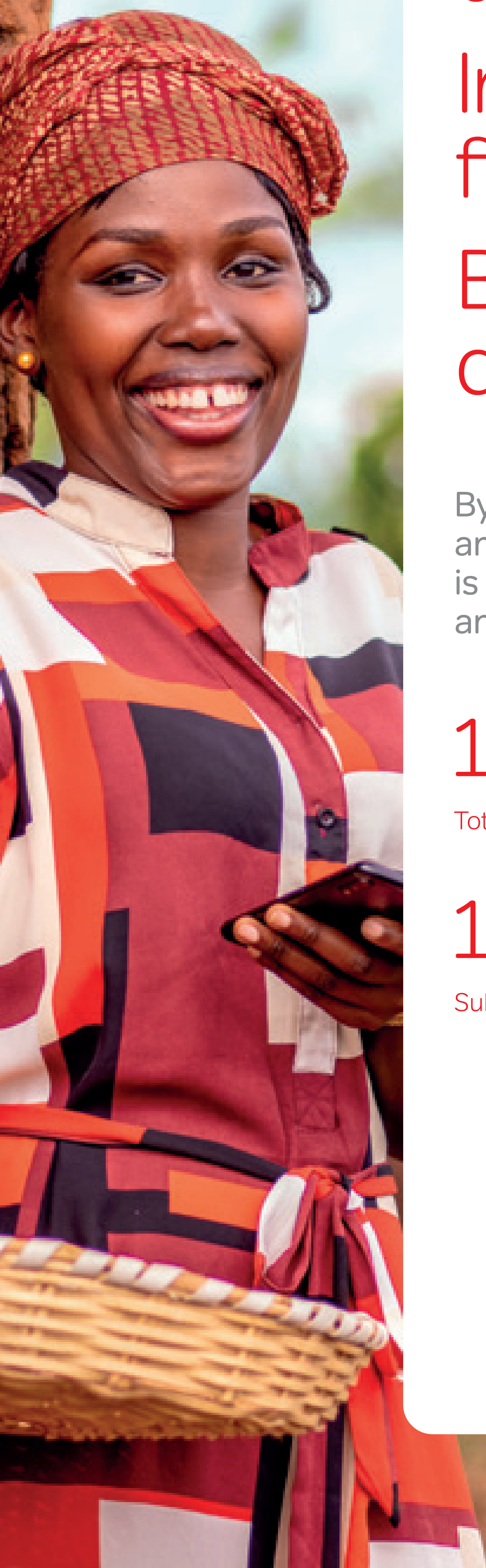
Airtel Africa overview



Connecting the unconnected.
Including the financially excluded.
Bridging the digital divide.

By providing essential services to customers and societies across our continent, Airtel Africa is unlocking the potential for people, businesses and economies to grow.

140m
Total customers

14
Sub-Saharan countries

54.6m
Data customers

31.5m
Airtel Money customers

We're transforming lives in Africa

Reaching more people, with more services, in more places than ever.

79.45%

Population coverage at the Group level – bringing mobile banking, data and telecoms to communities across sub-Saharan Africa and helping to unlock the potential of people and societies

42.9%

of our sites are in rural areas as we provide a vital first step towards digital inclusion

» For more information about financial inclusion, see page 49


Yummy
Tummy

Operating in markets full of opportunity

Meeting untapped demand for telecoms services and mobile money in markets where there's still huge room to grow.

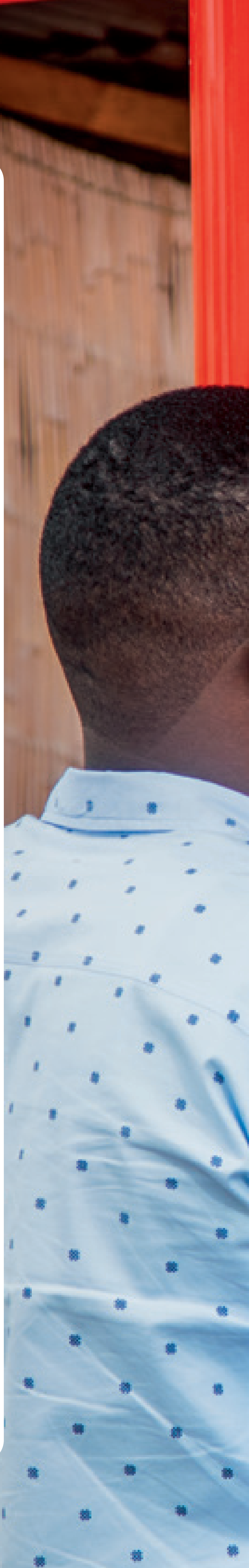
22.5%

of our customers are using Airtel Money and we're expanding our mobile money portfolio through additional services, including merchant payments

39%

data customer penetration as we expand our 4G network, combined with 36.3% smartphone penetration in our 14 markets

For more information about mobile services and mobile money, see **pages 62-73**




•Register for Airtel Money
•Send & Receive Money
•Withdraw Money
•Buy Airtime
•Pay Bills

Delivering on our strategy through excellent execution

Expanding our networks, optimising our distribution, and investing in the future through fibre and 5G.

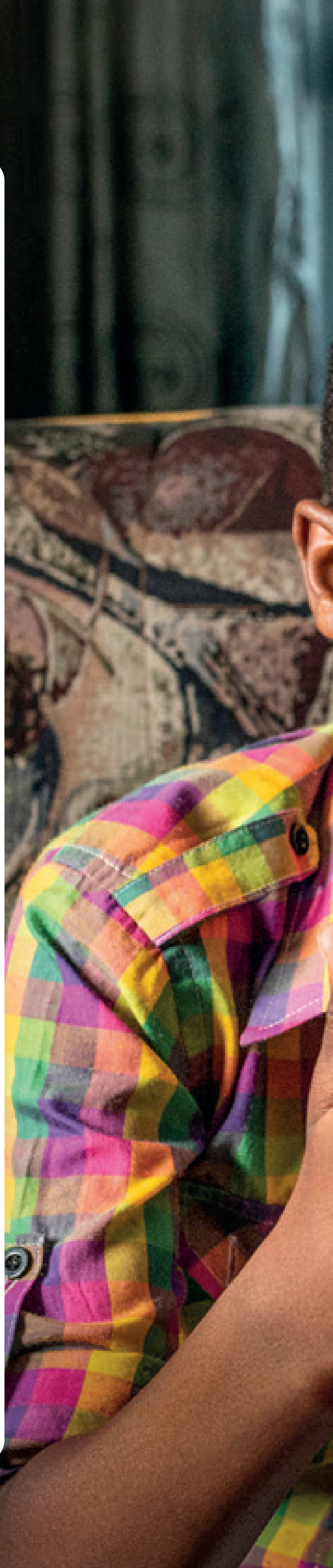
70,500+ km

of total connecting fibre across our 14 markets, with 6,000+km added in 2022/23 as we continue to improve our fibre provision in metro, intercity and international networks

304,000+

customer activating outlets, a growth of 21% in 2022/23, which reflects our investment in sales and distribution infrastructure

» For more information on our 'Win with' strategy, see **pages 26-37**



...and keeping our sustainability promises.

Championing access to education, fostering digital inclusion, creating inclusive and dynamic workplaces, and minimising our environmental impacts.

1 million

children to access quality education through our programmes by 2027

$57m

financial and in-kind contribution to UNICEF over five years to accelerate digital learning

» For more information about our sustainability progress, see **pages 38-55**

At a glance

We operate in 14 dynamic, underpenetrated markets where strong demand drives our continued profitable growth.

An underpenetrated telecoms market, a young population and rising smartphone affordability, along with low data penetration, give us growth opportunities in both voice and data. The telecoms market in sub-Saharan Africa is projected to grow by 4.5% CAGR over the next five years. At the same time, low penetration of traditional banking services provides us with the opportunity to meet the needs of unbanked customers through our dedicated mobile money platform, Airtel Money.

Source for population figures: World Bank data 2022 estimate

CAGR source: GSMA sub-Saharan report 2022

Revenue
$5,255m
Reported currency +11.5%
Constant currency +17.6%

Underlying EBITDA
$2,575m
Reported currency +11.4%
Constant currency +17.3%

Operating profit
$1,757m
Reported currency +14.5%
Constant currency +20.1%

Capex
$748m
% change +14.0%

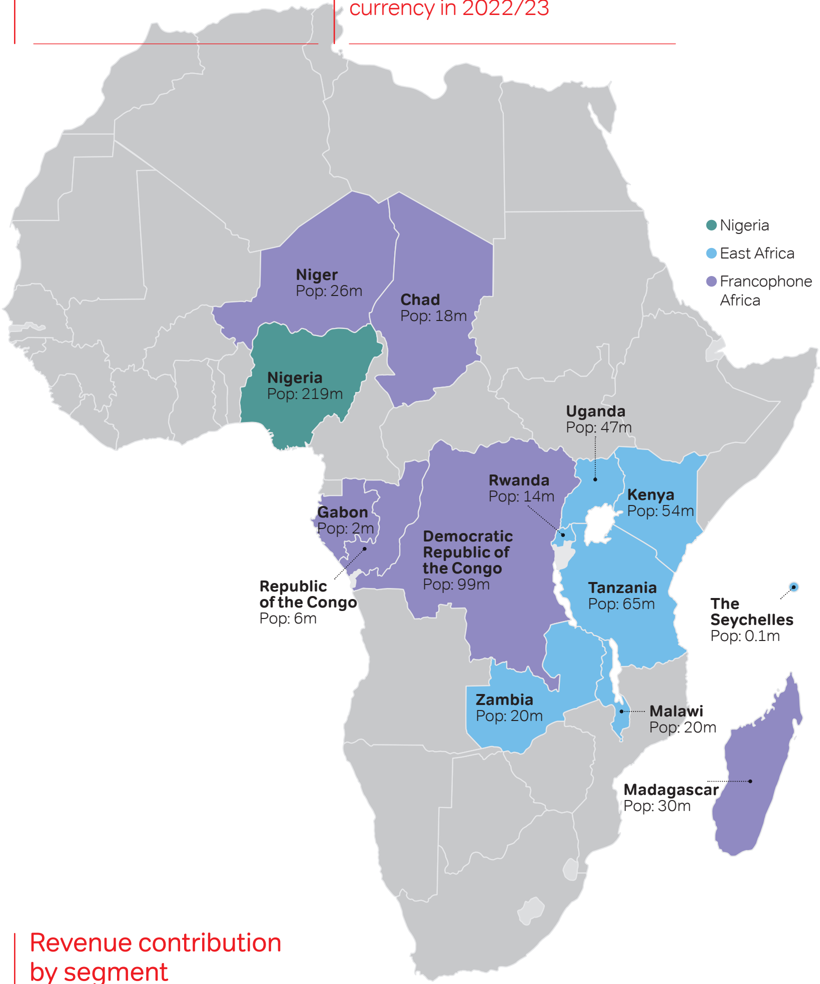
Basic earnings per share
17.7 cents
% change +5.2%

14
markets in our diversified portfolio

2.7%
projected compound annual population growth in our region by 2027

1st or 2nd
largest operator by customer market share in 13 markets

17.6%
revenue growth in constant currency, 11.5% in reported currency in 2022/23



Revenue contribution by segment

	Year ended March 2023 $m	Year ended March 2022 $m	Reported currency change %	Constant currency change %
Nigeria – mobile services	**2,128**	1,878	13.3%	20.3%
East Africa – mobile services	**1,508**	1,395	8.1%	13.4%
Francophone Africa – mobile services	**1,090**	1,033	5.5%	11.9%
Mobile money services	**692**	553	25.1%	29.6%
Total*	**5,255**	**4,714**	**11.5%**	**17.6%**

Owing to significant growth in the Group's mobile money business and a corresponding change in the organisation's structure combined with changes in information provided to the chief operating decision-maker (CODM) for the allocation of resources and the assessment of performance, with effect from April 2022 the Group has identified mobile money as a new operating and reportable segment. Thus, the segments for the Group are:

Nigeria mobile services – comprising mobile service operations in Nigeria

East Africa mobile services – comprising mobile service operations in Kenya, Uganda, Rwanda, Tanzania, Malawi and Zambia

Francophone Africa mobile services – comprising mobile service operations in Niger, Gabon, Chad, Republic of the Congo, the DRC, Madagascar and the Seychelles

Mobile money – comprising mobile money services across the Group, including recently launched payment service bank in Nigeria

* Breakdown of revenue as stated in above table will not add up to total revenue, since it also includes inter-segment elimination of $163m (2022: $145m)

All financial numbers are in reported currency

Our voice, data and mobile money services are reaching more people than ever, and transforming customers' lives.

