



# Vodacom Open Office 2018

The future is exciting.  
**Ready?**

## Welcome



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# Our strategy

- Deep understanding of our customers & their needs
- Data growth
- Propositions to lead in chosen segments
- Enterprise



## Segmented Propositions

- Leading Telco with the best network and best technology



## Best Technology

- Build digital organisation of the future underpinned by innovation, agility, and new skills



## Digital Organisation & Culture

## Best Customer Experience

- Seamless, personalised, One channel
- Digital customer experience



- Build a brand with a purpose
- Customers that love Vodacom
- Sustainability pioneer
- Leader in transformation and BEE



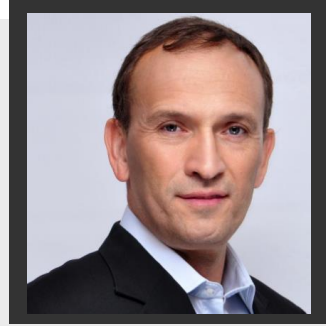
## Our Brand and Reputation

## Fintech & digital services

- Grow M-Pesa, payments and lending in SA
- Grow and digitise current insurance offerings and expand other services
- Reasons to consume – platforms
- Own the Household (convergence)
- Consumer IoT
- Enterprise digitalisation (AI, machine learning)



# Showcases



## Technology

- The best network
- Proud history of “firsts”
- Demistifying 5G
- Smart capex planning

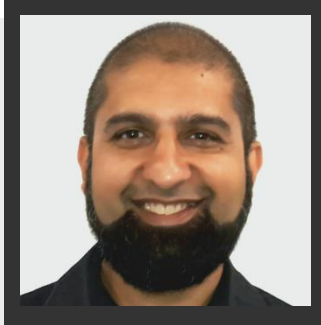


## Retail and service

- Creating a frictionless environment for our customers
- Empowering customers with relevant information
- Driving personalisation for each customer
- A digital online first experience
- Introduction to Tobi

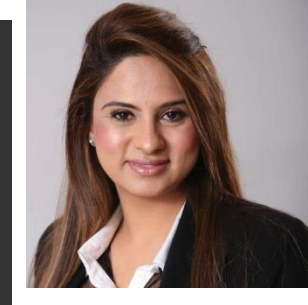
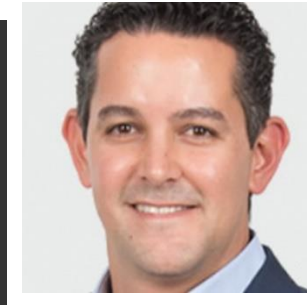


# Showcases



## Digital services

- Creating digital experiences for our customers
- Platforms and ecosystems
- Embracing partnerships
- Unique content distribution

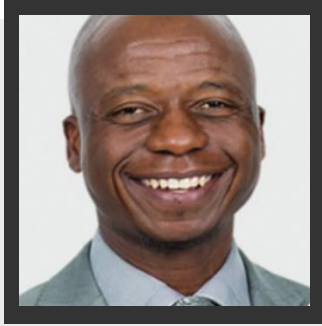


## Fin tech

- Africa's biggest payment platform
- Insure, pay and lend

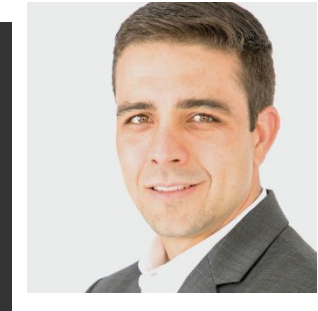
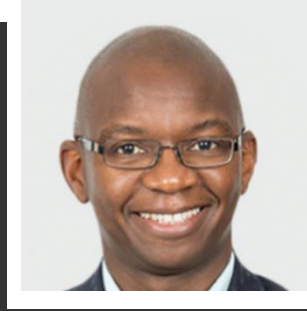


# Showcases



## IoT / Enterprise

- Partner of choice for enterprise digitalisation
- A new way of engaging – vertical specialist
- Enabling the digital journey for businesses
- Unlocking IoT potential



## Big data

- Rapid advancement
- Expanding our use cases
- Empowering the business
- Driving relevance for our customer

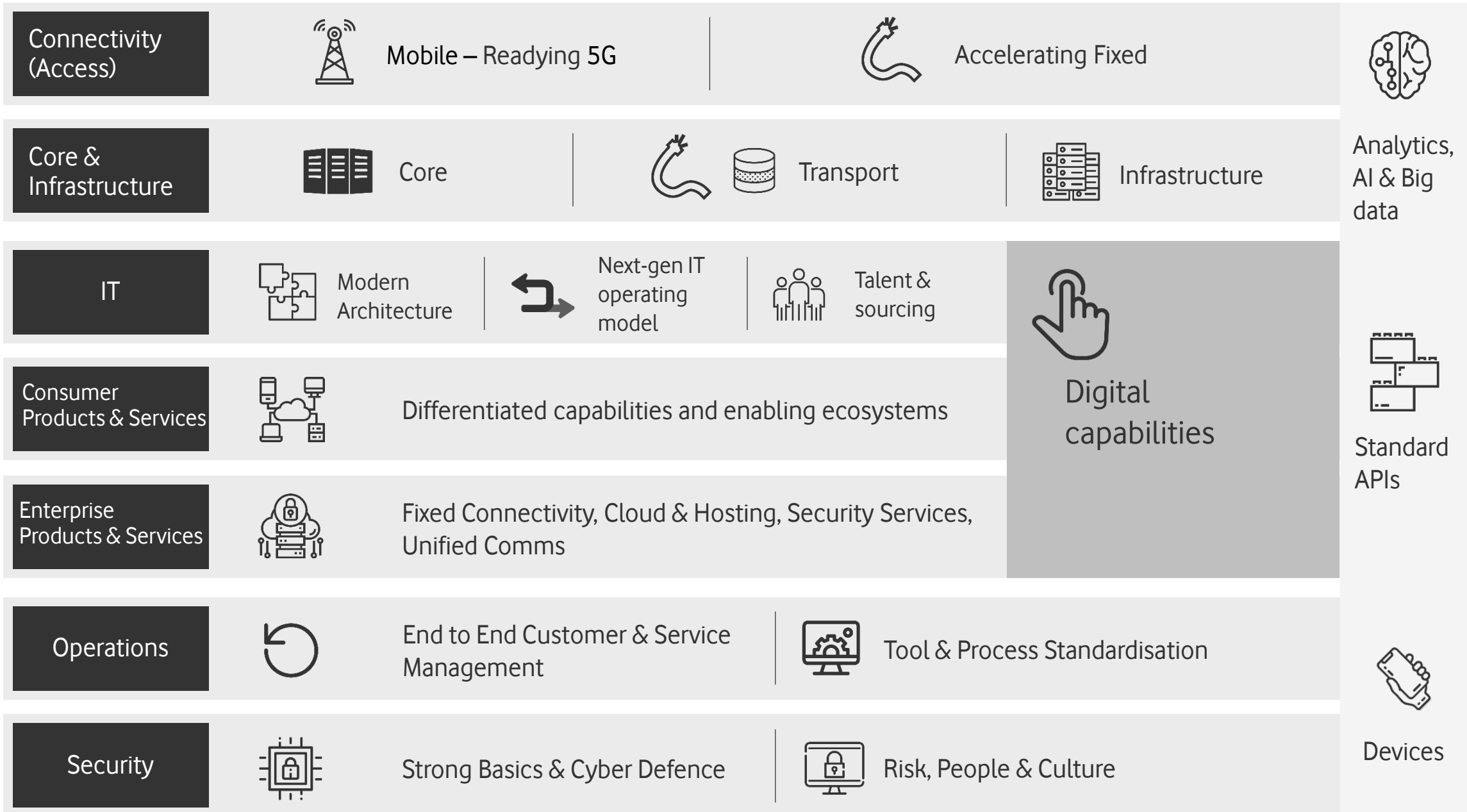




# Vodacom Group Technology Investor day 2018

The future is exciting.  
**Ready?**

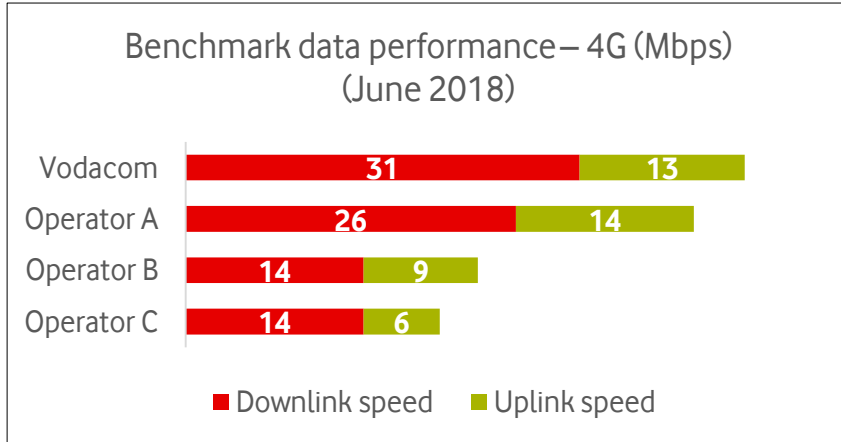
# Technology 2020 key building blocks supporting the vision



