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<SUBMISSION-CONTACT>		
<CONTACT-NAME>	Scott Saks	</CONTACT-NAME>
<CONTACT-PHONE>	(212) 318-6311	</CONTACT-PHONE>
</SUBMISSION-CONTACT>		
<NOTIFY-INTERNET>	scottsaks@paulhastings.com	</NOTIFY-INTERNET>
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<PERIOD>	04-28-2006	</PERIOD>

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**UNITED STATES
SECURITIES AND EXCHANGE COMMISSION**
Washington, D.C. 20549

FORM 6-K

**REPORT OF FOREIGN PRIVATE ISSUER
PURSUANT TO RULE 13a-16 OR 15d-16
UNDER THE SECURITIES EXCHANGE ACT OF 1934**

For the month of: April 2006

001-31609
(Commission File Number)

Telkom SA Limited
(Translation of registrant's name into English)

**Telkom Towers North
152 Proes Street
Pretoria 0002
The Republic of South Africa**
(Address of principal executive offices)

Indicate by check mark whether the registrant files or will file annual reports under cover Form 20-F or Form 40-F.

Form 20-F Form 40-F

Indicate by check mark if the registrant is submitting the Form 6-K in paper as permitted by Regulation S-T Rule 101(b)(1):

Indicate by check mark if the registrant is submitting the Form 6-K in paper as permitted by Regulation S-T Rule 101(b)(7):

Indicate by check mark whether by furnishing the information contained on this Form, the registrant is also thereby furnishing the information to the Commission pursuant to Rule 12g3-2(b) under the Securities Exchange Act of 1934.

Yes No

If "Yes" is marked, indicate below the file number assigned to the registrant in connection with Rule 12g3-2(b): 82-_____.

On March 28, 2006, Telkom SA Limited (“Telkom”) issued an announcement to the JSE Securities Exchange, South Africa, providing notification of the Company Secretary’s dealings in Telkom securities, a copy of which is attached hereto as Exhibit 99.1 and is incorporated herein by reference.

On April 4, 2006, Telkom and Business Connexion Group Limited (“BCX”) issued a joint announcement of a firm intention by Telkom to make an offer to acquire the entire issued share capital of BCX, and the withdrawal of a cautionary announcement by BCX. A copy of the announcement is attached hereto as Exhibit 99.2 and is incorporated herein by reference.

On April 5, 2006, Telkom announced that it would be presenting an outline of its business strategy to members of the investment community at an analyst open day on April 6, 2006. A copy of the announcement is attached hereto as Exhibit 99.3 and is incorporated herein by reference. The announcement contains forward-looking statements and includes cautionary statements identifying important factors that could cause actual results to differ materially from those anticipated.

On April 6, 2006, Telkom presented an outline of its business strategy to members of the investment community at an analyst open day. Copies of the presentations are attached hereto as Exhibit 99.4 and are incorporated herein by reference. The presentations of the business strategy contain forward-looking statements and includes cautionary statements identifying important factors that could cause actual results to differ materially from those anticipated.

SPECIAL NOTE REGARDING FORWARD LOOKING STATEMENTS

All statements contained herein and in the exhibits incorporated by reference herein, as well as oral statements that may be made by Telkom or Vodacom Group (Proprietary) Limited (“Vodacom”), in which Telkom has a 50% holding, or by officers, directors or employees acting on their behalf, that are not statements of historical facts, constitute or are based on forward-looking statements within the meaning of the U.S. Private Securities Litigation Reform Act of 1995, specifically Section 27A of the U.S. Securities Act of 1933, as amended, and Section 21E of the U.S. Securities Exchange Act of 1934, as amended. Such forward-looking statements involve a number of known and unknown risks, uncertainties and other factors that could cause Telkom’s or Vodacom’s actual results and outcomes to be materially different from historical results or from any future results expressed or implied by such forward-looking statements. Among the factors that could cause Telkom’s or Vodacom’s actual results or outcomes to differ materially from their expectations are those risks identified in Item 3. “Key Information-Risk Factors” contained in Telkom’s most recent annual report on Form 20-F filed with the U.S. Securities Exchange Commission (“SEC”) and Telkom’s other filings and submissions with the SEC, which are available on Telkom’s website at www.Telkom.co.za/ir, including, but not limited to, increased competition in the South African fixed-line and mobile communications markets; developments in the regulatory environment; continued mobile growth and reductions in Vodacom’s and Telkom’s net interconnect margins; Vodacom’s and Telkom’s ability to expand their operations and make investments in other African countries and the general economic, political, social and legal conditions in South Africa and in other countries where Vodacom and Telkom invest; Telkom’s and Vodacom’s ability to attract and retain key personnel; Telkom’s inability to appoint a majority of Vodacom’s directors and the consensus approval rights at Vodacom may limit Telkom’s flexibility and ability to implement its preferred strategies; Vodacom’s continued payment of dividends or distributions to Telkom; Telkom’s ability to improve and maintain its management information and other systems; Telkom’s negative working capital; changes and delays in the implementation of new technologies; Telkom’s ability to reduce theft, vandalism, network and payphone fraud and lost revenue to non-licensed operators; Telkom’s ability to improve its internal control over financial reporting; health risks related to mobile handsets, base stations and associated equipment; Telkom’s control by the Government of the Republic of South Africa; the outcome of regulatory, legal and arbitration proceedings, including tariff approvals, and the outcome of Telkom’s hearing before the Competition Commission related to the VANs litigation, its proceedings with Telcordia Technologies Incorporated and others; Telkom’s ability to negotiate favorable terms, rates and conditions for the provision of interconnection services; Telkom’s ability to implement and recover the substantial capital and operational costs associated with carrier pre-selection, number portability and monitoring and interception; Telkom’s ability to comply with the South African Public Finance Management Act and South African Public Audit Act and the impact of the South African Municipal Property Rates Act; fluctuations in the value of the Rand; the impact of unemployment, poverty, crime and HIV infection, labor laws and exchange control restrictions in South Africa; and other matters not yet known to Telkom or Vodacom or not currently considered material by them.

You should not place undue reliance on these forward-looking statements. All written and oral forward-looking statements attributable to Telkom or Vodacom, or persons acting on their behalf, are qualified in their entirety by these cautionary statements. Moreover, unless Telkom or Vodacom is required by law to update these statements, they will not necessarily update any of these statements after the date of this report, either to conform them to actual results or to changes in its expectations.

<u>Exhibit</u>	<u>Description</u>
99.1	Announcement, dated March 28, 2006, issued by Telkom SA Limited (“Telkom”) to the JSE Securities Exchange, South Africa, providing notification of the Company Secretary’s dealings in Telkom securities.
99.2	Announcement, dated April 4, 2006, issued jointly by Telkom and Business Connexion Group Limited (“BCX”), announcing a firm intention by Telkom to make an offer to acquire the entire issued share capital of BCX, and the withdrawal of a cautionary announcement by BCX.
99.3	Announcement, dated April 5, 2006, issued by Telkom, providing notification of an outline Telkom would be presenting on its business strategy to members of the investment community at an analyst open day on April 6, 2006.
99.4	Telkom’s presentations of its business strategy to members of the investment community held at an analyst open day on April 6, 2006.

SIGNATURE

Pursuant to the requirements of the Securities Exchange Act of 1934, the registrant has duly caused this report to be signed on its behalf by the undersigned, thereunto duly authorized.

TELKOM SA LIMITED

By: /s/ Kaushik Patel

Name: Kaushik Patel

Title: Chief Financial Officer

Date: April 7, 2006

EXHIBIT 99.1

Telkom SA Limited
(Registration Number 1991/005476/06)
ISIN ZAE000044897
JSE and NYSE Share Code TKG
("Telkom")

Company Secretary's dealing in Telkom SA Limited securities

In terms of Section 3.63 - 3.74 of the JSE Limited Listings Requirements, please note the following:

Name of Company Secretary:	Vincent Mashale
Number of Securities:	51
Class of Security:	Ordinary
Nature of Interest:	Direct, beneficial
Nature of Transaction:	Purchase
Date:	24 March 2006
Price:	R 33.81

Shareholding:

The shares purchased represent 25% of Mr Mashale's Telkom SA Limited shares, or options to buy shares, held in terms of the rules of the government Initiated Employee Share Option Plan (The Diabo 2% Scheme).

Clearance

The necessary authority was granted in terms of 3.66

Johannesburg
28 March 2006

EXHIBIT 99.2

Telkom SA Limited
(Registration Number 1991/005476/06)
ISIN ZAE000044897
JSE and NYSE Share Code TKG
("Telkom")

Business Connexion Group Limited
(Registration number: 1988/005282/06)
ISIN: ZAE000054631
JSE Share Code: BCX
("BCX")

Joint announcement of a firm intention by Telkom to make an offer to acquire the entire issued share capital of BCX and withdrawal of BCX cautionary announcement**1. INTRODUCTION**

Further to the Telkom and BCX announcements on 22 March 2006, Telkom announces its firm intention to make an offer to acquire the entire issued share capital of BCX (the "Offer"), other than the BCX shares held as treasury shares and, if the trustees of the BCX share incentive trust so agree, the BCX shares held by the BCX share incentive trust ("excluded parties") (the "Offer Shares"). Telkom will acquire the outstanding options in BCX on the same terms and conditions as the Offer. The Offer will be implemented by way of a scheme of arrangement ("the Scheme") in terms of section 311 of the Companies Act ("the Act"), to be proposed by Telkom between BCX and its shareholders, other than the excluded parties ("Scheme Members"). BCX is supportive of the process set out herein.

2. RATIONALE

The transaction will advance Telkom's ongoing data strategy. In particular, Telkom believes that the transaction will enhance Telkom's ability to offer its customers end-to-end solutions across the ICT value chain. Telkom's strength has to date been on ICT services relevant to its core connectivity proposition, managed network and internet access and BCX offers a complementary service offering. The transaction will enable Telkom to have a meaningful presence in the IT services market extending its value chain with BCX's proven capabilities in business application & support management, business process outsourcing and other IT related complementary lines of business.

BCX has defined a strategy to expand into the communication arena and has been considering a relationship with a communications company to that effect. If the Offer is successful, BCX will continue to operate as a standalone or separate business unit within Telkom. BCX will retain and expand its service offering and always service its clients with ongoing commitment.

3. OFFER CONSIDERATION

Telkom will acquire the entire issued share capital of BCX for a cash consideration per Offer Share of R9.00 ("the Offer Consideration"). Telkom will furthermore agree to BCX paying a dividend of R0.25 per BCX share post the Scheme meeting but prior to the implementation of the Scheme. Telkom does not hold any shares in BCX at present and will not increase the Offer Consideration. Furthermore, BCX will continue paying dividends in the ordinary course of business in line with its current policy to maintain a 3x dividend cover ratio (excluding exceptional items) provided such dividends do not materially alter the net cash position of BCX as at 30 November 2005 unless such diminution in cash occurred due to an increase in assets in BCX.

The Offer Consideration is at a premium to the current market price and a substantial premium to the long-term share price as set out in the financial effects attributable to BCX shareholders below. The Offer Consideration is also higher than the all-time high share price of R8.95 prior to the announcement of the potential offer on 22 March 2006.

The Securities Regulation Panel (the "SRP") has been given appropriate confirmation in terms of its requirements that Telkom has sufficient resources available to meet its obligations to satisfy full acceptance of the Offer.

4. FINANCIAL EFFECTS ATTRIBUTABLE TO BCX SHAREHOLDERS

The table below sets out the pro forma financial effects of the Scheme for a BCX shareholder which

have been prepared in accordance with IFRS, based on the published unaudited results of BCX for the six month period ended 30 November 2005, assuming that all the BCX shareholders receive the cash consideration for 100% of their Offer Shares. These financial effects are provided for illustrative purposes only and, because of its historical nature, may not be a true reflection of the impact of the Scheme on earnings or asset values into the future:

	Before Scheme	After Scheme assuming R9.00 cash consideration per share is paid	Percentage Change
	1 BCX share	To BCX shareholder	To BCX shareholder
Attributable market value:			
20 March 2006 (cents) (1)	804	900	11,9
15 November 2005 (cents) (2)	635	900	41,7
30-day volume weighted average (cents) (3)	770	900	17,0
60 day volume weighted average (cents) (4)	776	900	16,0
Earnings (cents)	21.5	23.0	7.0
Headline earnings (cents)	21.6	23.0	6.5
Net asset value (cents)	471.3	900	91.0

Notes:

(1) The closing market price of 804 cents per BCX share on 20 March 2006, being the last date prior to Telkom's announcement of the Offer.

(2) The closing market price of 635 cents per BCX share on 15 November 2005, being the last trading day prior to the cautionary announcement released on 16 November 2005.

(3) The volume weighted average traded price per BCX share over the 30 trading days up to and including 20 March 2006, being the date prior to Telkom's announcement of the Offer.

(4) The volume weighted average traded price per BCX share over the 60 trading days up to and including 20 March 2006, being the date prior to Telkom's announcement of the Offer.

The financial effects are indicative only and have been based on the assumptions set out below.

For purposes of calculating earnings, headline earnings and net asset value per share "after the scheme", it was assumed that:

- the Scheme became operational and was effected in full with effect from 31 May 2005; and
- the cash consideration of 900 cents per Offer Share had been invested by BCX shareholders to earn an after tax return of 5.1% per annum for the six months ended 30 November 2005.