By extending our distribution network in both rural and semi-urban areas and providing resilient, far-reaching coverage, we've enabled millions of people to access telecoms and banking services. By leading the way in the rollout of 4G networks and enabling people to progress from 2G to 3G to 4G, we've helped drive digitalisation. Our expanding footprint of retailers, agents and exclusive franchises, supplemented by our unique operations, have helped deliver services across our markets. And we're helping build a new financial ecosystem that's full of opportunity. Our focus on increasing the number of mobile money use cases through international partnerships and product innovation has helped drive the take up of our mobile money services, boosting financial inclusion.

31,500+
infrastructure sites

2.6+ million
retail touchpoints (agents and distributors) in our network

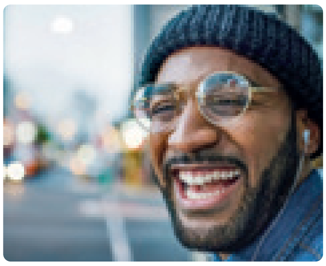
70,500+ km
of connecting fibre

90%
sites providing 4G coverage

4G
services available in all 14 markets

Voice

We offer pre- and post-paid wireless voice services, international roaming and fixed-line telephony services.



140m
total customers

Data

We offer a suite of data communications services, including 2G, 3G and 4G. We provide 4G services in all 14 of our markets.

54.6m
data customers

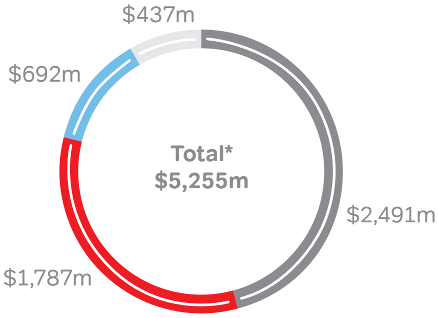
Airtel Money

We offer mobile money services, including digital wallet payments systems, microloans, savings and international money transfers.

31.5m
Airtel Money customers

Revenue contribution by service

	Year ended March 2023 $m	Year ended March 2022 $m	Reported currency change %	Constant currency change %
Voice	**2,491**	2,358	5.6%	11.8%
Data	**1,787**	1,525	17.2%	23.8%
Airtel Money	**692**	553	25.1%	29.6%
Other^	**437**	407	7.5%	13.2%
Total*	**5,255**	**4,714**	**11.5%**	**17.6%**



^ Other revenue includes messaging, value added services, tower sharing and enterprise

* Breakdown of revenue as stated in above table will not add up to total revenue, since it also includes inter-segment elimination of $152m (2022: $129m)

Transforming lives

Providing essential services, and delivering on our purpose of transforming lives.

Delivering sustainable growth, and demonstrating our resilience

This year has seen considerable volatility in the global economy, with recessionary pressures that have been keenly felt by people across the markets we serve. With prices of basic commodities on the increase, and instances of severe climate disruptions, reliable, affordable telecoms services that connect people to each other and to the wider economy are more vital than ever. Everyone at Airtel Africa is proud that we have been able to maintain and expand our services to our customers and communities throughout the year.

The fact that we have also been able to deliver a strong financial performance in this economic context is testament to the scale of the untapped demand in sub-Saharan Africa, and to the resilience of our business model. Powerful underlying macroeconomic and demographic trends continue to drive demand and adoption of voice, data and mobile money services, and our 'Win with' strategy continues to deliver growth: our customer base grew to 140 million people this year, and our revenues grew by 11.5% in reported currency.

This is not growth for its own sake. It is only by pursuing sustainable growth that we are able to fulfil our purpose of transforming lives: playing our part in addressing the challenges faced by millions of people who still lack access to data and financial services, and the wider transformation of economies that will drive sustainable development.

> "The fact that we have also been able to deliver a strong financial performance in this economic context is testament to the scale of the untapped demand in sub-Saharan Africa, and to the resilience of our business model."

Playing our part in sustainable development

Publishing our first Sustainability Report in October 2022 was a seminal moment for Airtel Africa, furthering our commitment to corporate governance. It provides stakeholders with a transparent account of our progress in delivering the sustainability ambitions that underpin our business strategy, and our commitment to developing the infrastructure and services that will drive digital and financial inclusion for people across Africa while contributing to six of the United Nations' Sustainable Development Goals (UN SDGs). The Board closely oversees this strategy as part of our role in considering environmental, social and governance criteria in our decision-making.

Business has a crucial part to play in Africa's development. This year, as Chair of the newly launched B20 India Action Council on African Economic Integration: An Agenda for Global Business, I have seen positive signs of businesses coming together to work towards common goals and priorities.

Airtel Africa plays a significant role in supporting education, which has long been a priority for me and for everyone in the Group. We have set ourselves the goal of transforming the lives of over one million children on the continent through education by 2027, including through our landmark five-year partnership with UNICEF – which this year rolled out programmes in 6 of the 13 countries where the partnership is in place.

Investing to create long-term value for all

Our underlying strategy remains unchanged in its fundamentals. We maintain a continuous focus on serving customers' needs so we can deliver sustainable, profitable growth, while mitigating our risks and maintaining our longstanding focus on strengthening our balance sheet. This year, for instance, we continued to localise our debt into our country-level OpCos while reducing HoldCo debt, helping to mitigate the risk of foreign exchange volatility. Our gross OpCo debt of $3,676m (including lease liabilities) is now higher than our remaining HoldCo debt of $550m.

Sunil Bharti Mittal
Chair

> Pursuing sustainable growth enables us to fulfil our purpose of transforming lives: playing our part in addressing the challenges faced by millions of people who still lack access to connectivity, data and financial services. We are committed to contributing towards the wider transformation of economies to drive sustainable growth and development.

Leverage was at 1.4x in March 2023, broadly flat from the previous year. This was achieved alongside substantial investments: we invested $748m in capex (excluding spectrum), and $500m in spectrum (including 5G) in key markets – ensuring we are ready to meet the continuing opportunity in data. Almost 87% of our capex investment in 2022/23 was directed to growth initiatives that help ensure a sustainably strong and reliable network.

We continue to strengthen the business in other ways. We have made compelling strides in building the standalone capabilities of our Airtel Money business across all markets and begun acting on the opportunity presented by the granting of our super-agent licence and Payment Service Bank (PSB) licence in Nigeria in April 2022. We have also established new holding and subsidiary company structures for our data and fibre businesses.

The Board of directors has recommended a final dividend of 3.27 cents per share, making the total dividend for 2022/23 5.45 cents per share, which is an increase of 9% in line with our progressive dividend policy.

Stakeholders at the heart of transforming lives

Everything the business has achieved in this turbulent year is thanks to the support of all our stakeholders. In particular, our people have continued to show great dedication to ensuring the delivery of services and to serving our customers and the communities in which we live and work. On behalf of the Board, I would like to thank them for their continuing commitment to transforming lives.

Sunil Bharti Mittal
Chair

10 May 2023

Chief executive officer's review

CEO Q&A

Chief executive officer Olusegun Ogunsanya reflects on a year in which our robust business performance has helped drive our sustainability agenda – and on our opportunity to transform lives in Africa.

Q. How will you look back at this year?

A. The joy of running this business – and the thing that I see motivating our people – is that we are part of the solution to the challenges around us.

There's no doubt this has been a difficult year for many in our communities. While sub-Saharan Africa is very resilient, it is not immune to global economic shocks. Sharp commodity and fuel inflation really hurts in communities where many people spend 40% of their income on food. Climate change has a disproportionate impact on Africans. Currency disruptions create serious challenges for businesses and individuals.

But as Airtel Africa people, we are part of our communities – we share their pain as well as their joy. And we can see the difference we're making. Every day, we're connecting customers to each other, to the digital future, and to economic opportunity. The more we serve, the more we succeed. By delivering our strategy and growing our business, we're part of the process of sustainable development. That's what we mean by transforming lives.

Q. What were the highlights of your financial performance?

A. We've really demonstrated the resilience of our strategy and business model. The economic environment has generated considerable headwinds this year, but we have delivered significant growth in all our key metrics. Our revenues grew by 11.5% and operating profit by 14.5% in reported currency.

We have grown revenues in data by 23.8%, in voice services by 11.8% and in mobile money by 29.6% in constant currency. We've continued to provide essential services in all our markets throughout the year, and to serve more customers than ever before, reaching 140 million in total. Underlying EBITDA grew by 17.3% in constant currency at a stable EBITDA margin of 49.0% despite all the turbulences.

We know how important affordability is to customers in a cost-of-living crisis – and our philosophy has always been to drive usage, rather than price. Not only are we reaching more customers, but our customers are getting more for their money.

This performance has made us one of the fastest-growing telecoms company in sub-Saharan Africa. And it has come alongside important investment in our future – and in the future of our communities. We invested $748m in expanding and strengthening our network, so we can reach and include more people. We invested in our fibre infrastructure and data centres, where we see opportunities to form mutually beneficial partnerships with other businesses.

And as of 31 March 2023, we invested $500m in spectrum (which includes 5G), so we can meet the demand for data now, and be ready for an even more digital future. The macroeconomic outlook remains volatile, but we are well positioned to deliver against the growth opportunities these markets offer, with a continued focus on margin resilience.

Q. How has your 'Win with' strategy created competitive advantage?

A. Our 'Win with' strategy has six pillars – 'technology', 'distribution', 'data', 'mobile money', 'cost' and 'people' – all underpinned by our sustainability strategy.

It is the execution of the strategy that really counts – and I believe we can be proud of the execution of every pillar. I've already mentioned the expansion of our network, and how the talent and determination of our people has driven our success. The 46.3% increase in data usage demonstrates how that pillar is thriving – and the 36% increase in home broadband revenues shows what an opportunity there is in that segment.

