



# Social and relationship capital

Our purpose-led operating model aims to foster socio-economic progress and inclusive growth through a wide range of initiatives in the markets where we operate. This approach assists us in managing stakeholder relations, creating an environment conducive to business growth.

What social and relationship capital means to Vodacom

We define our social and relationship capital as the quality and strength of our relationships with a diverse group of stakeholders. These stakeholders include communities, governments, regulators, customers, employees, investors, shareholders, suppliers, media and our business partners.

How social and relationship capital supports our System of Advantage

Our operating context creates a structural growth opportunity for Vodacom to create value. This operating context is shaped by our internal and external stakeholders and how we engage with them. Guided by our **Social Contract**, we aim to build relationships of trust that enable us to execute on our strategy and deliver on our growth potential.

#### Our Social Contract with stakeholders

At the centre of our purpose journey is our Social Contract – the vehicle through which we foster and renew our stakeholders' trust by demonstrating fairness in our operations, show leadership in innovation to uplift the communities in which we operate, and bolster our reputation as a purpose-led organisation. The Vodacom Foundation is one of the ways we deliver on our Social Contract. The Foundation supports sustainable programmes and initiatives that make a positive impact in our communities where we operate.



## Our social and relationship capital at a glance


Our key focus areas	Key FY2023 achievements	Strategic pillar affected
<b>Customers</b> 	<ul style="list-style-type: none"> <li>Invested <b>R16.5 billion</b> in our networks, to improve availability and coverage.</li> <li>Accelerated financial inclusion, supported by our VodaPay and M-Pesa super-apps.</li> <li>Launched the NRS to drive digital inclusion for persons with disabilities.</li> </ul>	1 2 3 4 5 6 10
<b>Communities</b> 	<ul style="list-style-type: none"> <li>Democratising the internet through platforms like ConnectU with more than <b>29 million</b> users.</li> <li>Comprehensive approach to education, supported by the Vodacom Foundation.</li> <li>Expansion of e-Health services, including m-mama.</li> <li>Expansion of our gender-based violence and femicide (GBVF) ecosystem.</li> <li>Clear energy goals, and reduced wastage.</li> </ul>	1 2 3 10
<b>Employees</b> 	<ul style="list-style-type: none"> <li>Paid <b>R7.7 billion</b> in salaries and benefits.</li> <li>Invested <b>R553 million</b> in skills development for employees.</li> <li>Committed to fair pay across all markets.</li> <li>Strong Spirit Beat results.</li> </ul>	9
<b>Investors and shareholders</b> 	<ul style="list-style-type: none"> <li>Hosted an investor briefing event in Egypt.</li> <li>Ranked fourth-best investor relations team in the Intellidex Top Best Investor Relations among the top 40 listed companies in South Africa.</li> </ul>	1 2 3 4 5 6 7 8 9 10
<b>Governments and regulators</b> 	<ul style="list-style-type: none"> <li>Accelerated support through e-Health initiatives, including m-mama.</li> <li>Zero rating of national departments of health, home affairs and education.</li> <li>Supporting Government efficiency with technology, including the enablement of Stats SA to achieve real-time visibility.</li> <li><b>R25.4 billion</b> in total tax contributions to governments across our markets.</li> </ul>	4 10
<b>Suppliers</b> 	<ul style="list-style-type: none"> <li>Gartner 2023 Power of the Profession Supply Chain Awards for Social Impact of the Year.</li> <li><b>R57.1 billion</b> total procurement spend, of which R18.6 billion was spent on 51% black-owned enterprises.</li> <li>Spent <b>R2.2 billion</b> in early payments.</li> </ul>	7 8
<b>Media</b> 	<ul style="list-style-type: none"> <li>Strategic brand positioning in key media titles as we transition from TelCo to TechCo as a purpose-led organisation.</li> <li>Industry-thought leadership through Group leadership in Africa.</li> <li>Connected campaign that addresses the continent's digital divide.</li> <li>Earned publicity around our tech for good and Hero project initiatives.</li> </ul>	10
<b>Business partners</b> 	<ul style="list-style-type: none"> <li>Expansion of financial services products, including agent and merchant loans and working capital facilities.</li> <li>Two green stores launched.</li> </ul>	3 4 8

# The value we create, preserve and erode

Vodacom’s ability to create sustainable value depends on quality engagements with our stakeholders based on mutual trust, respect and transparency. We aim to build, maintain and strengthen these relationships by understanding and addressing a range of social, economic and environment-related issues to align stakeholders with our purpose-led journey.


