

Measuring our value creation

In a year with several strategic milestones, we continue to accelerate our powerful, multi-product 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 drivers of success which, together with our purpose, form the foundation of how we do business. This year, delivering on our strategy and medium-term targets while dealing with the ongoing effects of the COVID-19 pandemic bears testament to the depth and strength of talent in our business. Our evolution from a TelCo to a TechCo is well on track 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
- Link to executive directors' remuneration

		Link to remuneration	How we measure success	Vision 2025 target (medium-term)	FY2022 performance	FY2021 performance	FY2020 performance (baseline)
Africa's leading communications company	01 Footprint strengthened	Page 39	Leading market share positions	Market share leader in all markets	#1 across markets	#1 across markets	#1 across markets
	02 Secure leadership in mobile and fixed	Page 40	Group service revenue growth	Mid-single-digit	4.6%	4.7%	3.5%
	03 Scale financial and digital services	Page 43	Group customers using financial services ¹	>70 million	60.6 million	57.7 million	53.2 million
Diversify and differentiate with our digital ecosystem	04 Digital partner of choice for enterprises	Page 48	Financial services contribution to service revenue	>12%	9.5%	8.9%	8.2%
	05 World-class loyalty and customer experience	Page 51	Contribution of new and digital services to Vodacom Business service	>30% ²	28.1%	28%	Not measured
	06 Personalisation through CVM and Big Data	Page 54	NPS	#1 in all markets	#1 in the DRC and Tanzania #2 in Lesotho #3 in South Africa and Mozambique	#1 in the DRC and Tanzania #2 in all other markets	#1 in all markets, except Mozambique (#3) and Lesotho (#2)
	07 Optimise assets through sharing	Page 57	The penetration of personalised offers through CVM across our markets	60%	South Africa 50% Tanzania 54% Mozambique 28% Lesotho 27% DRC 11%	Not measured	Not measured
Optimised, future-ready TechCo	08 Technology leadership in network and IT	Page 59	Capex to sales/capex intensity	Maintain capex intensity between 13.0% and 14.5%	14.3%	13.5%	14.6%
	09 TechCo organisation and culture	Page 62	Network NPS	#1 in all markets	#1 in all markets except Lesotho and Mozambique #2 in Lesotho and Mozambique	#1 in the DRC and Tanzania #2 in all other markets	#1 in the DRC #2 in all other markets
	10 Trusted brand and reputation	Page 65	Employee engagement index	82%	77%	77%	78%
			Team Spirit index	75%	76%	75%	Not measured
Value created	Group, excluding Vodafone Egypt	Page 80	Brand leadership	#1 in all markets	#1 in South Africa, the DRC and Lesotho #2 in Tanzania and Mozambique	#1 in South Africa	#1 in South Africa
			Reputation survey	#1 in all markets	#1 in the DRC, Lesotho and South Africa #2 in Tanzania and Mozambique	#1 in all markets	#1 in all markets
Value created	Group, including Vodafone Egypt ³	Page 82	Service revenue and EBITDA growth, capital intensity	Mid-single-digit Group service revenue growth Mid-to-high single-digit Group EBITDA 13.0% – 14.5% of Group capital expenditure as a % of Group revenue	Service revenue growth 4.6% EBITDA growth 2.1% Operating profit growth 5.4% Capex intensity 14.3%	Service revenue growth 4.7% EBITDA growth 3.6% Operating profit growth 2.2% Capex intensity 13.5%	Service revenue growth 3.5% EBITDA growth 2.3% Operating profit growth 2.2% Capex intensity 14.6%
			Accelerating EBITDA growth rate Improved ROCE		ROCE 23.4%	ROCE 22.0%	ROCE 22.7%

1. Including Safaricom.
2. Target updated.
3. Subject to Vodafone Egypt deal closing.