



Intellectual capital

Evolving from a TelCo to a TechCo requires that we invest in our intellectual capital to create products and services that reinforce our brand and meet the evolving needs of our customers.

What intellectual capital means to Vodacom

We define our intellectual capital as our brand and reputation, our investment in the latest, modern digital technologies and skills, our ability to transform our customers' experience through personalisation, and the integrated digital and financial services that we offer.

How intellectual capital supports our System of Advantage

Underpinned by our leading and trusted brand in connectivity, the build out of our digital ecosystem creates deeper customer engagement and differentiation where we compete on value rather than just price. Our digital ecosystem is powered by intellectual capital and spans financial services, digital services, IoT, behavioural loyalty and data-led personalised offers. Through optimised investment into our brand, spectrum, Big Data, technology and skills we expect to enhance our growth and returns potential.



Our intellectual capital at a glance

Our key focus areas	Key FY2023 achievements	Strategic pillar affected
Transforming our customers' experience to a world-class standard	<ul style="list-style-type: none"> Digitising our service channels with MyVodacom and TOBi Our digital workforce is now 54% larger than our call centres 74% of our calls are handled via AI, with a 97% journey utilisation 	5 6 7 8 10
Strengthening our footprint to enhance our digital capabilities	<ul style="list-style-type: none"> Vodafone Egypt provides access to highly skilled talent with >90% of IT insourced 	1 9
Acquiring and managing spectrum to secure our leadership	<ul style="list-style-type: none"> Acquired 110 MHz of spectrum in Tanzania Additional spectrum purchased finalised in Mozambique Leveraging the 110 MHz of spectrum in South Africa Through Vodafone Egypt, acquired the leading spectrum position in the market 	2
Providing digital and financial services to build our digital ecosystem	<ul style="list-style-type: none"> Advancing the Group's dual-sided financial services ecosystem Strengthening our position as Africa's leading FinTech player Developing VodaPay and other financial services in South Africa Developing M-Pesa and other financial services internationally Over 70.6 million (FY2022: 60.6 million) financial services customers Alipay partnership Over 100 mini-apps registered on VodaPay 	3 4 5 6 7 8
Leveraging Big Data for personalisation and growth	<ul style="list-style-type: none"> CVM personalised offers make up >65% of total bundles sold in South Africa 	5 6
Extending our capabilities to provide key enterprise services	<ul style="list-style-type: none"> Supported 9.4 million IoT connections 19% increase in enterprises using our cloud, hosting and domain, managed software and security services 	3 4
Maintaining data security and privacy to maintain technology leadership	<ul style="list-style-type: none"> Extensive set of cyber security baseline and super controls 	8 10
Building our trusted brand and strong reputation to differentiate	<ul style="list-style-type: none"> Serving 185.8 million customers across the Group including Safaricom (FY2022: 129.6 million) Number 1 in four of our OpCos in terms of NPS Launched new "Shokran" loyalty programme in Egypt Ranked first for developmental impact within South Africa according to Trialogue's Corporate Development Impact rating 	5 10

The value we create, preserve and erode

Transforming our customers' experience to a world-class standard

Vodacom is a customer-centric business, and we understand that market differentiation and business sustainability depend on maintaining and growing our existing customer base through positive experiences. Our core purpose of connecting for a better future is intrinsically linked to ensuring that each customer has the best possible experience when engaging with our products and services.

Our customer experience strategy considers customer needs and aims to create a seamless experience throughout the customer life cycle, supported by an integrated expert resolution hub to ensure prompt resolution of any queries. We have established a Design Centre of Excellence to provide support and guidance for product and journey designs and launched an SME Experience Centre in FY2023.

Our customer experience strategy is built on three primary pillars



Customer needs:

A small number of simple products to select from.

Services that are easy to understand, easy to use and easy to pay for.

A seamless experience.

A selection of convenient channels to communicate and resolve any issues.

Issues resolved quickly with no need to contact again.



Streamline and simplify the journey

- Digital-first and experience-led products that are easy to use and understand
- Eradicate any pain points in customer journeys
- Use of RPA to speed up processes



Provide digital-first touchpoints

- Self-service channels via voice or chat
- 24/7 effortless digital resolution
- Proactive care before the customer is aware



Integrate targeted expert resolution

- Complex issues or value-driven calls
- Smart routing to multiskilled agents and experts
- Problem resolutions and potential cross or upsells

FY2023 highlights

Postpaid consumer churn reduced to **13.6%** in South Africa

86% of social media queries resolved in less than 10 minutes in Lesotho

64% call reduction for M-Pesa and **60%** reduction for bundle depletion calls in Tanzania

Case study

Focusing on improving customer experience at Group and OpCo level

We strive to deliver a personalised omni-channel digital experience to all our customers. Delivering high-quality customer journeys requires continually refining and developing our customer experience strategy and journeys based on the evolving needs of our customers. Our customer experience boards at ExCo level in each of our OpCos, are dedicated to understanding and continuously improving customer experience journeys.

The customer experience boards focus on the biggest customer journey pain points, the process that contributes to them and the necessary actions to address them. Within these boards, leaders from multiple business units collaborate to unpack the

root cause of pain points and find solutions. These meetings and regular market visits provide Vodacom leadership with insights into the changing needs and preferences of customers within each market. This holistic approach ensures all aspects of a customer's journey are considered to develop end-to-end solutions. Once an issue is resolved, we review how processes can be improved to simplify customer experience.

OpCo customer experience boards report to the Group customer experience board. Group-level support ensures that crucial learnings to improve customer experience are shared across the Group. At an operational level, employees participate in developing and implementing solutions through regular **Spirit of Vodacom** events. The **Spirit of Vodacom** includes "earn customer loyalty" as one of its four pillars, encouraging employees to get involved in improving customer experience.

