

Measuring our value creation

In a year with several strategic milestones, we continue to accelerate our powerful, multiproduct strategy – the **System of Advantage** – to differentiate our Group in our selected markets, set us apart from competitors and deliver superior returns to our stakeholders.

The **System of Advantage** is built on 10 strategic pillars of success which, together with our purpose, form the foundation of how we do business. Our evolution from a TelCo to a TechCo is well underway as we expand our ecosystem of products and deliver diversified, differentiated offerings to our customers – further strengthening and growing our relationships with them.

✔ Value created
✘ Value eroded
⊖ Value sustained
R Link to executive directors' remuneration

		How we measure success	Vision 2025 target (medium-term) before Egypt	Vodacom Group FY2023 performance before Egypt	FY2022	FY2021	FY2020 (baseline)
Strategic ambition 1 Africa's leading communications company	1 Footprint strengthened	Leading market share positions	R Market share leader in all markets	✔ All markets, except Ethiopia (recently launched)	✔	✔	✔
	2 Secure leadership in mobile and fixed	Group service revenue growth	R Mid-single-digit	⊖ 3.5%*	✔	✔	✔
	3 Scale financial and digital services	Group customers using financial services ¹	R >70 million	✔ 65.2 million	✔	✔	✔
Strategic ambition 2 Diversify and differentiate with our digital ecosystem		Financial services contribution to service revenue	>12%	✔ 10.5%	✔	✔	✔
	4 Digital partner of choice for enterprises	Contribution of new and digital services to Vodacom Business service	>30%	⊖ 28.3%	⊖	⊖	⊖
	5 World-class loyalty and customer experience	NPS	#1 in all markets	⊖ #1 in all markets except South Africa and Mozambique	✘	✘	✘
	6 Personalisation through CVM and Big Data	The penetration of personalised offers through CVM across our markets	60%	✔ DRC 20.9% Lesotho 36.0% Mozambique 36.3% South Africa 65.0% Tanzania 54.7%	⊖	⊖	⊖
Strategic ambition 3 Optimised, future-ready TechCo	7 Optimise assets through sharing	CAPEX to sales/CAPEX intensity	R Maintain CAPEX intensity between 13.0% and 14.5%	✔ 13.8%	✔	✔	✔
	8 Technology leadership in network and IT	Network NPS	#1 in all markets	✔ #1 in all markets except Lesotho Co-lead in Lesotho	⊖	⊖	⊖
	9 TechCo organisation and culture	Employee engagement index	82%	⊖ 75%	⊖	⊖	⊖
		Team Spirit index	75%	✔ 80%	✔	✔	✔
10 Trusted brand and reputation	Brand leadership	#1 in all markets	⊖ #1 in South Africa, the DRC and Tanzania #2 in Lesotho and Mozambique	⊖	⊖	⊖	
	Reputation survey	#1 in all markets	⊖ #1 in the DRC, Lesotho and South Africa #2 in Tanzania and Mozambique	⊖	⊖	⊖	
Financial value created Group, including Vodafone Egypt		Accelerating EBITDA growth rate improve/maintain ROCE		ROCE 21.8%			

The acquisition of Vodafone Egypt is a potential value-creation accelerator

Vision 2025 target (medium-term) after Egypt
Market share leader in all markets
Mid-to-high single-digit
>77 million ²
>12%
>30%
#1 in all markets
60%
Maintain CAPEX intensity between 13.0% and 14.5%
#1 in all markets
82%
75%
#1 in all markets
#1 in all markets
High single-digit Group EBITDA
13.0% – 14.5% of Group CAPEX as a % of Group revenue

1. Including Safaricom.
2. Target updated.