5. CONDITIONS PRECEDENT TO THE OFFER

The Offer is subject to the fulfillment, by no later than 15 December 2006, of the following conditions precedent:

- the approval of the Scheme by a majority representing not less than three-fourths of the votes exercisable by Scheme Members present and voting either in person or by proxy at a meeting of Scheme Members;
- the sanctioning of the Scheme by the High Court of South Africa in terms of the Act;
- a certified copy of the Order of Court sanctioning the Scheme being registered by the Registrar of Companies in terms of the Act;
- the approval of the Offer by the Competition Authorities, in terms of the Competition Act, either unconditionally or subject to such conditions as may be acceptable to Telkom; and
- the approval of the Scheme by all regulatory authorities if and to the extent necessary, including the South Africa Reserve Bank, the SRP, JSE Limited and the Independent Communications Authority of South Africa.

The period for fulfillment of the conditions precedent may be extended by agreement between Telkom and the board of BCX.

6. BCX SHAREHOLDER SUPPORT

Telkom has approached five of the largest shareholders of BCX holding in excess of 50% of the issued share capital of BCX. Telkom has received a combination of written and in-principle support

from these shareholders to proceed with the Offer.

Telkom has also signed a heads of agreement with Gadlex (Proprietary) Limited, the 25% Black Economic Empowerment shareholders in BCX's operating subsidiary, regulating its future participation in BCX.

7. RECOMMENDATION AND FAIR AND REASONABLE OPINION

The BCX board ("the Board") will consider the Offer and make a recommendation to the BCX shareholders in the appropriate documentation. The Board is not precluded from entertaining any other bona fide offers during the process. The Board is in the process of appointing an independent adviser to consider the Offer and make a recommendation to the Board.

8. FURTHER ANNOUNCEMENT AND DOCUMENTATION

A further announcement setting out the detailed terms, salient dates and times of the Scheme will be made to BCX shareholders and a circular containing the final terms of the Offer will be posted to the shareholders of BCX in due course.

9. WITHDRAWAL OF CAUTIONARY ANNOUNCEMENT

The BCX cautionary announcement dated 22 March 2006 is hereby withdrawn.

Johannesburg

4 April 2006

Financial adviser and sponsor to Telkom: UBS

Attorneys to Telkom: Werksmans Inc.

Financial adviser to BCX: Investec

Attorneys to BCX: Cliffe Dekker

Sponsor to BCX: RMB

EXHIBIT 99.3

Telkom SA Limited
(Registration Number 1991/005476/06)
ISIN ZAE000044897
JSE and NYSE Share Code TKG
("Telkom")

Analyst Open Day

Telkom will be presenting an outline of its business strategy to members of the investment community at an investor day to be held at 09h00 on Thursday 6 April 2006 at the ITS Centurion Data Centre, 91 Oak Avenue, Technopark, Pretoria, South Africa. The presentations will be available on the Telkom investor relations website www.telkom.co.za/ir at 09h00 on Thursday 6 April 2006.

No trading update will be provided.

The presentations will include the following guidance relating to the fixed-line business for the financial year ending 31 March 2007:

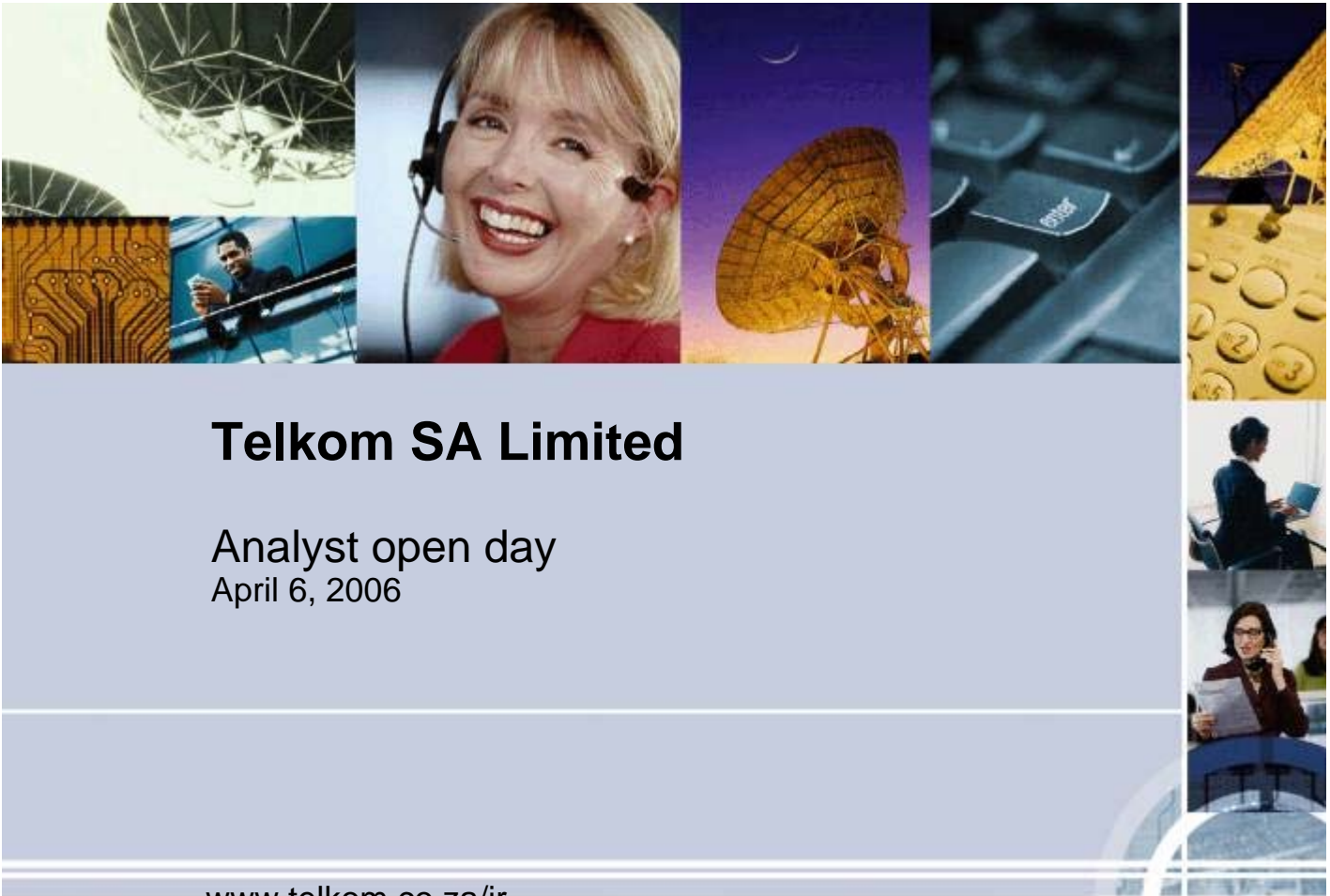
- Employee expenses to revenue: 20% - 22%
- EBITDA margin: 37% - 40%
- Capex to revenue: 18% - 22%
- Debt to equity ratio: 50% - 70%
- Telkom fixed-line capex required over next 5 years ZAR30 billion

SPECIAL NOTE REGARDING FORWARD-LOOKING STATEMENTS

All statements contained herein, as well as oral statements that may be made by us or by officers, directors or employees acting on behalf of the Telkom Group, that are not statements of historical fact constitute "forward-looking statements" within the meaning of the US Private Securities Litigation Reform Act of 1995, specifically Section 27A of the US Securities Act of 1933, as amended, and Section 21E of the U.S. Securities Exchange Act of 1934, as amended. Such forward-looking statements involve known and unknown risks, uncertainties and other factors that could cause our actual results to be materially different from historical results or from any future results expressed or implied by such forward-looking statements. Among the factors that could cause our actual results or outcomes to differ materially from our expectations are those risks identified under the caption "Risk Factors" contained in Item 3. of Telkom's most recent annual report on Form 20-F filed with the U.S. Securities Exchange Commission ("SEC") and its other filings and submissions with the SEC available on Telkom's website at www.telkom.co.za/ir. You should not place undue reliance on these forward-looking statements. All written and oral forward-looking statements, attributable to us, or persons acting on our behalf, are qualified in their entirety by these cautionary statements. Moreover, unless we are required by law to update these statements, we will not necessarily update any of these statements after the date hereof either to conform them to actual results or to changes in our expectations.

Johannesburg
05 April 2006

Exhibit 99.4



Telkom SA Limited

Analyst open day
April 6, 2006

www.telkom.co.za/ir



Cautionary statement on forward looking statements

All statements contained herein, as well as oral statements that may be made by us or by officers, directors or employees acting on behalf of the Telkom Group, that are not statements of historical fact constitute "forward-looking statements" within the meaning of the US Private Securities Litigation Reform Act of 1995, specifically Section 27A of the US Securities Act of 1933, as amended, and Section 21E of the U.S. Securities Exchange Act of 1934, as amended. Such forward-looking statements involve known and unknown risks, uncertainties and other factors that could cause our actual results to be materially different from historical results or from any future results expressed or implied by such forward-looking statements, including, without limitation, increased competition in the South African fixed-line and mobile communications markets; developments in the regulatory environment and further liberalisation of the telecommunications market; continued reductions in Vodacom's and Telkom's net interconnect margins; Vodacom's and Telkom's ability to expand and make investments in other African countries and the general economic, political, social and legal conditions in South Africa and in other African countries; Telkom's ability to attract and retain key personnel; Telkom's inability to appoint a majority of Vodacom's directors and the consensus approval rights at Vodacom that may limit Telkom's ability to implement its preferred strategies; Vodacom's continued payment of dividends or distributions to Telkom; Telkom's ability to improve and maintain its management information and other systems and internal control over financial reporting; Telkom's negative working capital; changes and delays in the implementation of new technologies; Telkom's ability to reduce theft, vandalism, network and payphone fraud and lost revenue to non-licensed operators; health risks related to mobile handsets, base stations and associated equipment; Telkom's control by the Government of the Republic of South Africa; the outcome of regulatory, legal and arbitration proceedings, including tariff approvals and the outcome of Telkom's hearing before the Competition Commission related to the VANs litigation, its proceedings with Telcordia Technologies Incorporated and others; Telkom's ability to negotiate favorable terms, rates and conditions for interconnection services; Telkom's ability to implement and recover the substantial capital and operational costs associated with carrier pre-selection, number portability and monitoring and interception; Telkom's ability to comply with the South African Public Finance Management Act and Public Audit Act and the impact of the Municipal Property Rates Act; fluctuations in the value of the Rand; the impact of unemployment, poverty, crime and HIV infection, labor laws and exchange control restrictions in South Africa; those risks identified under the caption "Risk Factors" contained in Item 3. of Telkom's most recent annual report on Form 20-F filed with the U.S. Securities Exchange Commission ("SEC") and its other filings and submissions with the SEC available on Telkom's website at www.telkom.co.za/ir; and other matters not yet known to us or not currently considered material by us. You should not place undue reliance on these forward-looking statements. All written and oral forward-looking statements, attributable to us, or persons acting on our behalf, are qualified in their entirety by these cautionary statements. Moreover, unless we are required by law to update these statements, we will not necessarily update any of these statements after the date hereof either to conform them to actual results or to changes in our expectations. This presentation may contain certain non-GAAP financial measures. Reconciliations between the non-GAAP financial measures and the GAAP financial measures are available on the company's website at www.telkom.co.za/ir



Strategic overview

Papi Molotsane

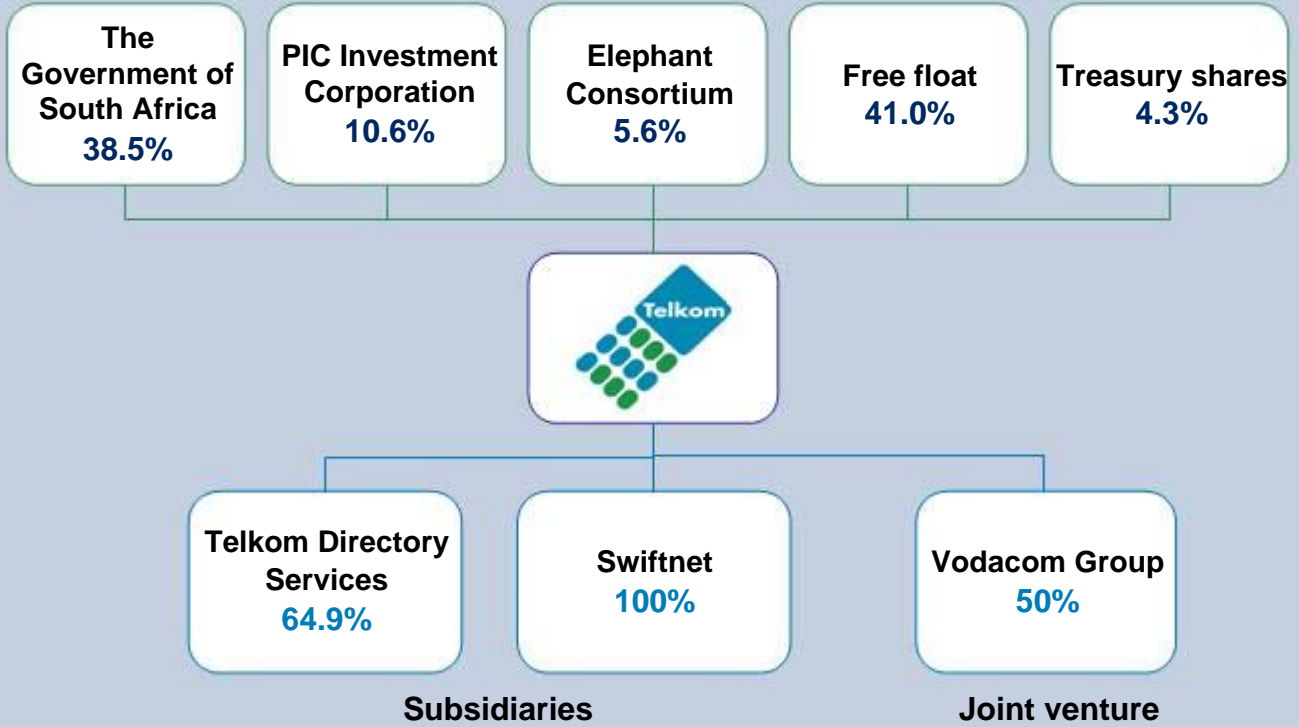


Papi Molotsane
Chief Executive Officer



Group overview

Group structure



Group overview

Key strengths

- _ One of the most influential ICT players in South Africa
- _ Unmatched scale and capabilities
- _ Exceptional historical financial performance and cash generation
- _ Strong leadership and quality employees
- _ A new strategy to adapt to changes in environment