**Our self-assessment of the strength of our relationships with stakeholders**

 Non-existent relationship, or fractured relationship that requires significant effort to overcome challenges.	 An established relationship that requires further work to improve its quality.	 Good-quality relationship, with room for further improvement.	 Very strong relationship, based on mutual trust and shared benefit.
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## Customers

Quality of relationship



Basis of assessment: NPS

<b>Why we engage</b>	Our customers purchase our products and services, participate on our platforms and provide the primary source of our revenue.	<b>How we engage</b>	<ul style="list-style-type: none"> <li>● Through research via unstructured supplementary service data, apps, SMS, focus groups, online panels, face-to-face, customer immersions.</li> <li>● At our retail stores and service centres.</li> <li>● Gathering NPS feedback through interviews and focus groups.</li> <li>● Interactions on our social media channels.</li> <li>● Targeted marketing messaging.</li> <li>● Complaints management system.</li> </ul>
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**Material stakeholder interests and expectations**

- Providing easily accessible, affordable and quality products, including credit and savings products, to improve financial inclusion.
- Ensuring widespread agent network and float availability, especially during COVID-19 lockdowns.
- Providing a reliable and fast network connection, including expanded rural coverage. Enabling access to a wide network of payment partners.
- Securing data and protecting personal information.
- Providing swift customer service and resolving service-related issues promptly.

### Value creation for stakeholders

#### Improving network availability and coverage

✓ In an effort to continuously improve our network availability and coverage, we invested R16.5 billion across the Group.

#### Accelerate financial inclusion

- ✓ In FY2023, the VodaPay app downloads reached 5.7 million, with 3.3 million registered users with VodaPay wallets and 2.7 million 90-day active users.
- ✓ Including Kenya, we have >4 million active monthly users on the M-Pesa super-app.

#### Enhancing the experience of customers with special needs

✓ In November 2022, Vodacom South Africa announced the launch of a **NRS** to drive digital inclusion for persons with disabilities. The Specific Needs and NRS Centre offers an inclusive technology solution that advances our goal of empowering all South Africans and ensuring no one is



left behind in the digitalisation journey. The NRS enables individuals who are deaf or speech-impaired to effortlessly communicate with hearing individuals in real-time, enabling them to maintain their independence. The NRS is free of charge for customers using a Vodacom SIM.

✓ One of our key purpose-led interventions in the year was to improve access to our services for people with special needs, consistent with our “inclusion for all” objective. Through inclusive care initiatives, Vodacom Tanzania made structural changes to improve access across almost 100 of our Vodacom shops, introducing dedicated counters for special needs customers in our flagship shops and specialised agents with basic sign language knowledge in key service channels, including WhatsApp video. These initiatives reflect our passion of putting our customers first in everything we do.


#### Supporting data access and affordability


✓ **Just4YouTown** provides geographically targeted offers and campaigns to improve the usage of under-utilised network resources. The customer base in a given area, their income levels and available network capacity informs the discounts that are offered. In FY2023, customers receive an average discount through Just4YouTown of 60%.