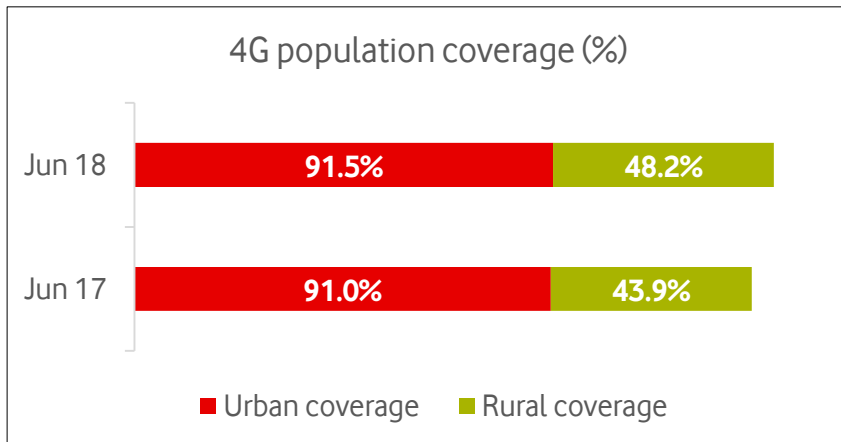


# What have we achieved so far

## South Africa



Source: Ookla June 2018



Investor day | September 2018

## International

Data speeds (Mbps) June 2018		
	Vodacom	Next best competitor
Tanzania	12.3	8.6
DRC	8.9	9.2
Mozambique	7.3	6.0
Lesotho	41.2	22.3

Source: Ookla June 2018

- Maintained overall NPS position in International operations
- First operator in Africa to reach >80% population coverage on 4G
- Launched Vodafone's first customer service chatbot named TOBi
- Secured 700MHz spectrum for 4G services in Tanzania
- Launched 4G services in DRC
- Renewed and converted spectrum licences into a single technology neutral license in Mozambique
- 1<sup>st</sup> in Africa to launch 5G commercial service in Lesotho





# Vodacom Open Office 2018 Technology presentation

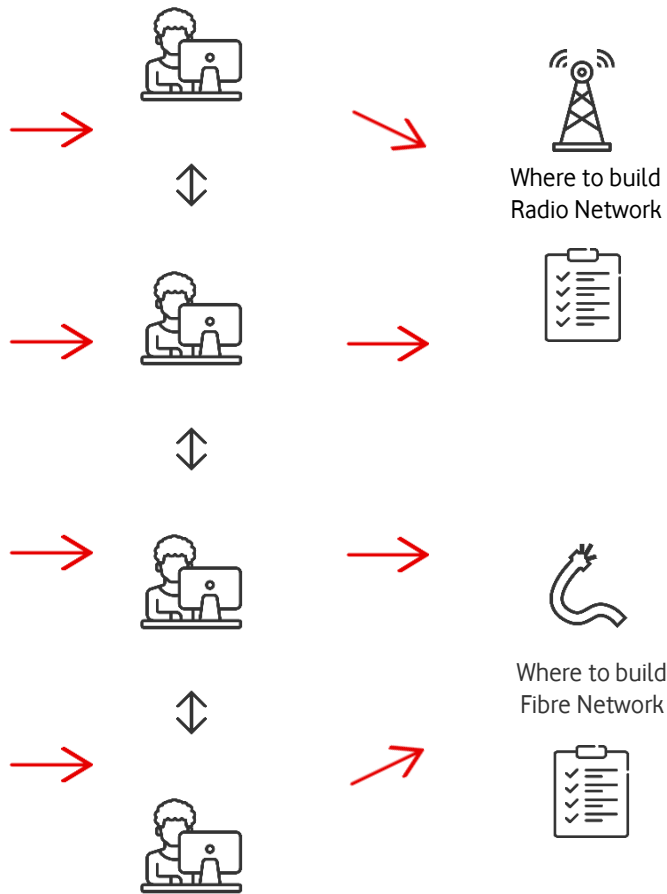
The future is exciting.  
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# Technology | Smart Capex Planning

## Legacy Planning

### Planning Criteria

19 Data Sources



Big Data analytics and Machine learning:

Data Ingested  
GB to TB  
**1000x** ↑

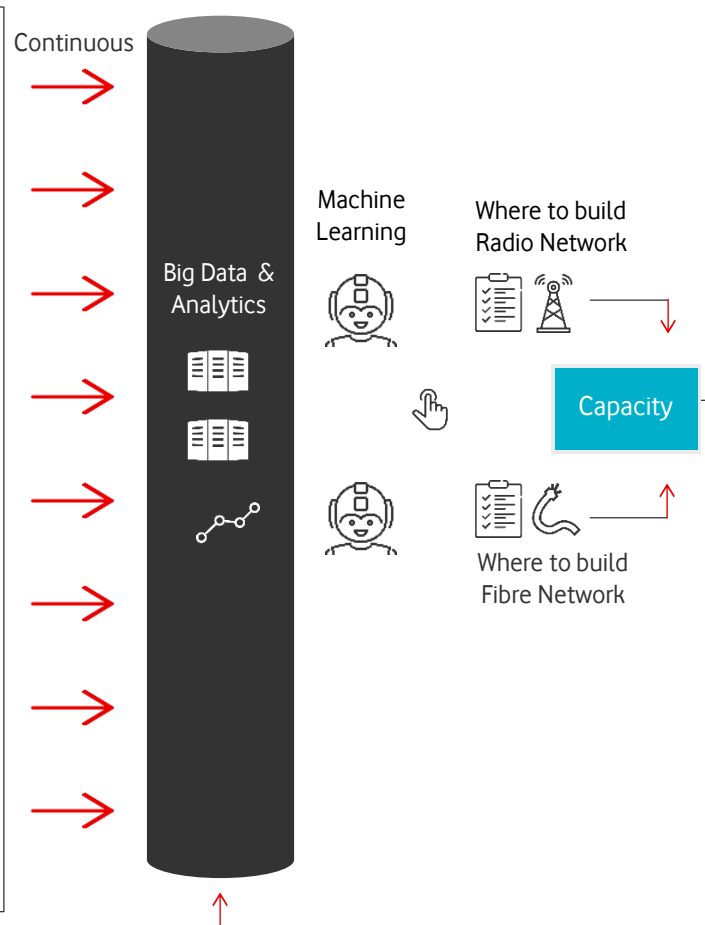
Opex Efficiency

Capex Efficiency

## Smart Capex Planning

### Planning Criteria

43 Data Sources





**Big Data & Analytics**  
**Automation**  
**Data driven decision making**

## Speed of Execution

Weeks to Hours



## ROI maximisation

>10% uplift target



## Improved Customer Experience

Network NPS uplift





Africa's first 5G

**Ultra-fast, hyper-speed**  
internet connection

**5G**



# Technology | What is 5G?

## Characteristics

Enhanced Mobile Broadband

- >20Gbps peak speed; 100+ Mbps user experience
- Extreme capacity







Mission Critical Control

- Ultra-low latency: 1ms
- Optimised applications hosted at the edge

Massive IoT

- Billions of devices: 1 million / km<sup>2</sup>
- Long life (10 years); very low cost

## Spectrum

	Hot Spot	Urban	Sub-urban	Rural	
					
<b>700 MHz</b> (Coverage)		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<b>2020</b> (Digital Dividend)
<b>3.5 GHz</b> (Coverage & Capacity)	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		?
<b>26 to 28 GHz</b> (Capacity)	<input checked="" type="checkbox"/>				<b>Existing</b> (Re-farm)

## Use-cases



- Fixed Wireless Access
- Augmented / Virtual reality



- Precision farming
- Remote telemedicine
- Industrial robotics



- IoT wearables
- Connected cities



## Investment



- Will not require a step-change in investment
- Evolution based on existing infrastructure and systems



- Require additional spectrum
- Re-use of radio site grid
- 5G is a natural evolution of 4G
- New antenna technology drives 5G performance



- Existing 4G core will be upgraded to support 5G
- Mobile Edge Computing
- E-Band microwave, expand fibre, upgrade equipment (10/100 Gbps)





# Vodacom Open Office 2018 Commercial Operations Strategy

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# Our Digital Ambition

**1** **Deliver** best customer experience

**2** **Empower** customers through Digital

**3** **Improved** NPS

**4** **Improved** cost utilisation





# Digital Care Framework



## Eradicate

Eliminate contacts (Calls, SRs, Messaging) from customers.



Frequency of Calls (FOC)



## Digitise

Reinvent service design & add capabilities to reduce steps and time to complete activities.



Average Time to Complete (AHT)



## Automate

Fully complete & resolve service requests and activities using automation technologies.



Unassisted Completion (UC%)



## Steer

Proactively manage service requests, steering customers to optimal channel and experience.



Productivity Channel Mix



## Specialise

Specialise & empower staff to deliver high involvement services, supported by AI.




