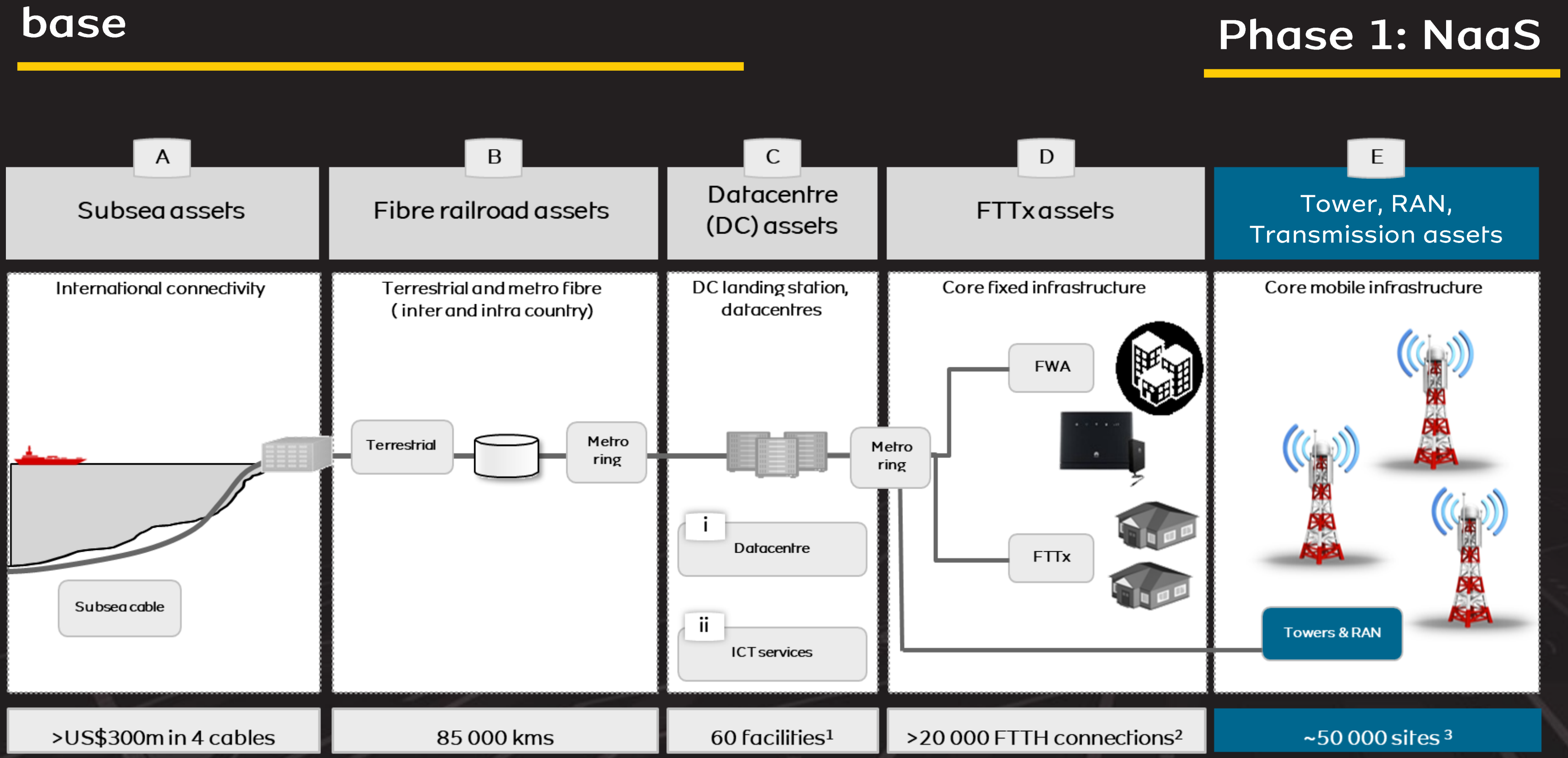
MTN

# Network as a Service (NaaS)

# Strategy recap & overview

# NaaS strategy

## MTN's comprehensive infrastructure asset base




## NaaS strategy

Leveraging MTN's extensive infrastructure to drive value creation | Sustain broader industry in our markets