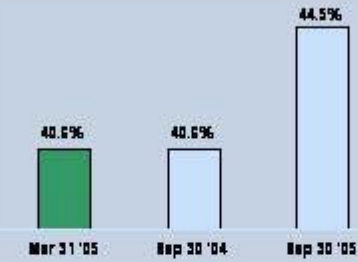


Group net profit drivers

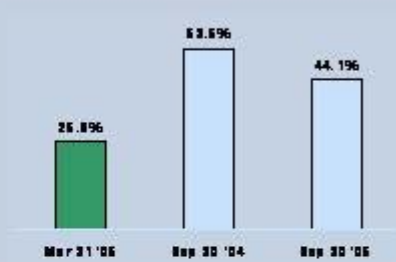
Group Revenue (ZARm)



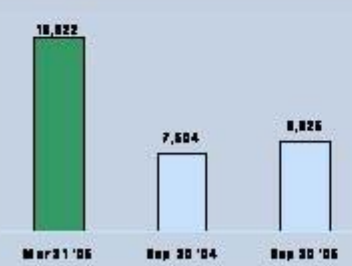
EBTDA margin (%)



Net debt to equity (%)



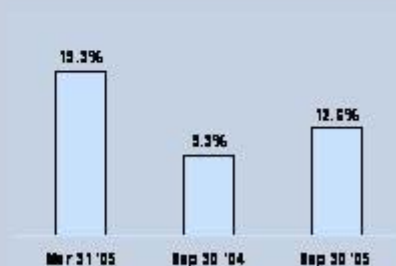
Cash flow from operations (ZARm)



HEPS (cents)



Return on assets (%)



Sep not annualised



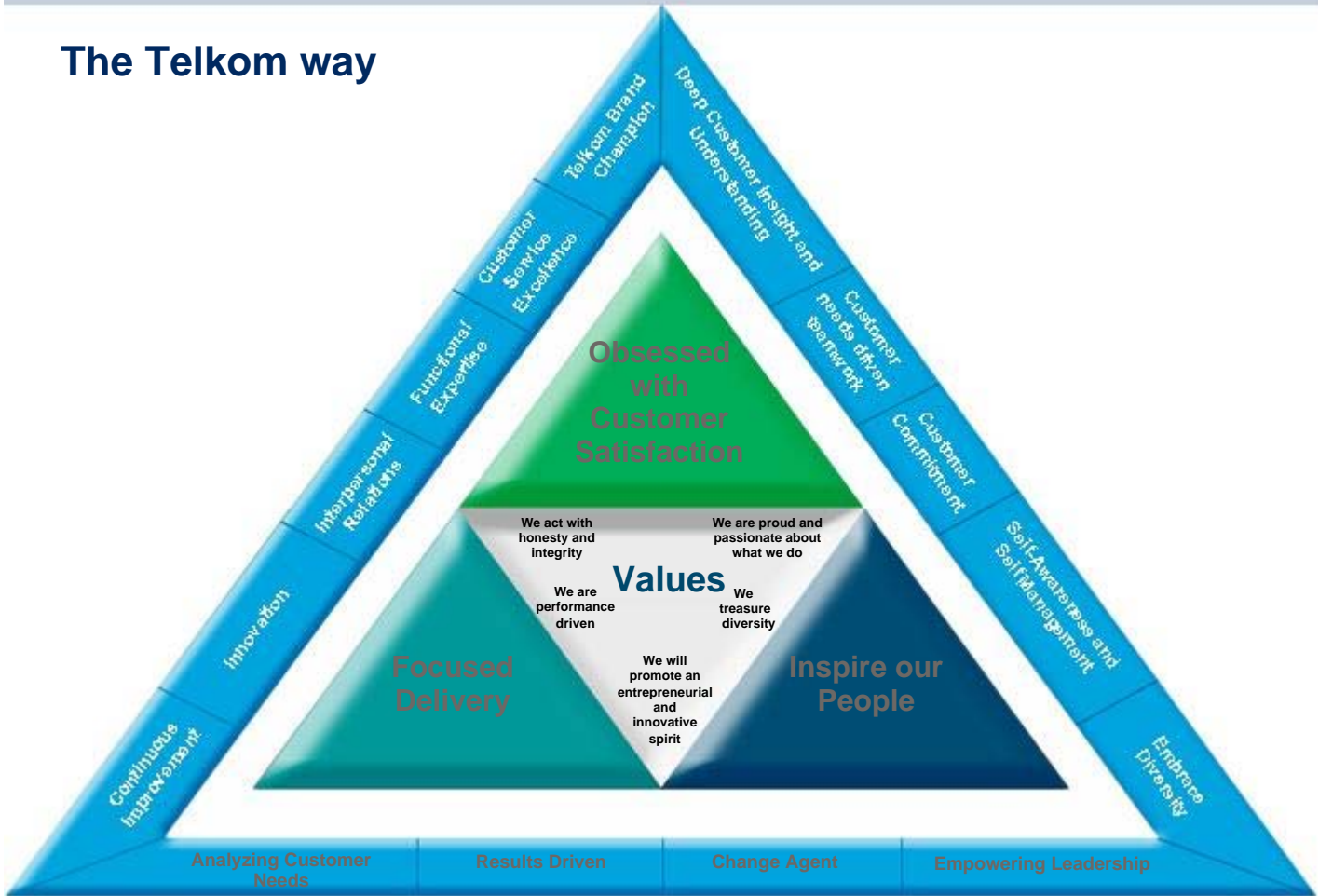
Key challenges

- Increasingly complex technology and products
- More informed and demanding customers
- Tighter and rapidly changing regulations
 - Cost-based pricing by the Regulator
 - Electronic Communications Bill
- Growing competition
 - SNO becoming operational during the year
 - The introduction of carrier pre-selection
 - VANS being able to utilise VoIP
- Slowing mobile growth



Our vision is to be a leading customer and employee centred ICT solutions service provider

The Telkom way





Group priorities

Customer centricity

- Enhancing customer satisfaction through customer centricity
- Aim to consistently “delight” customers

Revenue retention and growth

- Retaining existing revenues and growing new revenue streams

Employee engagement

- Engaging employees to build a performance culture
- Strong focus on customer satisfaction and accountable delivery

Next Generation Network

- Upgrading the network to grow new revenue streams

Stakeholder management

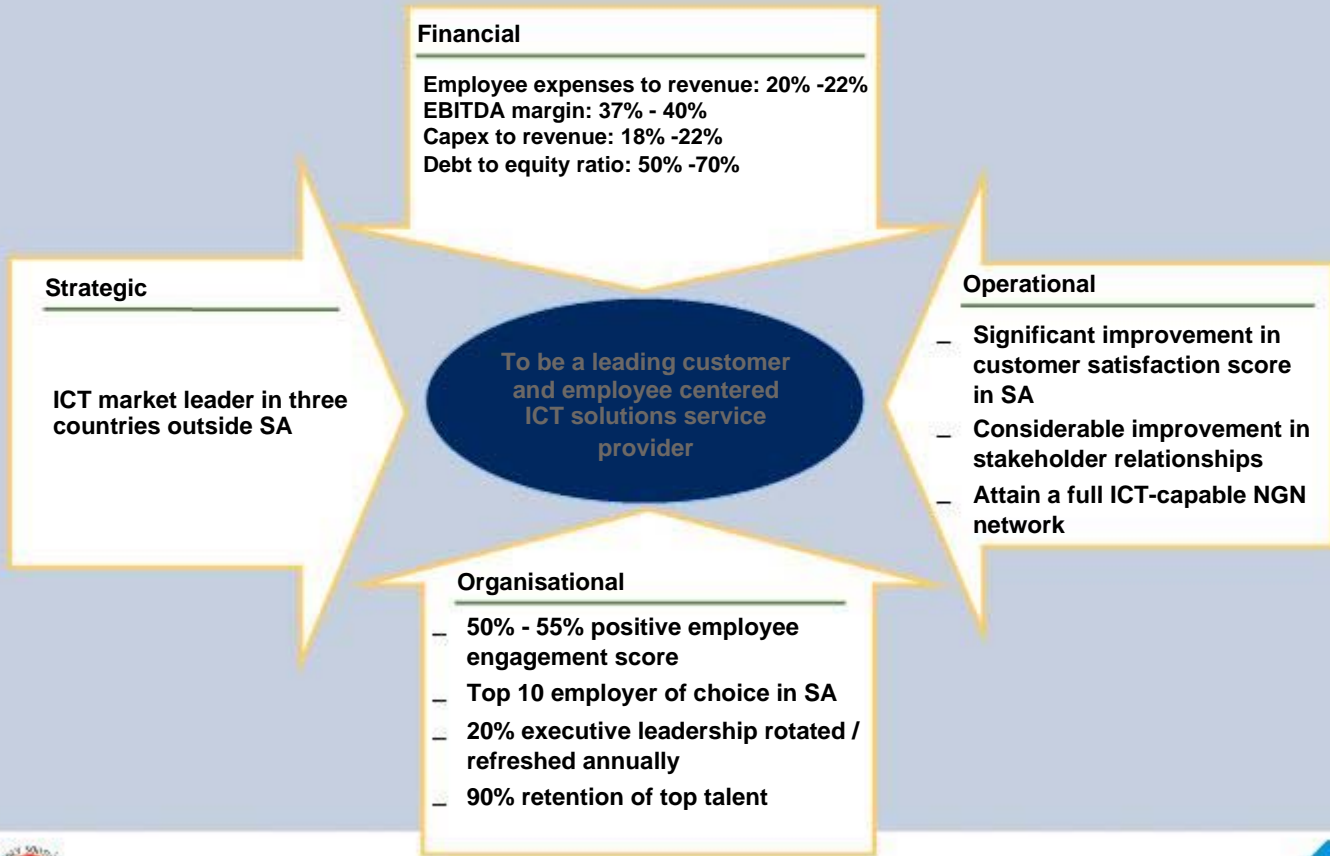
- Repositioning Telkom stakeholder management to create healthy external relationships
- Regulatory environment is a key area of stakeholder engagement

Cost management

- Proactively managing costs to provide fuel for growth



Telkom by 2010: targets



Revenue retention and growth

Wally Beelders



Wally Beelders
Chief Sales and Marketing Officer



Revenue retention and growth

Strategy definition

Create growth opportunities beyond SA borders & develop new-age offerings in existing (transforming) markets in order to supplement diminishing revenue streams with new ones

Strategic objective & 2010 goal

- Aggressively growing data & converged IP services
- Increasing DSL penetration to 20% of lines by 2010
- Building a leading SA ICT business
- Expanding outside SA

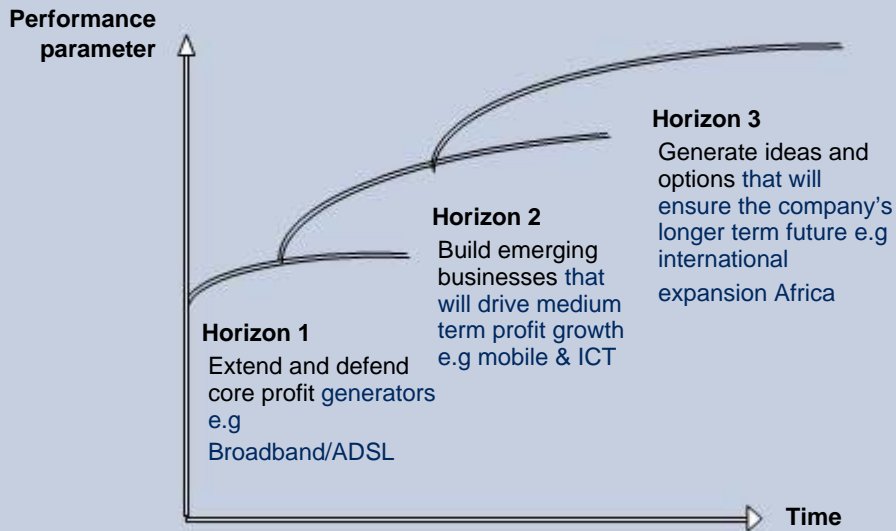
Measures

- ROA (after nominal tax rate)
- EBITDA margin
- Operating revenue
- DSL services
- Progress on equity investment in IT company