Productivity Attrition, (eNPS)

[PREDICT]

Application of Machine Learning to predict, pre-empt

and proactively manage customer contacts





**Key  
performance  
indicators**

## Strategic Pillars

**Increase** MyVodacom App penetration

**Reduce** call volumes

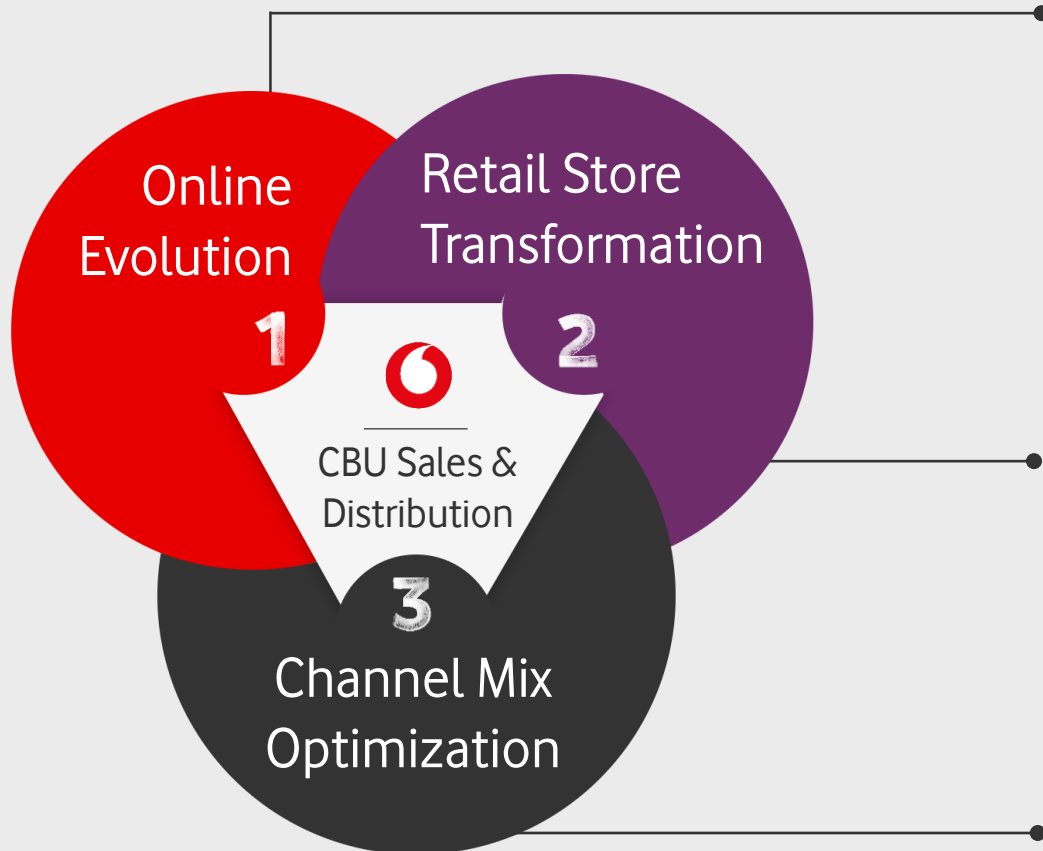
**Drive** growth via online and upgrades



# Vodacom Open Office 2018 Sales & Distribution Strategy

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# Strategy – CBU Sales and Distribution



- Increase **Online contribution** (postpay acquisition and renewals)
- **Automated Online / App journeys**: Upgrades, New contracts, Accessories
- **Digital Sales assistance**

- Smart Retail Experiences: **Start Online, finish in store**
- People Retail transformation
- **Store rationalization**
- BEE transformation in retail

- Increase **National Chains** and **Franchise contribution** in prepaid
- Reduction in prepaid **SIM wastage**
- **Reduce commissions** on prepaid recharge vouchers



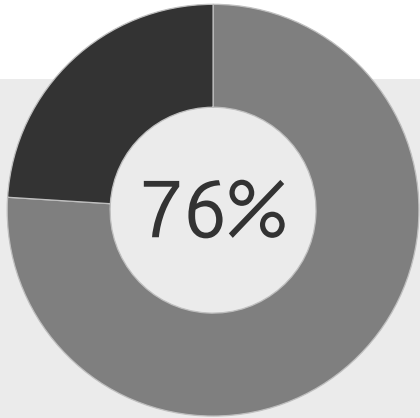


# Vodacom Open Office 2018 IoT Strategy

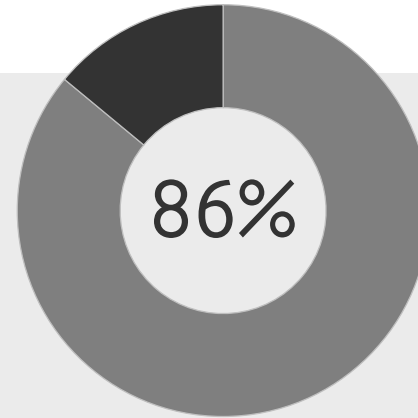
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# Introduction | IoT is already here, in one form or another

IoT is transforming the way organisations work



76% of all the companies we interviewed say that IoT will be **“critical”** for the future success of any organisation in their sector



86% of companies using IoT say they are **seeing “significant”** ROI

9bn

35-50bn

Today

Number of connected devices, globally

2025



\*Vodafone M2M Barometer 2016 survey: [m2m.vodafone.com/barometer2016](http://m2m.vodafone.com/barometer2016)



# Market sizing | How big will this get in South Africa?

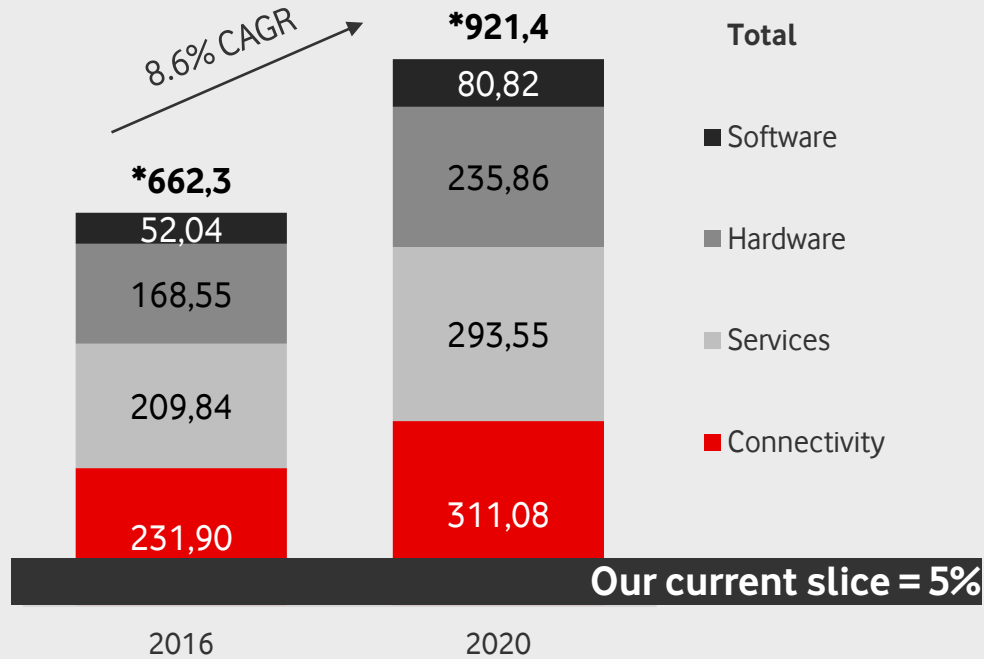
Traditional bottom up approach to sizing

€0,9bn

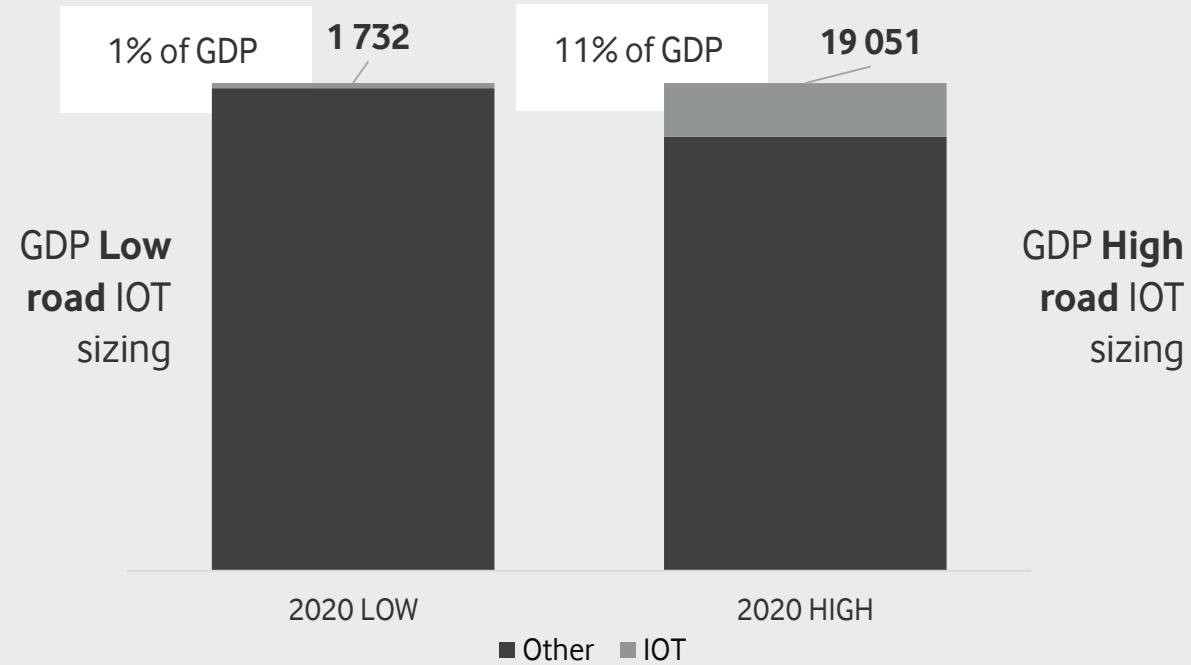


Top down approach to sizing

Up to €19,1bn



\*Could only size 30% of services; included mobile and fixed access



Estimated that **IoT will make up 11% of global GDP by 2025**, of which 40% requires inter-vertical (industry) operability.