'Win with cost' has been important this year, as we've had great success maintaining margins despite unprecedented inflation – our underlying EBITDA margin was 49.0%. We've also localised much of our debt as mitigation against foreign exchange risk, maintaining Group debt at 1.4x of underlying EBITDA while investing significantly in the future.

But some of the strongest examples of us executing the strategy and winning in the market have been in 'Win with distribution' and 'Win with mobile money'. Our distribution network gets us closer to our customers so they can access our services – and this year we increased the number of our customer activating outlets by 21% bringing the total number of 304,000+ outlets across our 14 markets. Airtel Money, meanwhile, has gone from strength to strength, with 20.4% more mobile money customers, and transaction value increasing by 41.3% in constant currency.

Q. Why is the mobile money opportunity so important?

A. Mobile money is a clear example of an opportunity to benefit communities while driving business growth. Sub-Saharan Africa remains underserved by banks and financial services, excluding millions of people from the financial system, and disproportionately excluding women.

Olusegun Ogunsanya
Chief executive officer

Our strategy for growth in action

46.3%

increase in data usage

41.3%

increase in transaction value for Airtel Money in constant currency

> The more we serve, the more we succeed. By delivering our strategy and growing our business, we're part of the process of sustainable development. That's what we mean by transforming lives.

It is a competitive sector, where we need to keep building our ecosystem to stay ahead of new fintech offers, engage with Central Banks to meet growing regulatory requirements, and make sure we have the right IT capabilities. But we've made significant strides through Airtel Money this year, launching mobile money services in Nigeria through our new Payment Services Bank (PSB) licence granted in April 2022, rolling out micro merchant propositions in Uganda, Tanzania and Zambia, and introducing loan products in Tanzania, Uganda, Kenya and Zambia. And as our mobile money business has grown, we've invested in growing Airtel Money's organisational capabilities, skills and technology. This work is underpinned by our sustainability strategy, which sets targets for building our mobile money ecosystem and includes a specific target to reach 20 million women customers by 2025.

Q. You published your first sustainability report in October 2022 – what were the highlights?

A. Airtel Africa has supported communities in areas including education, health and wellbeing, and disaster relief for decades – but we achieved a real step change in our approach to environment, social and governance (ESG) through our sustainability strategy, launched in 2021. This year we achieved another milestone with our Sustainability Report, which demonstrated progress against all our targets – but also highlighted how much there is still to do in order to achieve the sustainable development goals that we support.

One of the biggest elements of our work this year has been developing our pathway to net zero as we strive to limit the impact of our operations on the environment. Our detailed analysis across 14 OpCos has highlighted significant decarbonisation strategies we can implement to reduce our carbon emissions. We have set a target to reduce our scope 1 and 2 emissions intensity by more than 60% within ten years of our baseline and achieve net zero by 2050.

Our investment in network expansion, particularly in rural and semi-rural areas, is giving millions of people access to reliable and high-quality digital and financial services, often for the first time. We're making progress on building a diverse and inclusive workforce, where all our people can develop their careers and reach their full potential. And we continued to work on our landmark partnership with UNICEF, providing educational resources, free of charge, to more than 250,000 children this year on our way to reaching one million children by 2027.

Our partnership with UNICEF, for me, stands as a beacon for what our business is all about. Education is a vital engine for social mobility, social equality, and the elimination of poverty – alongside the services we provide, it will unlock opportunity in Africa, and transform lives.

Olusegun Ogunsanya
Chief executive officer

10 May 2023

Our investment proposition

Our operations in 14 sub-Saharan African countries offer substantial market potential across voice, data and mobile money services.

The countries we operate in have some of the youngest populations in the world, and are projected to grow fast, contributing to sustainable growth in our customer base. Combined with relatively low numbers of unique mobile customers, low minutes of usage, low data consumption and limited traditional banking services, this creates a huge opportunity for the continued growth of Airtel Africa.

See overview of our market environment on **pages 20-21**

Voice

Data

Mobile Money

We have the diversity and scale to deliver affordable telecoms and mobile money services to our customers. Our accelerated investment into our asset base, strong brand recognition and effective distribution channels (both direct and indirect) give us sustainable differentiation in the market. We continue to deliver a strong track record of growth and improved operational performance. Our lean and simplified operating model, combined with our effective management team, has delivered double-digit revenue growth, strong profitability and cash flow despite inflationary pressures across many of our markets. Strong country level management teams with deep knowledge of their markets are supported by subject matter experts at Group level. Our performance reflects the strength of our risk management framework, which ensures compliance with regulatory policies across our markets. We also benefit from the strength and support of our shareholder Bharti Airtel, one of the world's largest telecoms operators.

Led by our purpose of transforming lives, with a customer-centric vision of enriching the lives of our customers, we deliver sustainable, profitable and market-leading growth through our six-pillar strategy: 'Win with'… technology, distribution, data, mobile money, cost and people. We are reducing the digital divide and enhancing financial inclusion, including through partnerships with governments in the countries where we operate. Our business strategy is underpinned by our sustainability strategy, which ensures environmental, social and governance (ESG) considerations shape all the actions we take to deliver on our ambitions.

We're focused on digitising our own processes and services as well as how our customers use our products. We also continue to leverage our substantial infrastructure across the continent to seek out new, profitable revenue streams by enhancing our service offerings to enterprises, including fibre and data centres.

Our strong balance sheet and conservative capital structure allow us to fully execute our growth strategy and create value for all our stakeholders: customers, communities, regulators and governments, partners and suppliers, our people and our shareholders.

Our key performance indicators

Our KPIs give our Board and management a clear sense of where we are and where we need to improve.

Measuring the success of our strategy

We monitor the success of our strategy through operational, financial and non-financial key performance indicators (KPIs). These KPIs give us a crucial insight into our business performance and the progress being made towards our strategic intent.

Our selected KPIs help us to communicate the Group's strategy across all levels of the organisation, and form part of our governance and performance management process.

Ensuring our KPIs are meaningful and responsive

We monitor our strategic progress through primary operational KPIs which include sites, data capacity, customer base, net additions, average revenue per user (ARPU), usage per customer and Airtel Money transactions.

Our key financial KPIs are revenue, underlying EBITDA, operating profit, profit after tax, operating free cash flow, net cash generated from operating activities, leverage, basic earnings per share, and return on capital employed.

Further, our non-financial performance KPIs linked to our sustainability strategy are scope 1, 2 and 3 GHG emissions, energy consumption, population covered and gender diversity.

We review our operational, financial and non-financial KPIs regularly to ensure that they are aligned with our strategy and organisational goals.

» For more information about our sustainability KPIs, see **page 38**

» See definition and reconciliation of our alternative performance measures on **pages 87-88**

Linkage with remuneration

We review our remuneration-linked KPIs every year to ensure these are relevant to our business strategy. Our remuneration targets are linked with selected financial and non-financial KPIs. As part of our long-term incentive scheme, we also benchmark our total shareholder return performance with a peer group of companies.

» See our directors' remuneration report (DRR) on **pages 145-163**

Financial KPIs

GAAP KPIs	FY'23	FY'22
Revenue	$5,255m Reported currency +11.5% Constant currency +17.6%	$4,714m Constant currency +23.3%
Operating profit*	$1,757m +14.5%	$1,535m +37.2%
Profit after tax*	$750m (0.6%)	$755m +82.0%
Net cash generated from operating activities*	$2,208m +9.8%	$2,011m +20.7%
Basic earnings per share	17.7 cents +5.2%	16.8 cents +86.5%

APM KPIs	FY'23	FY'22
Underlying EBITDA and margin	$2,575m Reported currency +11.4% Constant currency +17.3% Margin 49.0%	$2,311m Constant currency +31.2% Margin 49.0%
Operating free cash flow*	$1,827m +10.4%	$1,655m +40.5%
Leverage	1.4x	1.3x
Return on capital employed**	23.3%	22.3%

* Growth percentage is in reported currency

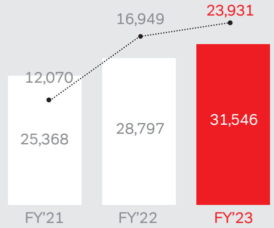
** Return on capital employed (ROCE): The Group has revised the computation of ROCE by grossing up the 'equity attributable to owners of the Company' for put option provided to minority shareholders. The previous period ROCE has also been restated for this change. See definition and reconciliation of our alternative performance measures on pages 87-88

Our key performance indicators continued

Operational KPIs – mobile services (consolidated)

Total sites and data capacity

- Total sites number
- Total data capacity TB/day



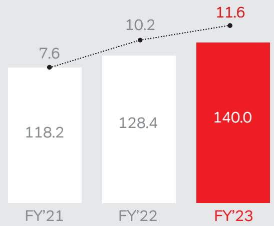
Performance

During the year, we have deployed more than 2,700 sites, reaching 31,500+ sites in total as of 31 March 2023. We have added 3,200+ sites on 4G and now 90% of our total sites are on 4G. Furthermore, we have added 6,000+ km of fibre (reaching 70,500+ km of fibre as of 31 March 2023).

Network data capacity was increased by 41.2% to 23,900+ terabytes (TB) per day, with peak hour data utilisation at 47.4%.

Customer base and customer net additions

- Customer base m
- Customer net additions m



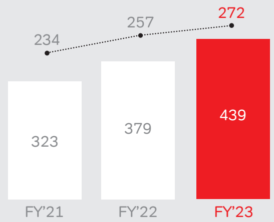
Performance

Our overall customer base grew by 9.0% to 140.0 million as of 31 March 2023. We continue investing in network to expand our reach along with the expansion of distribution infrastructure to drive customer base growth in both urban and rural markets. Our enhanced distribution channel ensures availability of SIM cards and recharge across our footprint.

Customer base grew across all three regions: Nigeria by 9.0%, East Africa by 9.7%, and Francophone Africa by 7.8%.

Voice traffic and usage per customer

- Voice traffic bn mins
- Usage per customer mins

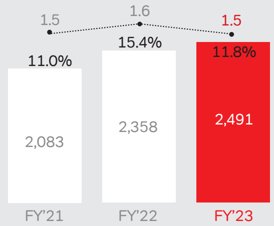


Performance

Our voice traffic grew by 16.0% to 439 billion minutes during the year, driven by customer base growth of 9.0% and an increase in voice usage per customer by 5.9% to 272 minutes per customer per month. Our continued investment in sales and distribution infrastructure and network coverage helped us to grow voice traffic. The growth of voice usage per customer was mainly contributed by East Africa region.

Voice underlying revenue* and voice ARPU

- Voice underlying revenue* $m
- Voice ARPU $
- Revenue growth %

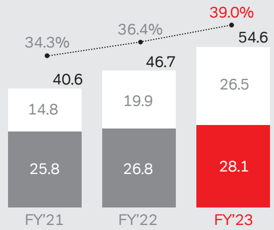


Performance

Voice revenue of $2,491m grew by 11.8% in constant currency (5.6% in reported currency), led by both customer base growth of 9.0% and voice ARPU growth of 2.1%. The voice ARPU growth was led by an increase in voice usage per customer by 5.9% (increased to 272 minutes per customer per month). Voice ARPU was $1.5 per customer per month.