Digitising our service channels in South Africa

We aim to enhance the customer experience and service quality by offering a personalised omni-channel digital experience. While we offer digital touchpoints first, customers have the option to speak to an agent at every point of our interactive voice response process. In FY2023, we scaled our self-serve portal with additional digital journeys, enhanced our reporting capabilities, and conducted continuous user experience improvements.

The **My Vodacom app** continues to provide our customers a world-class experience seen through a consistent touchpoint NPS (tNPS) over 53.1 and a 4.4-star Google Play store rating. The app has maintained its high user engagement and seen significant growth, generating over R2.6 billion in annual revenue (FY2022: R2 billion), with 6.2 million active customers (FY2022: 5 million). Bundle revenue growth driven by the app is 30%, with 90% of contract customers, 17% of prepaid customers, and 75% of hybrid customers using it.

We are seeing an exponential growth in the adoption of **TOBi**, our chatbot, coupled with high rates of customer satisfaction. In FY2023, we incorporated TOBi into our VodaPay super-app. We further tailored the customer experience by expanding the voice capability of TOBi, with the launch of our TOBi Zulu. We are in the process of developing TOBi capabilities in other languages in line with our OpCo needs.

Case study

Resolving VodaPay queries through digital channels

Since the launch of VodaPay, our super-app in South Africa, we have focused on creating a seamless digital experience for our customers within the app. In line with our strategy to offer our customers a high-quality omni-channel customer experience, we embarked on a journey for Tobi, our chatbot, to manage the majority of customer queries and reduce the contact with our call centre agents.

Referrals from Tobi to our call centre employees are reviewed regularly for customer journey enhancements and we continually “teach” Tobi to improve digital resolution. For example, we reduced heavy text in customer journeys with more rich media and use emojis and GIFs, which customers seem to prefer. We reviewed various customer journeys to simplify each process.

This year, we reduced the number of agents supporting the product, despite growing our VodaPay customer base. We resolved 87% of customer queries digitally through Tobi. Automation of journeys and high-quality digital processes allow us to reassign agents to new areas where demand has increased, and provides opportunities to reskilling agents to work in other areas of our business.

Our ambition is to achieve a 90% success rate of customer queries digitally resolved through Tobi. The remaining 10% of the queries, which are more complex, will continue to receive support from our agents. We are on track to achieve this target.

In addition to TOBi, which provides direct customer support, we created a single front-end digital interface called **TOBi Assist** to support our front-line operators to service customers. TOBi Assist is powered by Big Data, CVM, and predictive models and is enhanced with the latest technology stack. TOBi Assist has handled 9.4 million calls since launch in January 2021 and has achieved 28.8 million transactions (FY2022: 13.3 million). Overall customer service impact has reduced by 11.8% to 11.5 million (FY2022: 13.3 million) in call volumes with a 5% First Call Resolution improvement.

Vodacom maintained the leadership position, for the fourth consecutive year by more than 150 points, in the Gartner IT4C report on Digital Channels and Experiences. The report ranks the four big telecommunications providers in South Africa, benchmarked globally across browsing, buying and self-service journeys.

Managing customer complaints

While Vodacom strives to deliver a world-class customer experience, we do receive customer complaints. Fibre-related complaints in South Africa, for example, remained high in FY2023. We see complaints as an opportunity to address our customer experience, but nevertheless recognise that customer frustration is a source of value erosion.

Refer to **Page 68** for a case study on how we are improving customers' fibre experience in South Africa.

In FY2022, we transformed how we resolve queries for our postpaid customer base through smart routing. In partnership with an external service provider, we built a resolution hub aimed at reducing or eliminating multiple handover points to different agents or departments. In FY2023, we rolled out the Expert Resolution Hub with 630 agents in live production and will continue to scale how we resolve queries around the rest of our postpaid services.

Strengthening our footprint to enhance our digital capabilities

Vodafone Egypt provides the Group with access to highly skilled resources to diversify and differentiate our digital ecosystem. Vodafone Egypt leverages these skills to develop class-leading and secure IT platforms, which support high levels of automation, efficiency and customer excellence.

Enhancing our digital capabilities

Vodafone Egypt has developed its own public cloud, CVM, Big Data, entertainment and digital payment capabilities. With more than 800 IT skills insourced, Vodafone Egypt IT efficiency spend of 2.3% compares favourably with an industry benchmark of 4.3%.

Intellectual capital continued

The value we create, preserve and erode continued

Acquiring and managing spectrum to secure our leadership

As demand for connectivity increases, we continue to work to secure spectrum leadership in our OpCos. Maintaining and expanding our mobile network capacity relies on our ability to renew and secure adequate broadband spectrum. Once we secure spectrum through engagement with relevant authorities in spectrum auctions, we manage it effectively to provide our customers with increased coverage and improved network quality and speeds.

✓ In March 2022, we acquired 110 MHz of spectrum in South Africa for R5.4 billion. The spectrum has a licence period of 20 years enabling a more sustainable investment path and industry. In FY2023, we started to use the spectrum to accelerate 4G and 5G network coverage and capacity across the country and improve service quality to promote digital inclusion.

✓ Following Egypt's 2.6 GHz spectrum auction in November 2020, Vodafone Egypt has the leading spectrum position in the market. This spectrum portfolio and Vodafone Egypt's extensive 4G rollout provides an excellent network foundation.

✓ New spectrum implementation is one of our strategic priorities for our International business. In Tanzania, we acquired an additional 110 MHz of spectrum in the financial year. In Mozambique, we invested in additional 900, 1 800 and 2 100 MHz spectrum. In April 2023, subsequent to the financial year, we acquired additional spectrum in the DRC.