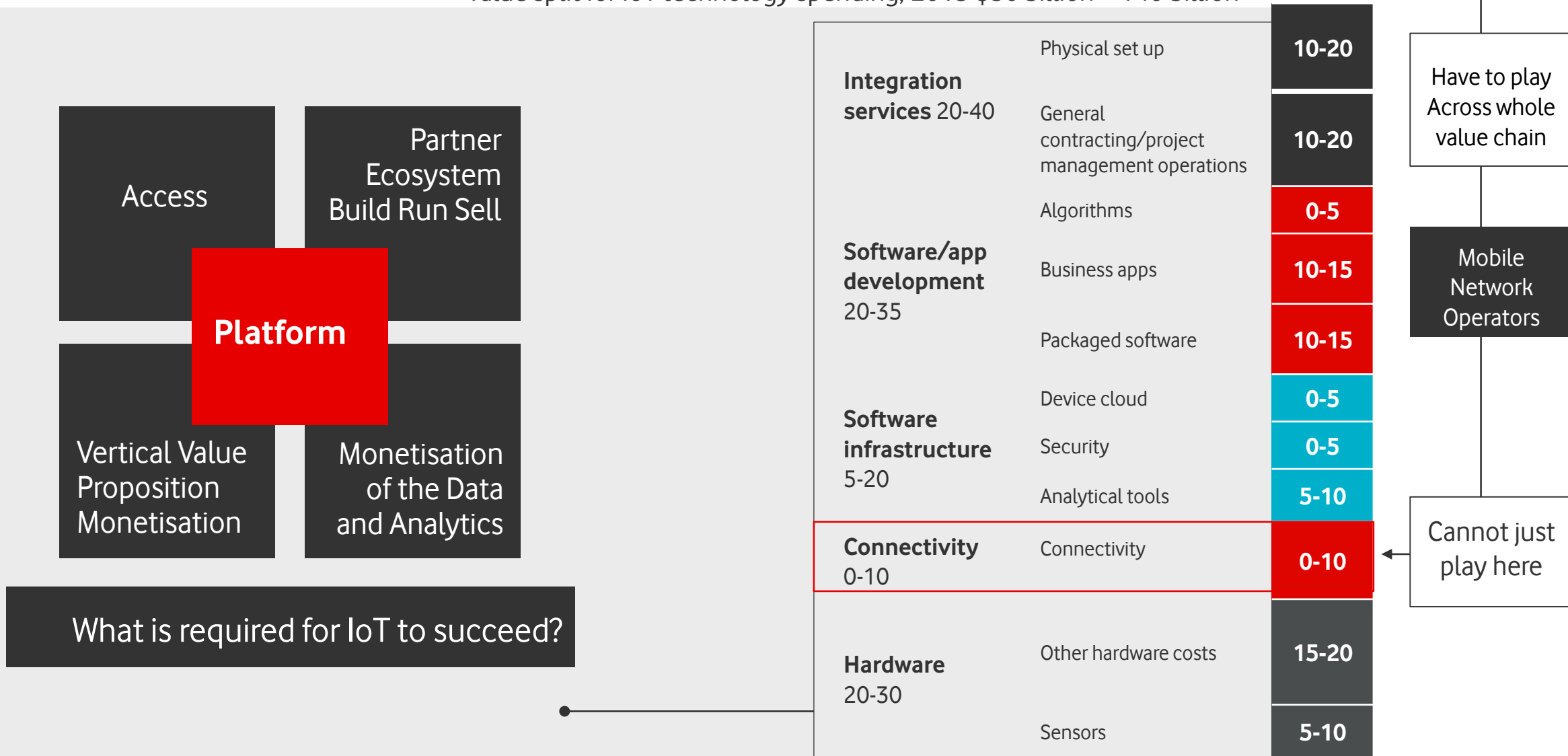
Source: IDC and McKinsey, 2016

**... the South African market size will be enormous, with no dominant player emerging**



# Market | Our (and all Telcos) presence in today's value chain...

Value split for IoT technology spending, 2015 \$50 billion – 140 billion



Source: The Internet of Things: Mapping the value beyond the Hype. McKinsey Global Institute, June 2015





# Vodacom IoT Strategy

## Connectivity



### Add capabilities to our connectivity platform

Application Enablement

Connectivity Management

Analytics

NB-IoT/  
Cat-M 5G

Video and Audio



SCALE

## Services



### Grow services in selected vertical markets

  
Logistics

  
Agriculture

  
Utilities

  
Healthcare

  
Industrial



FOCUS

## Platforms



### Develop services that scale

IoT Enablement

Security

Analytics

Open Marketplace

Actionable Insights



BUILD





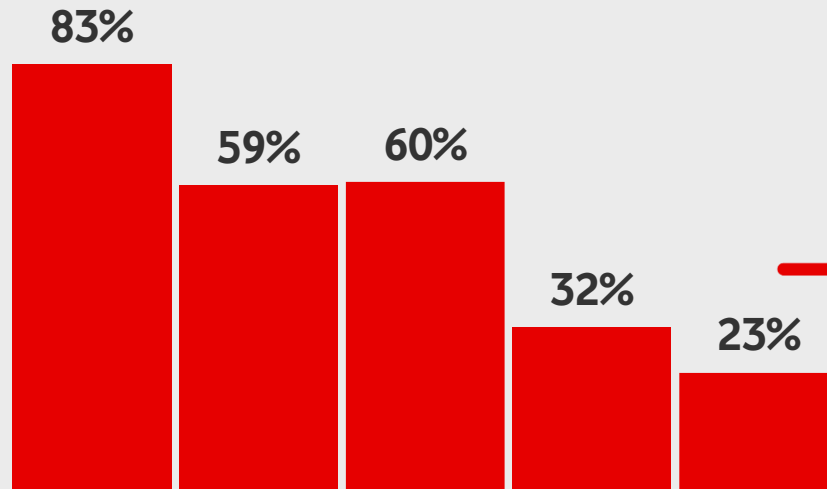
# Vodacom Open Office 2018 M-Pesa Strategy

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# In each of our markets, M-Pesa has become the most effective enabler for financial inclusion

## M-Pesa Penetration Of GSM base

Active 30 day, FY18



## Promoting Financial Inclusion

According to rigorous research by MIT's Poverty Action Lab over 10 years, M-Pesa significantly:

- Increases savings
- Reduces poverty and increases consumption
- Increases use of a bank account
- Increases resilience to financial shocks, e.g. serious sickness or accident
- Changes occupational choice (less likely to be a farmer, more likely to be in a business), especially for women

<b>Bank penetration</b>	55%	19%	40%	20%	11%
<b>Payment card usage</b>	11%	<5%	<5%	<5%	2%



# Beyond Money Transfer | M-Pesa is evolving into a platform for Enterprise, Financial Services and Mobile Commerce



Money Transfer & Basic Services	Enterprise Payments	Financial Services	Mobile Commerce
<ul style="list-style-type: none"> <li>• Agent deposit &amp; withdraw</li> <li>• Person to Person (P2P) transfers and interoperability</li> <li>• Airtime and bundles, including J4U offers / CVM integration</li> <li>• International Money Transfer (IMT)</li> </ul>	<ul style="list-style-type: none"> <li>• Bank to M-Pesa transfers</li> <li>• Bill payment and collections</li> <li>• Disbursements (e.g. salary payments, social welfare, NGO cash transfer programs)</li> </ul>	<ul style="list-style-type: none"> <li>• Micro-savings and loans</li> <li>• Overdraft facilities</li> <li>• Handset financing</li> <li>• Agent and merchant loans</li> <li>• Group savings and loans</li> <li>• Micro-insurance</li> <li>• Financial management tools</li> </ul>	<ul style="list-style-type: none"> <li>• Merchant acquiring (in-store and online)</li> <li>• B2B payments and “cashless distribution”</li> <li>• App store integration</li> <li>• Payment partnerships</li> <li>• Digital marketplaces</li> <li>• Loyalty and promotions</li> <li>• Ticketing</li> </ul>