Data customers, 4G data customers and penetration

- Data customer m
- 2G/3G/4G data customer m
- Data customer penetration %



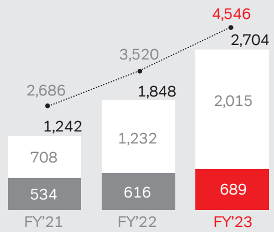
Performance

Our data customer base increased by 16.9% to 54.6 million as of 31 March 2023 and now comprises 39.0% of our total customer base. Data customer base growth was driven by expansion of our data network, increase in network data capacity and smartphones in our network.

Our 4G customer base reached 26.5 million, a growth of 33%. Currently, 4G customer penetration stands at 48.5% (4G as percentage of our total data customer base). Smartphone penetration increased to 36.3% (from 34.2%), of which 65.4% are 4G enabled smartphones (compared with 59% in prior period).

Data usage, 4G data usage and data usage per customer

- Data usage bn MB
- 2G/3G/4G data usage bn MB
- Data usager per customer MB

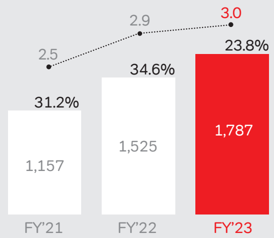


Performance

Total data usage increased by 46.3% to 2,704 billion MBs led by both customer base growth of 16.9% and increase in data usage per customer by 29.1%. During the period, 4G data usage contributed to 74.5% of total data usage. Data usage per customer increased to 4.4 GB per month (up from 3.4 GB per customer per month) while 4G data usage per customer increased to 7.3 GB per month (from 5.5 GB per month). The increase in data usage per customer was led by an increase in smartphone penetration, the increased density of our 4G network and higher adoption of data bundles (up by 3.5% to 94.7%).

Data revenue and data ARPU

- Data revenue $m
- Data ARPU $
- Revenue growth %



Performance

Data revenue was $1,787m, a growth of 23.8% in constant currency (17.2% in reported currency), led by both customer base growth of 16.9% and data ARPU growth of 9.3%.

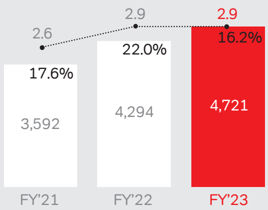
Data ARPU increased to $3.0 per customer per month. The data ARPU growth was driven by an increase in data usage per customer per month mainly due to our higher 4G customer base and expansion of our 4G network.

Note: Growth percentages in KPIs are in constant currency unless specified

Operational KPIs – mobile services (consolidated) continued

Mobile services underlying revenue and ARPU

- Mobile services revenue $m
- Mobile services ARPU $
- Revenue growth %



Performance

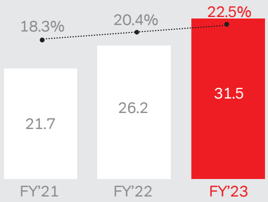
Mobile services revenue increased to $4,721m, up by 16.2% in constant currency. Revenue growth was recorded across all regions and key services: Nigeria up by 20.3%, East Africa by 13.4% and Francophone Africa by 11.9%.

Mobile services revenue growth was driven by both voice and data services: voice revenue growth of 11.8% and data revenue growth of 23.8%. Mobile services ARPU was at $2.9 per customer per month, up by 6.2%.

Operational KPIs – mobile money (consolidated)

Airtel Money customer base and penetration

- Mobile money base m
- Mobile money customer penetration %



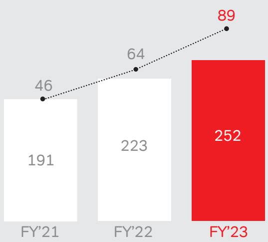
Performance

Our Airtel Money customer base grew by 20.4% to 31.5 million as of 31 March 2023, representing 22.5% of our total customer base. This growth was largely driven by expansion of our mobile money agents and merchant ecosystems and continued investment in our exclusive franchise channel of kiosks and branches. Our enhanced distribution channel ensures availability of mobile money float across our footprint.

In Nigeria, mobile money services (SmartCash) were launched in June 2022. Our initial focus has been to invest in the platform technology, as well as the business systems and processes to ensure confidence and reliability in the platform.

Airtel Money transaction value and transaction value per customer

- Transaction value per customer $
- Mobile money transaction value $bn



Performance

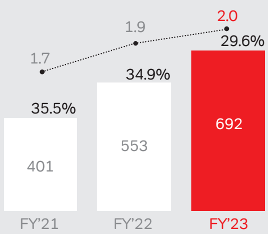
Our mobile money transaction value grew by 41.3% and Q4'23 annualised transaction value crossed $102bn in constant currency.

Transaction value per customer reached $252 per month, an increase of 16.4% in constant currency.

The increase in transaction value was contributed to by higher cash transactions, merchant payments and mobile service recharges through Airtel Money.

Airtel Money revenue and ARPU

- Mobile money revenue $m
- Mobile money ARPU $
- Revenue growth %



Performance

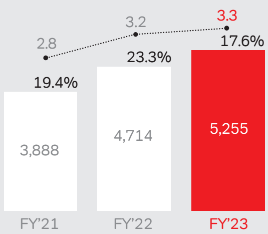
Mobile money revenue was $692m, an increase of 29.6% in constant currency (25.1% in reported currency) driven by 32.6% growth in East Africa and 20.3% in Francophone Africa, respectively. The growth in transaction value per customer by 16.4% resulted in mobile money ARPU growth of 6.8%.

Mobile money revenue now accounts for 13.1% of total Group revenue in Q4'23.

Operational KPIs – mobile services and mobile money (consolidated)

Total Group underlying revenue* and ARPU

- Group underlying revenue $m
- Group ARPU $
- Revenue growth %



Performance

Total revenue was $5,255m, an increase of 17.6% in constant currency, driven by both customer base growth of 9.0% and ARPU growth of 7.4%. There was double-digit growth across all reporting segments: mobile services revenue in Nigeria grew by 20.3%, in East Africa by 13.4% and in Francophone Africa by 11.9% (and across the Group by 16.2%, with voice revenue growth of 11.8% and data revenue up 23.8%). Mobile money revenue grew by 29.6%, driven by 32.6% growth in East Africa and 20.3% in Francophone Africa. ARPU growth of 7.4% was driven by all our key services: with data contributing 4.2%, voice contributing 1.1%, mobile money contributing 2.2%, respectively.

* Underlying revenue excludes one-time exceptional revenue of $20m relating to a settlement in Niger in the year ended 2020/21

Note: Growth percentages in KPIs are in constant currency unless specified

Our market environment

High demand across sub-Saharan Africa

There is a clear runway for growth in sub-Saharan Africa, where a young and growing population demand data, mobile voice, and mobile money services to connect with each other, do business, and unlock economic opportunity.

People across our markets are 'mobile first', with mobile services the first and often only way they have to access telecoms, internet and banking services. And among a population of more than 1 billion people in sub-Saharan Africa, half of whom will be under 25 years old by 2050*, there is huge scope to increase the reach and penetration of effective voice, data and mobile money services, and to include more people in the digital economy. The need for accessible, affordable services has never been greater – as demand continued to rise in 2022 despite economic turbulence and inflationary shocks across the region.

Mobile services: often the only way to connect

Millions of people in our markets lack access to landline infrastructure, and broadband penetration levels are far lower than in much of the world. Mobile networks continue to be the primary source of voice and data services for the vast majority of sub-Saharan Africans – which means that our focus on expanding our networks and extending rural coverage plays a vital role in including people in the mobile and digital economy. In 2022/23, we invested $700m in capital expenditure, predominantly in our networks, and there is a great opportunity to expand coverage further. Mobile connectivity in our markets is still low relative to other regions – though people's appetite for connection means it is growing fast. By the end of 2021, 515 million people subscribed to mobile services in sub-Saharan Africa, representing 46% of the population – almost 20 million more than in 2020. It is projected that there will be nearly 100 million new subscribers by 2025, taking the total number of subscribers to 613 million (50% of the region's population)[i].

Accessibility will continue to underpin this growth: we added 2,700+ sites to our network in the past year and grew our customer base by 9.0%.

Harnessing digitalisation as the engine of growth

Africa's future economic growth will be driven by digitalisation – which places it high on the agenda of many governments in our markets. Businesses and service providers need reliable, competitively priced data in order to flourish and generate economic value. Mobile technology enables digital solutions and supports the growing use of online channels by consumers, while effective broadband can help businesses thrive.

The GSMA estimated that in 2022, 40% of the adult population in sub-Saharan Africa was connected to mobile internet services – a rapid increase since 2001, when the figure was 1%, but there is clear evidence that expansion still has far to go. The same report showed there is also a usage gap: 44% of adults live in areas covered by mobile broadband networks but do not yet use mobile internet services.

Smartphone adoption in our markets remains relatively low, at around 36.3%, although it improved by 2.1% in 2022/23. 4G coverage is also expanding – our own 4G network now reaches 65.9% of the population in our footprint, an annual increase of 3.3%. And in the future, there will be a clear role for 5G – which is why we continued to invest in 5G spectrum this year.

Our strategic focus on winning with data, supported by our expanding digital products and content, Airtel TV, and our focus on supporting enterprises, places us at the forefront of this digital opportunity – which will transform lives while driving business growth.

» For more information about Airtel Business, see **page 74**

Mobile money – driving financial inclusion

More people than ever now enjoy access to formal financial services, thanks to the growth of digital financial services in sub-Saharan Africa. Africa as a whole, which has historically been underserved by formal banking, is now home to almost half of digital financial services users worldwide. And financial services are critical to wider economic development and opportunity: financial inclusion is an enabler for seven of the 17 UN Sustainable Development Goals (UN SDGs).

Africa's domestic e-payments market is expected to see revenues grow by approximately 20% per year, reaching around $40 billion by 2025, according to a 2022 McKinsey Report**.

Airtel Money is well-placed to be part of this opportunity. We continue to build the mobile money ecosystems that help customers join the digital economy, and to win new customers through services, including interoperability, payments, micro-loans and international money transfers.

» For more information about our Airtel Money business, see **pages 72-73**

Affordability critical amidst cost-of-living pressures

Global economic turbulence has had an impact on many of our markets over the past year, with prices for food and fuel rising rapidly, exacerbated in some markets by supply chain disruptions and foreign exchange fluctuations. Consumers have felt these inflationary pressures keenly – and while demand for telecoms services continues to rise, affordability remains very important. We offer pricing plans that are simple and transparent, based on the principle of 'more for more' – meaning that the cost of connecting has fallen in real terms.

The competitive landscape continues to be dominated by a few large competitors, with some smaller regional companies in some markets.

So alongside price, we compete for customers through our range of services, our advertising and brand image, the quality and reliability of our service, and our wide coverage. Our focus on distribution is designed to give us competitive advantage in recruiting and winning new customers.

The overall economic picture in our markets is of subdued current growth – but huge potential for the future. Real GDP in sub-Saharan Africa is estimated to have grown by 3.6% in 2022, reflecting a slowdown from 4.7% in 2021, and is forecast to remain at around 3.7% in 2023.[ii] Over the next three decades, however, the population is set to nearly double, to around 2 billion, with 32.2% of the population in our markets between the ages of 10 and 24 years, and GDP is expected to grow at around 7%.

» For more information about our 'Win with' strategy, see **pages 26-37**

Managing risk, and contributing to sustainable development

As in any business sector, telecoms in sub-Saharan Africa operates against a background of risks and challenges, as well as opportunities.

