



Optimised, future-ready TechCo

From our foundation as a market leader across our footprint, our business has evolved in line with our ambition to be a leading TechCo driven by technology leadership. As part of this journey we focus on optimising our assets and building an organisation of the future led by innovation, agility and the right skills to connect people for a better future.



CAPITALS IMPACTED

FC MC HC SRC IC NC

How this supports our system of advantage

As a leading connectivity player in Africa, we leverage the strength of our connectivity reach and digital ecosystem to promote financial inclusion and build trust with our stakeholders. While mindful of our ambition to optimise ROCE, we are leveraging partnerships and sharing models to develop innovative and smart technology platforms and connectivity solutions that support our overall customer proposition. Furthermore, by embedding our agile employee culture – the Spirit of Vodacom – across the organisation and pioneering low-cost network technology across the continent, we can build one of Africa’s most trusted and loved brands.

FY2022 at a glance

PILLAR 7

Initiated the separation of our South African tower portfolio into a separate **TowerCo business**

Announced a deal with CIVH to deploy fibre, and leverage the power of scale and shared costs to reduce the cost to communicate for our customers

Leveraged the world-class technology of Alipay in our VodaPay super-app

Formed a global consortium to support Ethiopia’s digital transformation

PILLAR 8

Group ROCE of **24.3%**, with R14.6 billion capital investment in network infrastructure (FY2021: R13.3 billion)

Rural sites connected increased by **357**, with **95** deep rural sites and **61** rural communities previously without any coverage

PILLAR 9

Invested **R395 million** in skills development for black employees in South Africa, with R190 million invested in black female employees and **R16 million** in black youth with disabilities

Established a skills transformation team at Group level to accelerate our #1 MoreSkill programme

Achieved a Team Spirit index score of 76% (FY2021: 75%) and an employee engagement index of **77%** (FY2021: 77%)

PILLAR 10

In October 2021, Sustainalytics ranked Vodacom

first

out of more than 200 companies in its Telecommunications Service industry grouping (FY2021: second)

Over **22 million** users accessing our zero-rated ConnectU platform



Vodacom e-School has registered over **1.6 million** users since inception