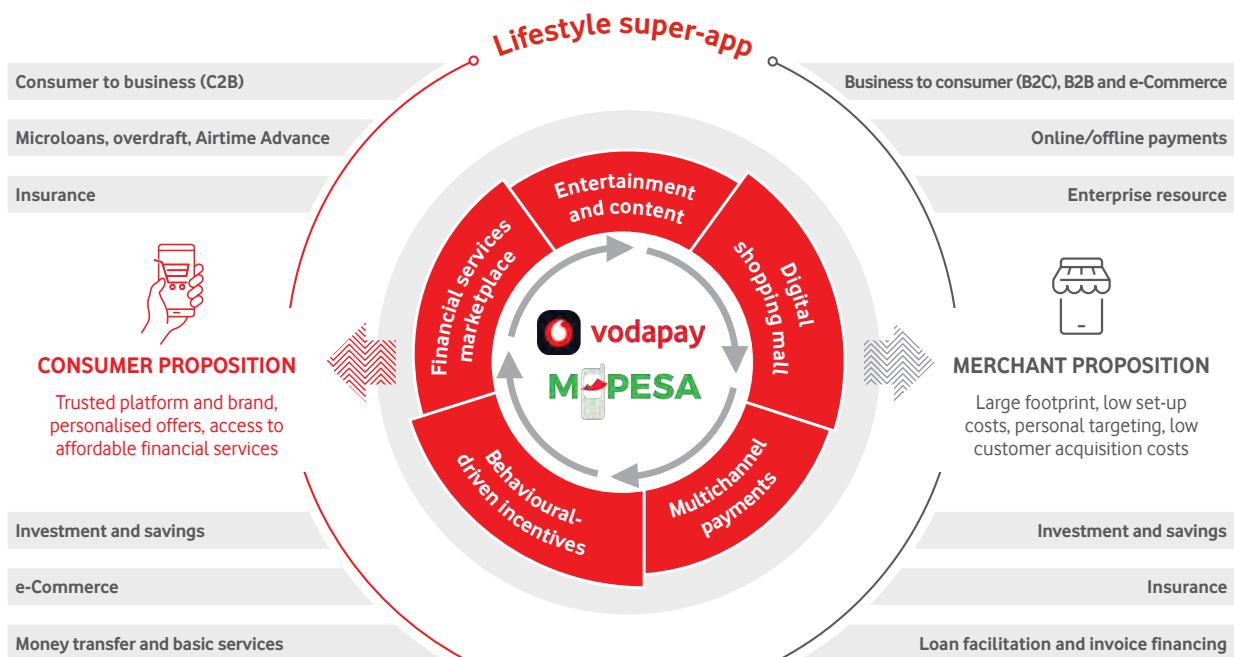
Providing digital and financial services to build our digital ecosystem

We have built a formidable financial services business across our existing markets, with products that cut across consumers and markets. Our financial services diversify and materially enhance the Group's growth and returns profile and unlocks strategic opportunities with our key partners. As a differentiator for the Group, we leverage global technology partnerships and our Centres of Excellence to deliver attractive returns for our shareholders while creating exciting propositions for our customers.

We continue to develop customer-centric solutions to enhance the user experience and digital journey across our markets. At the same time, we continue to expand our digital lifestyle services by enhancing our existing portfolio and introducing new products – with our super-apps serving as catalysts for growth in this space.