Growth areas fall into three growth horizons

Three horizons growth initiatives



Revenue

Telkom's revenue impacted by

- Price adjustments to meet customer expectations & regulatory requirements
- Volume losses to new competition from SNO, VANS & ISP's
- Mobile substitution
- Cannibalisation of national voice traffic by accelerated DSL rollout
- Wholesale business (interconnect) from new market entrants
- Tariff rebalancing
- Line growth in business market segment
- Accelerated DSL rollout & IT capability



Revenue

Subscriptions & connection revenue impacted by:

- Tariff rebalancing
- Volume driven by expansion in business segment
- CPE rental resulting from end-to-end product offerings
- Market share losses to SNO, VANS & ISP's

Traffic revenue impacted by:

- Tariffs on mobile outgoing, long distance & local standard-time products
- Cannibalisation of voice traffic by accelerated DSL rollout
- SNO entering market
- Mobile substitution
- Discounts on bundled packages
- Settlement rates in mobile & international voice products
- Traffic volume



Revenue

Wholesale revenue impacted by:

- New revenue from domestic fixed- line interconnect & co-location with SNO
- Effect of regulatory cost-based pricing (FAC / LRIC) in international incoming & mobile interconnect products

Data revenue impacted by:

- Rollout of DSL product range
- Accelerated rollout of DSL access
- E-business demand
- Demand for VSAT satellite connectivity
- Demand for IP dial-up services
- Demand for VPN product
- New business from SNO, VANS & ISP's (accelerated rollout of DSL)
- National & mobile links
- Legacy leased lines (Diginet) demand
- Text services such as telex and telegrams



Key strategies

Growth of data and converged IP Services

- Introduce next generation data services (Metro Ethernet, SHDSL)
- Increase DSL penetration to 20% of fixed-lines by 2010
- Introduce higher speed DSL services
- Introduce enterprise VoIP products (IP Centrex, IP contact centers, PBX Connect, IP PBX)
- Increase VPN market penetration (VPN Supreme, Easy VPN)
- Introduce bandwidth on demand services
- Broadband bundles



Key strategies

ISP related services

- Enhance current ISP (core system upgrade, integrated billing, automated value added services)
- PC Bundles and other lifestyle enabling packages
- Introduce rich media content (IPTV, VOD)
- Introduce Triple play services
- Grow IT capability
 - Organic IT growth
 - IT Acquisition
- Expand wholesale (SAIX) internet offerings (i.e. Dial, DSL and Bandwidth products)



Key strategies

Fixed-mobile opportunities

- Leverage WiFi and WiMax voice portability opportunity
- Dual mode handsets
- Wireless home
- Vodacom synergies (e.g. Call Centre cross selling, Single Bill)



Key strategies

Promote increased network usage and market new services to existing customers

- New enhanced voice services (Voice of Broadband, Enhanced Voice Mail, Web/Audio Conferencing)
- Calling plans and bundles that promote fixed line usage i.e. Telkom Closer
- Grow ISP usage
- Aggressive broadband growth
- Introduce customer self service options
- Market benefits of fixed line products (value proposition)



Key strategies

Grow selected markets and maximise revenue

- Introduce facilities based services, i.e. Telehousing, co-location and connectivity
- Global IP VPN interconnection
- Grow hubbing of international traffic
- Grow international call center services
- Grow clearing house revenues



Growth opportunity: Africa expansion

- Internationally stringent investment criteria
- Focus on countries and businesses where Telkom can add value and make financial sense
- Geographic focus: Sub-Saharan Africa
- Business focus: Fixed and mobile, data and voice
 - Fixed only if with exclusivity of a period of less than 5 years
- Vehicle: Equity stakes, JV's and management contracts
 - Equity only of greater than 50% if less management contract



Growth opportunity: ICT sector

- Become an ICT player serving enterprise customers, rather than a low-cost provider
- Benefit from growing ICT business
- Enhance skills and customer relationships in:
 - Data Centre Operations (DCO)
 - Customer Premises Operations (CPO)
- Acquisitions



Growth opportunity: DSL

- Natural area for growth and underdeveloped in SA
(SA BB penetration is very low vs. developing countries with similar GDP p/capita)
- Focus on channels, price and speed to drive penetration
- Customer segmentation strategy
- Automatic validation and promoting self installations
- 20% of fixed-line penetration



Customer centricity

Reuben September

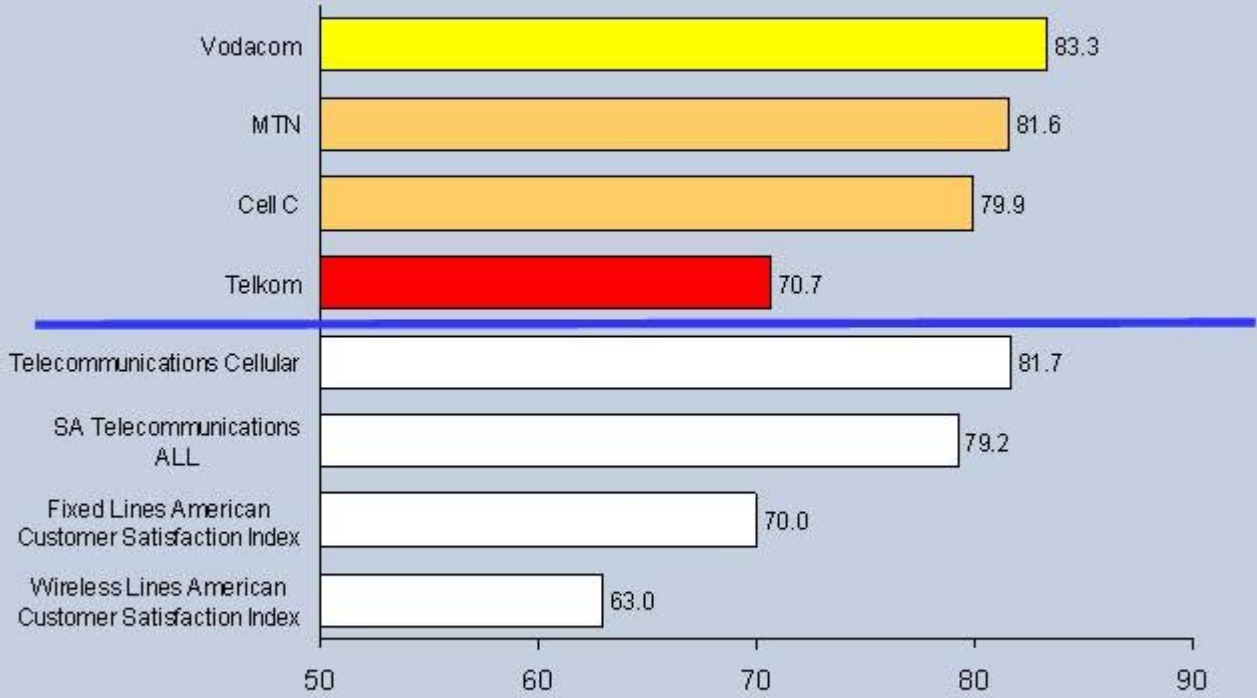


Reuben September
Chief Operating Officer



SAS Index™

Telecom 2005 - Ranking



Gap between actual performance and industry average = 8.5%



Customer centricity

Strategy definition

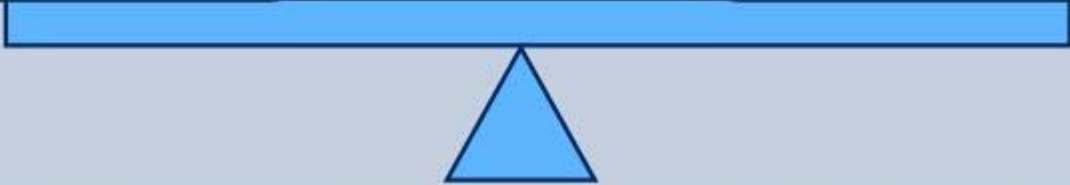
Develop a customer centric culture that permeates the entire organisation, i.e. people, processes & systems, with the objective of making Telkom the customers' service provider of choice in the ICT market

Measures

Strategic objective & 2010 goal

Achieve a statistically significant improvement in the SA customer survey index performance year- on-year

- SA customer satisfaction index results
- Telkom annual CSM (overall quality)
- Customer service fulfillment index
- Customer service assurance index



Customer centricity strategy



Pricing

Satisfaction drivers

- Competitive comparable tariff packages
- Quality of billing (accuracy and timeliness of bills)
- Perceived level of Telkom prices for
 - local calls
 - national calls
 - line rental
 - data



Source: Annual CSM 2005/6 and SACSI 2005



Pricing

Initiatives

- Pricing strategy impacted by regulatory filings
- Continuous review of broadband prices
- Rebalancing of tariffs
- Moving from minutes of use to annuity based e.g. Telkom Closer
- Value based packages and bundles e.g Telkom Closer.
- Improving the quality of the billing system
 - Validation of integrity of bill
 - Timeous delivery of bill



Products and services

Satisfaction drivers

- Communication sufficient knowledge of products and services
- Availability of products and services where and when required
- Reliability of products and services
- Appropriate range of products and services
- Adding value to customer lifestyle and meeting business needs
- Technologically advanced
- Competitiveness with similar products and services in the market
- Cost-effective, i.e. the value proposition
- Innovative (first to market)
- Usability (customer friendly)



Source: Annual CSM 2005/6 and SACSI 2005



Products and services

Initiatives

Broadband

- Innovative bundling, branding and positioning of broadband access and value added services and products
- Increased focus on younger market
- Bundling of access, fast internet and home gateway (internet, VoIP and later TV) to provide complete one stop triple play solution
- Web portal/page with BB branded value added services and content and self service capability (Media Mate)
- New products:
 - Voice over broadband calling plans
 - Rich content (music, VOD, Gaming (phase 1), Multi choice video on demand, M-net on demand)
 - IPTV
 - Bandwidth on demand
 - WIMAX products
 - Gated communities: Triple play



Products and services

Initiatives

VAS and CPE

- Improve awareness for Telkom VAS and CPE.

ISP

- Implement a consolidated interface (EvolutionWare) for customers and commercial centres on Telkom *Internet*
- This will enable customer self-provisioning, self-administrating services and automated activation processes for services such as Web hosting and DNS

IT Services (through acquisition, insourcing, outsourcing.)

- Provide total end to end solutions e.g.
 - *Customer Premise Operations*
 - PC Business Bundles
 - Hardware Support & Installation
 - Telkom LAN Care
 - Desktop Outsourcing
 - Office Automation
 - *Data Centre Services*
 - Software as a service (SaaS)
 - Utility Hosting
 - Security on Demand
 - Message Suite



Brand

Satisfaction drivers

To what extent does the Telkom brand personify Telkom as

- Efficient
- Knowing customer needs
- Reliable
- Highly respected
- Professional
- Really cares about its customers

Initiatives

- Increased visibility
 - Telkom Brand drivers – Value, Quality, Price
 - Transformation into a single Service Aggregation Organisation.
 - Migration from Narrowband to Broadband
 - Migration from connectivity to value add
 - Migration the system to a new generating network
- Evaluate Sponsorship opportunities



Communication

Satisfaction drivers

- Keeping the customer informed regarding Telkom in general
- Telkom's track record in delivering on advertising promises
- Keeping the customer informed regarding Telkom products and services
- Keeping the customer informed regarding communication technology
- Keeping the customer informed regarding government rules, regulations and policy
- Keeping the customer informed of progress regarding order, fault or query

Initiatives

- Motivational information on customer service: e.g. share case studies on excellent customer service, encourage culture of ownership etc
- Brand Champions: A dedicated programme aimed at employees to sign-up and become representatives of the Telkom brand (i.e. truly understand and support the Telkom Brand)
- Edutainment Video Walls in Call Centres to provide call centre agents with up to date and relevant information
- Redesign website for Call Centre agents to serve as a central point of entry for all relevant information
- Internal barometer to measure progress towards improved customer centricity



Customer interface

Satisfaction drivers

- Length of time in queue
- Knowledge, skills, competencies
- Time taken to attend

Initiatives

- Resources to accommodate peaks and valleys and new outlets
- Extended business hours as market requires
- Distribution, accessibility and location of outlets
- Best practice training staff, techniques, material and modes
- Align competency of staff to requirements of job
- Total view of customer profile/account – informed decisions
- One entry point into back office support re enquiries/complaints
- Channel optimisation throughout Telkom



Network

Satisfaction drivers

- Time taken to install order / repair fault
- Ability to deliver quality work
- Attitude and courtesy of technician
- Communication of progress

Initiatives

Fulfillment Initiatives

- Network pre-provisioning
- Pre-fulfillment
- Self install
- Pro-active customer communication (appointment management)

Assurance Initiatives

- Network reliability & rehabilitation
- Broadband testing systems
- Call centre operations enhancements
- Customer self enablement
- Old technology replacement program

OSS

- Enhance system capabilities
- Provide Next Generation OSS
- Deliver on CRM
- Streamlining of ordering and repair business processes



Employees

Satisfaction drivers

- Access to the right person
- Willingness to go the extra mile
- Quality of feedback received
- Respond to requests in a reasonable time

