

# H1 Results

As at end June 2021

27 OCTOBER 2021



\*Unaudited Results

## Transition and Evolve

2021 - 2023

- 01 Implement new business model
- 02 Implement Network Strategy
- 03 Reduction in network expenses, finance leases and capex
- 04 Introduce new products to market
- 05 Optimise customer base
- 06 Recapitalisation to strengthen the balance sheet

## H1 2021 Highlights

IMPROVED PROFITABILITY AND OPERATIONAL EFFICIENCY

**7.1%**

**EBITDA increase**

due to the new company strategy taking effect

**114%**

**Year-on-year EBIT increased**

due to new company strategy taking effect

**102%**

**Net Income increased from a loss to a profit**

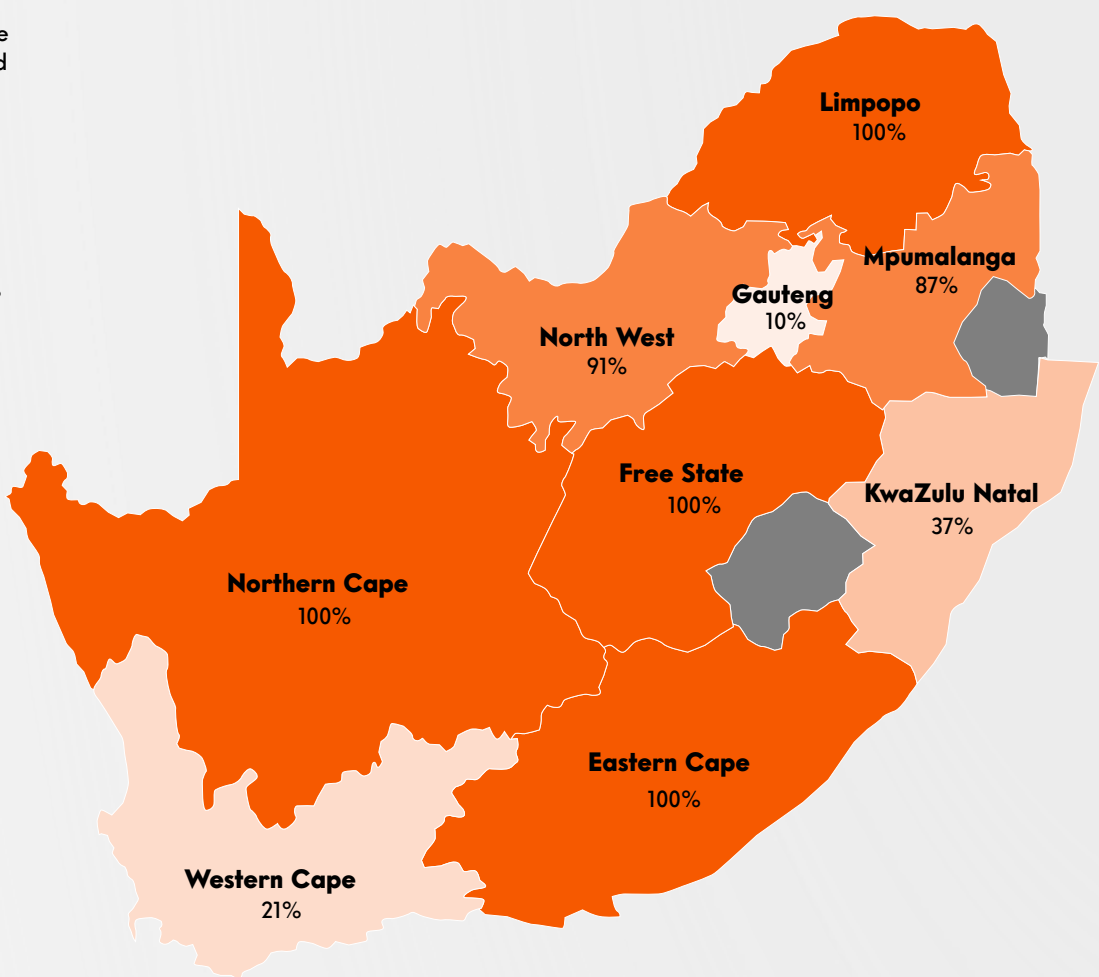
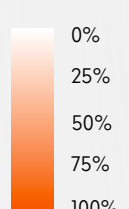
**25%**

**Decrease in Operating Expenses**

Network Expenses down 27%  
Commercial Expenses down 27%  
Admin Expenses down 22%

## Network Strategy implementation is on track

Percentage Completed



**40%**

Overall completion

**4 provinces**

100% migrated

**7500 sites** as at end October 2021  
95% are 4G/LTE enabled

## 2021 Highlights



**Top Industry Awards For Customer Service**



**Overall quality of network continues to improve**



In partnership, develop an MVNO solution for Shoprite k'nect



**A preferred supplier to government**



**Ranked 19<sup>th</sup>\***

Most Valuable Brand in SA Top 30 for 3 years in a row

\*Kantar Study



**Certified by the Top Employer Institute**

for meeting global HR best practices for past 8 years

## Priorities Going Forward

Effectively manage the network transition process and monetise the capacity

Launch new propositions based on customer insights

Continue to manage costs tightly

Successfully conclude recapitalisation and allocate capital and liquidity judiciously

Underpinned by digital transformation, culture of performance and innovation, and entrenched governance and ethical business practices