



# Operational Update

For the 12 month period ending 31 May 2020

# The turnaround strategy is driving positive change

1

## Liquidity Focus

Liquidity platform is in place.

Informal debt standstill, current terms on hold while debt is restructured as part of recapitalisation.

Complete



2

## Network strategy

Evolution of the capex intensive, infrastructure-based network to an aggregator of infrastructure.

Implementation of expanded MTN roaming agreement commenced 1 May 2020. Transition will take 36 months.

Complete



3

## Operational Rationalisation

A cost efficiency programme.

Drop in customers but only 2% decline in revenue.

Operating model changes from build, own and run everything to focused investment, partnering and a buyer of services.

Ongoing



4

## Recapitalisation

Complex restructure.

Multiple stakeholders.

Good progress.

Final step will be term sheets.

In Progress



CELL C OF THE FUTURE



Lean

Agile

Responsive

# 2020 Operational Overview

For June 2019 to May 2020

R'm	2020	2019	% change
Service revenue	13 901	14 247	 -2%
EBITDA	3 744	3 391	 10%

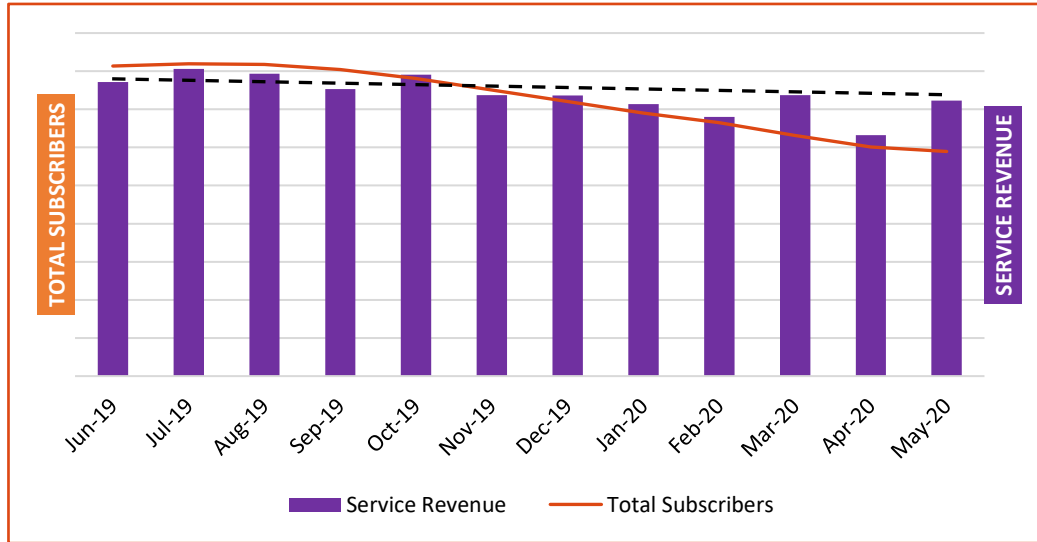
## Notes & Comments

- A reduction in approximately a third of the customer base but only a 2% decline in service revenue.
- Resulting in a quality base of subscribers.
- Not wasting commercial expenses to acquire customers that are not providing a return.

Results excluding the adoption of IFRS 16.

# Evolution of the customer base in pursuit of profitability

## Service Revenue vs Total Subscribers



## Notes & Comments

- We have been actively managing our customer base by pursuing more profitable customers.
- This has resulted in a reduction in the Cell C customer base. With a decline on 28% of the base, we have maintained and grown revenue based on the trend.
- Cell C removed non-profitable products and increased its focus on retail product pricing.

- Customer base excludes FTTH and CST subscriber bases.