

Our value creation in practice

Our dedication to our purpose – **to connect for a better future** – drives our performance across the six capitals. In FY2024, we remained focused on our customers' experience across our markets. Leveraging our multi-market presence in the execution of our strategy – the System of Advantage – cultivates a culture of cross-market learning, enhancing our overall performance as we become a pan-African TechCo.

FC Financial capital

Group revenue of
R150.6 billion
up 26.4% (10.1%[^])
(FY2023: R119.2 billion)

Group service revenue growth of
29.1%
(7.8%[^])

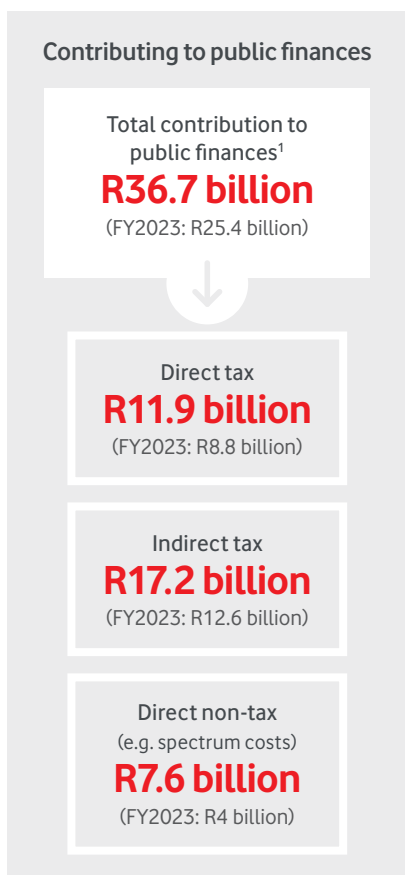
Group EBITDA
R56.1 billion
representing a margin of
37.3% (FY2023: R45.1 billion)

Headline earnings per share
846cps
(FY2023: 948cps)

Ordinary dividend per share
590cps
(FY2023: 670cps)

Return on capital employed of
23.1%
(FY2023: 21.8%)

Free cash flow of
R18.2 billion
(FY2023: R18.5 billion)



HC Human capital

Paid
R10.1 billion
to 13 716 employees
(FY2023: R7.7 billion)

Committed to upskilling
1 million
young people in Africa in the next three years through partnerships

Diversity leader in South Africa

Vodacom South Africa

80% of our employees are black
(FY2023: 79%)

78% of our Board members are black
(FY2023: 80%)

56% black female representation on the Board (FY2023: 50%)

Vodacom Group

77% of our employees are black
(FY2023: 75%)

50% of our Board members are black
(FY2023: 50%)

25% black female representation on the Board (FY2023: 25%)

39.3%
of management and senior leadership roles are held by women, up from 35.4%²

Ranked as Africa's
#1 employer
by
Top Employer Institute



IC Intellectual capital

Served a combined
203.1 million
customers across the Group,
including Safaricom
(FY2023: 185.8 million)

Served
78.9 million
financial services customers
(FY2023: 70.6 million)

Supported
10.3 million
Internet of Things (IoT)
connections
(FY2023: 9.4 million)

Top ranked
TelCo in the
Ask Afrika Orange Index

4.9 million
M-Pesa super-app users
(FY2023: 4.0 million)

VodaPay downloads reached
10.4 million
in South Africa, with
>100 mini-apps
(FY2023: 5.7 million downloads)

#1 mobile wallet in Egypt
and **15 million**
Ana Vodafone app users

Acquired additional
spectrum in DRC and Tanzania

MC Manufactured capital

Group sites added

| 5G sites | 4G sites | 3G sites | 2G sites |
|-------------------------------|---------------------------------|---------------------------------|---------------------------------|
| 900 (FY2023: 1 150) | 2 306 (FY2023: 2 352) | 1 613 (FY2023: 1 136) | 1 276 (FY2023: 1 037) |

668
rural sites added
in the year
(FY2023: added 384),
as we look to leverage
new satellite
partnerships, RuralCo
and new technologies
to accelerate
deployment

Leading networks
across our footprint,
with #1 network Net Promoter Score (NPS)
in four of six OpCos and #1 in Kenya

R20.4 billion
capital investment in network capacity and resilience
(FY2023: R16.5 billion)

NC Natural capital

Committed to the Science
Based Targets initiative
(SBTi) to set near-term and
net zero greenhouse
gas (GHG) emissions
reduction targets

Pioneered virtual
wheeling in South Africa

Achieved ISO 50001
certification across all
OpCos

Percentage of renewable
energy consumption
increased to **26%**
(FY2023: 6%)

48%
reduction in GHG emissions
per terabyte of data
(FY2023: 35% reduction)³

93%
of network waste reused
or recycled
(FY2023: 97%)³

1. Total taxes borne, taxes collected on behalf of governments, and other payments to government.
2. Including Safaricom Kenya.
3. FY2023 data restated to include Egypt for comparability.

SRC Social and relationship capital

NPS leadership
in half our OpCos

Scaling Tech for Good solutions
across agriculture, education,
energy and health

Agriculture: **9.6 million**
small-scale registered farmers

Education: **2.6 million**
learners on our platforms

Energy: supported customers in
avoiding **1.4 million** tCO₂e
of GHG emissions

Health: **14.7 million**
citizens impacted

Contributed to transformation
in South Africa

Level 1
broad-based black economic
empowerment (B-BBEE)
contributor status
(FY2023: Level 1)

Rated MSCI ESG
AAA leader