Employee related initiatives to improve customer satisfaction

People

- Re-align staff for best-fit
- Revise rewards and recognition with an emphasis on customer service excellence
- Align training and development with a focus on customer service excellence
- Performance measures to drive customer centric behaviour

Culture

- Team Dialogues on company Strategy, Vision, Values and Behaviours

Re-align Leadership to customer centricity objectives with specific focus on

- Behaviour and Rolemodelling
- Capability
- Functional Customer Service Skills

Organisation

- Transformation across value chain



Next generation networks

Pierre Marais



Pierre Marais
Managing Executive:
Network Infrastructure Provisioning



Key drivers

- Lifestyles
- Technology revolution
- Customer service demands
- Regulation
- Changing Business Models
- Service customisation
- Efficiencies
- Flexibility
- Rapid deployment of new services
- Customer self help / configuration
- Cost reduction
- New services



The NGN opportunity

	Specific services	Traditional	NGN	NGN impact/ advantages	EXAMPLE
Voice services	<ul style="list-style-type: none"> Voice service 5 nine reliability Caller ID E-911 Hosted PBX 	<ul style="list-style-type: none"> ✓ ✓ ✓ ✓ ✗ 	<ul style="list-style-type: none"> ✓ ✓ ✓ ✗ ✓ 	<ul style="list-style-type: none"> New VPN services are more cost efficient and gaining market share IP allows rapid deployment and flexible pricing for a broader range of applications Hosted IP-PBX services are more cost-efficient than small on-site analogue PBXs (investment, maintenance) and less expensive than legacy centrex offerings 	
Data services	<ul style="list-style-type: none"> Constant Bit Rate Internet Unified messaging Instant messaging 	<ul style="list-style-type: none"> ✓ ✓ ✗ ✗ 	<ul style="list-style-type: none"> ✓ ✓ ✓ ✓ 	<ul style="list-style-type: none"> IP allows rapid deployment and flexible pricing for a broader range of applications Interoperability between various media creates new user experience 	
Multimedia	<ul style="list-style-type: none"> Video on demand IPTV Web conferencing Video conferencing Multiparty calling 	<ul style="list-style-type: none"> ✗ ✗ ✗ ✗ ✓ 	<ul style="list-style-type: none"> ✓ ✓ ✓ ✓ ✓ 	<ul style="list-style-type: none"> Interoperability between various media creates new user experience Conferencing anytime at minimum costs through flexible administration of bandwidth 	
Features	<ul style="list-style-type: none"> Broadband QOS (Latency) Global number Fixed Line Differentiation Fixed & Mobility 	<ul style="list-style-type: none"> ✓ ✓ ✗ ✗ ✗ 	<ul style="list-style-type: none"> ✓ ✗ ✓ ✓ ✓ 	<ul style="list-style-type: none"> More convenience through new user experience Ubiquitous access to centrally administered directory data, e-mail, etc. Ability to use your landline phone and phone number anywhere with an IP connection ("follow-me" service) Freedom of choice 	
	*IVR Interactive voice response	✗	✗		



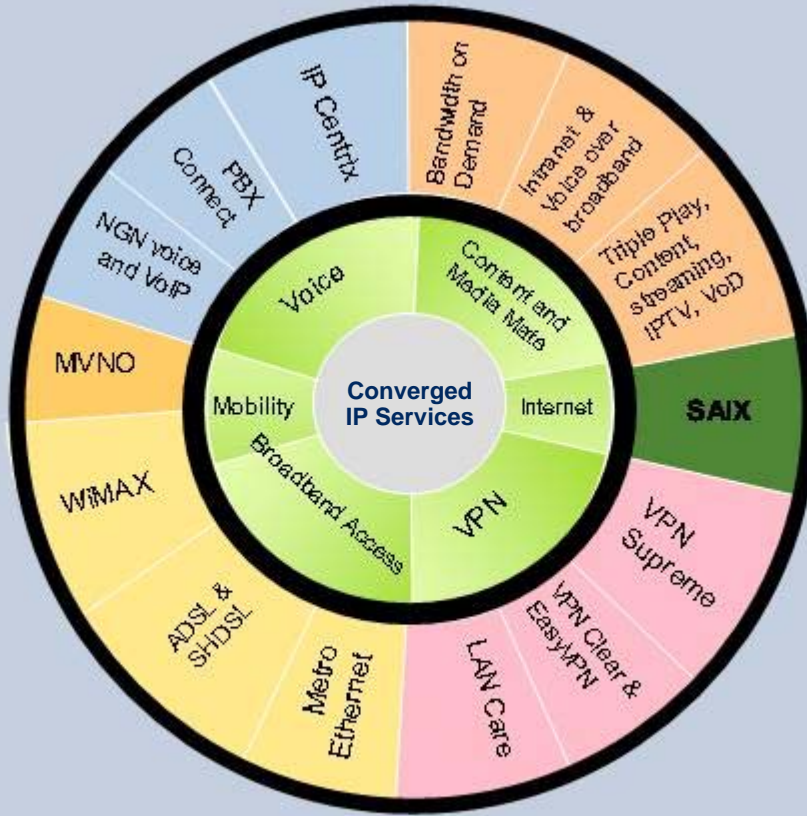
What is an NGN: the ITU/ATIS definition



- **Packet-based** transfer
- **Separation** of control functions among bearer capabilities, call/session, and application/ service
- **Decoupling** of service provision from network, and provision of open interfaces
- Support for a wide **range of services** , applications and mechanisms based on service building blocks (including real time/ streaming/ non-real time services and multi-media)
- **Broadband** capabilities with end-to-end QoS (Quality of Service)
- **Interworking** with legacy networks via open interfaces
- Generalised **mobility**
- **Access** to different service providers, independent of any access or transport technology.
- A variety of **identification** schemes
- **Unified service** characteristics for the same service as perceived by the user
- Converged services between **Fixed/Mobile**
- **Independence** of service-related functions from underlying transport technologies
- Support of multiple **last mile** technologies
- **Compliant with all Regulatory requirements**, for example concerning emergency communications, security, privacy etc



Primary product domains & services enabled by NGN



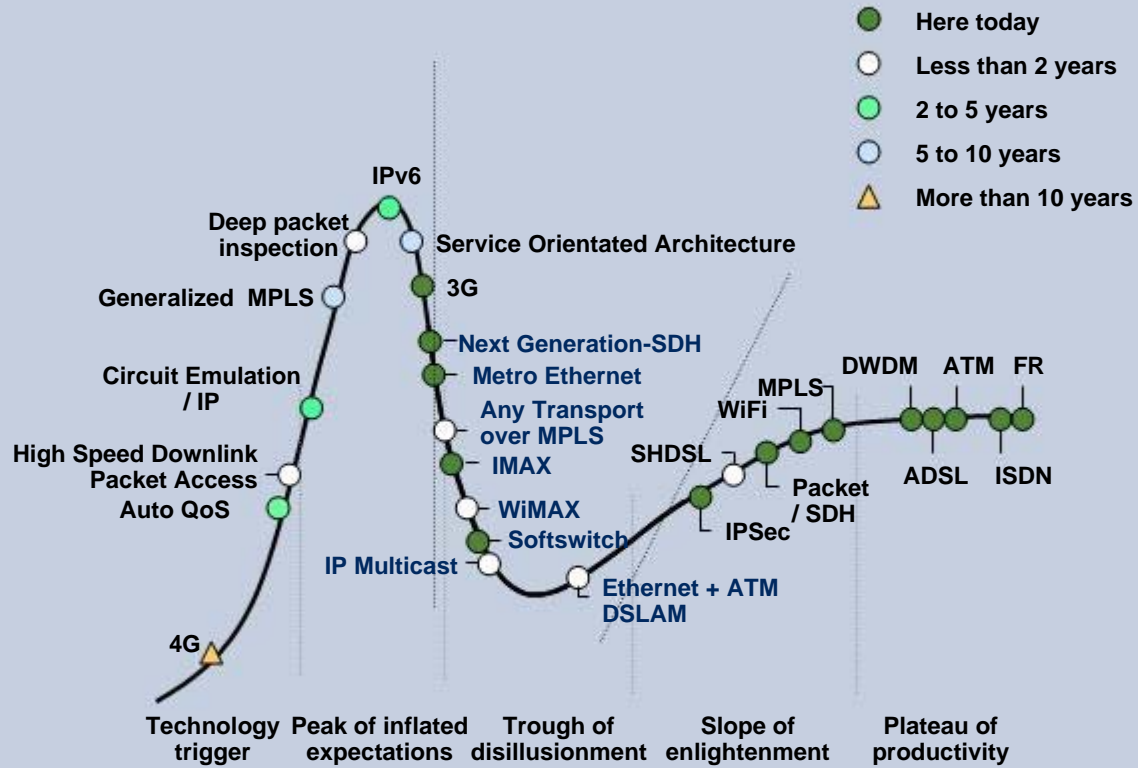
NGN challenges



- Plethora of enabling technologies
- Obsolete technologies
- OSS, BSS and Network Management Systems
- NGN Services
- Cost of implementation & migration
- Skills
- No implementation blue print, each case is unique



South African hype curve of technology

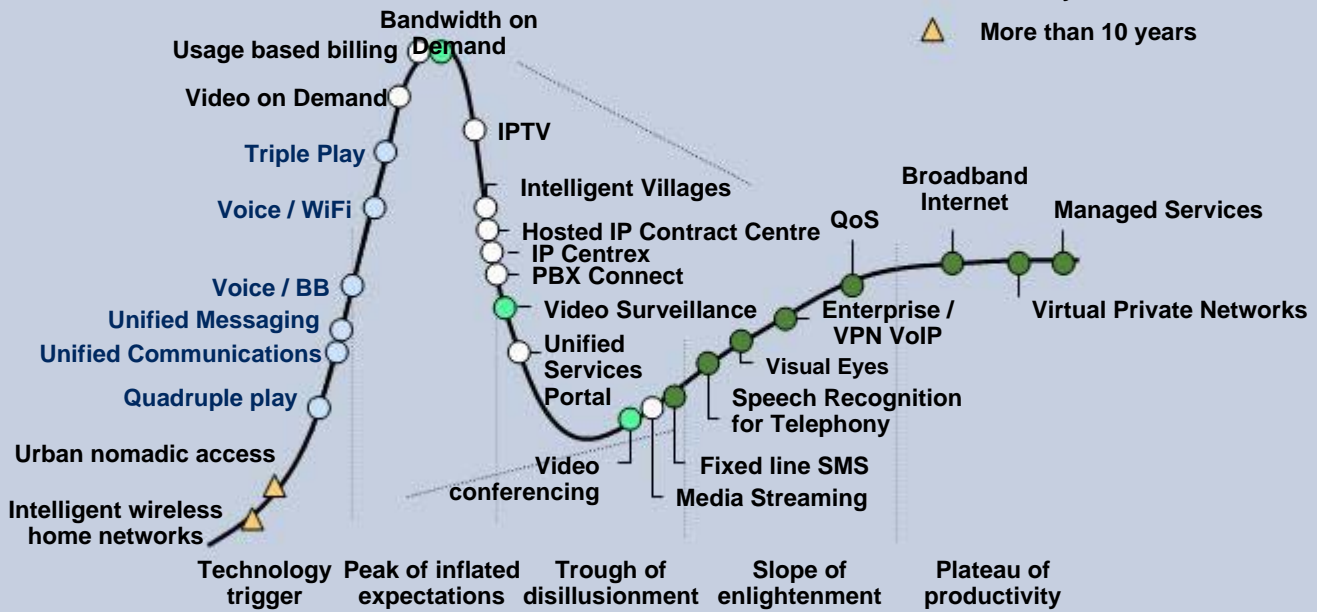


Note: Telkom acknowledges that the hype curve is intellectual property of Gartner



South African hype curve of service offerings

- Here today
- Less than 2 years
- 2 to 5 years
- 5 to 10 years
- ▲ More than 10 years



Note: Telkom acknowledges that the hype curve is intellectual property of Gartner