# M-Pesa is Africa's biggest payments platform – and growing fast

## Greatest customer reach of any African FSP

M-Pesa  
**32.3m**  
customers

Next African  
MM player  
**21m**

No 1  
African bank  
**20m**

## More transactions than African card schemes combined

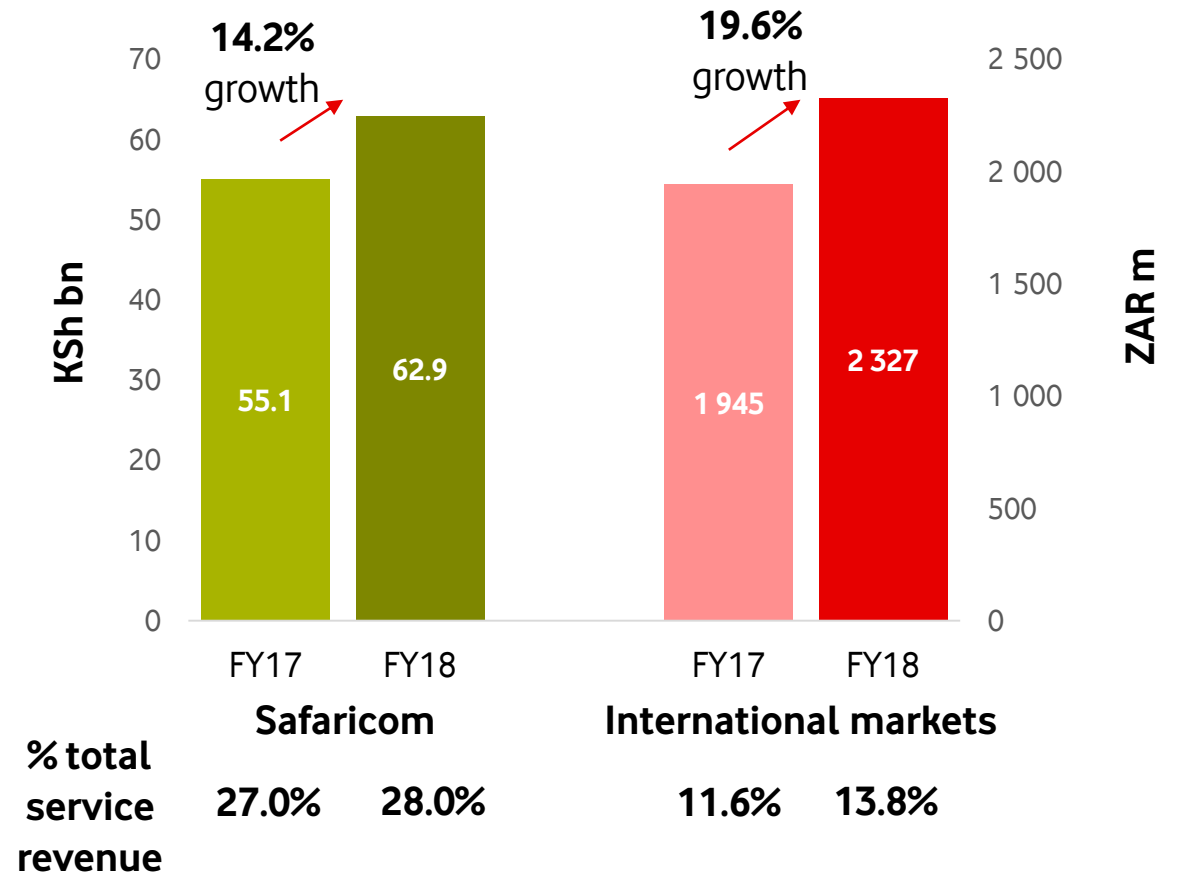
M-Pesa  
**8.8bn**  
TRX

African card  
payments  
**8.4bn**  
TRX

PayPal  
(Global)  
**8.2bn**  
TRX

## Major revenue growth engine for Vodacom

as at 31 March 2018



Sources: McKinsey, 18 May 17 – “African Payments – Lessons from the Real Time Payments revolution”; Statista; Annual reports

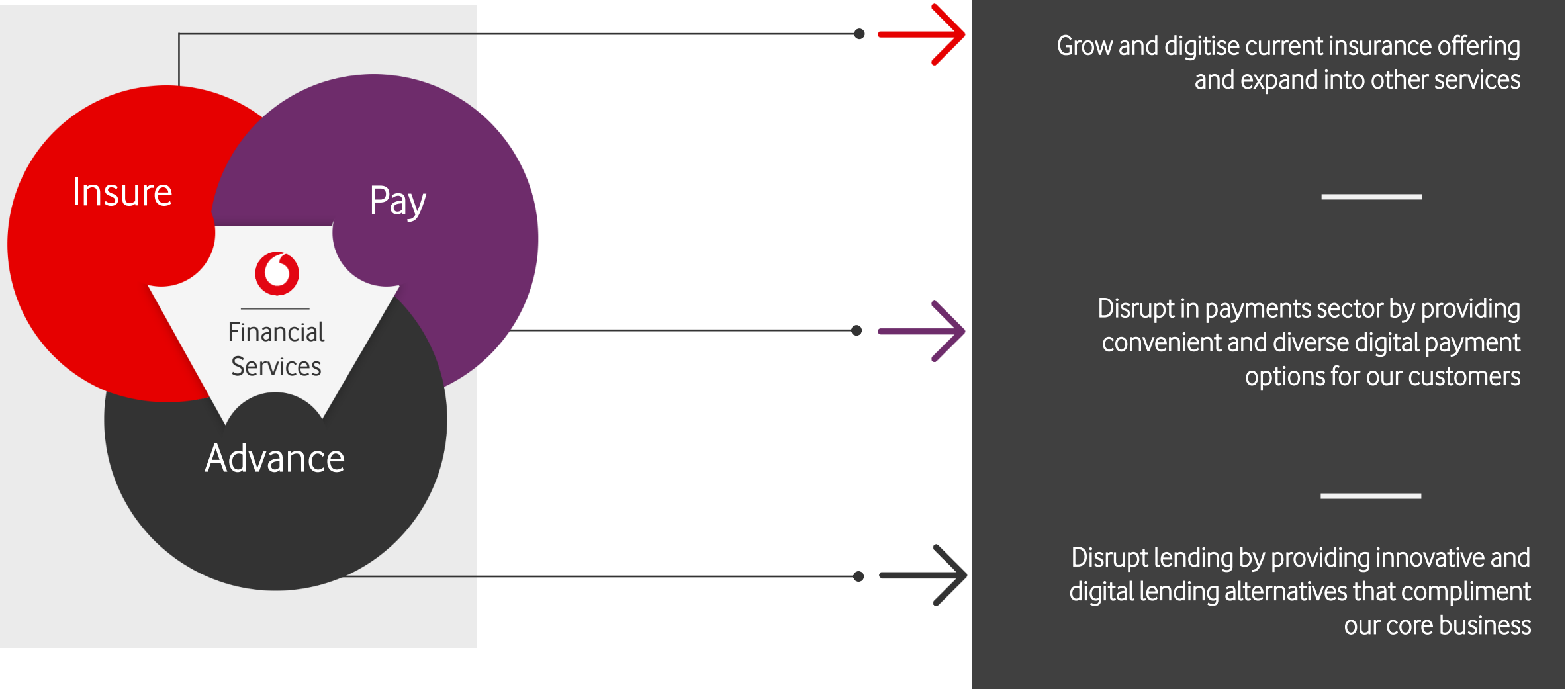




# Vodacom Open Office 2018 Financial Services Strategy

The future is exciting.  
**Ready?**

# Financial Services





# Vodacom Open Office 2018 Financial Services

The future is exciting.  
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# Vodacom Financial Services | Who are we?

**4th** LARGEST SHORT TERM INSURER BY EBITDA IN SOUTH AFRICA

1 Million active policies



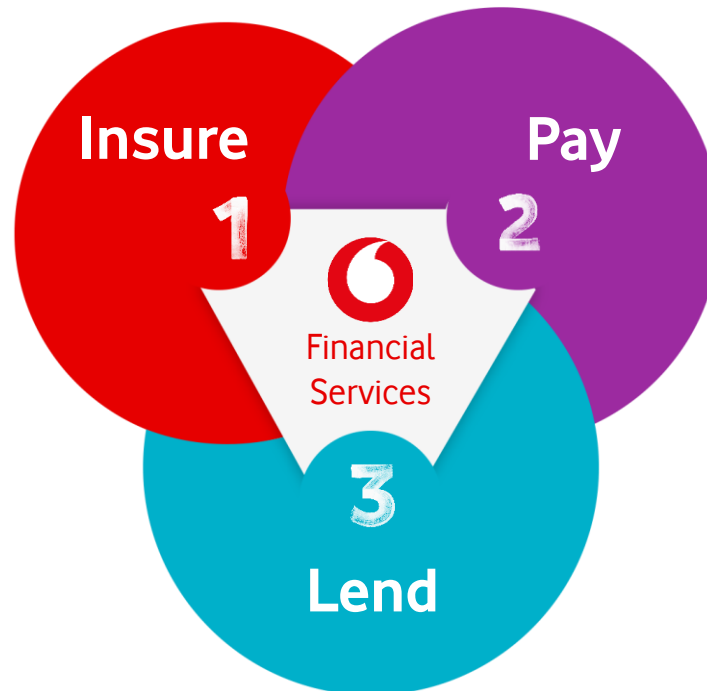
**R1 Billion** airtime sold through VER



Vodacom is the ONLY Telco in South Africa and Africa that has its own payment gateway

**10x**

Growth of Life & Funeral policies in the last 6 months to over **100 000**



**AA**

Airtime Advance

has grown **174%**

**6M** active customers



# Airtime Advance | What is it?



## Airtime

- ✓ R3
- ✓ R5
- ✓ R10
- ✓ R20

## Data

- ✓ 20 MB
- ✓ 60 MB
- ✓ 100 MB

## How to buy

Dial \*135\*082#

## How to pay

Fees deducted from next recharge

## Qualifying Criteria

3 Months on Vodacom Network  
R29 minimum recharge value  
Prepaid, TopUp & Uchoose plans



# Vodacom Express Recharge | What is it?



**Benefits**

- Security**  
Vodacom Express Recharge is safe and secure, as you are required to enter your ATM PIN to authorise any purchase.
- Convenience**  
You can recharge anywhere, anytime by simply dialling \*135\*02#.
- Who can use Vodacom Express Recharge?**  
This service is available to Prepaid, Top Up and uChoose customers.
- Limits**  
The daily limit for purchasing Airtime is R1000 and a limit of R500 per transaction.
- Cost**  
Using \*135\*02# is free – you only pay for your Airtime, Data or SMS bundle and, if applicable, the associated bank charges for using your card.
- How to recharge with Vodacom Express Recharge**  
Simply dial \*135\*02# and follow the prompts.
- What you need to recharge**  
You will need your debit or credit card number, as well as your PIN.



