

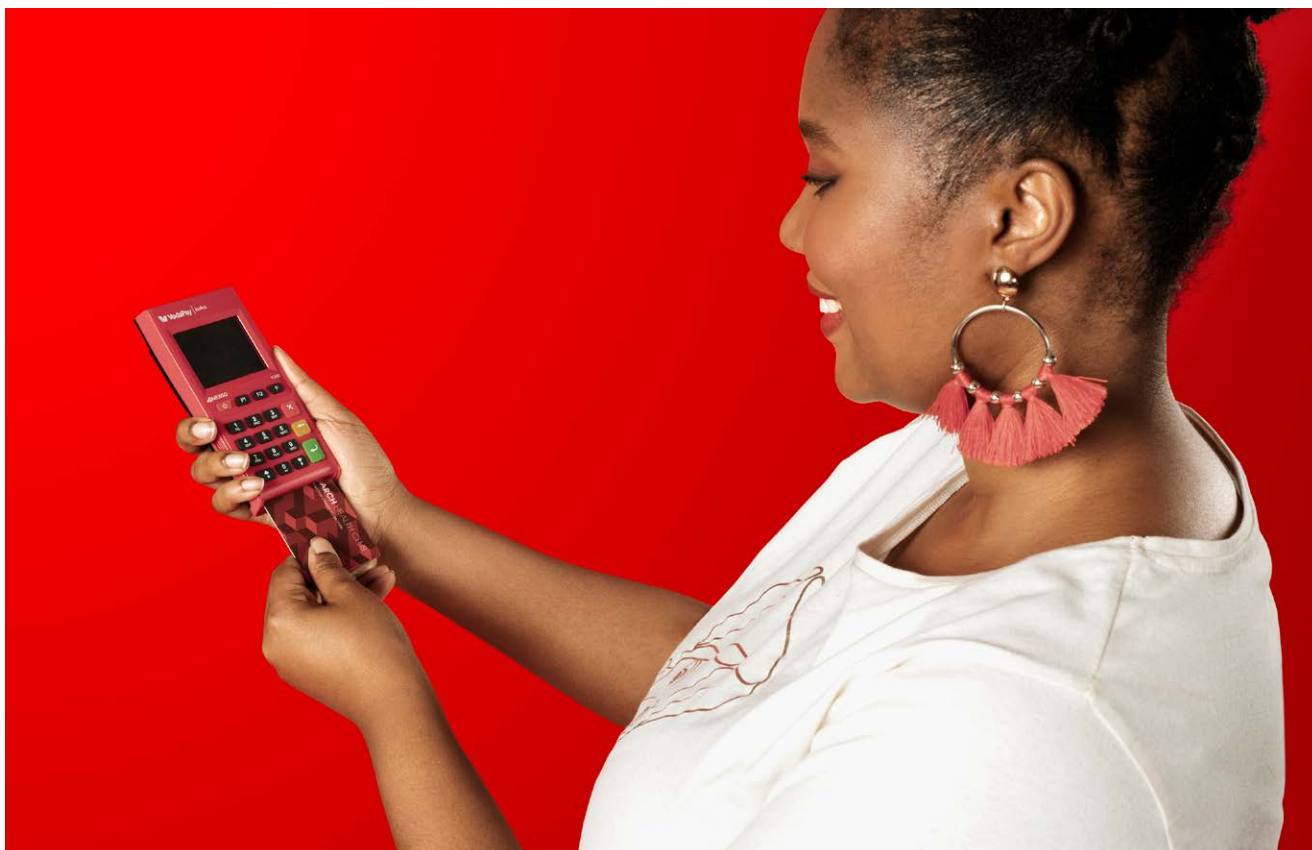
Our strategic ambitions continued

Ambition

2

Diversify and differentiate with our digital ecosystem

We endeavour to create diverse and innovative products and solutions that drive financial and digital inclusion. This supports our ambition of creating a digital ecosystem powered by Big Data and builds on our connectivity leadership. We are committed to creating deeper customer engagement opportunities supported by a 360-degree customer view, empowering us to maintain market leadership during intensified competition across all growth engines.



3

Scale financial and digital services

Supporting our purpose

Our affordable and accessible financial solutions promote inclusion and create opportunities for consumers and merchants to grow. In addition to financial inclusion, we promote digital literacy and digital community development through our various educational and informative platform offerings. Our super-apps combine our strengths in financial and digital services to provide a rich ecosystem for our customers. As we bring together financial, e-Commerce and lifestyle services, we allow our merchants to expand their addressable markets.

