

Our strategic ambitions continued

Ambition

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Optimised, future-ready TechCo

We utilise the strength of our connectivity reach and digital ecosystem to promote financial inclusion, enhance our customer value propositions and build trust with our stakeholders. We invest in network technology and digital systems that improve efficiency and expand connectivity in network and IT. As part of our focus on optimising our ROCE, we leverage partnerships and sharing models to develop innovative and smart technology platforms and connectivity solutions that deliver customer value. Embedding our agile employee culture – the Spirit of Vodacom – across the organisation further supports the skills and capabilities we need on our journey to becoming a trusted, leading African TechCo.



7 Optimise assets through sharing

Supporting our purpose

We continuously explore ways to optimise our assets and create exceptional value for our stakeholders as we become a leading TechCo. Asset-sharing opportunities across our portfolio reduce the cost of communicating while expanding our rural footprint.

Related material matters

MM2 MM3 MM4 MM5

Primary capitals utilised and impacted

FC MC IC

Looking ahead

Short-term priorities

- Realise TowerCo efficiencies in South Africa
- Develop a Group-wide data centre strategy
- Explore further infrastructure partnership models with global technology companies and developmental finance institutions
- Optimise capital expenditure through Big Data-led smart capital expenditure planning
- Share more elements of the network with other industry players
- Leverage shared services within the Vodafone Group Plc

Medium-term priorities

- Establish an African FibreCo and TowerCo with strategic partners to accelerate fibre coverage across our International business
- Leverage our Africa Service Operations Centre to transition our architecture towards TelCo as a service, with a digital cloud-based ecosystem of network and IT capabilities, managed centrally and deployed regionally
- Build software factories across the Africa region, with standardised tooling to develop and deliver scalable products and services across all markets
- Enable satellite partnerships to expand and improve our coverage

8 Technology leadership in network and IT

Supporting our purpose

We invest in state-of-the-art digital systems to enhance customer connectivity and leverage our experience in the latest technologies to drive accessibility and inclusive growth. Our use of Big Data capabilities enables intelligent decision-making across our operations. We explore alternative energy options in our pursuit of greater energy efficiency and expand our coverage and platforms to connect more people for a better future.

Related material matters

MM1 MM2 MM3 MM4

MM5 MM6 MM7 MM8

Primary capitals utilised and impacted

FC MC NC

Looking ahead

Short-term priorities

- Improve network NPS in every market
- Achieve cyber security baseline score across markets
- Mitigate fraud through Big Data
- Scale multi-tenant and cloud-based platforms in all of our markets

Medium-term priorities

- Network NPS leadership across our markets
- Enable the evolution of mobile and fixed network access, network simplification and cloud, focusing on making the network smarter through automation and AI
- Develop new capabilities across our network and IT platforms, including increased accessibility to Big Data and machine learning capabilities
- Embed security and privacy in our projects, products and services throughout their life cycle
- Increase the speed of delivery and leverage economies of scale to reduce our cost of delivery