Advancing the Group's dual-sided financial services strategy

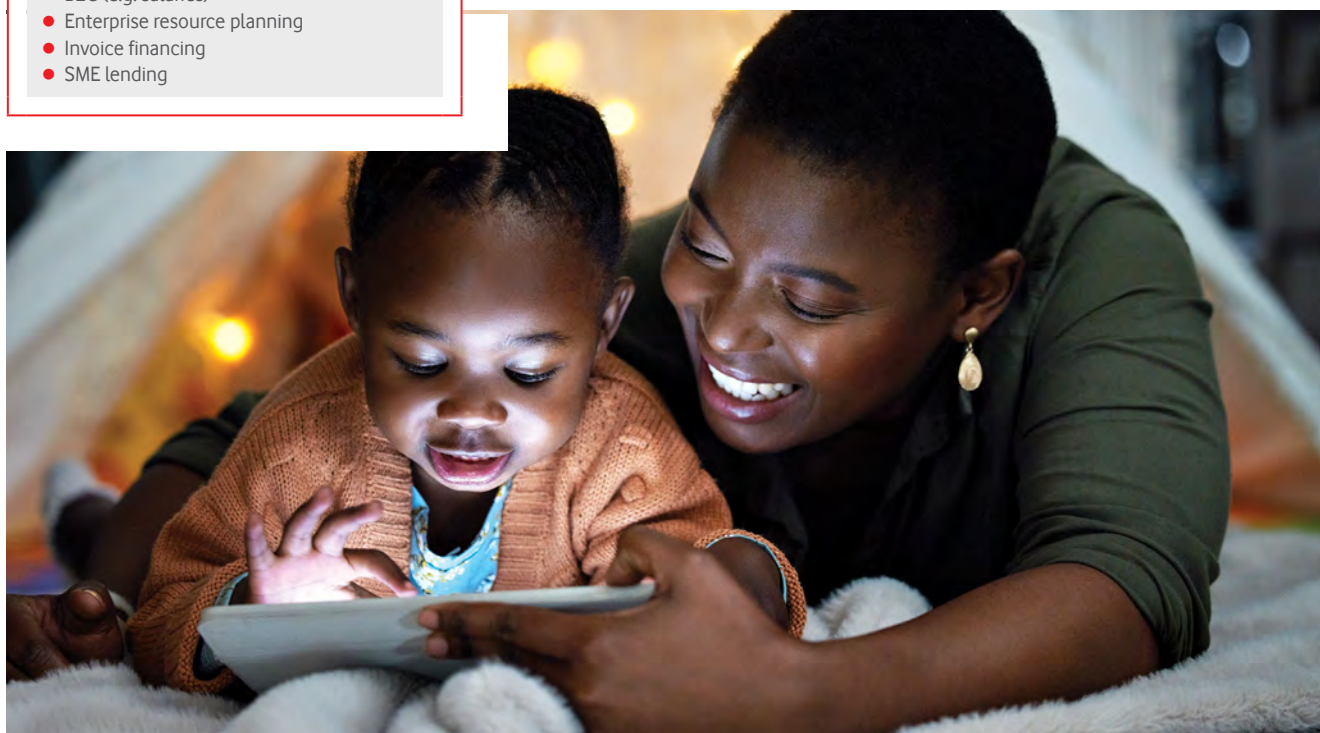
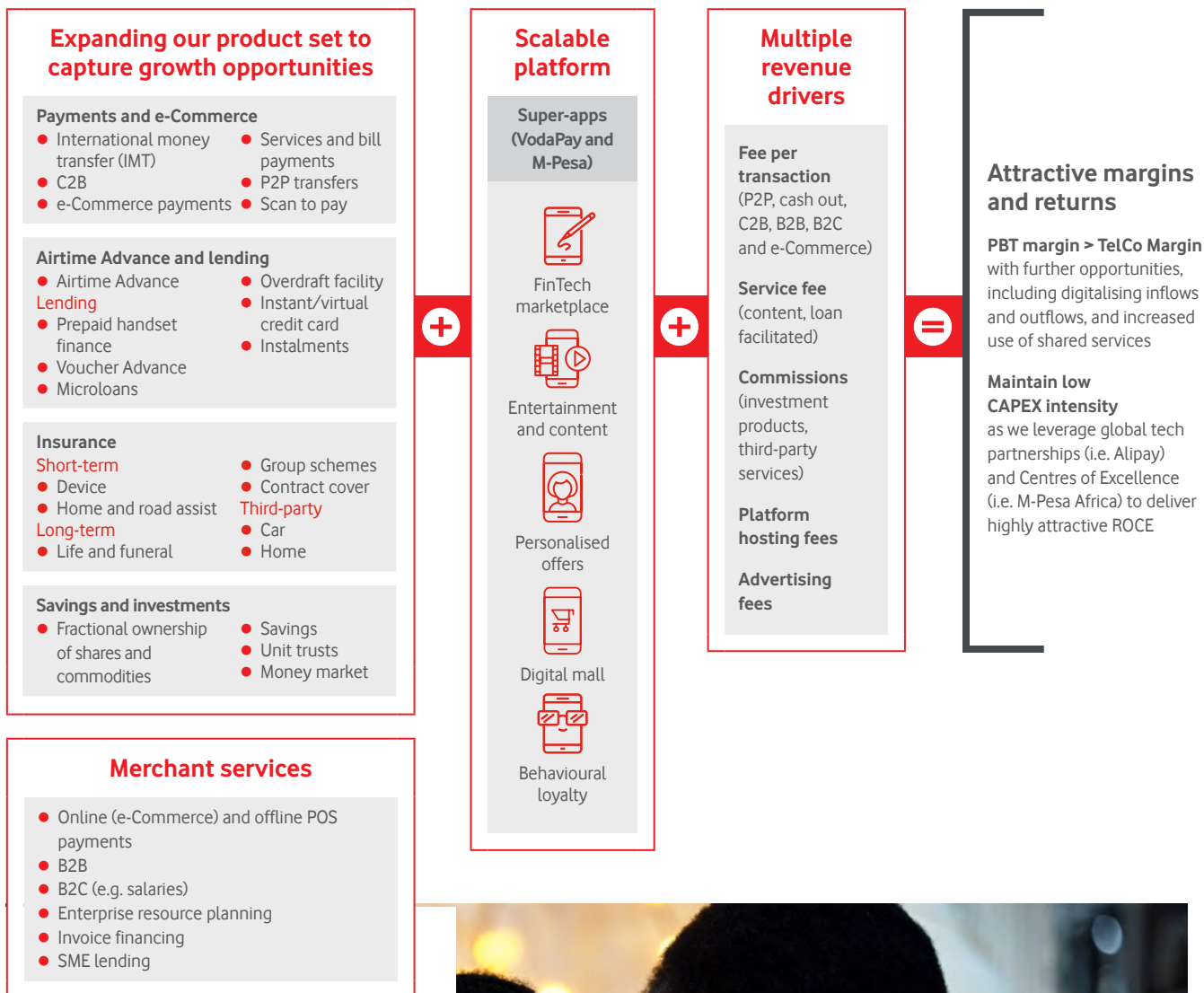
Our financial services strategy is supported by a dual-sided ecosystem across consumers and merchants, bringing these segments together through exceptional and personalised experiences relating to entertainment, e-Commerce, payments, savings, investments, lending and insurance services. As key drivers of this strategy, our two super-apps – VodaPay and M-Pesa – integrate our own, Vodacom-built products and services with the best offerings from our partners.



Strengthening our position as Africa's leading FinTech player

Our financial services business is integral to our purpose-led business model as it is the largest component of our new services revenue and a clear strategic priority. The VodaPay and M-Pesa super-apps, strategic partnerships and African expansion are key enablers to scaling our financial services and building a pan-African FinTech ecosystem that supports e-Commerce, banking and financial services that offer a single customer experience.