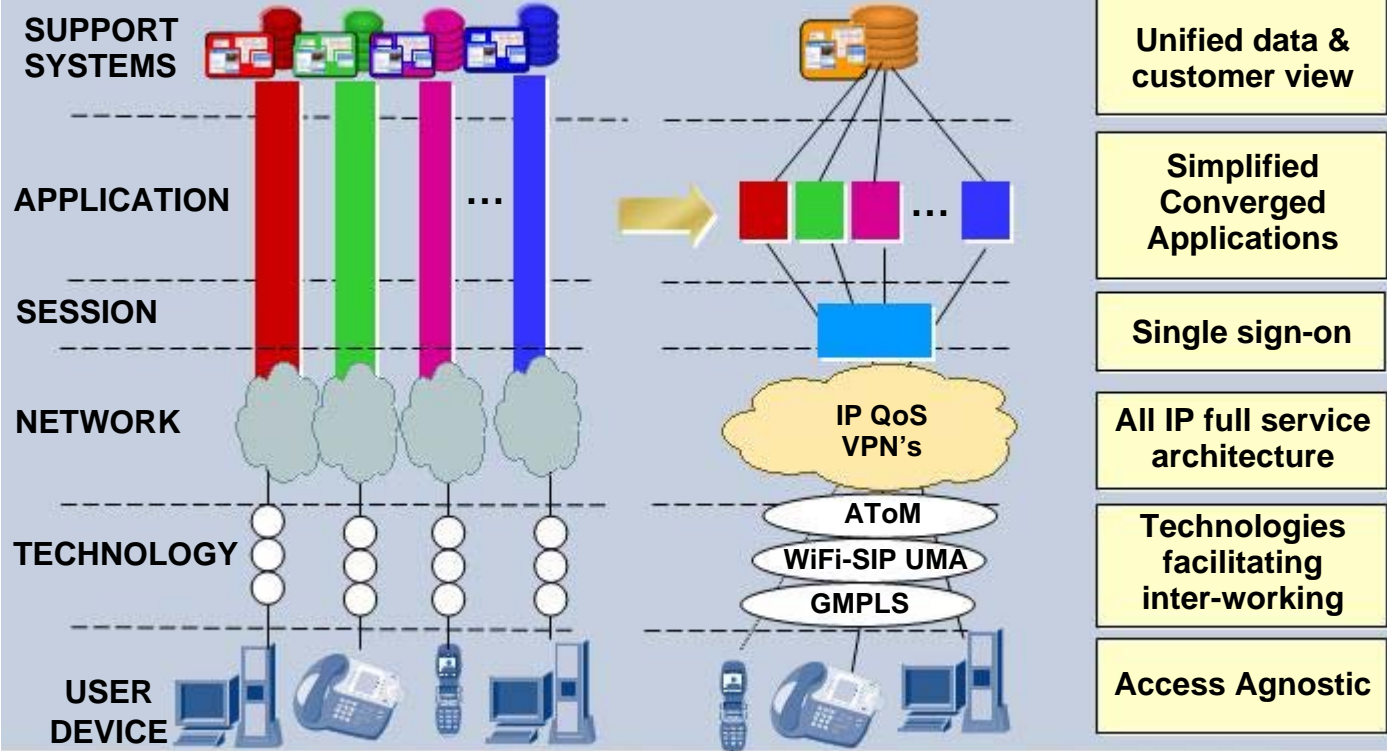


Convergence occurs primarily on 3 layers



IP makes convergence happen

Content & Voice Broadcast (PSTN) Voice (Mobile) ERP over Data



Application Capable Full Service Architecture

Current → 2009

OSS

Media & Applications

Service Enablers

Hosting	Security	AAA	DNS	Cache
Soft-switch	IN	ESP	SMSC	NIVR

IP Network

Wireless

WiFi
Satellite WiMax

Core

SDH NGSDH & DWDM ATM

Wireline

PSTN Diginet
ATM Frame Relay
Ethernet DSL
NGSDH & Metro WDM

Customer

Residential
Remote Worker
Small Office
Enterprise

Integrated & Intelligent

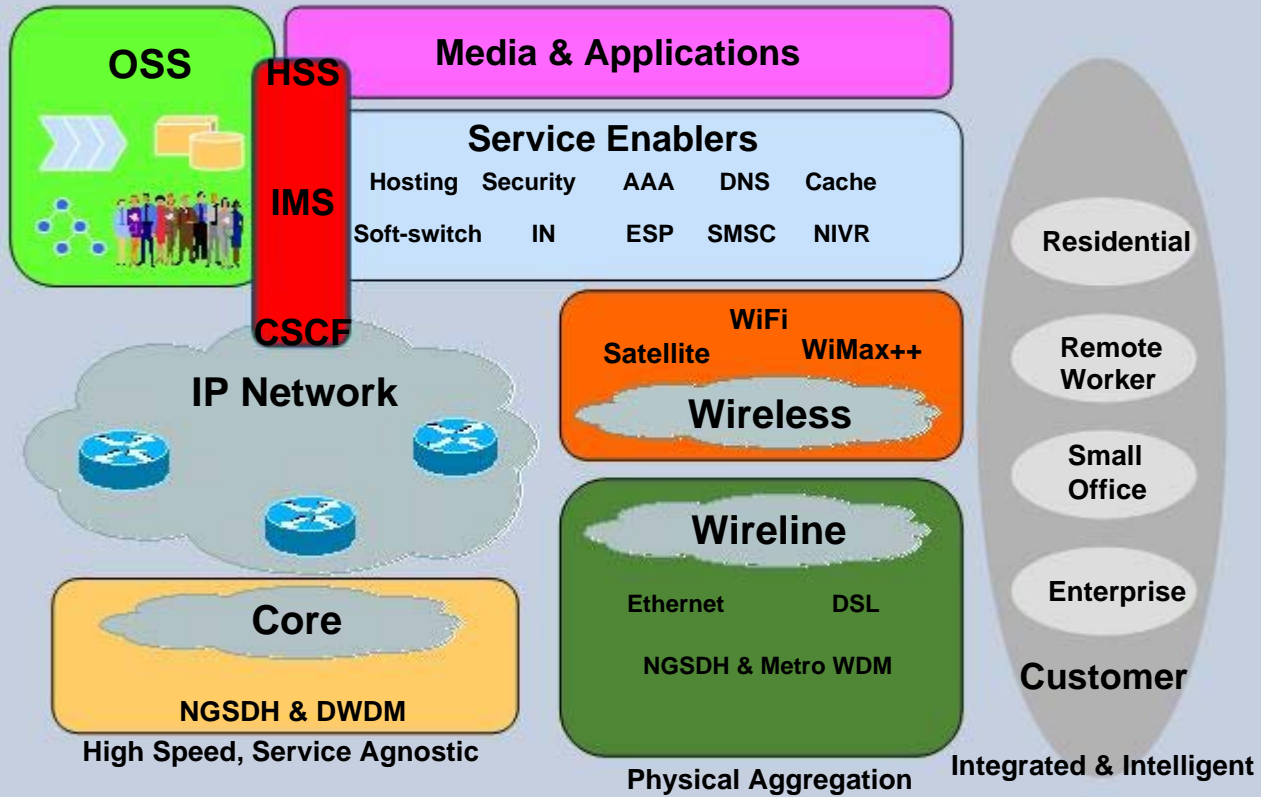
High Speed, Service Agnostic

Physical Aggregation



Application Capable Full Service Architecture

By 2010



Evolution to a next generation network

Strategy

- Evolutionary approach through incremental roll-out of NGN
 - Introduce NGN capacity
 - Replacement of legacy networks through:
 - Platform optimisation and reduction
 - Complete replacement of high cost & out-of-life networks

Objectives and 2010 goals

- Attain an ICT-capable NGN network
- Migration to an IP-based NGN will enable Telkom to provide a new range of services and converging voice, data and video as a means of generating incremental revenues
- Network consolidation creates opportunities for significant cost savings



Stakeholder management

Mandla Ngcobo



Mandla Ngcobo
Chief Corporate Affairs



Stakeholder engagement

Strategy

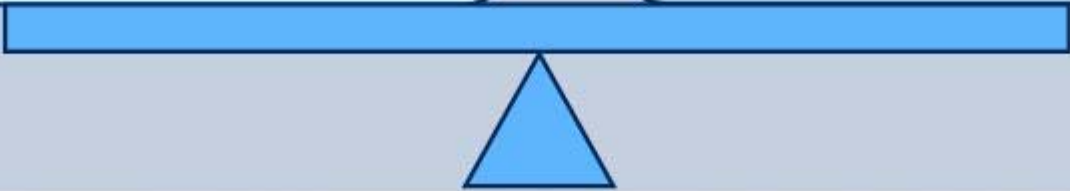
Effective management of stakeholder relationships is key to corporate reputation management. There are several key strategic stakeholder groupings that play a critical role in influencing Telkom's reputation & trade-offs are at times required

Strategic objective & 2010 goal

- Implement a coherent framework to reposition Telkom's stakeholder management in order to create healthy relationships & improve Telkom's reputation
- We aim to improve stakeholder management & effectively manage stakeholder risk, with specific emphasis on regulatory risk

Measures

- Improvement of reputation through perceptions (Reprack survey)
- BEE procurement spend as % of total spend
- Ranking in Empowerdex BEE survey



Analysis & management of stakeholders

Position

What is the individual stakeholder's stated preferred position on the issue?

Salience

How important is this issue to the stakeholder, relative to other issues they may be facing?

Influence

How influential is this individual stakeholder in shaping the extreme of the issue?

Quality of relationship

How strong & close is the client's relationship with the other stakeholders?

A comprehensive stakeholder engagement plan with timelines and responsibilities has been formulated on each issue



Quantification of issues to enable informed, fact-based discussion



Level of quantification

High-level impact assessment

Granular regulatory quantification

Analysis required

- Identify key regulatory levers
- Quantify impact on Telkom revenue

- Identify each sub-element affecting the impact of a lever (i.e., price, qualification etc.)
- Detailed quantification of each element

Objectives

- Prioritise regulatory issues
- Identify overall threat to Telkom

- Identify necessary/critical engagements
- Enable effective stakeholder engagement

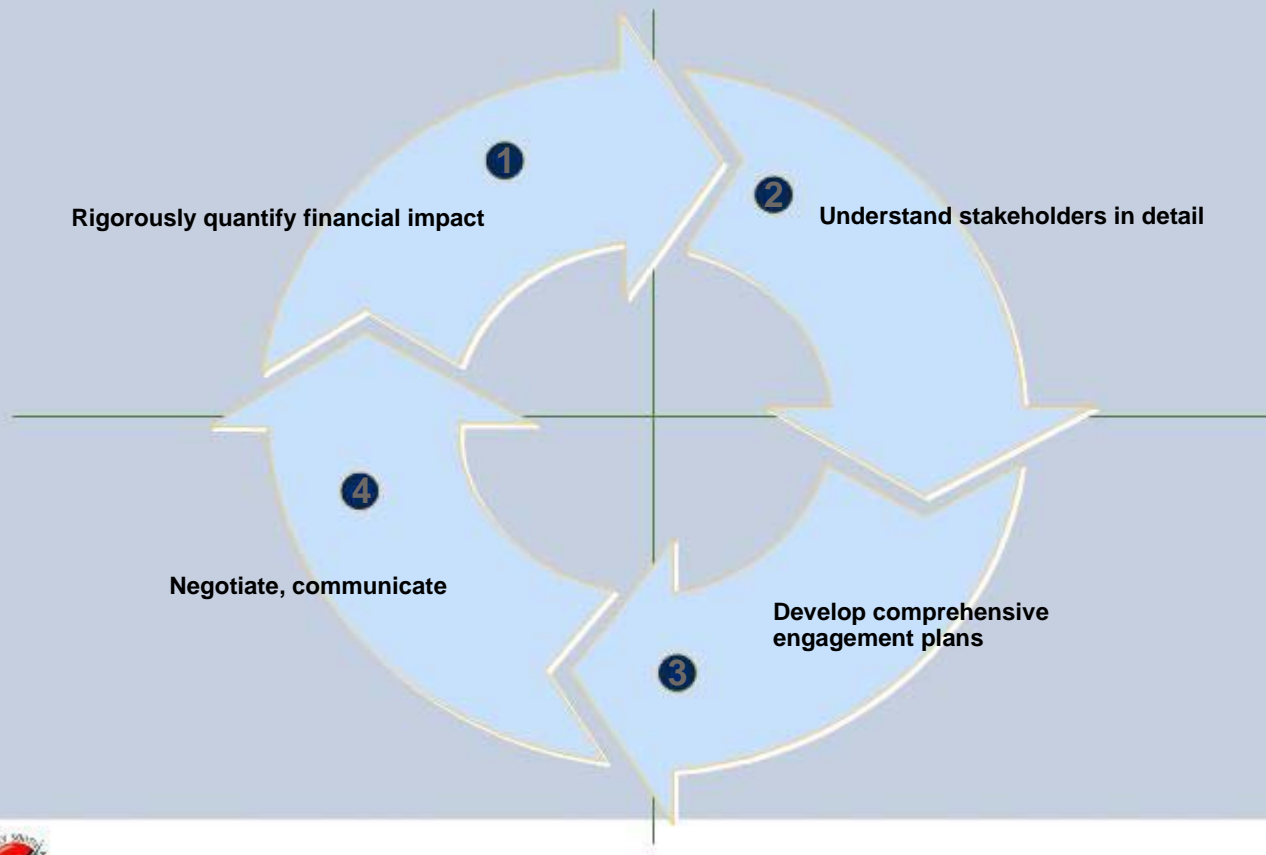
Understanding the value of each option enables meaningful stakeholder engagement

This has been our focus to date

We need to invest more resources here



Telkom's approach to regulation centres around four critical steps



Expanding current regulatory functions and capabilities

	Legal & regulatory operations	Regulatory economics	Stakeholder management
Activities	<ul style="list-style-type: none"> Identify regulatory issues Coordinate regulatory operations Manage submission process Ensure commercial compliance 	Financial modelling for <ul style="list-style-type: none"> Telkom Competitors 	<ul style="list-style-type: none"> Identify relevant stakeholders Rigorous mapping of stakeholders Develop engagement plans
Capabilities	<ul style="list-style-type: none"> Strong relationship with Marketing & Product Development Strong regulatory expertise 	<ul style="list-style-type: none"> Commercial expertise on Telkom value drivers Strong financial & analytical skills 	Close working with Regulation, Communications & Strategy