Among these risks, currency devaluation and, in some cases this year, shortages of foreign currency in local markets need to be carefully managed and mitigated – this is addressed as a principal risk in our risk management framework, which covers a range of strategic, financial, operational, governance and compliance risks.

Africa is also disproportionately affected by climate change, which presents a real risk to economies and communities. Our sustainability strategy is designed to ensure we make a meaningful contribution to the societies and economies where we live and work. We have been working closely with The Carbon Trust over the last six months, to develop a detailed pathway for the reduction of our greenhouse gas (GHG) emissions. We have completed a detailed audit of our assets and have identified specific programmes and initiatives to significantly reduce our scope 1 and 2 emissions. These initiatives have been analysed across our footprint by a cross-functional taskforce which has been established to oversee the project. This taskforce updates the Sustainability Committee regularly.

» For more information, see how we manage our risk on **pages 90-97**

» For information about our sustainability strategy, see **pages 38-55**

Operating in a highly regulated sector

All telecommunication operators must work within the frameworks created by governments and regulatory authorities, covering telecoms regulations, banking regulations and licences. Alongside strict compliance with regulations, we aim to work collaboratively with governments to make sure we integrate our services into their key initiatives and play our part in strengthening economies and transforming lives.

In many markets, Know Your Customer (KYC) regulations apply – these require customers to register their identity to access mobile services. Providing easy access to a fast and compliant registration process is a key part of our 'Win with' distribution approach. Data security is another concern for regulators and consumers – and as part of our sustainability strategy, we operate under the 'Information Security Management System' (ISO 27001) certification and the 'Business Continuity Management System' (ISO 22301) certification, which cover all mobile communication and mobile money operations.

» For details, see our legal and regulatory framework on **pages 22-23**

(i) GSMA Mobile Economy Report 2022

(ii) Regional Economic Outlook for Sub-Saharan Africa, October 2022 (imf.org)

* According to the World Bank at www.worldbank.org/en/region/afr/overview

** https://www.mckinsey.com/industries/financial-services/our-insights/the-future-of-payments-in-africa

Our top six markets

Nigeria

	2022	2021
Population	**219m**	213m
GDP	**$477bn**	$441bn
Mobile customers	**222m**	195m
Unique mobile penetration	**48%**	47%

DRC

	2022	2021
Population	**99m**	96m
GDP	**$63bn**	$57bn
Mobile customers	**50m**	47m
Unique mobile penetration	**44%**	43%
Mobile money customers	**14m**	9m

Tanzania

	2022	2021
Population	**65m**	64m
GDP	**$77bn**	$70bn
Mobile customers	**60m**	54m
Unique mobile penetration	**54%**	54%
Mobile money customers	**41m**	35m

Kenya

	2022	2021
Population	**54m**	53m
GDP	**$116bn**	$110bn
Mobile customers	**66m**	65m
Unique mobile penetration	**64%**	61%
Mobile money customers	**39m**	35m

Uganda

	2022	2021
Population	**47m**	46m
GDP	**$49bn**	$43bn
Mobile customers*	**32m**	30m
Unique mobile penetration	**45%**	43%
Mobile money customers*	**24m**	23m

Zambia

	2022	2021
Population	**20m**	19m
GDP	**$29bn**	$22bn
Mobile customers	**20m**	20m
Unique mobile penetration	**57%**	58%

* Uganda mobile customers and mobile money customers as of September 2022

Data sources:
- Population and GDP from the International Monetary Fund (IMF)
- Mobile customers and mobile money customers from respective telecoms regulatory authorities' published data
- Unique mobile penetration report from Omdia market analysts

Legal and regulatory frameworks

We operate within the laws and regulatory frameworks of governments and regulatory agencies to bridge the digital divide and expand financial inclusion in our markets – and we always work to ensure that our operations meet local legal and regulatory requirements.

We engage with governments and regulatory authorities to promote a stable business environment that supports governments' goals for the sector alongside the long-term viability of our business.

The legal and regulatory frameworks we work within fall into three categories: telecoms services, mobile financial services and broadcasting services. In some of our markets, there are also competition laws.

We keep the regulatory framework under continuous review, and publish significant developments on our corporate website, under 'Regulatory news'. Here we describe the most significant developments in our largest markets this year.

Tax developments

In 2022/23 several governments reviewed their tax arrangements:

Democratic Republic of the Congo – tax on telecommunication services

In March 2022, the DRC government introduced a new telecoms tax on usage. In October 2022, the provisions of the telecoms tax were suspended and the government agreed to introduce a fixed tax based on each operator's market share. This resulted in reduced cost for operators.

Gabon – Finance Act 2023

In February 2023, the Finance Act 2023 introduced a tax on mobile money at the rate of 0.5% of the revenues collected by mobile operators.

Kenya – tax on handsets and imported SIM cards

In July 2022, the new Finance Act re-introduced 10% excise duty on importation of handsets and a KES 50 duty per unit on imported ready-to-use SIM cards. This will impact the cost of handset devices and the cost of services.

Niger – Finance Law 2022

In December 2022, the Government of Niger introduced a stamp duty of 2% of the value of the invoice of each contract that mobile operators enter with suppliers. This tax increases the overall cost of doing business in Niger. The finance law also abolished the tax on incoming international traffic, thus lowering the cost of incoming calls.

Tanzania – Finance Act 2022

The Finance Act 2022 introduced amendments that resulted in reduction of levies on electronic mobile money transfers and withdrawals. This reduction has benefited customers and resulted in increased uptake of the services.

Zambia – Finance Act 2023

In January 2023, the Finance Act 2023 abolished the two-tier taxation system that existed in Zambia where corporations in the telecommunication sector paid corporate tax at the rate of 40%, with all other corporations paying 35%. This law harmonised corporate tax across all sectors of the economy at the rate of 35%. The Act also reduced customs duty to 0% and 5% from 15% and 25%, respectively, for a period of three years, on selected information and communications technology (ICT) and telecommunications equipment to encourage uptake.

Financial services licences

Republic of the Congo – electronic money issuer licence

On 19 December 2022, Airtel Mobile Commerce Congo S.A. was issued with the final licence to operate as an electronic money issuer in the Republic of the Congo.

Gabon – electronic money issuer licence

On 17 October 2022, Airtel Money S.A. (Gabon) was issued with the final licence to operate as an electronic money issuer in Gabon.

Niger – electronic money issuer licence

In July 2022 BCEAO (Central Bank of West African States) licensed Airtel Money Niger SA. to operate as an electronic money issuer in Niger.

Nigeria – Payment Service Bank (PSB) Licence

On 27 April 2022, the Central Bank of Nigeria issued SmartCash PSB Limited with final approval to operate as a Payment Service Bank (PSB) in Nigeria.

Spectrum acquisitions

Democratic Republic of the Congo

In May 2022, Airtel DRC S.A. acquired 58 MHz of additional spectrum spread across 900, 1800, 2100 and 2600 MHz bands, for a gross consideration of $42m from Yozma, through a process that involved the surrender of the licences by Yozma to the government, and the direct acquisition of the spectrum by Airtel DRC S.A. which was confirmed by the modification of the Airtel licences by the State to incorporate the new spectrum. The licence for 10 MHz of paired spectrum in the 2100 MHz band will come up for renewal in September 2032. All the other licences will continue until July 2036.

Kenya

In July 2022, Airtel Networks Kenya Limited acquired 60 MHz in the 2600 MHz spectrum band for a period of 15 years upon payment of $40m.

Nigeria

On 6 December 2022, the regulator confirmed that Airtel Networks Nigeria Limited (Airtel Nigeria) had emerged as the sole bidder in the 3.5 GHz spectrum auction. Airtel Nigeria was awarded one lot in the 3.5 GHz spectrum auction at a price of $285m for a period of ten years from 1 March 2023.

On 8 December 2022, the regulator awarded Airtel Nigeria two slots of 5 MHz each in the 2.6 GHz band for a period of ten years at a price of $32m.

On 13 March 2023, the Nigeria Communications Commission (NCC) offered Airtel Nigeria the opportunity to renew its 2100 MHz spectrum licence at a price of N58,659,955,200.00 (equivalent of $150m) for a period of 15 years. Airtel Nigeria has accepted the offer.

Tanzania

In October 2022, Airtel Tanzania was awarded 80 MHz in the 3500 MHz band and two blocks of 15 MHz in the 2600 MHz band at the price of $21m and $39m, respectively. The spectrum was issued for a period of 15 years from the date of award.

Zambia

800 MHz and 2600 MHz band: on 14 July 2022, the regulator awarded Airtel Zambia two blocks of 10 MHz in the 800 MHz band at the price of $17m and one block of 50 MHz in the 2600 MHz band at the price of $12m.

2.6 GHz spectrum: on 15 November 2022, Airtel Zambia was awarded a further 40 MHz in the 2600 MHz band at the price of $12m. The spectrum assigned to Airtel Zambia is renewable annually at no additional cost for the duration of operating licences until 2028.

Licence modification in Rwanda

In 2022 the Government of Rwanda released their revised broadband policy. This required the full liberalisation of the telecommunications sector and proposed to move away from technology-specific (2G, 3G, 4G) licences and services to technology-neutral licences and services. It also removed the restriction that previously existed in respect of access to spectrum, which is typically used for 4G, 5G and future technologies. It also involved the removal of the restriction in respect of direct provision of services that fall within these categories of technology.

In January 2023, the regulator commenced the process of modifying existing telecommunication licences to conform the telecom licences to the requirements of the revised broadband policy. Under the modified licence, Airtel Rwanda will be able to access spectrum for 4G, 5G and future technologies and offer 4G services using existing spectrum without restriction.

Submarine cable licences

Republic of the Congo

In June 2022, the regulator issued Airtel Congo S.A. with a submarine cable licence for a period of ten years in preparation of the landing of the 2Africa submarine cable in the Republic of the Congo.

Tanzania

In August 2022, the regulator issued Airtel Tanzania plc with an addendum to its national and international network facilities and network services licences to extend their scope to allow for the landing and operating of the 2Africa submarine cable systems in Tanzania.

Uganda listing

Under Airtel Uganda's National Telecom Operator (NTO) licence, Airtel Uganda Limited (Airtel Uganda) is obliged to comply with the sector policy, regulations and guidelines requiring the listing of part of its shares on the Uganda Stock Exchange (USE). The current Uganda Communications (Fees and Fines) (Amendment) Regulations 2020, creates a public listing obligation for all NTO licensees, and specifies that 20% of the shares of the operator must be listed within two years of the effective date of the licence. This imposed a listing requirement by 15 December 2022 on Airtel Uganda.

On 17 June 2022, the Uganda Communications Commission issued Airtel Uganda an extension of the listing obligation from 15 December 2022 to 16 December 2023 on condition that the prospectus is submitted to the capital markets authority for approval before 30 June 2023. Airtel Uganda is working towards the listing with advisors and is confident it will meet the required deadline.

Our business model

Creating value for our stakeholders

Our dynamic business model is underpinned by our sustainability strategy and delivers value to stakeholders while transforming lives through digitalisation and financial inclusion.

Our vision

Our vision is to enrich the lives of our customers.

Our values

Alive
We act with passion and a can-do attitude. Innovation and an entrepreneurial spirit drive us.