 Value created  Value eroded  Value sustained

-  We support data affordability across our markets by leveraging our innovative CVM capabilities to deliver contextualised and personalised “bite-sized” offers to keep customers connected.
-  **Vodacom NXT LVL**, our flagship youth proposition, aimed at customers between the ages of 18 to 25, provides approximately 4 million youth customers with personalised and affordable connectivity, opportunities to find employment, and enhance their skills to equip them for a better future. In FY2023, NXT LVL continued to provide the best value for under 25s. During Youth month, we launched a new


product portfolio, including eight new bundles, offering greater variety and value across voice and data. To address the challenge of youth unemployment, NXT LVL launched **Get-a-Gig** in FY2023, a zero-rated jobs portal. Get-a-Gig is available through the ConnectU platform, under the jobs pillar, as well as on My Vodacom App and VodaPay.

 For more information on our overall coverage across markets, refer to **Page 05**.  
For more information on our super-apps refer to intellectual capital on **Page 76**.



## Communities

**Quality of relationship**




**Basis of assessment:** Kantar stakeholder assessment

<p><b>Why we engage</b></p>	<p>Our relationships with the communities in which we operate can impact our brand and reputation. We therefore aim to be a responsible business and understand the impact of our activities on these communities.</p>	<p><b>How we engage</b></p>	<ul style="list-style-type: none"> <li>● Through sustainability and Vodacom Foundation partnerships.</li> <li>● Community crisis support, such as food security support.</li> <li>● Partnerships with NPOs.</li> <li>● Psychosocial support in schools.</li> <li>● Green early childhood development (ECD) centre programme.</li> <li>● Online GBVF prevention tools and platforms.</li> </ul>
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<p><b>Material stakeholder interests and expectations</b></p>	<ul style="list-style-type: none"> <li>● Addressing the profound socio-economic impact of COVID-19.</li> <li>● Support through our HealthX platform.</li> <li>● Managing and reducing our environmental footprint.</li> <li>● Supporting the fight against GBVF.</li> <li>● Providing affordable access to educational resources.</li> <li>● Zero-rating access to government, employment and empowerment solutions through ConnectU.</li> </ul>
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### Value creation for stakeholders


#### Supporting zero-rated access to essential services

 **ConnectU** provides zero-rated access to basic internet and essential services, including free online resources, access to job sites, educational content, and news and weather. The platform now has over 29 million unique users (FY2022: 22 million), with over 12.9 million sessions initiated per month. ConnectU is available in South Africa and the DRC. We plan to roll out the platform to the remaining International markets.


#### Education ecosystem

 We believe everyone should have the chance at a better future and continue to leverage the power of technology to promote access to education, particularly for women and youth. Across our markets, we have prioritised education as a Hero campaign. We strive to make an impact across the education ecosystem, including connectivity, schools of excellence, teacher development, training centres, youth academies, partnerships with NPOs and learnings materials.

 In South Africa, our Vodacom **e-School platform** has over 1.4 million registered learners accessing digital education content to increase their digital literacy. During the year we gained 36 331 learners.

 Across our international footprint, we deliver education-related projects and set goals for each OpCo:

- In the DRC we launched the market’s first digital e-learning platform, **VodaEduc**, which helps improve the quality of education by using our technology. The platform has close to 201 000 active users.
- In Mozambique, **Vodacom Faz Crescer** is available in 55 schools throughout the country, providing computer labs and free connectivity to over 200 000 students and teachers.
- In Lesotho, we launched a new ICT teacher training project with Vodafone support. Five districts have been identified and assessed for readiness. This includes 41 schools, 667 teachers, 12 weeks to train and 16 facilitators across the board.

 **Code Like a Girl** provides ICT training to young women across Africa to enhance female representation in a predominantly male sector.

 For information on our Code Like a Girl programme and other Vodacom employee gender empowerment initiatives, see our human capital, from **Page 104**.

## Social and relationship capital continued

### The value we create, preserve and erode continued

✓ As part of the education ecosystem, 13 **Schools of Excellence** have been established across South Africa to offer quality education through the use of technology. More than R26 million has been invested to upgrade infrastructure, improve sanitation, increase security and install fully equipped ICT labs and training educators at these schools. In addition, Vodacom provided discounted data to pupils to ensure online teaching and learning continued uninterrupted, reaching over 500 000 pupils in South Africa (FY2022: 500 000).