## Value creation drivers

- Accelerate retail revenue
- Incremental wholesale revenue
- Opex and capex efficiency
- Support sustainable mobile market structures
- Regulatory compliance

# Material progress since 2020, with strong growth pipeline

*South Africa in 2022 delivered NaaS revenue in excess of R2.7billion*

## Multiple NaaS deals signed across our footprint

South Africa
- CellC
- Telkom
- >10 MVNOs[1]

Ghana
- Vodafone[2]
- AirtelTigo

Cameroon
- Camtel

Uganda
- Hamilton

Congo B
- Airtel

[1] *MVNO deals tracked separately*
[2] *Acquired by Telecel*

## Robust deal pipeline at various levels of maturity

Ghana

Uganda

Cameroon

Nigeria

Ivory Coast

South Africa

## Key success drivers

- Strong, central Group capability to drive business developments, and deal structuring
- Group wide engagement with potential partner MNOs
- Robust framework for regulator engagement at Opco level

# We monitor and shape the regulatory environment in our markets

*Strides in the regulatory environment to advance NaaS in selected markets*

| | South Africa | Nigeria | Ghana | Cameroon | Cote D'Ivoire | Benin | Uganda | Rwanda | Zambia |
|---|---|---|---|---|---|---|---|---|---|
| National Roaming | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| Active RAN sharing | ✓ | ✓ | ✓ | | ✓ | | ✓ | ✓ | ✓ |
| Passive RAN | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ | ✓ |
| Transmission | ✓ | ✓ | | ✓ | ✓ | ✓ | | | |
| Spectrum Sharing/ Pooling/ Leasing | | ✓ | | | | | | | |

- Regulators are open to infrastructure sharing
- Technical and commercial models for NaaS under ongoing discussion
- NaaS model and growth underpinned by MTN's engagement framework with regulators

# MTN is well positioned to deliver value through our NaaS platform

MTN

## Our markets present some challenges

- Dominant player declarations
- Asymmetric market position vs Pan-African peers
- Escalating costs due to Fx and inflation rates
- Exclusive asset ownership by government entities enhanced by regulation
- Financially constrained market players
- Price controls, coverage obligations, spectrum access constraints and other regulatory matters
- New 5G technology developments
- Potential for retail revenue erosion from enabling competitors

## … but we are very well positioned for success

- Upscaling commitment to our belief statement: "Everyone deserves the benefits of a modern connected life"
- Proactive / collaborative engagement with regulators to drive problem solving
- Robust network assets with continuous investment and strong NPS
- Strong Group and Opco teams driven to deliver innovative partnership models
- Sustaining market structures by sharing available capacity and create capacity
- Rigorous internal processes that assess the risk of each potential deal
- Clear vision to move NaaS beyond roaming and network sharing
- Detailed commercial analysis of deals considering revenue gains and losses

# Experienced and collaborative leadership team driving the NaaS vision

**Chika Ekeji**
Group Chief Strategy and Transformation Officer

Leads the Group NaaS team and national roaming business outside South Africa

**Jens Schulte-Bockum**
Group Chief Operating Officer

Oversees the API marketplace, international wholesale connections and enterprise businesses

**Ebenezer Asante**
Senior Vice-President: Markets

Heads the markets and leads all regulatory engagements in key markets

**Mazen Mroué**
Group Chief Technology and Information Officer

Oversees Group-wide technology evolution and network asset deployment

**Quintus de Beer**
Chief Wholesale Officer (MTN SA)

Heads South Africa wholesale business including all in-country roaming and MVNO engagements

# Thank you