Inclusive
We champion diversity. We're at the heart of our communities, and anticipate, adapt and deliver solutions that enrich the lives of the people we serve.

Respectful
We act with humility and are always open and honest. We deliver on our promises to customers, stakeholders and each other.

How we create value

An efficient network and business structure in 14 markets across sub-Saharan Africa, which we continually improve through innovation

Spectrum assets in every country, with multiple layers of data capacity, including new 5G technology in six markets

A modernised network offering 2G, 3G, 4G and 5G, largely on efficient single RAN technology

31,500+ network towers and data capacity of **23,900+** terabytes per day

70,500+ km of fibre across our markets

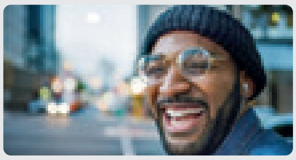
4,000 employees

Other key inputs and enablers:

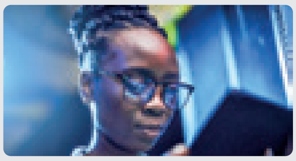
- Compliance with regulatory frameworks in all markets
- A sound capital allocation strategy and financial management that targets revenue growth ahead of the market and underlying EBITDA margin improvement
- Mobile network partnerships that outsource the management and operation of our network infrastructure
- A strong management structure with operating companies in each market that can leverage Group expertise
- Our sustainability strategy which underpins everything we do. It is aligned with the UN SDGs and supported by goals and active policies to respect human rights, drive positive social impacts, protect the natural environment and conserve resources
- Sound and transparent governance
- A network of over 2,600 partners, including mobile brands, IT companies and telecoms infrastructure providers

Delivering outstanding services and products, always aiming for best-in-class

Voice



Data



Airtel Money

Other services, including fixed-line telephony, home broadband and data centres

Through a unique distribution network that is close to our customers

A wide network of more than **2.6 million** retail touchpoints supported by a digitalised approach, including:

More than **79,500+** exclusive retail touchpoints, including minishops, kiosks and Airtel Money branches

More than **304,000+** activating outlets

Strategic collaborations with regional and international partners to offer financial and money transfer services

Other key inputs and enablers:

- Efficient Know Your Customer (KYC) processes
- Easier onboarding processes, self-service through our self-care MyAirtel app, available in all markets

99.2%
of our customers use pre-paid services

2.6+ million
people financially empowered through direct employment, business partnerships and our distribution network

99%
of customer requests processed digitally

5G spectrum
acquired in six markets, including Massive MIMO technology

Our purpose of transforming lives is supported by our sustainability strategy, described on **pages 38-55**

Our strategy is supported by a robust framework for monitoring and managing risk, described on **pages 90-97**

What makes us different

There are many aspects of our strategy and business model that are unique to us. If we had to choose three important ways in which we stand apart from the competition, they would be:

Rapidly expanding coverage that's reliable and high quality

We have an extensive, resilient and reliable 4G network that's meeting the growing demand for data, we're investing in 5G capability, and our network expansion programmes are connecting the unconnected in rural and urban areas.

Simple, transparent pricing and service

Our straightforward pricing models, simple 'more for more' offers and intuitive customer journeys are helping us to win and keep customers.

A unique distribution network

By building exclusive channels and developing effective, digitised onboarding processes, we've been able to grow our customer base faster than the market.

Offering simple, digitalised customer journeys and competitive pricing

Simple, convenient and intuitive customer journeys

Straightforward pricing plans based on the principle of 'more for more'

A tailored pricing strategy that varies depending on market position

Other key inputs and enablers:

- Marketing and brand-building to increase consumer awareness and build customer loyalty

To reach:

140 million
total customers

54.6 million
data customers

31.5 million
Airtel Money customers

Creating value for:

Our customers

Convenient and competitive services that enable people to connect, live and work

Financial inclusion and opportunity through connections to local and global economies

Our economies

Accelerated sustainable development through financial inclusion and 'banking the unbanked'

Direct and indirect contributions of $2.1bn in 2022/23 (vs $1.5bn in 2021/22)

2.6 million people earning through working with Airtel Africa as entrepreneurs and in our distribution networks

Our people

Direct employment in a growing business offering competitive pay and training

Our communities

Programmes to support education, health and wellbeing, and disaster relief

Our shareholders

Constant currency revenue growth of **17.6%** in 2022/23

Underlying EBITDA margin of **49.0%**

Total dividend of **5.45 cents** (interim and final as recommended by the Board)

Our 'Win with' strategy

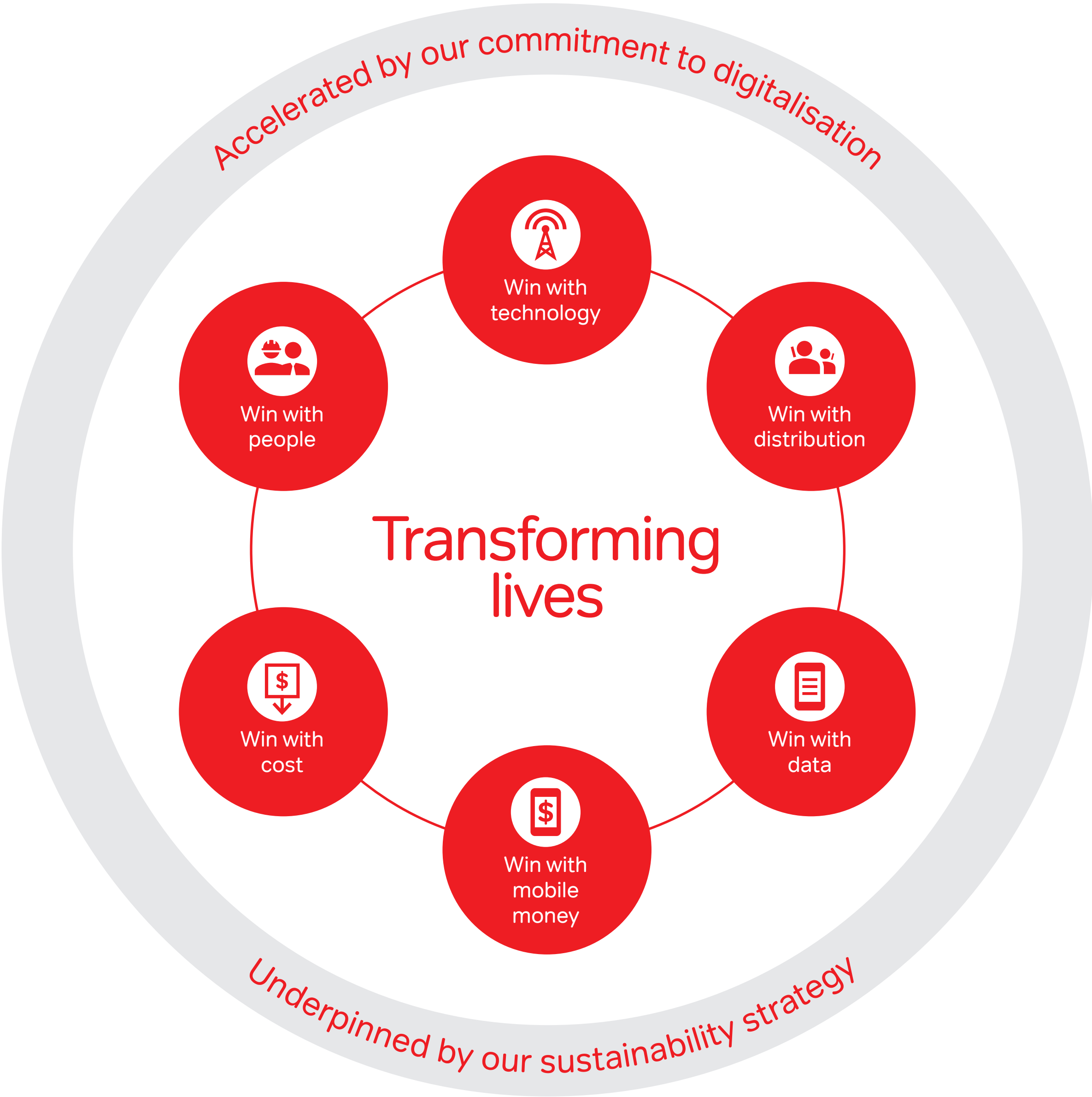
Our 'Win with' strategy is designed to deliver long-term value for all our stakeholders, and is underpinned by the detailed framework of environmental, social and governance (ESG) objectives in our sustainability strategy.

We're transforming lives across sub-Saharan Africa through products, services and programmes that foster financial inclusion, drive digitalisation and empower our 140 million customers and their communities. We have a clear business objective: to grow market share profitably and create superior enterprise value while delivering our sustainability strategy, so we can continue to serve our vision of enriching the lives of our customers.

Our 'Win with' strategy has six strategic pillars through which we aim to deliver sustainable, profitable growth. Underpinning all these pillars are two constant themes: digitalisation, and our commitment to contributing to sustainable development through our sustainability strategy.

We aim to act as a responsible business at all times – and to deliver on our promises. That means doing business transparently and with a sound governance structure. It also means being a good partner and an active contributor to society, by creating jobs, paying taxes and respecting the environment.

We work with the governments and institutions of the countries in which we operate to develop and deliver our strategy – which helps them realise their goals for sustainable development while ensuring our strict and continued compliance with local laws and regulations.



Win with technology

We aim to create a leading, modernised network that provides the data capacity to meet rapidly growing demand and supports connectivity and digitalisation in our markets.

That means improving basic network uptime, quality and resilience as well as expanding our network footprint and our 4G capabilities, while developing our 5G capacity in readiness for predicted 5G demand. To reflect the importance of IT capabilities and technology in reaching our customers, we renamed this pillar from 'Win with network' to 'Win with technology' this year.

Our priorities

Expanding the reach of 4G coverage and building capacity through our 2G>3G>4G approach

Investing in 5G spectrum to make our network future-ready

Focusing on rural coverage expansion through new site rollouts, recognising that access to a reliable service is the critical first step for reaching previously underserved communities

Focusing on our network resilience and service continuity, and adding capacity through aggregation

Building and modernising our network through optimal end-to-end design, including spectrum additions

Our progress

We continue to focus on delivering best-in-class service and 4G networks in our markets, while ensuring our network is ready for future 5G demand by investing in 5G spectrum and technological capabilities in key markets. Our goal is to be the market leader everywhere we operate, while continuing to include more people in our network, particularly in underserved rural areas. This year we made significant investments in our network, technology and spectrum, while maintaining our services in the face of challenges that included fuel price inflation and fuel shortages – we also made progress in initiatives with our suppliers to increase the use of renewable energy and reduce fuel dependency.

As part of ensuring we are ready for 5G demand, in addition to purchasing spectrum we grew our fibre infrastructure and tested our 5G capabilities. We invested in data centres while exploring their potential for additional revenue streams from third-party users. We continued to improve our fibre provision in metro, intercity, and international networks, including through cost-effective partnerships and co-investment programmes.

We increased data speeds as well as coverage. In addition to our KPIs, below, we track our progress by measures which include data consumption, which increased from 1.8 million terabytes to 2.6 million terabytes and the number of new sites in rural areas, a target that supports our sustainability strategy: this year we added 1,100 new sites in rural areas.