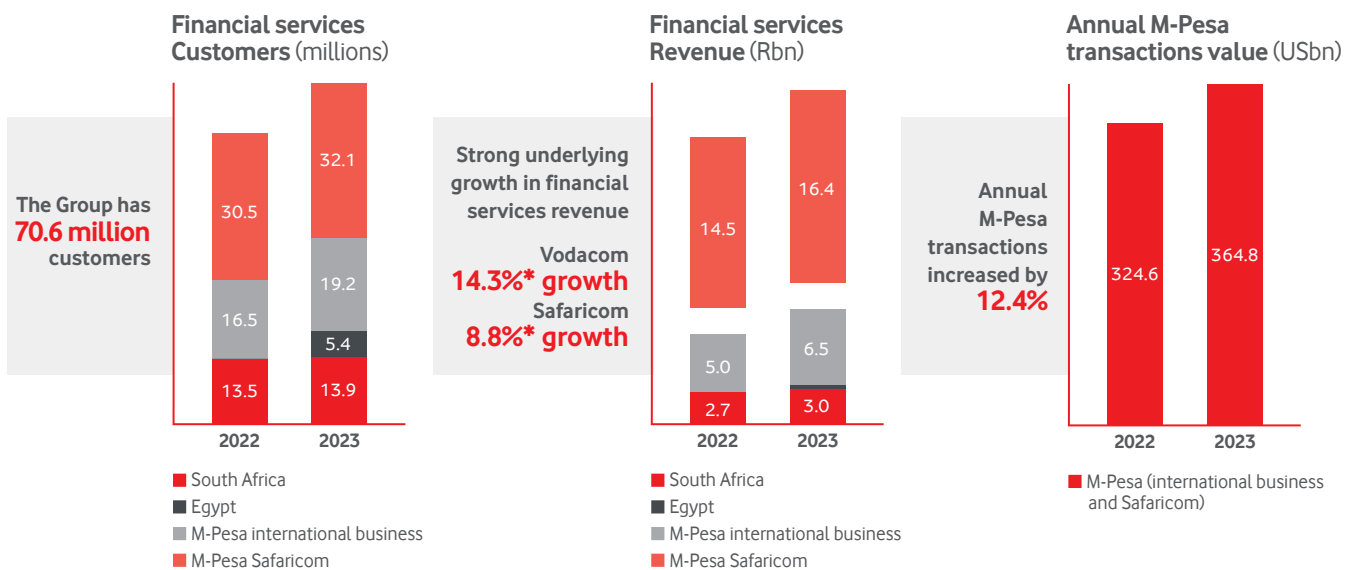
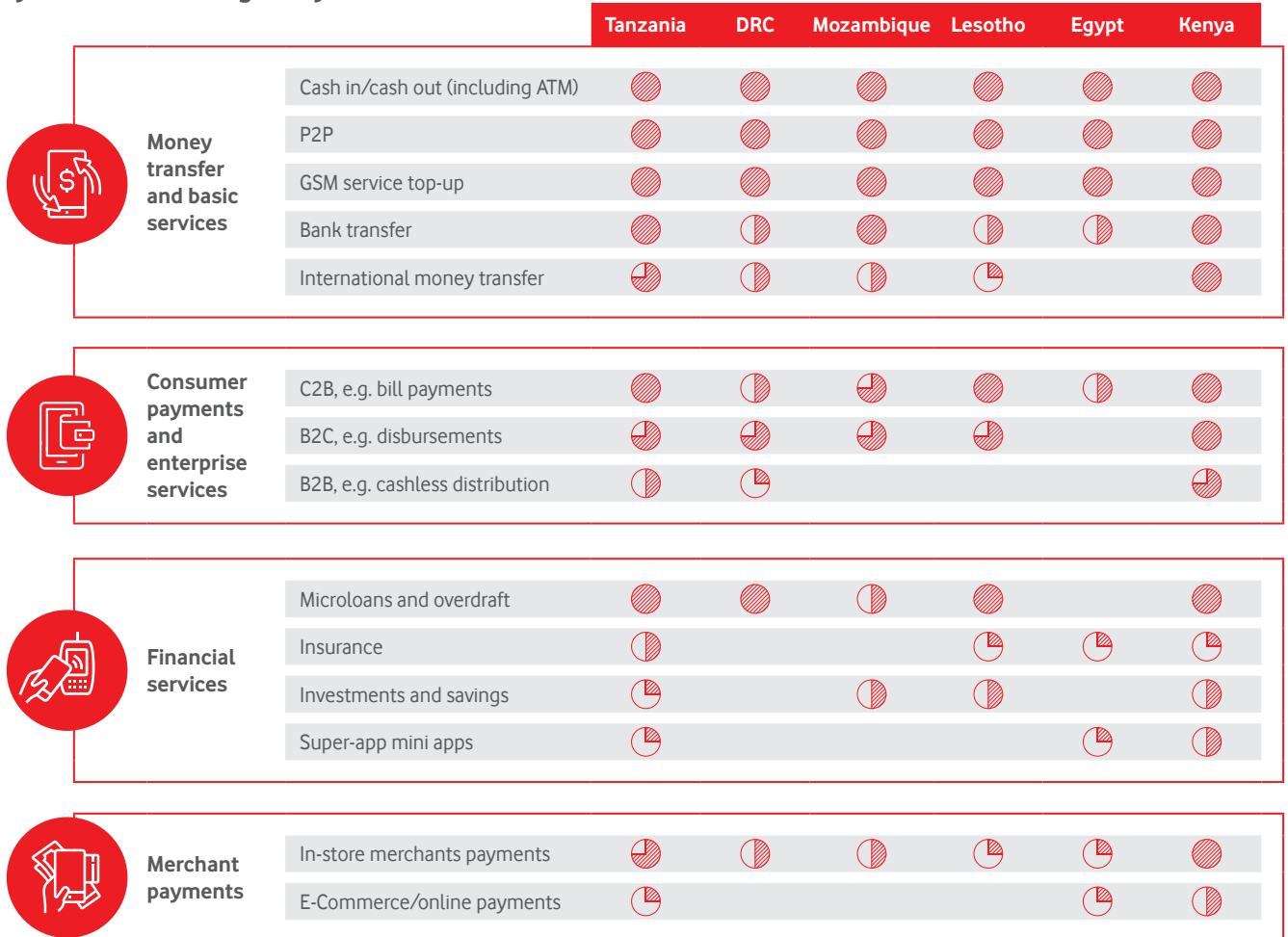
High-growth and scalable financial services model with attractive returns



Intellectual capital continued

The value we create, preserve and erode | Providing digital and financial services to build our digital ecosystem continued

Across our markets, we are working to ensure all markets are at the same level of product offering, payments and lending ecosystem.