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**vodacom**

## Recharge safely with Vodacom Express Recharge

Buy Airtime and Data with your debit or credit card anywhere, anytime.  
**Just dial \*135\*02#**

How to buy

Dial \*135\*02#

How to pay

Use debit or credit card on USSD or My Vodacom App

Qualifying Criteria

Possess debit or credit card



# Vodacom Device Cover | What is it?

Comprehensive  
R19/month

Accidental Damage  
R15/month

Contract Cover  
R5,99/month

- ✓ Device repairs and replacements through nationwide network of Vodacom outlets.
- ✓ Device Insurance available to Vodacom contract and prepaid customers



How to buy

Vodacom stores

How to pay

Contract Customers – Charge to Bill  
Prepaid Customers - Debit order

Qualifying  
Criteria

New Device  
Bank account (prepaid customers)



# Vodacom Funeral Cover | What is it?



- ✓ Premiums paid through prepaid recharge balance
- ✓ Easy and quick self-registration through USSD
- ✓ Pay weekly, monthly or in advance

Vodacom Funeral Cover 4 You			
Weekly	Monthly	Cover	
R3	R12	R2 500	
R4.50	R18	R5 000	
R7.50	R30	R10 000	
Vodacom Funeral Cover 4 You & Your Family			
Weekly	Monthly	Your & Your Partner Cover	Children cover
R7.50	R30	R2 500	R 1250
R10	R40	R5 000	R2 500
R15	R60	R10 000	R5 000

- How to buy** → Dial \*135\*187#
- How to pay** → Premiums deducted from available recharge balance
- Qualifying Criteria** → Valid SA ID  
Vodacom prepaid customers only  
18-60 years old



# Vodacom Life Cover | What is it?



- ✓ Cover is based on personal profile and circumstances
- ✓ No medical examinations required only a blood test
- ✓ Premiums from R125 per month

Life Insurance	Disability Cover	Serious Illness
Pays out tax-free lump sum death benefit of up to R1.5m	Pays out a tax-free lump sum on permanent disability of up to R1.5m	Pays out a tax-free lump sum on diagnosis of covered diseases, up to R1.5m

## How to buy

Online quote, Call centre

## How to pay

Debit order

## Qualifying Criteria

Valid SA ID  
Bank Account  
18-65 years old



# Vodacom Legal Cover | What is it?

<b>Essential</b> R90 000 litigation cover per year	<b>Core</b> R170 000 litigation cover per year	<b>Plus</b> R230 000 litigation cover per year
<ul style="list-style-type: none"><li>✓ Cover for policyholder, spouse, dependent children (up to age 20)</li><li>✓ Unopposed divorce matters</li><li>✓ 11 additional benefits</li></ul>	<ul style="list-style-type: none"><li>✓ Cover for policyholder, spouse, dependent children (up to age 25)</li><li>✓ Unopposed divorce matters</li><li>✓ Opposed divorce matters</li><li>✓ Accidental death benefit</li><li>✓ Bail money</li><li>✓ 18 additional benefits</li></ul>	<ul style="list-style-type: none"><li>✓ Cover for policyholder, spouse, dependent children (up to age 27)</li><li>✓ Unopposed divorce matters</li><li>✓ Opposed divorce matters</li><li>✓ Accidental death benefit</li><li>✓ Bail money</li><li>✓ 23 additional benefits</li></ul>
<b>R99.87</b> /month	<b>R170.48</b> /month	<b>R226.97</b> /month





# Vodacom Open Office 2018 Digital Services Strategy

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# Digital Products and Services - is a key part of our vision



VOICE ERA

VAS



DATA ERA

Reasons to consume



DIGITAL ERA

Engaged user

DIGITAL APPROACH

Airtime Sales →

Today: Digital Service drives data →

Create Engaged user ecosystems →



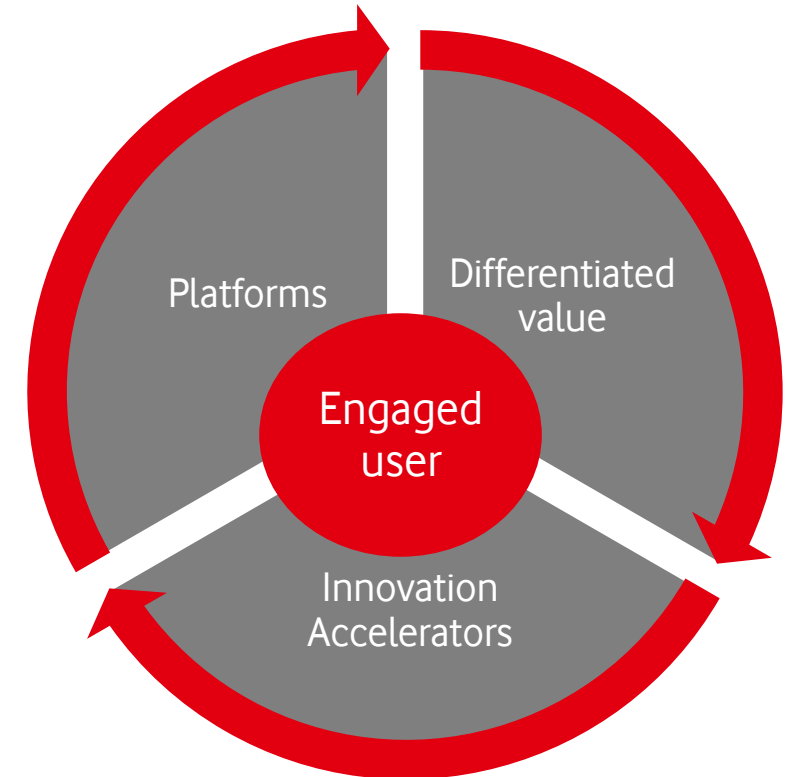
Engaged: Part of all customers' digital journey...