#### Gender empowerment

✓ **m-mama** is our mobile-based maternal and neonatal emergency transportation system programme, which supports governments with emergency referrals. To date, m-mama has supported more than 19 000 maternal and neonatal emergencies, resulting in an estimated 686 lives saved.

✓ We support expecting mothers through our zero-rated mobile health platform **Mum & Baby** which provides mothers with regular information on maternal, neonatal and child health and nutrition. Mum & Baby is currently available in five languages – isiZulu, Sesotho, isiXhosa, English and Afrikaans – to ensure the service is relevant and accessible to a broad audience.


#### Mum & Baby users

- South Africa: over 2.3 million (FY2022: 1.9 million).
- In Tanzania, the Healthy Pregnancy Healthy Baby platform – locally known as **Wazazi** – provides maternal health information to 1.5 million registered users (FY2022: 1.3 million).
- DRC: 195 000 (FY2022: 150 000 users).
- Mozambique: 203 215 (FY2022: 196 558).

✓ In South Africa, Vodacom donated R10 million to fund the private sector-led, multisectoral GBVF Response Fund 1 to support the implementation of the National Strategic Plan and the wider GBVF response in the country.


**PG** For information on rural coverage refer to manufactured capital **Page 66**. For more information on Inclusion for all refer to intellectual capital on **Page 72**. For information on clean energy and waste management refer to natural capital on **Page 94**.

**ESG** For more information, refer to our ESG report.



## Employees

**Quality of relationship**



**Basis of assessment:** Employee engagement index

<b>Why we engage</b>	Our employees drive our strategy with their ideas, skills, experience and productivity.	<b>How we engage</b>	<ul style="list-style-type: none"> <li>• Internal communication campaigns.</li> <li>• Big Conversation moments and fireside chats.</li> <li>• Internal website and Vodacom Engage app.</li> <li>• Training and development programmes, such as #1MoreSkill and Women in Leadership.</li> <li>• Through a dedicated employee hotline and employee network forums.</li> <li>• Leadership roadshows.</li> <li>• Pulse surveys.</li> <li>• We Connect sessions with Vodafone markets.</li> </ul>
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<b>Material stakeholder interests and expectations</b>	<ul style="list-style-type: none"> <li>• Providing a safe, healthy and inclusive working environment.</li> <li>• Ensuring job security and business sustainability given the macroeconomic environment.</li> <li>• Creating opportunities for digital skills development to promote agility.</li> <li>• Hosting connect sessions for coaching and mentoring.</li> <li>• Facilitating communication and knowledge sharing across Vodacom.</li> <li>• Providing competitive remuneration and equal pay.</li> <li>• Driving transformation and localisation.</li> </ul>
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#### Value creation for stakeholders

<ul style="list-style-type: none"> <li>⊖ Paid R7.7 billion in salaries and benefits.</li> <li>⊖ Invested R553 million in skills development for employees in South Africa.</li> <li>⊖ Our total reward framework is underpinned by our commitment to fair pay. It encourages and rewards our Spirit, which is essential for our digital transformation.</li> <li>✓ We achieved a Spirit Beat index score of 76%, resulting in Vodacom being ranked second place among 129 companies on the continent, up from last year's third position as a Top Employer.</li> </ul>	<p>Achievement based on the markets that we operate in:</p> <ul style="list-style-type: none"> <li>• A Top Employer certification in our operating markets, South Africa, Tanzania, the DRC, Mozambique, Lesotho and Kenya.</li> <li>• Third place ranking in the overall country rankings, with Kenya having earned their first Top Employer's Africa badge last year, and second place ranking in the overall country rankings in South Africa, up from last year's third position.</li> </ul>
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**PG** Human capital, **Page 100**.

**ESG** For more information, refer to our ESG report.





## Investors and shareholders

Quality of relationship



**Basis of assessment:** Investor relations survey

### Why we engage

Our investors and shareholders provide the financial capital we need for long-term growth and they expect good returns based on sustainable and ethical business practices.