* Normalised growth presents performance on a comparable basis.

Developing VodaPay and other financial services in South Africa

VodaPay super-app

In FY2023, **VodaPay** app downloads reached 5.7 million, with 3.3 million registered users with VodaPay wallets and 2.2 million active users. We continue to grow our e-Commerce and partner offering by reaching more than 100 partners on the super-app to provide VodaPay users with a comprehensive lifestyle and shopping experience across various categories and services. In addition to buying products like airtime and paying for bills through VodaPay, customers can access lending, insurance and payment products and services. During the year, VodaPay launched new products and functionality including a real-time configurable home page, our integrated Summer campaign, the ability to convert VodaBucks to cash in VodaPay wallets, and other customer growth focused features and campaigns.

Payments processing services

We provide more than 9 500 merchants with digital and physical payment processing services. Vodacom processes over R5.0 billion in payments annually through these devices. Our acquiring solutions enable merchants to process debit and credit card transactions across our Android and mobile POS devices. We also offer merchants the e-Commerce and m-commerce processing capability through our online payment gateway.

Beyond helping merchants acquire payments, our enterprise financial services solutions enable merchants to provide a wide range of value-added services. Our solutions are targeted at the SME merchant segment, where we believe we can provide innovative financial solutions. The financial services ecosystem for enterprise is supported by comprehensive capabilities across our supporting operations as well as innovative digital channels for self-service engagement. This includes merchant reporting and applications for new products and services via the online merchant portal as well as through the VodaPay app.

Airtime Advance

In FY2023, our **Airtime Advance** product facilitated an additional 1.7 billion of airtime advances to more than 14 million customers, to the value of R12.8 billion. Airtime Advance represented 44.7% of total prepaid recharges during the year.

Lending

During the year, we launched **Cash Advance**, a product focused on supporting financial inclusion by facilitating short-term loans of up to R500, accessed through VodaPay. Cash Advance loans are up to 400% cheaper than the informal lenders.

Our **Voucher Advance** products provides customers with access to a low-value buy-now pay-later offering, which allows them to buy meals and other consumer products ranging from R75 to R500, with no interest or hidden fees when repaid on time. Our Voucher Advance platform has over 35 partners, including some of South Africa's biggest brands.

Our SME-focused lending solution – **VodaLend Business Cash Advance** – provides finance to small and medium enterprises in need of quick access to short-term cash advances of up to R1.5 million. In FY2023, the solution continued to grow, facilitating credit to more than 1 000 small enterprises. VodaLend Business Cash Advance uses innovative credit assessment capabilities based on the information obtained from the merchants' Vodacom POS devices to determine creditworthiness.

Our Supply Chain Finance product, which is available in South Africa, is designed to facilitate short-term financing support to Vodacom suppliers. In FY2023, we provided R7.5 billion in financing.

Insurance

Through **VodaSure**, we provide our customers life, funeral and various short-term insurance. Our aim is to become the preferred connected lifestyle insurer that delivers on-demand, one-click insurance for everyone. In FY2023, VodaSure issued 2.6 million policies and increased revenue by 13.5% to R1 190 million due to the continued growth in device insurance, contract cover and funeral cover, as well as the launch of the new theft cover-only product. Our device insurance attachment ratio has grown from 6% to 30%. Our device insurance, funeral and life cover products are also available on the VodaPay platform.

Developing financial services including M-Pesa internationally

M-Pesa

The financial services offered through M-Pesa is a key driver of socio-economic growth and a gateway to the digital economy. M-Pesa, which was launched in 2007, has evolved into a payments platform that offers access to life-enhancing personal services and e-Commerce in four of our OpCos, as well as Kenya. Our M-Pesa super-app incorporates mini-app capabilities to create an intelligent, cloud-based platform as a single point of integration between consumers and merchants.

In FY2023, M-Pesa and Vodafone Egypt cash served more than 55.8 million customers (including Safaricom) and processed over US\$364.8 billion in transactions in (FY2022: 47 million customers and US\$324.6 billion in transactions). Revenue from M-Pesa increased 18.2% to R23.0 billion (FY2022: R19.4 billion), including Safaricom. Our International markets contributed R6.5 billion (FY2022: R5.0 billion) of this revenue. Including Safaricom, M-Pesa is used by more than 2.6 million enterprises to collect and disburse payments, and over 800 000 retail and online merchants accept M-Pesa.

Across our International business, an increase in merchants using M-Pesa is driving digital payments. There is an acceleration in new merchants and customers adopting digital payments at various points with merchant sign-ups increasing three-fold in the year across our OpCos accepting M-Pesa payments, and customer growth reaching 16.4%.

Insurance

We continue to enable access to microinsurance products with **VodaBima** in partnership with insurance companies in Tanzania. VodaBima enables Vodacom customers to choose the insurer and type of insurance they want (either motor vehicle or health) and purchase, make claims, or even cancel the insurance through their phone. In FY2023, VodaBima provided cover to 167 000 customers.

Intellectual capital continued

The value we create, preserve and erode continued

Lending and consumer

✓ In Tanzania, products and services driving financial services include **M-Koba** – a group savings solution to support women, young entrepreneurs, family and friends saving money through M-Pesa. Since launch, the number of groups formed in M-Koba have grown with over TZS173 billion saved. Credit and savings products such as **Overdraft** and **M-Pawa** have also shown growth in Tanzania, with TZS1 trillion in loans facilitated and TZS156 billion saved through M-Pawa in FY2023.

✓ Our **Ntlatse** overdraft facility continues to serve our M-Pesa customers, having facilitated the disbursement over LSL80 million in overdraft. We have also launched a term loans facility, **Nkalime**, which allows customers the ability to take microloans over a longer period via M-Pesa.

