

Our strategic ambitions continued

Ambition

3

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



CLICK HERE TO SEE EXPLANATION OF ICONS

9 TechCo organisation and culture

Supporting our purpose

We continuously strive to build a future-fit organisation driven by digital innovation and agility, fostering a unique digital employee experience to motivate our customers to thrive. Above all, we prioritise inclusivity and diversity and a mindful organisational culture to ensure alignment with our purpose in everything we do.

Related material matters

MM3 MM5 MM7

Primary capitals utilised and impacted

IC SRC

Looking ahead

Short-term priorities

- Continue to transform the skills profile of the organisation to enable our transition to a TechCo
- Invest in generative AI skills
- Gender diversity progress across all markets

Medium-term priorities

- **Drive 42% representation of women in senior management by 31 March 2026**
- Embed a culture of inclusivity by promoting our commitment to workforce diversity and localisation
- Promote future-fit skills development in current employees, ensuring that no-one is left behind
- Drive the digital transformation agenda by embedding agile structures and RPA
- Differentiate the work environment through positive employee engagement
- Ensure the physical and mental well-being of our employees
- Identify requisite future skills and empowering youth by aligning our graduate and bursary programmes to attract these skills
- Identify high-performing females across our markets to develop future skills and leadership through a female empowerment training programme



10 Trusted brand and reputation

Supporting our purpose

We are a purpose-led organisation, connecting for a better future by enabling a digitally inclusive society, with a low environmental impact. We embed these values into our culture and actions, enhancing our reputation by integrating our purpose into product offerings and customer experience. We prioritise earning and maintaining trust through ethical conduct guided by our Social Contract, ensuring responsiveness and transparency to diverse stakeholders.

Related material matters

MM1 MM2 MM3 MM4

MM5 MM7 MM8

Primary capitals utilised and impacted

IC SRC NC

Looking ahead

Short-term priorities

- Develop products and services with our purpose at the core
- Improve communication on our purpose across all markets, ensuring appropriate investment in our Social Contract
- With our foundations funded in the market by OpCos, explore partnerships to scale impact of programmes like m-mama, Je Suis Cap and Code like a Girl
- Leverage our Tech for Good solutions to deliver societal benefit across key verticals such as agriculture, education, energy and health
- Increase focus to maintain and secure brand leadership and reputation across all our markets
- Help people with disabilities, people experiencing abuse and victims of disasters

Medium-term priorities

- **Brand leadership across all markets**
- Continue to combine Vodacom's technology with the potential of the human spirit
- Scale strategic initiatives to drive digital inclusion, such as rural coverage and handset financing
- Provide access to essential services such as healthcare, financial inclusion and education while making the lives of our customers easier, healthier and smarter