### How we engage

- In-person and virtual meetings, roadshows and conferences.
- Investor briefing on the digital ecosystem.
- Chairman roadshow.
- Interim and annual results announcements.
- Quarterly trading updates.
- Annual and interim reports.
- SENS announcements.
- Monthly and quarterly reviews with Vodafone.
- Investor relations page on our website.
- Notice of Annual General Meeting.
- Integrated report.

### Material stakeholder interests and expectations

- Maintaining first-class strategic execution given the acceleration in Vodacom's strategy.
- Aligning the strategy with capital structure and returns.
- Balancing enhanced growth prospects with an updated dividend policy.
- Engaging on executive remuneration.
- Driving societal and enterprise value creation.
- Revenue diversification strategy.
- Managing and mitigating risk.

### Value creation for stakeholders

- Increased free cash flow by 18.3%.
- Grew net profit by 2.1% despite supply chain pressure, FX volatility, higher interest and inflation rates and start-up losses in Ethiopia.
- Showcased Vodafone Egypt to investors and analysts in Cairo.
- We are committed to meeting the needs of our shareholders, as evidenced by our ranking as the fourth-best investor relations team in the Intellidex Top 10 Best Investor Relations Team.

**PG** Financial capital, **Page 52.**  
Share information, **Page 130.**


**www** Consolidated financial statements

**ESG** For more information, refer to our ESG report.




## Social and relationship capital continued

### The value we create, preserve and erode continued



# Governments and regulators

Quality of relationship




**Basis of assessment:** RepTrak survey

<h3 style="margin: 0;">Why we engage</h3>	<p>Governments and regulators allocate spectrum and operating licences and impose regulatory measures with cost implications for the Group. We continue to engage with these stakeholders in a way that builds trust and ethically influences policy positions across government departments.</p>	<h3 style="margin: 0;">How we engage</h3>	<ul style="list-style-type: none"> <li>● Directly or by participating in public forums.</li> <li>● Taking part in the drafting process of new regulations and bills.</li> <li>● Having discussions with industry consultative bodies.</li> <li>● Partnering to implement social programmes.</li> <li>● Engaging with international bodies to foster cooperation.</li> <li>● Hosting workshops to enhance understanding of the industry.</li> <li>● Delivering on our Social Contract.</li> </ul>
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<h3 style="margin: 0;">Material stakeholder interests and expectations</h3>	<ul style="list-style-type: none"> <li>● Complying with regulatory requirements relating to, among others, mobile termination rates, pricing, security, safety, health and environmental performance.</li> <li>● Protecting personal information and customer data in line with regulatory requirements.</li> <li>● Contributing to the tax base and other revenue streams of governments in our operating countries.</li> <li>● Managing the supply of spectrum to satisfy increased demand during COVID-19 lockdowns.</li> <li>● Partnering to achieve the objectives of the UN SDGs.</li> <li>● Expanding 5G network in South Africa and 4G across our markets in Africa.</li> <li>● Maintaining and enhancing our licence to operate across our footprint.</li> <li>● Creating employment opportunities and facilitating socio-economic development.</li> </ul>
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## Value creation for stakeholders


 Accelerated support through e-Health and e-Education initiatives.


### Supporting digital transformation in government


 **Ekurhuleni municipality** is one of South Africa's eight big metropolitan municipalities where we support hybrid-work with reliable, high-quality, always-on connectivity. Vodacom's coverage has proven to deliver a seamless experience for users and ensures that services, from water supply to refuse removal, healthcare and more, can be efficiently delivered to residents. Our solution provided to Ekurhuleni municipality includes access point name connectivity, which is bundled with Vodacom's security services to ensure that data on municipal residents is not compromised and that only authorised municipal staff can access it.


