEON's Ukrainian operations have demonstrated remarkable adaptability. The Group has invested in infrastructure resilience, including repairing damaged towers and implementing alternative energy solutions such as battery storage and generators.

# Message from our Group CFO *continued*

## Sustainability and ESG commitments

Sustainability remains a key focus for VEON, even in the absence of a standalone ESG policy. ESG principles are embedded across multiple internal policies covering HR, diversity, equity and inclusion, ethics, and compliance. VEON is committed to initiatives such as renewable energy adoption, exemplified by examples such as the deployment of solar panels and network resilience, exemplified by the Starlink contract in Ukraine. Additionally, the Group's financial inclusion efforts continue to empower small entrepreneurs in underserved markets, demonstrating VEON's commitment to fostering economic growth beyond connectivity services.

## Share buyback program

The Group's financial strategy has been further reinforced by the share buyback program initiated in December 2024. This first phase of the buyback was in the amount of up to USD30 million, of which USD7.5 million of American Depositary Shares were repurchased as of 31 December 2024. In March 2025, VEON announced the second phase of the buyback in the amount up to USD35 million. The overall share buyback program, approved amounts to USD100 million, and is aimed at enhancing shareholder value.

## Strategic delayering

In line with its evolving corporate structure, VEON is actively evaluating the separation of digital activities from its core telecom operations. By creating distinct verticals for entertainment and financial services, the Group aims to unlock higher valuation multiples and optimize tax structures. This strategic delayering will enhance the overall value proposition for investors and improve operational efficiency across markets.

## Operational efficiency and financial discipline

The Group's decision to eliminate central debt underscores its commitment to financial discipline, ensuring that all financial responsibilities remain within the operating entities. By maintaining a lean headquarters structure, VEON continues to drive decentralization while upholding strong governance and strategic oversight.

## Key priorities for 2025

Looking ahead to 2025, VEON has identified three strategic priorities: completing the relocation to Dubai headquarters, advancing the delayering of digital and telecom operations, and completing the business combination that will result in the listing of Kyivstar on the Nasdaq Stock Market. These initiatives will further streamline the Group's structure, empower local management teams with full financial responsibility, and reinforce VEON's commitment to an asset-light operational model.

As VEON enters this new phase of growth, it remains focused on creating value for its stakeholders, expanding digital services in high-growth markets, and leveraging its strategic positioning to unlock new opportunities in the global telecommunications landscape. The Group's unwavering commitment to operational excellence and strategic agility ensures that it remains well prepared for the challenges and opportunities of the future.

**Burak Ozer**  
Group CFO