How we measure progress

We measure progress through several KPIs, described on pages 18-19, including:

Total sites and data capacity: we deployed more than 2,700 additional sites, reaching 31,546 sites in total as of 31 March 2023. During the year, we added 3,200+ more sites to 4G (90% of sites now on 4G) and added an incremental 6,000+ km of fibre (70,500+ km of fibre as of March 2023). Data capacity increased by 41.2% to 23,900+ terabytes (TB) per day, with peak hour data utilisation at 47.4%. In addition, 42.9% of our sites are in rural locations and our network availability is 99.61% as of 31 March 2023.

For more information about our principal risks, see **pages 90-97**

For more information about our sustainability progress, see **pages 38-55**

Win with distribution

We aim to build on our unique distribution network to increase our ability to reach and serve customers in all our markets by making our services visible and accessible. Our distribution network empowers our business by extending our brand and ability to offer inter-linked services, as well as through customer recruitment and retention.

Our priorities

Strengthening our distribution infrastructure to win more quality customers by increasing our depth and width, with a particular focus on rural areas

Enhancing the customer's experience through simplified digital customer onboarding processes, including the Know Your Customer (KYC) process

Cross-selling new digital services to our existing customer base

Broadening our offer to enhance usage and ARPU, while further granulating our approach to distribution so we can focus faster and more responsively on the needs and issues of customers in smaller geographies, increasing our net customer reach.

Our progress

We have continued to expand our distribution network to get closer to customers and increase our visibility, developing our infrastructure and achieving net additions as reflected in the KPIs.

Our physical distribution network remains key to our success, and we expanded our ecosystem of customer activation outlets from 251,000+ to 304,000+ this year, while consolidating the services we can offer at a single outlet. At the same time, we're enhancing our digital distribution capability to stay ahead of the penetration of smartphones, and we remain focused on MyAirtel app and other self-serve functionality. Fast, effective digital onboarding is also a continuing priority, bringing new customers to our service in ways that are 100% compliant with local Know Your Customer (KYC) requirements while being as efficient as possible, including by recording biometric information where this is a requirement. Through digital registration, most onboarding processes are achieved in five minutes or less.

We tackled a number of challenges over the year. We addressed shortages of SIM cards in some markets by integrating SIM sales with onboarding and have enhanced our offer for e-SIM-capable smartphones. The increasing uptake of the MyAirtel app has helped mitigate currency shortages in some markets.

As smartphone penetration increases and our 4G network expands, we expect further migration from voice to data services, and we look for further opportunities to recruit data customers, such as our partnership with New World TV in 2022, which enabled Airtel TV subscribers in the Democratic Republic of the Congo (DRC), Republic of the Congo, Gabon, Chad, Niger, Madagascar and the Seychelles to enjoy exclusive, live access to all FIFA World Cup 2022™ matches.

How we measure progress

We measure distribution through several KPIs, described on pages 18-19, including:

Customer base and net adds: our customer base grew by 9.0% to 140 million as of 31 March 2023. Customer activating outlets grew by 21.0% to 304,000+. The overall growth reflects our investment in sales and distribution infrastructure, including our exclusive Airtel Money distribution channel of kiosks and branches. Our enhanced distribution channel ensures availability of SIM cards, recharge cards and money float.

» For more information about our principal risks, see **pages 90-97**

Our strategy continued

Our 'Win with distribution' strategy in action

Zambia: delivering excellent execution to reach more customers

Excellent execution is key to winning with distribution. Everywhere we operate we aim to increase our productivity, accelerate our subscriber growth and improve our market share. Across the Group, we focus on aligning our distribution and marketing campaigns, and continue to identify opportunities for productivity improvements in areas that are typically underserviced – what we call 'hyper-growth' opportunities, which can be rural or urban depending on local circumstances.

This year, Airtel Zambia was a high-performing market, delivering on distribution by getting closer to customers – as of 31 March 2023, we had 189,000+ distribution touchpoints (recharge selling outlets and Airtel money agents) across the country, an increase of 39.5% year-on-year, and 117,000 Airtel Money agents, an increase of 47.5%.

Those distribution touchpoints are nurtured – we want people to want to work with us, so we've built our employer brand and reward structure for the people who work for us directly, and people who earn through working with Airtel Zambia. Our team supervises the network carefully, visiting sites to check they have sufficient float, and helping our agents understand the business case for each Airtel Africa offering, so they can more effectively serve customers. Our ecosystem of distribution touchpoints is also carefully targeted: our cluster planning makes our distribution more efficient, and we aim to ensure customers can access SIM cards, recharge and mobile money at every site. Our My Airtel app is also playing a vital role in Zambia, as described on page 47.

As a result, our revenue in Zambia grew by 32.4% in 2022/23, driving revenue growth for both data and mobile money services. Our customer base in Zambia grew by 15.1% to 8 million customers.

» For more information about our East Africa business, see **pages 68-69**

39.5%
increase in distribution touchpoints

37,000+
increase in Airtel Money agents

> Ifwe ba Airtel, twalipalamina mu kutangata abekala calo.
>
> The proximity of Airtel touchpoints is convenient as ever.
>
> **Evans Mulenga** Lusaka, Zambia

Our 'Win with data' strategy in action

The Democratic Republic of the Congo: demand for data resilient, even in challenging times

Across our markets, demand for data continues to grow fast – even in a year in which many customers felt the pressure of fuel shortages and food price inflation. It shows that if we can stay ahead through the strength of our technology and distribution networks, there is clear potential for future growth.

In the DRC, for example, we were able to grow our 4G data customer base by 37.5% to 1.9 million and increase 4G customer penetration as a percentage of our total data customer base to 47.5% – this means that almost half of our data customers are using 4G technology in the DRC. This growth in customers came at a time of significant data demand. To support this expansion, we reinforced our 4G network, which added 280+ sites in the DRC over the year, while strengthening our ability to get close to customers through our distribution system.

Boosting our smartphone offer through competitive pricing has also played an important role in the DRC, alongside the reliability of our network – and we took steps to widen our supplier base and increase the frequency of supplies.

These investments have paid off: our total data usage in the DRC increased by 63% to 183.2 million GB.

» For more information about our Francophone Africa business, see **pages 70-71**

37.5%
growth of our 4G customer base

63%
increase in data usage

“Rapide, de bonne qualité et abordable.

Speedy, good quality and affordable.”

Sarah Kabwende Kinshasa, DRC

Win with data

We aim to maximise the value of data-based services and increase data penetration in all our markets. That means encouraging smartphone ownership and increasing data usage at scale, while increasing access to the digital economy for customers in all our markets.

Our priorities

Leveraging our 4G network for data ARPU and revenue growth and using our technology to win and/or maintain market leadership

Investing in 5G capabilities to be ready for future demand

Smartphone offerings for all new handsets through well-priced, transparent bundles

Further developing our wireless home broadband business

Developing innovative products and data solutions for corporate and SME customers through Airtel Business

Continuing to focus on data security for our customers in line with our sustainability strategy

Our progress

Driving success in our 'Win with data' pillar is closely linked to our ability to extend and maintain fast, reliable networks, and to being close to our customers through our distribution organisation. This year we saw the number of data customers rise to 54.6 million alongside the expansion of our 4G network and the continued increase in broadband customers. Our data capacity grew rapidly to 23,900+ TB per day, and we added 3,200+ 4G sites to our network, which means we're including more people than ever, as well as offering higher speeds and capacity. Our investment in 5G spectrum and capabilities in Kenya, Nigeria and Zambia ensures we will be ready to meet 5G demand. The strong presence of our outlets and our marketing investment support this network advantage. To keep customers' data secure, we now hold certification in 'Information Security Management System' (ISO 27001), and 'Business Continuity Management System' (ISO 22301), which cover all mobile communication and mobile money operations in all our markets.

While the rate of smartphone penetration growth slowed this year in many markets as consumers faced cost-of-living pressures, we continued to recruit smartphone users, driven by innovative products and partnerships with smartphone sellers. A range of offers and products drove increased usage, including Airtel TV. Overall, data usage grew by 46.3%, demonstrating the strength of demand.

How we measure progress

We measure data through several KPIs, described on pages 18-19, including:

Data customers, 4G data customers and penetration. Our data customer base increased by 16.9% to 54.6 million as of 31 March 2023, and now constitutes 39.0% of our total customer base. Our total data usage increased by 46.3% to 2.6 million TB. Data usage per customer per month reached 4.4 GB, an increase of 29.1%. 4G data usage contributed 74.5% to total data usage.

Data revenue grew by 23.8% and data ARPU was $3.0, up by 9.3% in constant currency.

» For more information about our principal risks, see **pages 90-97**

» For more information about our sustainability progress, see **pages 38-55**

Win with mobile money

We aim to accelerate the digital ecosystem by rapidly enabling Airtel Money services in all our markets, harnessing the ability of a profitable mobile money business to enhance financial inclusion in some of the most 'unbanked' populations in the world.

Our priorities

- Further strengthening our distribution channel of kiosks, mini shops and dedicated Airtel Money branches, so customers can access assured float and cash
- Build and scale Airtel Money across all our markets
- Continuing to recruit customers from our mobile services base using recharge as an enabler
- Make Airtel Money the currency of choice by expanding our mobile money portfolio through additional mobile money services, including merchant payments
- Enterprise and digital payments, including commercial payments, benefit transfers, loans and savings
- Developing our fintech services as we move towards providing platform services (loans and international money transfers)
- Focusing on technology as an enabler and competitive advantage

Our progress

We have widened our customer base and driven increased revenues while substantially increasing the reach and depth of our mobile money offer. We continue to focus on our distribution network and float availability through our Airtel Money branches, which expanded by 11.5% in 2022/23, and kiosks, which increased by 10.8%. We also increased the number of multi-brand agents in our network by 44%. This has resulted in the growth of our customer base to 31.5 million and we encourage female customers who are historically underserved by financial services in many of our markets to use our financial products and services. We continue to use recharges as an enabler for recruiting customers from our mobile services base.

We have invested in our technology and our people to ensure we have the capabilities and skills we need to increase Airtel Money's acceptance as the currency of choice across the financial ecosystem. Among other metrics, this has seen the value of international money transfers increase by 33.7%.

At the same time, we began to gear up our offering in Nigeria following the granting of our Payment Service Bank (PSB) licence by the Central Bank of Nigeria in April 2022.

How we measure progress

We measure mobile money progress through several KPIs, described on pages 18-19, including:

Airtel Money customer base and penetration: our Airtel Money customer base grew by 20.4% to 31.5 million. Airtel Money transaction value and transaction value per customer: our transaction value grew by 41.3% to $88.6bn in constant currency. Transaction value per customer grew by 16.4% in constant currency.

Airtel Money revenue grew by 29.6% and Airtel Money ARPU was $2.0, up by 6.8% in constant currency.

» For more information about our principal risks, see **pages 90-97**

» For more information about our sustainability progress, see **pages 38-55**

Our 'Win with mobile money' strategy in action

Making wallet payments easier: 'quick loans' in Uganda

Improving customer experience is an essential part of accelerating the digital ecosystem – so we're focused on making mobile money services as seamless and trouble-free as possible. Our 'quick loan' product is designed to do just that – helping customers make payments when and where they want to, reducing the number of failed transactions, and smoothing the mobile money experience.