 The **Emfuleni local municipality**, which is situated in Gauteng's Sedibeng District, is also benefitting from Vodacom's connectivity. Emfuleni opted to streamline operations through Vodacom's cloud-based solutions, consisting of our voice over internet protocol offering and Hosted Call and Contact Centre services. Both these secure cloud-based services offer robust connectivity for municipal staff communicating with residents and city contractors. When Emfuleni municipality's agents are out in the field addressing essential services, Vodacom's Push-to-Talk services keeps them connected to office-based staff. This reliable on-demand flexibility has helped the municipality improve service delivery to communities.

### Providing digitally enabled support in the healthcare sector

 Mezzanine, a subsidiary of the Vodacom Group, is an African tech start-up with the support and scale offered by Vodacom and Vodafone aimed at creating productive societies across Africa. Their healthcare platform **HealthX** (previously called mVacciNation) has supported the South African Government's national COVID-19 vaccination programme. During the year, 38.8 million vaccination events have been supported, with over 22.7 million individuals vaccinated.


 Through our Stock Visibility Solution platform, 4 995 public health facilities have made 15.6 million stock updates in South Africa, Kenya and Zambia, further enhancing our contribution to a digital society.

 R25.4 billion in total tax contributions to governments across our markets.

 For more information on our tax contribution, refer to our Tax transparency report.


 Our governance, **Page 12**  
"Hot topics" impacting our operating context, **Page 42**.  
Human capital, **Page 100**.

 For more information on our purpose pillars, refer to **Page 22** and our ESG report.



## Suppliers

**Quality of relationship**



**Basis of assessment:** Kantar stakeholder assessment

<h3 style="margin: 0;">Why we engage</h3>	<p>Our suppliers provide cost-effective, quality products and services to support our value proposition to customers, employees and other stakeholders.</p>	<h3 style="margin: 0;">How we engage</h3>	<ul style="list-style-type: none"> <li>● Supplier development programmes.</li> <li>● Supplier forums and portals.</li> <li>● Regular site visits.</li> <li>● Tenders.</li> <li>● Supplier audits and assessments.</li> <li>● Supplier product evolution and service levels.</li> <li>● Latest supplier developments and roadmaps consisting of improvements in requests of proposals, request of interest and requests for quotations.</li> </ul>
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<h3 style="margin: 0;">Material stakeholder interests and expectations</h3>	<ul style="list-style-type: none"> <li>● Providing growth opportunities and access to funding for SMEs.</li> <li>● Ensuring timely payments of accounts to enhance supplier cash flow and liquidity.</li> <li>● Addressing COVID-19 health and safety concerns.</li> <li>● Promoting environmental solutions.</li> <li>● Driving supplier and product innovation.</li> <li>● Complying with B-BBEE requirements, including preferential payment terms for B-BBEE suppliers.</li> <li>● Promoting black female-owned suppliers.</li> </ul>
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### Value creation for stakeholders

#### Leveraging our supply chain management capabilities

✔ The Group focus is on the customer, and we are in the process of building a single FinTech platform to standardise and streamline scaling and to create a central Centre of Excellence for the customer experience.

Our supply chain management team played a critical role in supporting the launch in Ethiopia, and we made a supply chain decision to award Alipay a platform in Egypt to scale FinTech on the continent.

✔ We partnered with Zyl Labs in South Africa to create more AI intelligence on our customer care platforms. We also work with Talk Map to give us insight in how best to manage customer complaints.

✔ Vodacom was awarded the Gartner 2023 Power of the Profession Supply Chain Awards for Social Impact of the Year. This was based on our logistics execution of around 3 000 cold chain units supplied to more than 500 vaccination sites across the Group footprint.

We leveraged our internal supply chain expertise to coordinate and track the successful delivery of equipment, with the rapid establishment of a dedicated cold chain logistics control tower solution to oversee operations.

#### Enabling the transformation of our supply chain

⊖ Our code of ethical purchasing has been developed in consultation with employees, suppliers, investors and non-governmental organisations. It sets out the standards we wish to see achieved by our suppliers over time. We continue to support local suppliers in each market and we also ensure that our suppliers live up to our health and safety standards as set out in the code.

