

# Our value creation in practice

Our commitment to being a purpose-led organisation continues to drive our performance. The past year is best described as a watershed year for Vodacom, and we made significant strides in our transition to a pan-African TechCo.



## FC Financial capital

Group revenue

**R102.7 billion**

FY2021: R98.3 billion

Service revenue

**R79.9 billion**

FY2021: R77.6 billion

Capex

**R14.6 billion**

FY2021: R13.3 billion

Operating profit

**R28.2 billion**

FY2021: R27.7 billion

Distributed

**R15.2 billion**

in dividends to equity shareholders

FY2021: R15.1 billion

Debt service

**R4.2 billion**

paid in interest to debt funders

FY2021: R4.2 billion

Total shareholder return (TSR)

**35.8%**

FY2021: 15.2%

Headline earnings per share (HEPS)

**1 013cps**

FY2021: 980cps

Ordinary dividend per share

**850cps**

FY2021: 825cps

## HC Human capital

Paid

**R7.3 billion**

to 8 132 employees

FY2021: R7.0 billion to 7 875 employees

Invested

**R483 million**

in employee skills development across all our markets

FY2021: R472 million



### Encouraging diversity in South Africa



78%

of our employees are black

FY2021: 77%



62%

of our senior managers are black

FY2021: 62%



56%

of our ExCo members are black

FY2021: 67%



37%

female representation in senior management

FY2021: 35%



44%

of our employees are women

FY2021: 44%

## IC Intellectual capital

Acquired high-demand spectrum (HDS) in South Africa for

**R5.4 billion**

In South Africa, VodaPay downloads reached

**2.2 million**

since launch

M-Pesa across our markets has grown to serve more than

**47.1 million**

customers

Our Mezzanine, IoT.nxt, X-Link and Nexio subsidiaries enable and enhance cloud and hosting, the Internet of Things (IoT), managed security and managed service.

## MC Manufactured capital

5G sites added in South Africa

**434**

FY2021: 190

Vodacom Group sites added:

4G sites: 1 410 FY2021: 1 883

3G sites: 519 FY2021: 885

2G sites: 441 FY2021: 787



Number of rural network sites increased to

**9 637**

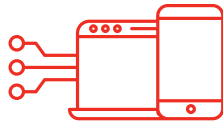
FY2021: 9 280

Connected **95** deep rural sites and **61** rural communities previously without coverage

Vodacom Fibre passed

**155 903**

homes and businesses in South Africa  
FY2021: 146 401



**US\$324.6 billion**

M-Pesa transactions were processed in the year, including Safaricom  
FY2021: US\$251.1 billion

## NC Natural capital

Vodacom ranked the **first** telecommunications company (out of 221 companies) globally in the Sustainalytics ESG Risk Ranking, and maintained a MSCI AAA ESG rating

**14.8% reduction**

in GHG emissions per terabyte of data  
FY2021: 0.75 mtCO<sub>2</sub>e

**96%**

of network waste reused or recycled  
FY2021: 99%



**70 715** consumer devices reused or recycled  
FY2021: 63 434

**76%**

reduction in water consumption in South Africa since 2017

## SRC Social and relationship capital



Customers

**129.6 million**

up 5.9%, including Safaricom

Enhanced public finances

**R22.1 billion**

tax paid as our total economic contribution to public finance  
FY2021: R21.6 billion

Promoted digital inclusion

over **22 million**

users accessing our zero-rated ConnectU platform  
FY2021: 15.5 million



Contributed to vaccination rollout across Africa

Pledged

**R87 million**

with **Vodafone** to provide logistics support and cold-chain technology to deliver COVID-19 vaccines to underprivileged and rural communities



Enabled financial inclusion

**60.6 million**

financial services customers, including Safaricom  
FY2021: 58 million

Contributed to transformation in South Africa

LEVEL

**1**

Broad-Based Black Economic Empowerment (BBBEE) contributor status  
FY2021: Level 1

**R41 billion**

weighted spend on BBBEE-status suppliers  
FY2021: R38 billion