Lending agents

✓ The agent base in Tanzania remained resilient as we lapped mobile money levies imposed in July 2021, reaching an M-Pesa revenue growth of 8.0%. Additional services such as agent loans through **Wezeshu** (our agent overdraft facility in partnership with Tanzania Postal Bank) has improved agent liquidity and availability to our customers.

International money transfers

✓ In FY2023, International money transfer value reached US\$3.9 billion, including Safaricom. We launched a variety of new corridors across Tanzania and Kenya, giving our customers access to a wider network of countries to conduct transactions with.


Expanding our portfolio of digital lifestyle services

✓ Our digital lifestyle services deliver digital content through our platform and partnership approach across key verticals including video, music, gaming, education and lifestyle services. Our customers are adopting a culture of anytime, anywhere, on-demand entertainment and value high-quality, relevant content. During FY2023, we enhanced our portfolio by developing scalable digital content partnerships that provide relevant, engaging and gamified content that can be monetised through data consumption, advertising, subscription or transactional models.


We continue to expand and enhance existing propositions by re-imagining the customer experience and incorporating gamification mechanics across the portfolio. VodaPay offers opportunities to diversify our digital ecosystem to further scale our propositions in the mass market. This is supported by bite-sized offerings, data bundling and creating engagement on VodaPay through freemium models.

Impacting society through our “tech for good” platforms

✓ Our “tech for good” platforms help diversify our revenues and drive societal benefit. We actively contribute to creating a digital society by developing solutions across critical verticals, including agriculture, education and healthcare. Mezzanine, a Vodacom subsidiary, is a key enabler of our “tech for good” solutions in these industries, partnering with Group and external companies to deliver its platform-as-a-service (Paas) and software-as-a-service (Saas) solutions.

 Refer to our ESG report for more information on how our “tech for good” platforms are digitalising critical sectors.

• Our agricultural platforms span across the value chain from small-scale farmers in Africa to precision commercial farms in Europe, the US and Australia. These platforms provide farmers with the benefits of digital agricultural services, including communication within the industry, financial services, market information, key agriculture data and weather forecasts. Our agricultural platforms have 4.9 million active registered users in South Africa, Tanzania and the DRC (FY2022: 1.4 million).

 Refer to **Pages 93** for more information on how we connect farmers in the agriculture sector through **Connected Farmer**, **MYFARMWEB™** and **M-Kulima**.

- In the education sector, we support more than 1.4 million users on educational platforms, including our e-School platform and VodaEdu.
- We support the health sector through our m-mama programme, stock visibility solutions, digitisation of laboratory process, **Mpilo**, our zero-rated health app and our **HealthX** platform, which enabled the vaccination of 2.3 million adults in South Africa.


Leveraging Big Data for personalisation and growth

Big Data is the engine that powers our digital ecosystem and underpins our CVM, loyalty and financial services capabilities. Big Data and analytics have expanded our customer view to over 10 000 attributes. These insights allow us to personalise our offerings, drive customer loyalty and increase active days. Big Data analytics also generates automated decision-making across our business units, including those related to fraud on our network, improving our controls.

Personalising our offering

✓ **Just4U**, our flagship personalised offering, continues to be a key differentiator as our customers benefit from unique and personalised deals on airtime, data and text messages. Through this platform, the discounts offered are determined by the location, income levels and available network capacity of a specific customer base. Our customer participation on the Just4U platform reached 54.7% in Tanzania, 20.9% in the DRC, 36.3% in Mozambique, 36.0% in Lesotho.


⊖ Our Big Data and CVM capabilities are deeply integrated into our behavioural loyalty programme, **VodaBucks**. By leveraging these capabilities, our **VodaBucks** programme increased active customer days on our network by two days in South Africa, reflecting enhanced customer engagement and more frequent purchases.


 For more information on our offerings, refer to **page 32** and **74**.

Extending our capabilities to provide key enterprise services


We provide enterprises with reliable mobile and fixed connectivity and increasingly we are extending our capabilities to include IoT, cloud, hosting and managed security services. We offer these services to a variety of enterprises, from small enterprise and entrepreneurs through to large public and private enterprises as they navigate their digital transformation journeys.


Scaling our IoT offering

 We have unique scale and capabilities in the IoT segment, supported by Vodafone – the global leader in IoT – as well as the global reach of Vodacom’s local solutions. Vodacom IoT revenue increased to R1 553 million in FY2023, from R1 442 million in FY2022, an increase of 7.7%. This represents a total of 9.4 million IoT connections (FY2022: 6.8 million) and growth of 38.2% from the previous financial year.

 IoT.nxt, a Vodacom subsidiary, is a global IoT company offering a dynamic application enablement platform comprising of software, middleware, hardware and analytics services. Our solutions have been implemented globally in 11 verticals. As part of the Vodafone family, IoT.nxt continues to pioneer industrial enterprise-level applications and advanced solutions that are powered by the IoT, digital twins, and machine learning. Our award-winning technology is geared toward driving digital transformation.


Providing cloud, hosting and managed security services


 The number of customers using Vodacom’s Enterprise Cloud – Microsoft Cloud, Office 365, Modern Workplace and Azure – hosting and domain services, managed software services and security services has increased 19% in FY2023.

 As more enterprises demand higher bandwidth, there is also a proportionate increase in potential cyber attacks. Our **managed security services** continue to protect large enterprises and SMEs, with our solutions encompassing secure networks to protect customers’ online trading and e-Commerce.

Our managed cyber security services grew double digits year-on-year, particularly in the area of security incident and event monitoring and security operations centre management – a capability which we have matured to move beyond point solutions to offer end-to-end cyber security proactive threat mitigation given the rising threat landscape.