✔ We measure our suppliers on a balanced scorecard approach, and conduct sustainable and inclusive sourcing of our suppliers through our questionnaires and our sourcing tool called Ariba. Our B-BBEE scorecard element for enterprise and supplier development reached 48.1 in FY2023 (FY2022: 48.5) against our target of 50.

✔ We spent R18.6 billion in enterprise development and preferential procurement in South Africa. Invested R410 million towards the development and support of close to 200 black-owned SMME and youth entrepreneurs operating in the broader ICT sector.

⊖ We invest R20 million annually in South Africa through our Vodacom **Supplier Development Fund** to drive development of small enterprises in terms of teaching balance sheet management, preparing for bids and finding partners. We also help them with brand building and social media management. We are in the process of initiating supplier development plans for our other markets.



## Social and relationship capital continued

### The value we create, preserve and erode continued

✔ We support 147 SMEs with supplier development through the **Innovator Trust**, with 60 SMEs benefiting from the Ithuba initiative, 79 SMEs benefiting from the Voucher initiative and 48 SMEs trained on health and safety in FY2023.

⊖ The transformative initiatives described above have contributed significantly to our ability to maintain the highest B-BBEE contributor status of Level 1 for the fourth consecutive year.

**PG** For more information on how our human capital contributed to this status, refer to **Page 100**.

Scoring element	Target points	Achieved points FY2023	Achieved points FY2022	Achieved points FY2021	Achieved points FY2020
Enterprise and supplier development	50	48.12	48.55	47.98	49.29
Procurement	25	22.80	23.07	22.05	21.29
Supplier development	10	8.32	8.48	8.93	11.00
Enterprise development	15	17.00	17.00	17.00	17.00
Socio-economic development	12	12.00	12.00	12.00	12.00

**PG** "Hot topics" impacting our operating context, **Page 42**. Our trade-offs, **Page 50**.

**ESG** For more information, refer to our ESG addendum.



## Media

Quality of relationship



**Basis of assessment:** Kantar stakeholder assessment

### Why we engage

We engage to manage our brand and reputation while increasing customer product and service awareness.

### How we engage

- In person, virtually or through telephonic engagements.
- CEO and key executive interviews and other speaking engagements.
- Round table discussions.
- Through product and service launches.
- Media press releases.
- Strategic social media content.
- Thought leadership articles.
- Engaging with government departments and non-governmental organisations (NGOs).

**Material stakeholder interests and expectations**

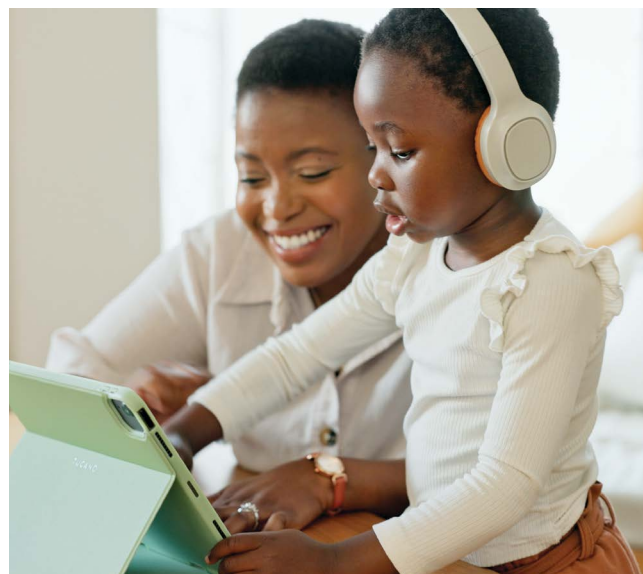
- Engaging with brand ambassadors.
- Providing timely and transparent access to key information, activities and offerings.
- Ensuring transparency around Group performance.


