

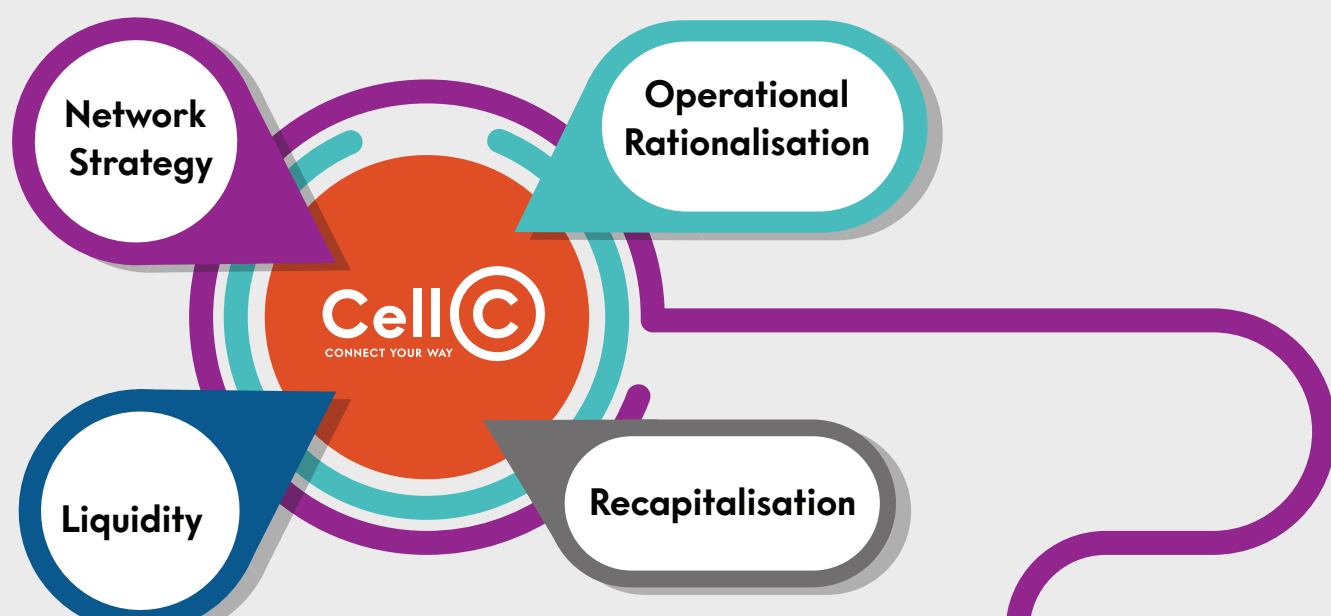
# Changing Our World

## Cell C Interim Results

For the period ended 30 June 2020 (H1 2020)



### Turnaround Strategy

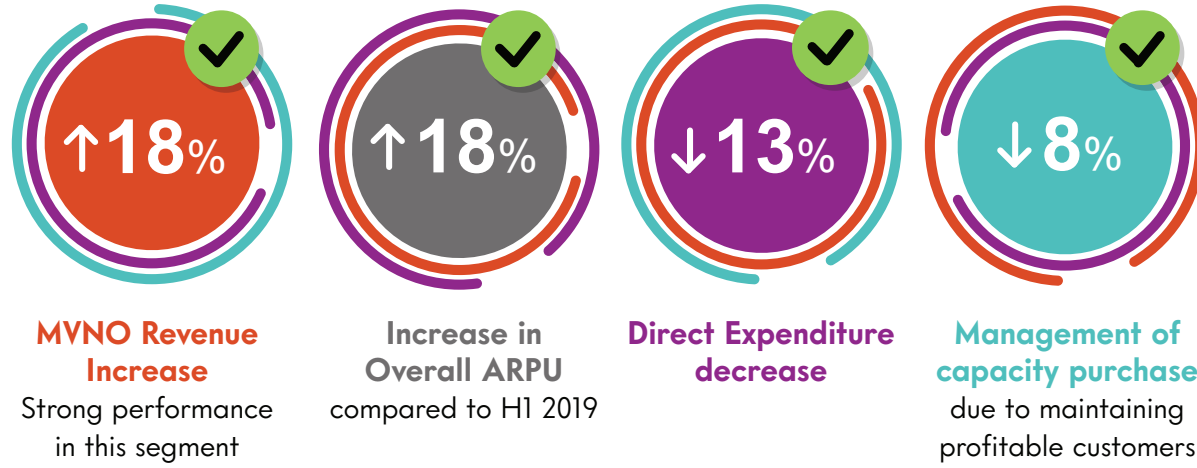


### Cell C's focused turnaround strategy is yielding results

- 1 Normalised earnings<sup>1</sup> showed a **64% improvement** to R1.8-billion, reflecting the strategic focus on optimising the network, operational efficiencies and an emphasis on more profitable customers.
- 2 An **11,5% normalised gross margin** based on strategy to rationalise subscriber base and retain profitable customers.
- 3 **Only a 6% decline** in service revenue against the backdrop of a continuing slowdown in the economy.

<sup>1</sup> EBITDA, adjusted for recapitalisation and restructuring costs

### Highlights from H1 2020



### Transitioning To A Bold, New Operating Model



Strategic Clarity | Cost and Capital Efficient | Generate Profit and Returns | Derive Value

### Evolving Business Model Requires New Measures Of Success

#### The Telco Of The Past

- 1 **Network Focused**  
A shift in metrics and understanding of relevance to new models is needed. The future must reflect value.
- 2 **KPIs have a life cycle**  
No. of subscribers vs profitability  
Capex vs ROI  
Margins

#### Cell C has a Strategy

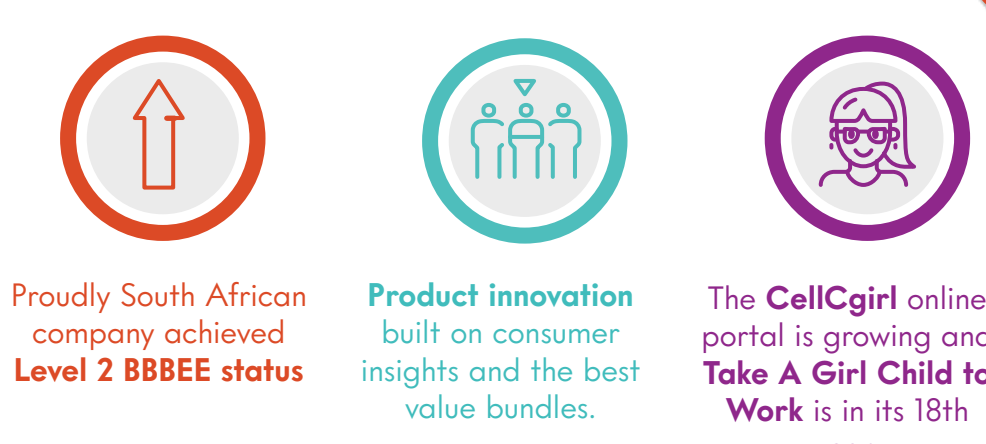
This set of results reflects the transition.

Future results will be measured on the new model.



### Continue to build a strong and relevant brand

Ranked 19<sup>th</sup> in the 2020 Most Valuable SA Brands.



### FUTURE CELL C

From build, own and run everything ourselves to focused investment, partnering and a buyer of services

Lean  
Agile  
Flexible  
Responsive  
Accountable  
Resilient