Rich Partnerships

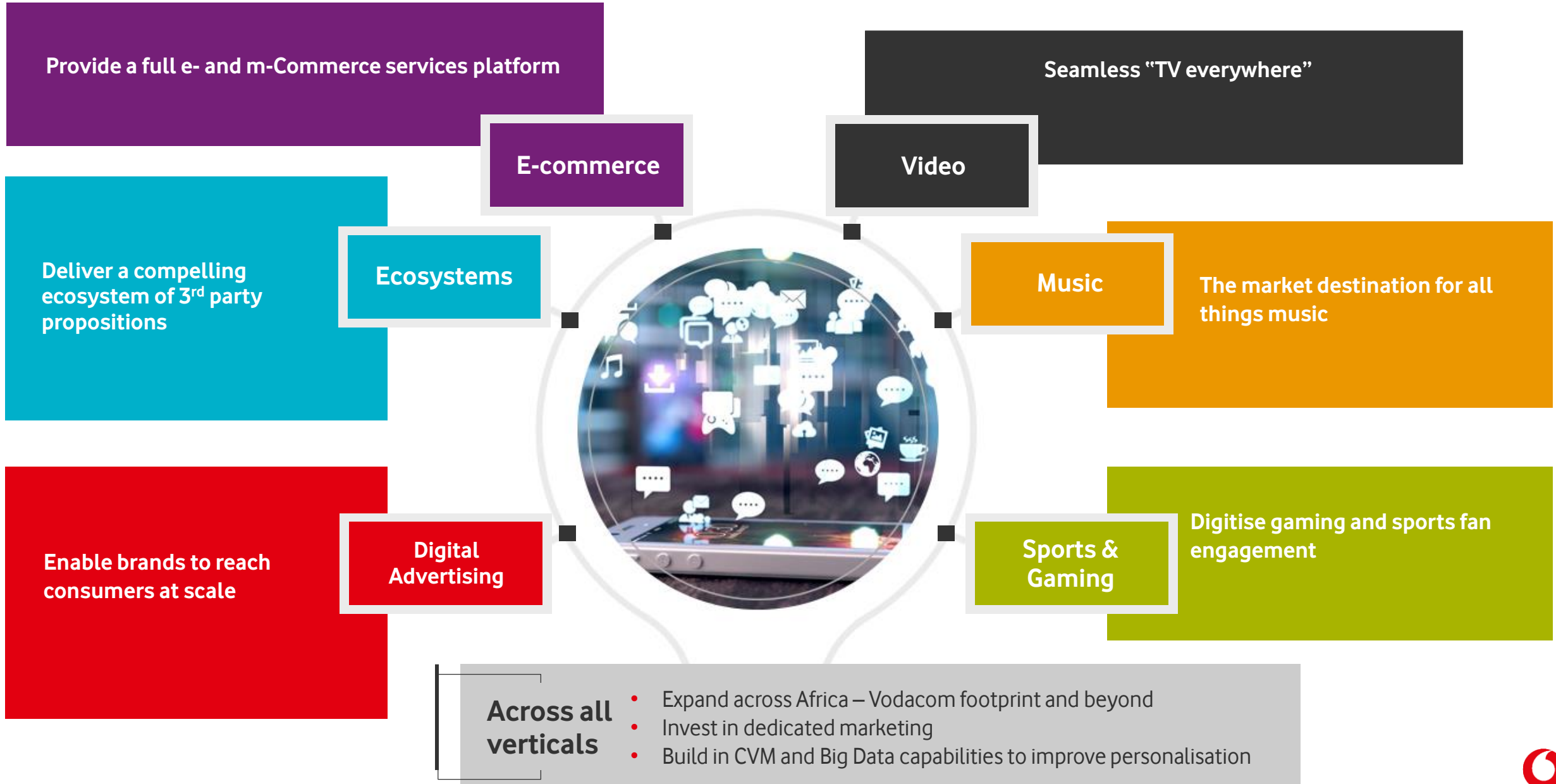
Differentiated experience

Segmented/  
Flexible  
Digital  
Offers

Own Brands  
with Over  
the Top  
Reach



# Platforms for Digital Growth





# Vodacom Open Office 2018 Big Data Strategy

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# Strategy

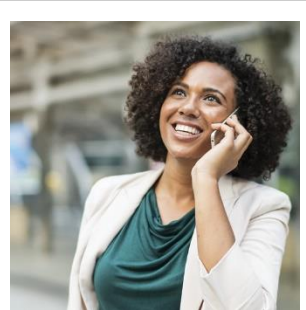
## Leverage our information advantage

Responsibly collect information on all interactions with and by our customers. Information only to be used with customers' consent and never shared with 3<sup>rd</sup> parties unless anonymized, aggregated and agreed by the customer.

## Think Big, Start Small and Scale Fast

Automated AI solutions allow us to scale impact across the organisation

### Single View of the Customer



### Solution Automation



### Applied Machine Learning

## Smarter Organisation

Embed machine learning into business processes and customer journeys to enhance decision making, planning, operations and customer experience.



# The journey from a gut feel business to Artificial Intelligence

**Before 2015**



**Basic Gut Feel Analytics**

Reactive descriptive analyses and decisions largely based on "gut-feel"

**Learning Machine**

Automated solutions

In the CVM domain

- ☑ Just for You
- ☑ Smart Notifications
- ☑ Upsize

**2017**



**Machine Learning as a Service**

Invested in an Applied Machine Learning platform with real-time and solution automation capability.

**Applied Machine Learning**

Successful bespoke applied machine learning solutions:

- ☑ Recommender engines
- ☑ Churn management
- ☑ Fraud management
- ☑ Call deflection and routing
- ☑ Smart investment

**2019+**



**"Smart" Organisation**

Accelerate adoption of Artificial Intelligence solutions through a well balanced buy/build strategy

Buy to accelerate impact, and build as a competitive differentiator.

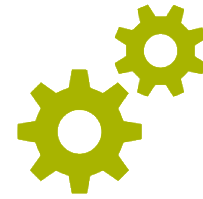
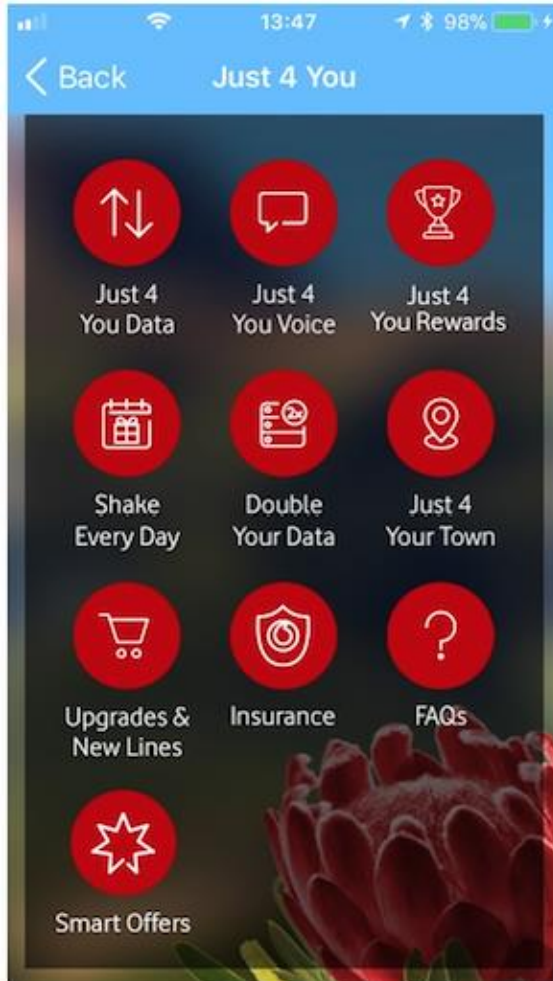




# Vodacom Open Office 2018 Big data

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**Ready?**

# Second personalised store front to service our customers



## Hyper-personalization

Global recommender with multiple product recommenders



More than **11,5 million customers** buying monthly



**1,4 billion Just for You bundles** sold in FY18/19



# Hyper personalization through advanced machine learning

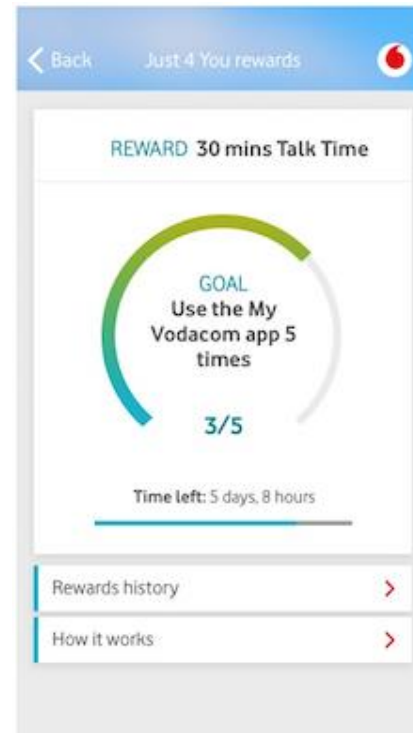
## Easy access

to buy our products and services through intelligent recommendations



## Loyalty

Reward loyal customers through Just for You for tenure and behavior



## New growth

Support acceleration units with relevant cross-/up-sell offers



**Video Play**

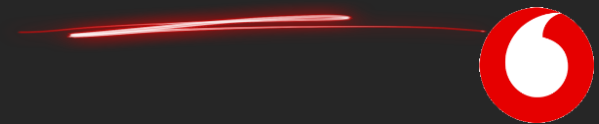




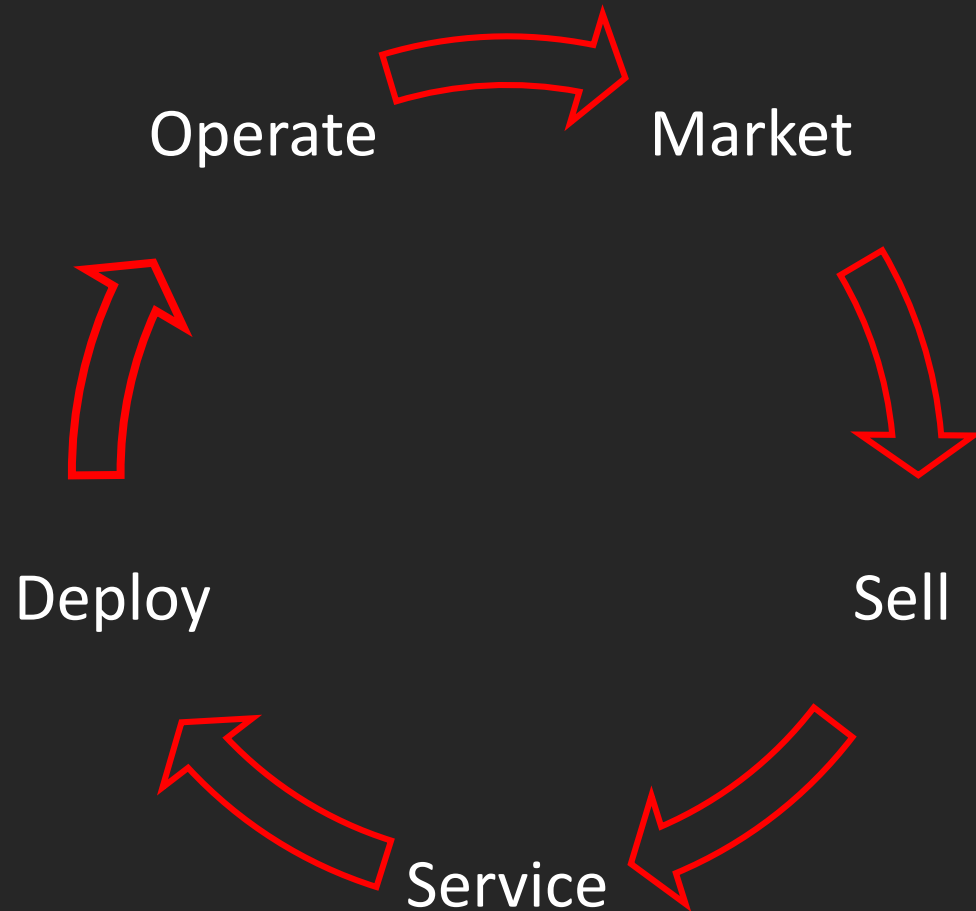
# Digital

Vodacom

Till Streichert



# Optimising the value chain through digital



- Machine learning
- Artificial intelligence
- Process automation
- Big data



# Digital marketing

## Now....

- High production cost – largely unidentified target audiences
- Traditional marketing, low returns likely
- Large base of customers less engaged on traditional channels, more engaged on social media, streaming and other channels