#### Value creation for stakeholders

- ✔ Strategic brand positioning in key media titles as we transition from TelCo to TechCo as a purpose-led organisation.
- Industry thought leadership through Group leadership in Africa.
- Connected campaign that addresses the continent's digital divide.
- Earned publicity around our tech for good and Hero project initiatives.

**ESG** For more information, refer to our ESG report.


**www** Integrated report. Consolidated financial statements





# Business partners

Quality of relationship



**Basis of assessment:** Kantar stakeholder assessment

<b>Why we engage</b>	Our business partners – franchisees, retailers, wholesalers, freelancers, agents, merchants, aggregators and banks – are custodians of our reputation and a critical extension of our brand.	<b>How we engage</b>	<ul style="list-style-type: none"> <li>● Regular interaction and collaboration sessions with regional trade representatives.</li> <li>● One-on-one business sessions.</li> <li>● Regular training sessions and roadshows on products and services.</li> <li>● Through agent outlets, stores and retail visits.</li> <li>● Long-term sustainable partnerships with channels.</li> <li>● Credit support to enterprises.</li> </ul>
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<b>Material stakeholder interests and expectations</b>	<ul style="list-style-type: none"> <li>● Providing overdraft and loan facilities for agents to manage cash flow.</li> <li>● Ensuring widespread agent network and float availability.</li> <li>● Driving engagement and feedback between management and key trade partners.</li> <li>● Making it quicker and easier to work with M-Pesa and VodaPay.</li> </ul>
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## Value creation for stakeholders

### Supporting the education sector

The University of South Africa (UNISA) chose Vodacom to drive their digital transformation in 2022 and 2023. Our solutions being implemented include reverse billed data, which offers students free access to its website, online content, applications and data services. This is an innovative pricing model that gives users access to data paid for by the institution.

UNISA also benefits from the Connected Digital Education Platform, developed by Vodacom and Microsoft South Africa. Through this platform, UNISA's students and staff have free access to several Microsoft Office 365 virtual communication and collaboration tools. Additionally, lecturers can access the platform's planning software to prepare lessons and content ahead of time and automate administrative tasks, further enriching the teaching and learning experience.

In South Africa, our Change the World programme addresses bullying and aims to influence the well-being of learners. The programme has contributed to improving the lives of individual learners and highlights the need for continued psychosocial support in schools to address the complex challenges faced.

### Supporting the transformation of SMEs

Vodacom spent R57 billion on SME procurement, of which R2.2 billion was paid in early payments (within three days) to help South African SMEs with their cash flow.

To enhance SME success, we launched **V-Hub** in 2022, an online resource portal designed to help SMEs unlock their full potential as they embark on a digital transformation journey. To further support SMEs on their learning journey, we added a smart search function on V-Hub, providing simple explanations of digital tools and terms to help build their digital knowledge. Over 25 000 SMEs have leveraged this platform to date.

### Connecting farmers in the agriculture sector

Our subsidiary, Mezzanine, is scaling smart agriculture platforms. **Connected Farmer** is a digital platform that improves productivity, revenue and resilience for small-scale farmers by connecting them to information, inputs, credit and buyers at scale. More than 5 million farmers use the agriculture platform in Tanzania, Kenya, Uganda and Zambia (FY2022: 1.4 million). In addition, **MyFarmWeb** supports commercial farms which adopt precision agriculture practices, leveraging IoT to enhance data-driven decision-making.

Mezzanine supported the South African Department of Agriculture, Land Reform and Rural Development and the Solidarity Fund to disburse subsidies to smallholder farmers through **e-Vouchering**. The e-Voucher mobile and web-based solution enabled cashless value distribution to these farmers, who redeemed vouchers worth more than R9.0 million in FY2023.

In Tanzania, we are accelerating the rollout of **M-Kulima**, our easy-to-use system for agriculture that enables communication and transactions between companies, the government and farmers. Currently 3.2 million farmers have registered on the platform through which they will receive access to loans and insurance advisory services.

For more information on our digital platforms for business partners and credit support to enterprises refer to intellectual capital on **Page 72**.