Employee engagement

Charlotte Mokoena

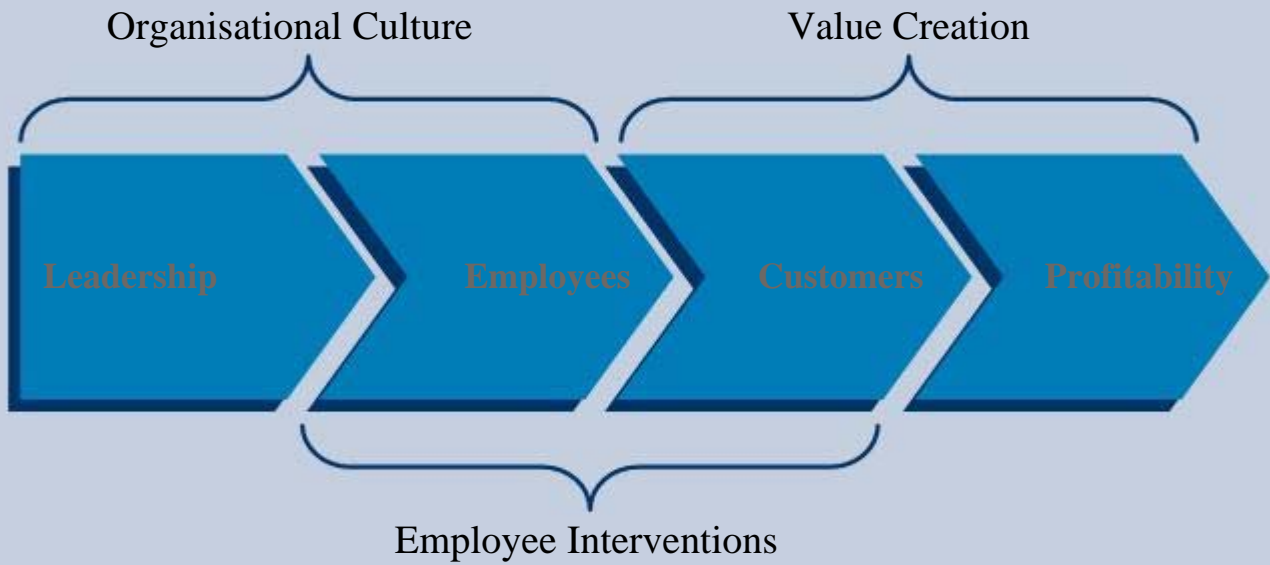
“Unleashing our People’s potential...
...Unlocking Value”



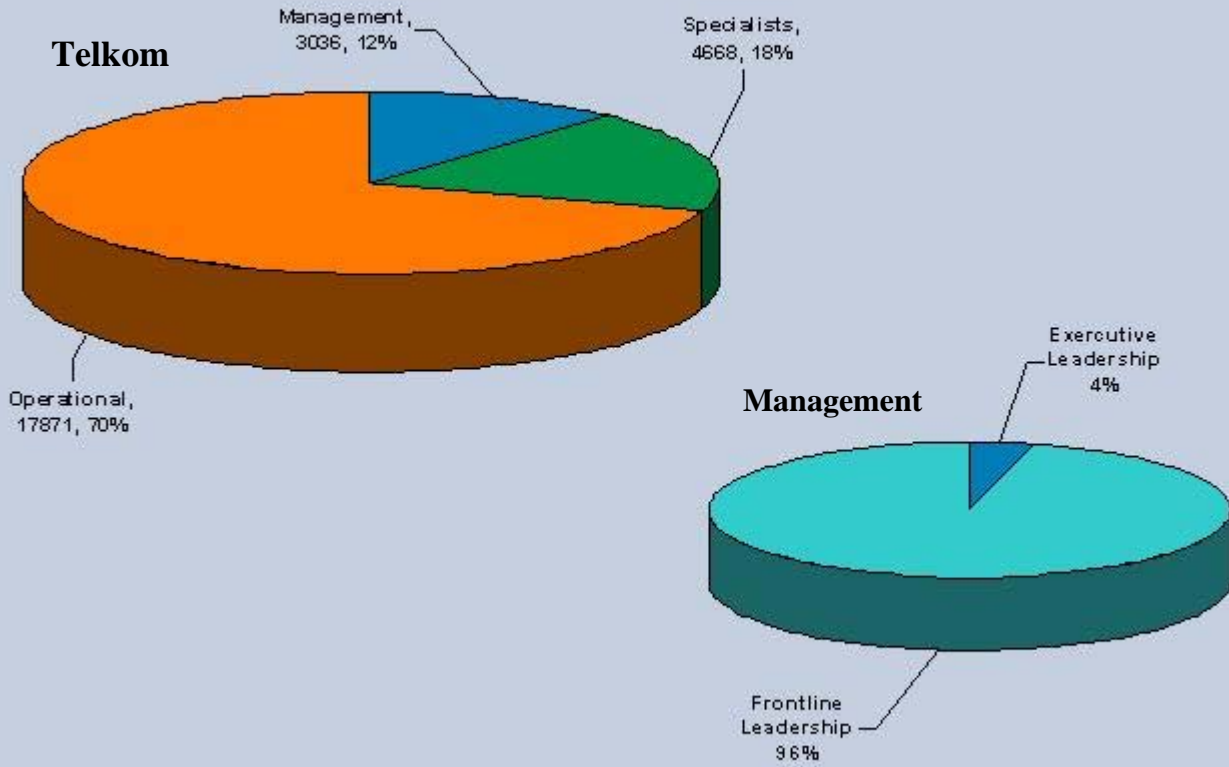
Charlotte Mokoena
Group Executive: Human Resources



HR's value proposition



People profile

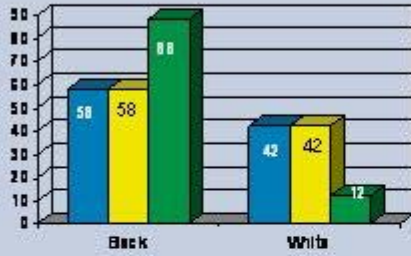


Source: SAP HR, 31 March 2006

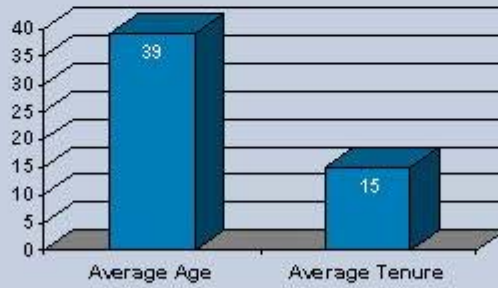
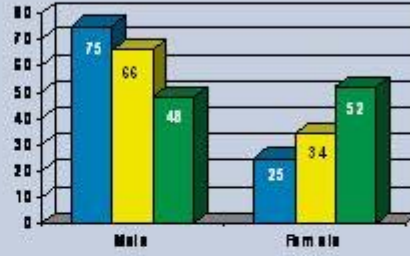


Company performance: people

Race



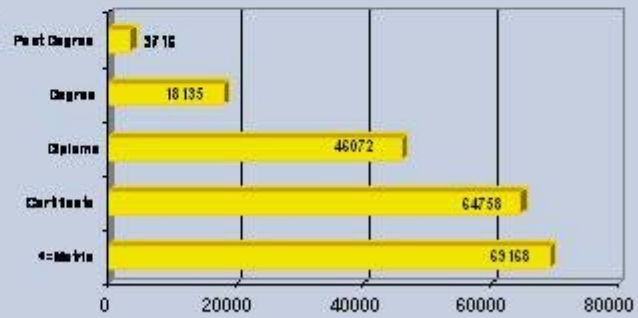
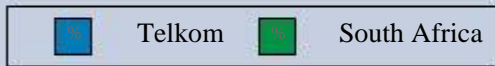
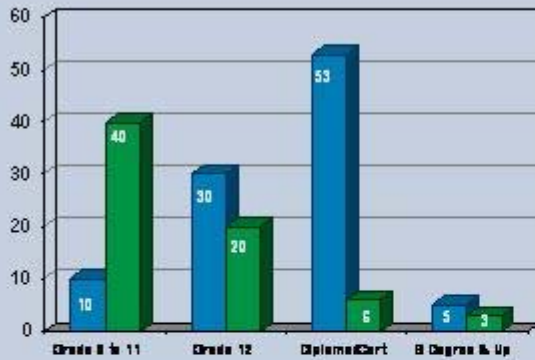
Gender



Source: Labour Force Survey, Stats SA, Sep'05
Research: ICT Skills needs (March 2005)
SAP HR, 31 March 2006



Qualifications



Source: Labour Force Survey, Stats SA, Sep'05
 Research: ICT Skills needs (March 2005)
 SAP HR, 31 March 2006



Key people indicators

Succession Planning

- Executives = 28 of a pool of 91 Executives (31%)
- Senior Management = 46 of a pool of 354 Senior Managers (13%)

Retention

- 109 Employees on retention

Recruitment

- 2005/6 = 686 new employee (2.5%)
- 5 Year Average = 1.7%

Resignation

- 2005/6 = 827 (3%)

Natural Attrition

- 2005/6 = 1113 (4.1%)
- 5 year Average = 5.2%

Promotions

- 2005/6 = 1460 (5.4%)
- 4 year Average = (5.6%)



Strategic deliverables

- Revitalise staff morale and improve positively engaged employees' scores from 46% to between 50% and 55% by 2010
- Position Telkom as an employer of choice in the ICT labour market, achieving a top 10 grading in Deloitte and Touche's annual "Best Company to Work For" survey by 2010
- Build competencies, recruit talent, expand capacity and organisational capabilities to support and enable the Company success



Critical next steps

Employee Engagement and Employer of Choice

- Career Management
- Personal Development
- Management retraining (Program in Management Excellence)
- Revitalise Employee Recognition Programme
- Entrench Company Vision, Values and Strategies through Team Business Dialogues



Critical next steps...

Performance and Productivity

- Revise Leadership Behavioural model and entrench through Team Business Dialogues
- Quarterly measurements via Telkom's Performance Enhancement Process (PEP)
- Management of poor performance
- Revise Reward and Recognition Programme and align to Strategy
- Headcount Management and Skills Distribution Process



Critical next steps...

Build employee competencies and enhance leadership capability

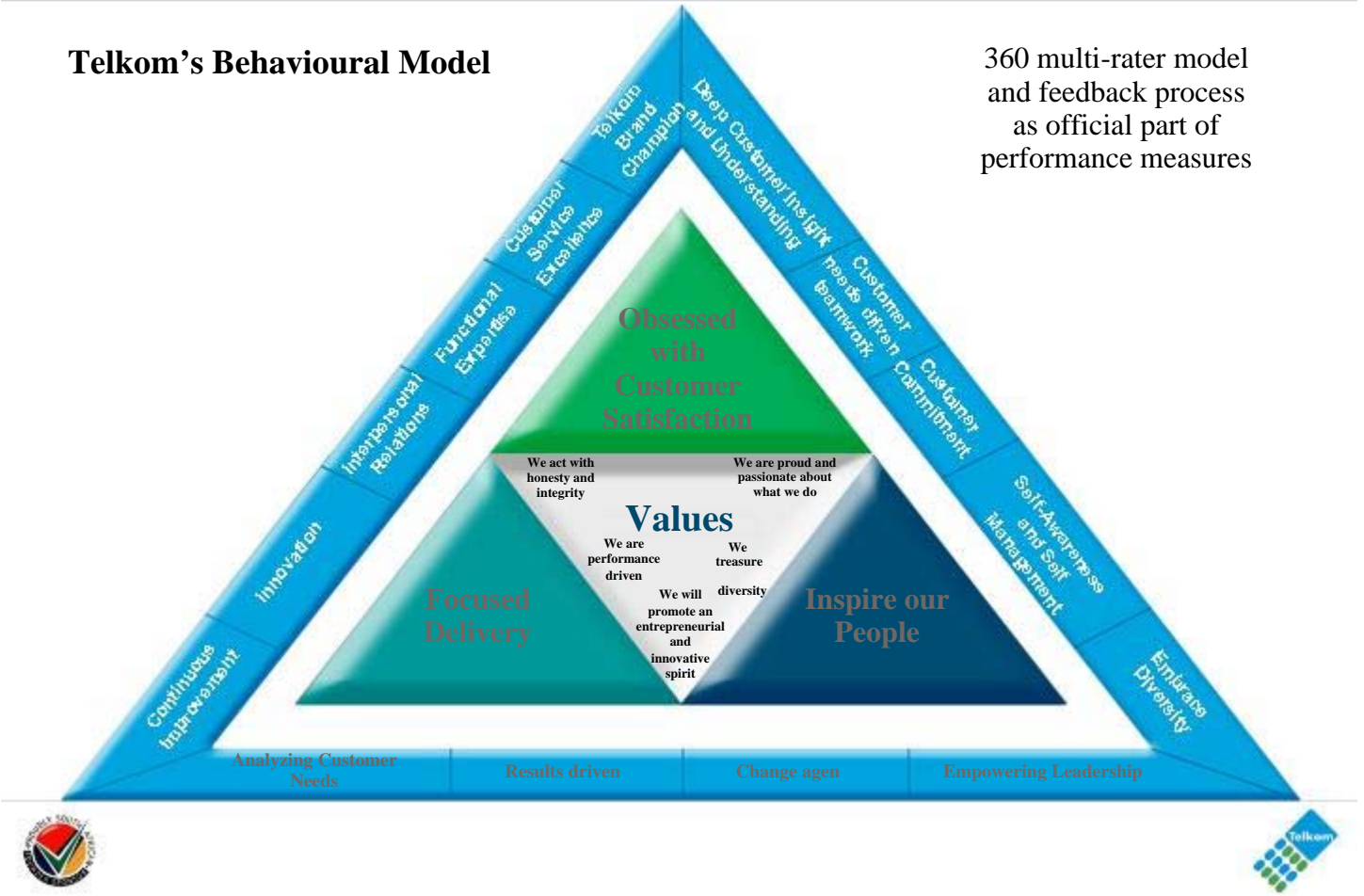
- NGN/IP/Broadband Skills
- Customer Service Skills
- Quarterly Talent Management Forum and accelerate/refresh leadership development