Leveraging software to enhance our connectivity offerings

 Our business connectivity infrastructure provides a resilient platform for enterprises. Our access point name solution offers enterprise customers a sustainable gateway to keep their workforce connected. The solution allows employees to access an organisation’s network, key applications and information in a convenient and secure way from virtually anywhere in the world.


 **SD-WAN** offers intelligent connectivity, along with high-speed dedicated or broadband connection, with greater efficiencies and control, through a management portal that provides complete network visibility. We were the first African TelCo to attain the MEF 3.0 SD-WAN certification. SD-WAN connection for the year increased to 14 971 from 7 854 in FY2022.


Partnering to amplify our capabilities


 In FY2021, we established **Digital Co-X**, a disruptive business-to-business digital transformation capability within Vodacom Business. Digital Co-X focuses on transforming the process through which companies embed digital technologies across their enterprises to drive fundamental change. Digital Co-X leverages Vodacom and partner ecosystems to define and shape innovative solutions. Harnessing the collective knowledge of partnerships, industry experience and creative skills, Digital Co-X collaborates and pursues solutions that leverage the strengths across these ecosystems and optimises value for enterprises we collaborate with.


Maintaining data security and privacy to maintain technology leadership

Cyber risks are on the rise and we are increasing our efforts to manage this risk and educating our stakeholders, including our employees and customers accordingly.

 Vodacom has an extensive set of cyber security baseline and super controls in place, which are consistently measured and monitored to ensure they remain effective and efficient. Furthermore, the Group’s incident detection and response capabilities are continually enhanced through security orchestration, data visibility, endpoint detection and response capabilities.

 We are implementing a strategy to introduce next-generation security technologies across the Group, which will enhance our current prevention and detection capabilities, provide data insights for real-time detection and response, and introduce a more secure and frictionless employee experience.

 We strictly adhere to secure-by-design principles and processes as we develop products and services annually.

 We evaluate third-party risks to ensure our vendors and suppliers adhere to Vodacom’s minimum security requirements.

Intellectual capital continued

The value we create, preserve and erode continued

Building our trusted brand and strong reputation to differentiate

Our purpose of connecting for a better future is embedded into our Group, our people and the way we do business. Building our trusted brand and upholding our strong reputation ensures that we are able to deliver on our purpose. As a purpose-led TechCo, we are focused on creating innovative, easy-to-use products and services through a customer experience that generates loyalty. We are cognisant of customer need for affordable products and services, and as such, offering value for money remains one of our top priorities. Our brand is one of the most trusted in the countries where we operate.

We measure Vodacom's reputation and the levels of trust from our stakeholders through various methods, and regularly engage with stakeholders to ascertain their interests and implement various initiatives to build mutual trust.

	South Africa		Tanzania		DRC		Mozambique		Lesotho		Egypt	
	FY2023	FY2022	FY2023	FY2022	FY2023	FY2022	FY2023	FY2022	FY2023	FY2022	FY2023	FY2022
Our reputation index performance	66.2	65.4	78.6	66.2	1	71.4	1	75.1	68.6	72.6	73.2	64.4
Relative to competitors	1st	1st	1st	2nd	1	1st	1	2nd	2nd	1st	1st	2nd

1. Results not available at time of reporting.

Executing brand and marketing campaigns

✓ Connecting for a better future remains at the heart of what we do. To enhance this, we have evolved the narrative to include the human spirit in the drive and do things better. Our brand campaign "Further Together" celebrates this spirit and serves as a rallying call for our employees, partners and customers, and communicates Vodacom's commitment to Africa. In FY2023, we invested R603.5 million to create brand awareness across our OpCos.

✓ **VodaBucks**, our loyalty programme, recognised as one of the most popular loyalty programmes has attracted over 11.2 million (FY2022: 8.9 million) active rewards customers, who earn, bank and spend their VodaBucks via our My Vodacom app. Our Unlock Summer campaign, generated over 802 million plays in FY2023, rewarding loyalty through VodaBucks. During the year our VodaBucks programme has seen 4.8 billion VodaBucks earned, of which 1.6 billion have been redeemed. In FY2023, more than 84.2 million personalised behavioural goals were completed by customers.

In March 2023, Vodafone Egypt launched a new loyalty programme, "Shokran". The programme recognises and rewards the top contacts in customer's lives, while leveraging the Vodafone cash platform.

Measuring the quality of our customer experiences

⊖ **NPS** measures how likely a customer is to recommend Vodacom to a friend, family member or colleague. Gains in Vodacom's NPS reading are driven by improvements in the network and value-price. NPS ended the financial year at 60, maintaining its second place, due to

improvements in all attributes – particularly, price and network perceptions. Network resilience during loadshedding kept network perceptions positive.

PG Refer to **Page 05** for a summary of our NPS performance across our markets.

⊖ We use **touchpoint NPS (tNPS)** to assess the quality of our customers' experiences at different points of interaction. Our overall tNPS score, which represents a combined total of retail, call centre, digital and self-service, increased to 60.74 in FY2023 (FY2022: 50).

TOBi, our chatbot, has a tNPS of 53.1, which is comparable to our live agents. Our resolution rates have reached 71.7% for first-contact resolution. In FY2023, TOBi Zulu had a tNPS score of 71.4, the highest of all our TOBi channels.

PG Refer to **Human capital on Page 100** to see how our focus on our people is enhancing our customers' experience.

Receiving recognition

✓ Vodacom was once again recognised as the second most valuable brand by **Brand Finance** and was ranked as the third most valuable brand in South Africa by **Kantar's BrandZ list**.

✓ Vodacom was ranked first by companies for having the biggest developmental impact within South Africa according to **Triologue's Corporate Development Impact 2022 rating** for the sixth consecutive year. We have been ranked in the top five overall by companies and non-profit organisations (NPOs) since 2012. The Vodacom Foundation was also featured in the Triologue Business in Society Handbook 2022, representing our thought leadership and initiatives towards transforming South Africa's education system.