Related material matters



Primary capitals utilised and impacted



Looking ahead

Short-term priorities

- Execute our one-app strategy by merging our telecommunication apps into our super-apps across the footprint
- Scale affordable financial services across lending, insurance, payments, savings, investments and insurance
- Grow our merchant services across markets
- Provide consumers and merchants with personalised financial and digital propositions driven by Big Data insights

Medium-term priorities

- Financial services to contribute mid-teens to Group service revenue
- Increase our reach to >100 million financial services customers
- Expand our e-Commerce capabilities to drive inclusion, promote SME growth and better serve our customers through digital channels
- Partner with local and global service developers, including Alipay and Microsoft, to deliver a compelling ecosystem of third-party propositions
- Enable a seamless system for customers to use their mobile phones to connect, find entertainment, shop, and access financial services



CLICK HERE TO SEE EXPLANATION OF ICONS

4 Digital partner of choice for enterprises

Supporting our purpose

We partner with enterprises through our digital technology and financial services solutions to drive growth and transform their operations. Our tailored proposition enables large enterprises, SMEs, governments and universities to unlock efficiencies through our flexible mobile, fixed, IoT, cloud and hosting, and managed security solutions. By enhancing enterprise productivity and growth, particularly among SMEs, we support livelihoods and help society connect for a better future.

Related material matters



Primary capitals utilised and impacted



Looking ahead

Short-term priorities

- Scale IoT solutions and Centres of Excellence
- Expand SME financial services offerings
- Accelerate our cloud offerings
- Expand our coverage to support further SME inclusion through our proposed joint investment in Maziv
- Expand our wholesale offering to empower more partners

Medium-term priorities

- **Increase the contribution of new and digital services to Vodacom Business to more than 30%**
- Unlock the scale benefits of the Group's strategic partnership with Microsoft to accelerate IoT, cloud and SME offerings
- Scale our fixed network, SD-WAN and mobile private network capabilities
- Build our intelligent business and digital transformation capability to unlock cloud and hosting services
- Expand our platform and solutions in critical sectors, including education, health and agriculture
- Grow our managed services and partnerships to sell with and sell through to assist corporates with their digitalisation
- Drive the digitalisation of governments to improve service delivery

5 World-class loyalty and customer experience

Supporting our purpose

Maintaining and growing our customer base is critical to our purpose. We continuously evolve and enhance our customer experience strategy, adapting to current and future customer needs to provide personalised omnichannel digital experiences that promote inclusion and generate brand loyalty.

Related material matters



Primary capitals utilised and impacted



Looking ahead

Short-term priorities

- Simplify customer journeys
- Leverage customer experience boards to understand the root causes of complaints, reduce escalations and pain points
- Extend and scale our loyalty programmes across all markets
- Digitise, optimise and automate the end-to-end customer experience journey using robotic process automation (RPA) technology

Medium-term priorities

- **NPS leadership in all markets**
- Support world-class customer journeys with predictive analytics, generative AI and our Africa Service Operations Centre capabilities
- Enhance our loyalty programme through a unified platform that operates across our markets and cuts across connectivity and financial services
- Reduce deep detractors across our markets

6 Personalisation through CVM and Big Data

Supporting our purpose

As a customer-centric and purpose-led business, we tailor our propositions to the unique needs of our customer segments. In recent years, we have invested heavily in world-class, flexible Big Data technology to gain insights into our customers' day-to-day behaviours, and aspirations. We can promote accessibility and inclusion by meeting specific needs through segmentation and personalisation and by offering nano-sized connectivity and financial services propositions.

Related material matters



Primary capitals utilised and impacted



Looking ahead

Short-term priorities

- Increase active days on the network
- Increase Big Data-led recommendations, including upgrades
- Leverage Big Data to support credit scoring across our markets

Medium-term priorities

- **Align all our markets with the maturity of South Africa's Big Data and 360-degree customer attribute analysis**
- Leverage our advanced CVM capabilities across our portfolio of services to deliver affordable, tailored propositions
- Roll out Big Data capabilities in all markets and embed these in our super-apps
- Humanise technology and simplify and transform the customer experience to achieve true convergence of our multi-product offerings