Key HR enablers (systems)

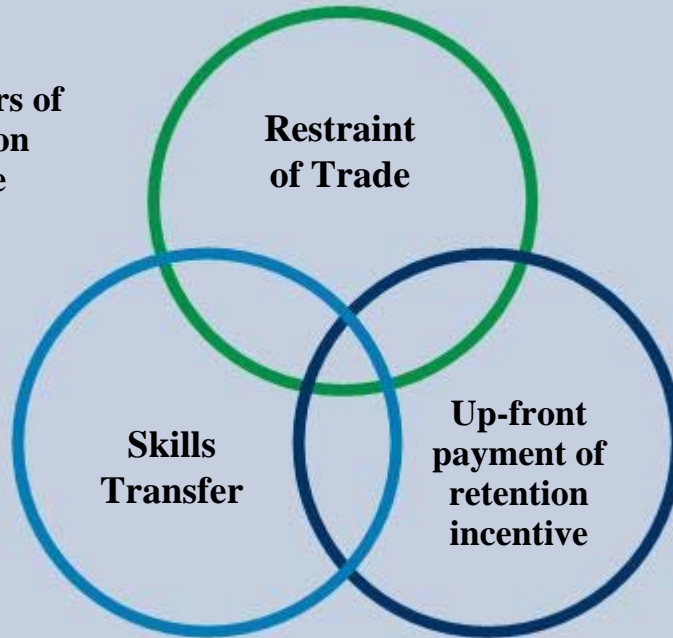
Telkom's Behavioural Model

360 multi-rater model and feedback process as official part of performance measures



Key HR enablers (systems)...

Three Pillars of the Retention Programme

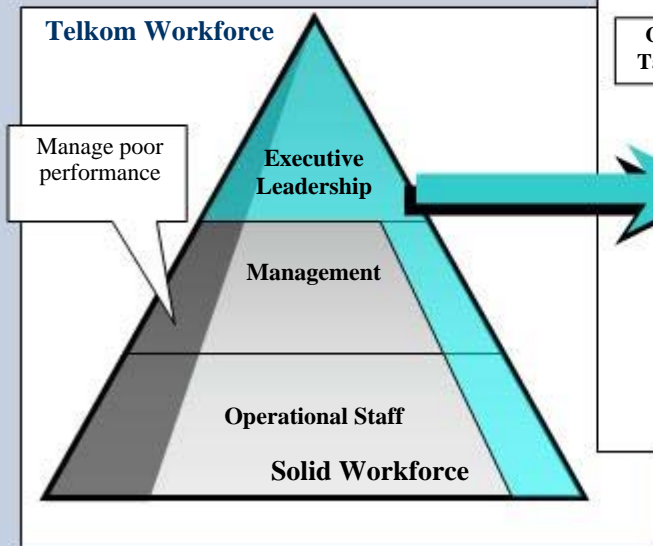


The main focus of the Retention Programme is to retain critical skills in key areas of the business where there is a shortage of critical skills



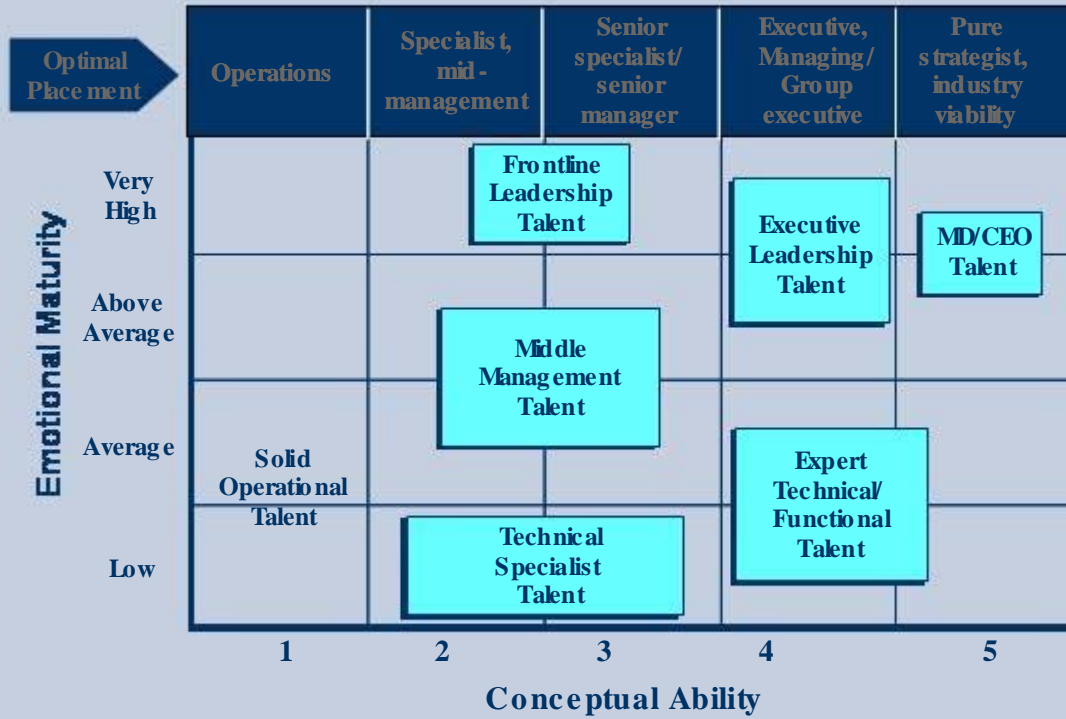
Key HR enablers (systems)...

Defining Talent Management



Key HR enablers (systems)...

Talent Management Model



Key HR enablers (systems)...

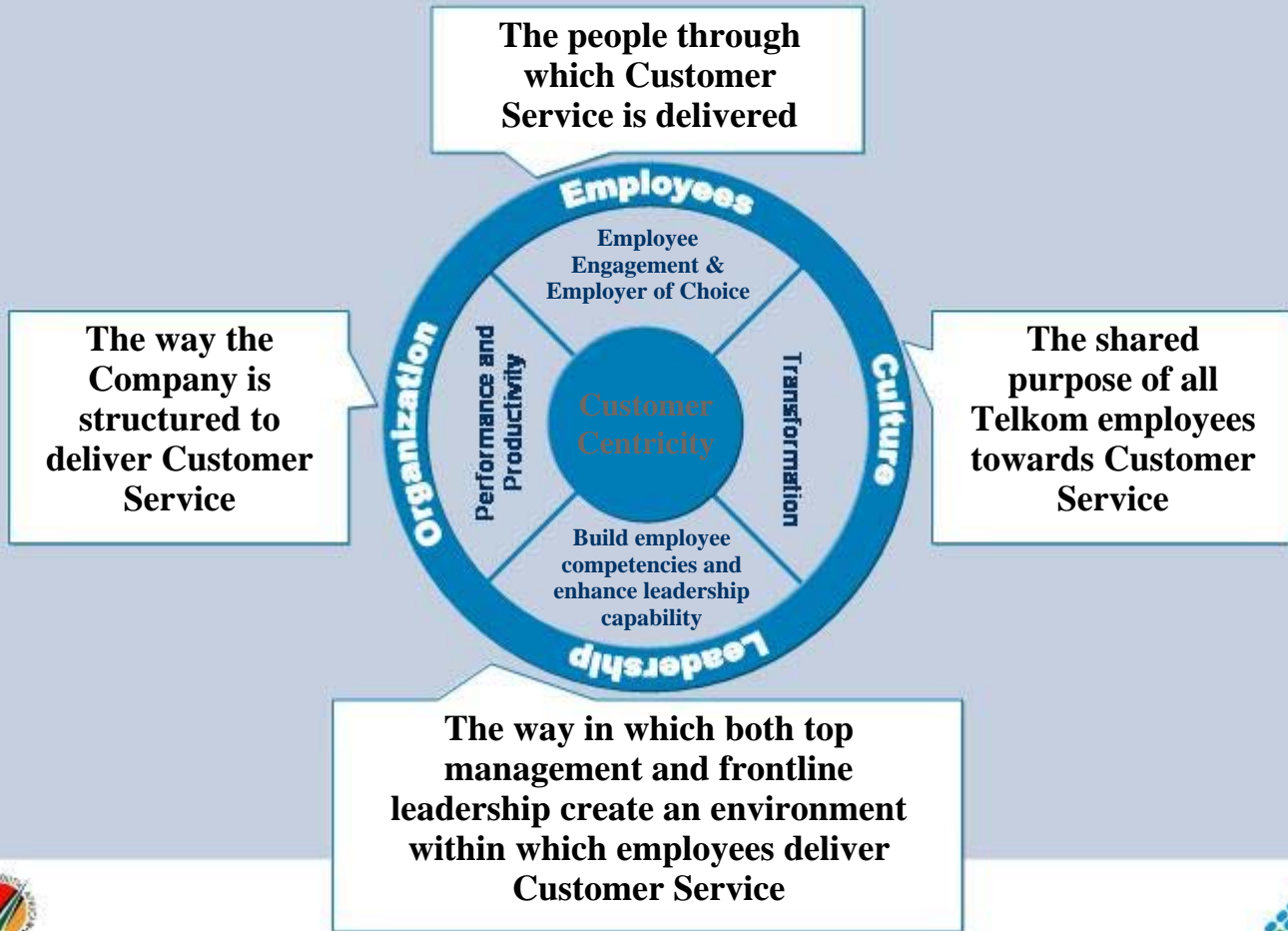
Young talent development

We develop Young ICT Leaders who:

- Have a Global Perspective
- Have the ability to Explore Telkom's Future Business Opportunities
- Can contribute to Company Performance
- Pursue a Customer Centric Corporate Culture
- Are able to energise employees to full engagement
- Can build Telkom's emerging and strategic competencies
- Understands the need to change
- Understands stakeholder interfaces



Facilitating a Customer Centric Corporate Culture



Transformation: Key enablers

- Introduce a Company-wide Customer Centric Corporate Culture
- Focus on customer-facing staff
- Review organisation and work design to support and enable customer centricity
- Align Reward and Recognition programme to Customer Centricity
- Re-profile customer facing staff



In conclusion

We are focusing on:

- Improving our employee engagement and becoming an employer of choice
- Improving our Performance and Productivity
- Building our employee competencies and enhancing our leadership capabilities
- Transformation towards a Customer Centric Corporate Culture



Fuel for growth through cost management

Kaushik Patel



Kaushik Patel
Chief Financial Officer



Cost management strategy

- Operating expenditure excluding commitments increases below inflation
- This is to be achieved through a number of initiatives:
 - Identify non-core services with the aim of streamlining or outsourcing to eliminate inefficiencies
 - Implementing a capital investment plan to ensure satisfactory returns are achieved on the planned capex spend
 - Reducing supply chain costs by lowering inventory and identifying opportunities for procurement savings and waste reduction
- Entrench a culture of cost savings



Operating expenses

- Increased OPEX to ensure long-term sustainability & position Telkom for growth
 - Initially due to the implementation of customer centricity strategy
 - Acceleration of NGN requiring simultaneous maintenance of legacy during phasing out
 - Increased support/maintenance for legacy network to improve reliability and resilience



Operating expenses

Employee expenses

- Employee expenses will be impacted by:
 - Telkom Conditional Share Plan
 - Dual network
 - Contractual arrangements for NGN

Selling, general and admin expenses

- Implementation of customer centricity strategy with improved MTTI/MTTR and improved OSS and call centre responses
- Acceleration of NGN requiring simultaneous maintenance of legacy during phasing out
- Increased support/maintenance for legacy network to improve reliability and resilience
- Increased marketing expenses



Operating expenses

Services rendered

- Property optimisation, management initiatives to renegotiate savings on major contracts and sale of under utilised properties will decrease expenses

Payments to other operators

- Relative to revenue

Operating leases

- Higher initial expenses due to rebranding of fleet, higher vehicle utilisation and cost, compliance to accounting standards
- Building leases impacted by premises utilisation moving from leased to owned premises



Capital expenditure

- Capex of R30 billion over 5 years. 50% of capex on NGN and customer centricity (mainly NGN)
- Expected to deliver satisfactory returns
- Returns are derived from revenue improvement, cost reductions, savings and protection benefits
- Level of investment target : 18-22% capex to revenue
- Capital plan supports improvement of current service levels with additional capital being planned for
 - Current Service levels and growth of the network and customers
 - Legacy networks improvement, resilience and reliability
 - NGN, accelerating the transformation of the network
 - Customer centricity, refocusing on our customers
 - Regulatory and legal compliance



Outlook

- **Employee expenses to revenue: 20% – 22%**
- **EBITDA margin: 37% – 40%**
- **Capex to revenue: 18% – 22%**
- **Debt to equity ratio: 50% – 70%**