Increase digital marketing spend 20% to 45% of publicity spend

## Our transformation....

- Micro productions for various products and services – significant increase in available inventory
- Data-enabled targeted messaging (lower costs, higher returns)
- Digital marketing to ensure spend optimisation and target higher sales
- Direct enabler driving digital customer behaviour

Optimise spend for best returns



# Digital sales and omni-channel

## Now....

- Customers moving to digital channels
- Online allows for direct interaction with customers
- I want to start one place and end at another
- I want to shop when I want and I want you to know what I need

35% digital upgrades  
35% online sales  
18% direct airtime sales

## Our transformation....

- Use of AI to predict what customers want
- Develop online first experience
- Direct recharge channels, cutting out the middleman
- Digital processes for a frictionless experience

Reduce the cost acquire  
and retain customers



# Digitally serviced

## Now....

- Customers want to be empowered and informed
- Customers expect you to know what their pain points are before they know
- More products and service = more interaction

## Our transformation....

- Intelligent chatbots to will solve simple queries – across multiple channels
- Use of AI to predict and pro-actively fix
- Big data to personalise call centre experience
- Digital tools to empower customers
- Upsell opportunity with targeted and dynamic content

Increase Tobi/bot engagement 10x  
Increase app transactions 10x  
Increase web transactions 10%

Halve call volumes in 5  
years



# Smart deployment

## Now....

- Rule based and ad-hoc deployment
- Fragmented data sources
- Augmented by human analysis
- Sequential and time consuming

## Our transformation....

- Use of AI, Big Data and machine learning to optimise capex allocation
- Expanding data sources from 18 to 43
- Overlay with social media information
- Accurate and per site profitability information
- Dynamic and real-time optimisation

30-40% of Capex  
investment informed  
by tool

Improved ROCE



# Smart operations

## Now....

- Manual processing
- Mundane, repetitive tasks
- Labour intensive process
- Legacy complexity

## Our transformation....

- Robotic process automation
- Artificial intelligence and machine learning
- Varied cognitive services
- Natural language processing

450+ processes automated  
350+ bots deployed

Man hours saved to  
reskill for new business



# The digital opportunity

## South Africa leading

R21bn



Commissions

Opex

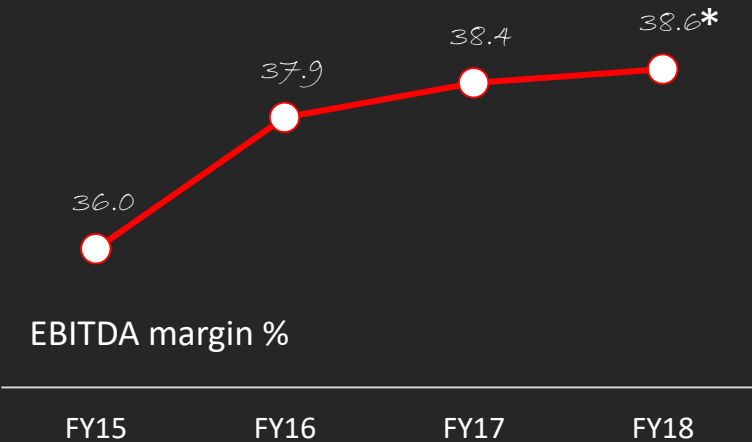
Baseline

*c.30% is addressable through digitisation*

- Distribution
- Digital marketing
- Digital services
- Smart operations

## Across the Group

- Improved customer experience
- Continued operational leverage



EBITDA margin %

\* Excluding Rain effects





## Key takeouts



- The digital life of the customer at centre of what we do
- The preferred partner for Enterprise digitalisation
- Transforming – traditional telco to digital technology company
- Early adopter of transformative digital technologies
- Constructively engaging with regulators to enable digital future for all



# Forward-looking statements

This presentation for Vodacom Group Limited contains 'forward-looking statements', which have not been reviewed or reported on by the Group's auditors, with respect to the Group's financial condition, results of operations and businesses and certain of the Group's plans and objectives. In particular, such forward-looking statements include statements relating to: the Group's future performance; future capital expenditures, acquisitions, divestitures, expenses, revenues, financial conditions, dividend policy, and future prospects; business and management strategies relating to the expansion and growth of the Group; the effects of regulation of the Group's businesses by governments in the countries in which it operates; the Group's expectations as to the launch and roll out dates for products, services or technologies; expectations regarding the operating environment and market conditions; growth in customers and usage; and the rate of dividend growth by the Group.

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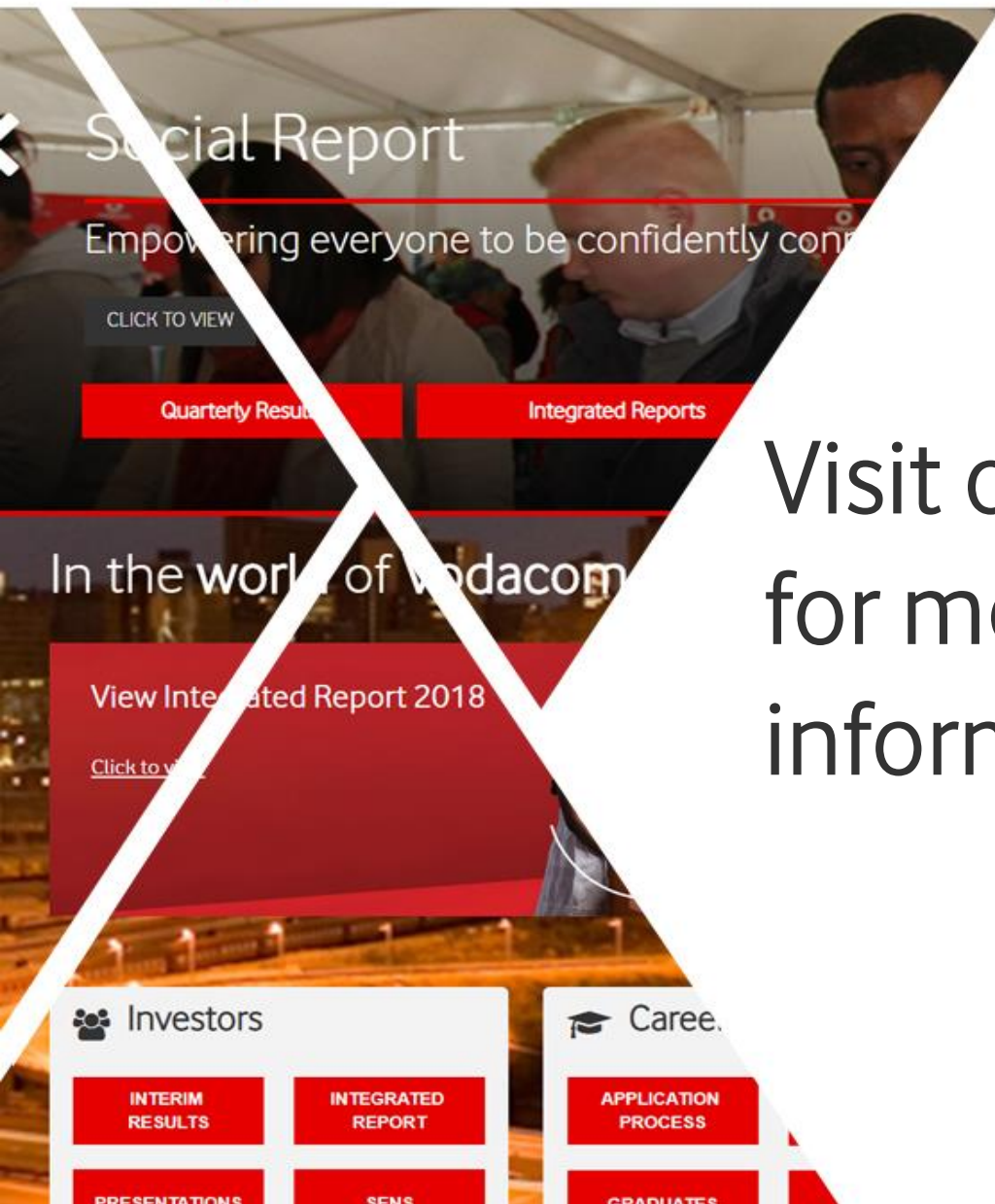
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Investors

Press

Careers

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information

## FY19 upcoming dates




Interim results  
**12 November 2018**

Q3 results  
**24 January 2019**

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