We introduced quick loans after spotting the number of failed transactions that resulted from customers having insufficient funds in their mobile wallets to cover the transaction value or their fees. We offer a one-time instant loan to cover the fee or value, up to their credit limit. The loan attracts a low fee, and is available for buying goods and services, paying bills, buying airtime, or money transfers – whatever the customer needs.

The product has rapidly become very popular in markets such as Uganda, which was among the first to pilot it. Demand in Uganda had reached $7.9m per month by March 2023 – often driven by customers such as micro-traders who choose to buy their stock in the morning and repay their loan in the evening after trading. The 866,000+ quick loans taken up by 254,000+ customers in Uganda have opened up new financial inclusion opportunities for young enterepreneurs like Ivan Baguma who runs his health supplements business in Kampala. It has also helped to drive 20.5% Airtel Money revenue growth in Uganda in 2022/23.

» For more information about our East Africa business, see **pages 68-69**

20.5%
Airtel Money revenue growth

$7.9m
monthly disbursement of instant loans in Uganda

"Okwewola kwesimu kunyambye nyo mu bisinesi yange.

Quick loans help me grow my business."

Ivan Baguma Kampala, Uganda

Our 'Win with people' strategy in action

Building opportunity for the careers of the future

The digital opportunity is full of transformative potential – for our customers and communities, and for our employees. In October 2022 we launched our 'Women in Tech' programme to help ensure that our most promising female talent – those who scored high performance marks in several consecutive years – contribute their skills and expertise to key projects.

The 12-month programme focuses on business challenges in the digital and tech space – with participants working together to identify and design complete business solutions that address some of our biggest opportunities. The 58 women taking part in our first programme are being mentored by senior leaders and female Board members and will present their proposals and business plans to our executive team at the end of their training.

'Paying it forward': inspiring the female talent of tomorrow

This programme is open to any high-performing woman working in areas with a strong technical focus and aims to accelerate participants' career potential through training in design thinking, problem identification and problem solving, and presentation skills.

It reflects our commitment to providing opportunities and support to female employees as part of building gender equality in our workforce. It is also an example of our 'pay it forward' philosophy, because the participants in the course are already inspiring and mentoring other talented women in our business, including through a global seminar on International Women's Day in March 2023.

58

participants in 'Women in Tech'

42%

internal promotions

"We place the right people in the right jobs, with the right skills."

Rogany Ramiah
Chief human resources officer

Win with cost

We aim to achieve an efficient operational model, leading to an effective cost structure and improved margins. This enables us to build large incremental capacity at low marginal cost.

Our priorities

- Our cost-efficiency initiatives, which seek to optimise site operational and maintenance expenses, and bandwidth cost
- A detailed analysis of expenses with the aim of improving operating margins in individual markets
- Ensuring fail-safe network design with optimal cost structures, for example through multiple fibre routes and high-capacity indefeasible right of usage (IRUs)
- Increasing availability of digital recharges and self-care services

Our progress

The aim of our cost model is to ensure that we can provide substantial additional capacity to serve our customers in all our markets, at marginal additional cost. We do this through optimising our network design, a constant focus on value in our inputs and our contracts, and volume optimisation.

This year, rapid increases in the cost of the fuel we need to run our sites placed significant pressure on our cost base, while devaluations and currency shortages in some markets also created headwinds. SIM card price increases added to costs. However, we were able to maintain underlying EBITDA margins at broadly similar levels to 2021/22 thanks to a range of cost initiatives, including close collaboration with suppliers.

We continue to look for areas where we can share costs and increase our operational resilience while improving our offer to customers – for example, by exploring options for partnerships on fibre or data centre resources.

How we measure progress

Underlying EBITDA for 2022/23 was $2,575m, up by 17.3% in constant currency. Underlying EBITDA margin was 49.0%.

» For more information about our principal risks, see **pages 90-97**

» For more information about our sustainability progress, see **pages 38-55**

Win with people

We aim to be the employer of choice with a diverse and inclusive work environment that continues to foster a culture of high performance, employee wellbeing, skills enhancement and coaching. We have a long-term commitment to our people and our employer brand.

Our priorities

Ensuring we have the right people in the right jobs, with the right skills and at the right cost

Accelerating our diverse pipeline of talent to meet current and future business needs

Improving leadership and functional skills through coaching, our digital learning platform, functional learning programmes and cognitive assessments

Digitising our people processes to improve the overall employee experience and make Airtel Africa an even more engaging place to work

Continually improving our processes and procedures and evolving our work environment to ensure we remain an attractive employer that recruits and retains the best

Our progress

Our business depends on having the right people in the right jobs, with the right skills. We have continued to focus on talent, capability and technology to bring the best out of our people and deliver the best results for the business, and our Group's overall results in the face of global and local headwinds this year demonstrate that we are on the right track. In 2022/23 we continued to apply a 'build or buy' succession strategy, and our internal development programmes resulted in a 42% internal promotions into new or existing roles, while we also reduced our 'time-to-hire' time significantly. Our Airtel Africa mobility programme, designed to support talent development and skills transfer across the Group, enabled high-potential employees to deepen their skills and enhance experience through cross-functional, cross-border roles.

Our gender diversity stands at 26% women in our workforce, and we launched our 'Women in Tech' programme to further develop our pipeline of female talent.

As our ways of working are underpinned by a strong governance framework, we also built our people's understanding of the Code of Conduct through a mandatory refresher training course available in English and French, and ensured all new hires were trained in our global Code of Conduct.

Digitalisation is an important part of our approach, and we continued to develop our digital learning platforms and expand the ways in which we engage with employees. Our employee engagement survey continues to provide us with regular insight and feedback from our people.

Further details of our engagement and programmes, including our employee assistance programme, are on pages 44 and 45 in the stakeholder section.

How we measure progress

We measure our progress on people through a number of KPIs, including:

- Diversity – by gender (26% women in our workforce, 29% women in ExCo at the OpCo level) and nationality (employees from 39 nationalities).
- Skills development – we delivered key functional and leadership training through accelerated on-demand learning programmes, which in return improved productivity and overall performance.
- Employee engagement – our bi-annual employee engagement survey achieved a 91% response rate in 2022/23, a 4% improvement from 2020/21 engagement level, with an overall engagement score of 81% which is a 2% increase from the previous score.
- Voluntarily attrition rate is 13%.

» For information on how we manage our risk, see **pages 90-97**

» For more information about our sustainability progress and commitments to our people, see **pages 38-55**

Transforming lives

Our sustainability strategy framework and long-term goals underpin our business strategy and ensure that our corporate purpose of transforming lives is at the heart of everything we do.

Sustainability KPIs

Scope 1 and 2 emissions*

114,842 (tCO_2e)

Total energy consumption*

192,097,364 (kWh)

Population covered by mobile network**

79.45%

Gender diversity**

26%

* GHG emissions and energy consumption calculated as of 31 March 2023

** as of 31 March 2023

We published our sustainability strategy in October 2021 – a blueprint for the future of our business, the people we employ and the communities we serve. A year later, in October 2022, we published our inaugural Sustainability Report. It is aligned to the requirements of the Global Reporting Initiative (GRI) and the Task Force on Climate-related Financial Disclosures (TCFD) reporting standards. It also provides full data and detailed updates on our progress against our goals and targets, including specific information on our sustainability governance and partnerships. In both our sustainability strategy and the Sustainability Report 2022, we committed to full transparency in our reporting and to regular and timely updates on our progress.

Ahead of the publication of our next Sustainability Report in 2024, we're taking this opportunity to provide our stakeholders with a summary of our sustainability-related work over the last six months.

Our sustainability strategy framework

A clear framework is essential to ensure that we remain focused on the delivery of every aspect of our strategy and to provide clarity in our reporting.

Our materiality assessment identified a broad range of topics relevant to our entire business – these are vital, and addressing the challenges will support our company's purpose to transform lives for people, families, communities and businesses across the African continent.

Our framework also provides a structured approach for the programmes which are implemented in our 14 markets.

Pillar 1
Our business

Our ambition is to increase digital inclusion in Africa through the expansion and increased reliability of our network. This will provide the connectivity to contribute to the economic growth of individuals, families, communities and nations across the continent.

We describe progress on our business pillar on pages 40-43

Goals

- Data security
- Service quality
- Supply chain

SDG alignment

8 Decent work and economic growth; 9 Industry, innovation and infrastructure

Pillar 2
Our people

Our ongoing commitment is to provide rewarding employment opportunities and to achieve genuine diversity and inclusion at all levels across the business. This goes to the core of who we are.

We decribe progress on our people commitments on pages 44-45

Commitments

- Diverse and inclusive workforce
- Training and development
- Healthy and safe work environment
- Employee engagement

SDG alignment

5 Gender equality; 8 Decent work and economic growth

Pillar 3
Our community

Our ambition is to drive digital and financial inclusion and access to education for people and communities across Africa through the provision of data and mobile services underpinned by our network expansion. This is vital to the positive transformation of lives across Africa.

We describe progress on our community pillar on pages 46-52

Goals

- Digital inclusion
- Financial inclusion
- Access to education

SDG alignment

4 Quality education; 5 Gender equality; 10 Reduced inequalities

Pillar 4
Our environment

Our ambition is to address and minimise the impact of our operations on the environment. This is critical for the world in which we live.

We describe progress on our environment pillar on pages 52-55

Goals

- Reduction of GHG emissions
- Environmental stewardship

SDG alignment

12 Responsible consumption and production

Our sustainability strategy continued

Pillar 1
Our business

This pillar of our sustainability strategy underpins our commitment to transform lives across Africa through the provision of safe, reliable and resilient connectivity to drive economic growth and development. Our ambition is to increase digital inclusion across the continent through the expansion and increased reliability of our network, to keep our customers' data safe and protected at all times, and to ensure our entire value chain adheres to our ESG principles.

Our data security goal

Our commitment is to guarantee that our data privacy and security controls are among the best in the world. It is our highest priority material topic.

Our goal is to establish industry-leading data security for our customers. We will achieve this through investment in technology and expertise, updated processes, and consumer awareness, delivered through programmes with clear targets and timelines.

MATERIAL TOPIC: DATA SECURITY

We aim to establish an internal control framework that aligns with industry standards and create internal capability to reduce our dependency on partners.

We recognise our responsibility to provide customers with best-in-class protection for their personal and financial information.

Our focus areas:

- **Confidentiality** – protecting information from being exposed to unauthorised parties and keeping sensitive information private.
- **Integrity** – ensuring the constant reliability of our data, networks and systems.
- **Availability** – ensuring authorised users have access to the systems, networks and data they need, and resolving hardware and software conflicts to build design resilience.

Certification has been a key focus for us in the last six months. In addition to preparing for the second annual audit of our ISO 27001 ISMS and ISO 22301 BCMS certification, in November 2022 we started working towards ISO certification for SmartCash PSB (Payment Service Bank) Nigeria. These standards are vital in helping us establish a robust management framework and ensuring business and operational continuity. We have also introduced an industry-leading 'email gateway solution' which will manage and filter all inbound and outbound email traffic to protect our organisation from email-borne threats and data leaks. We anticipate this will be fully rolled out by the end of 2023.

To help our people and partners keep their information secure, in December 2022 we conducted a phishing simulation and have made training available to all employees and suppliers to reduce the risk of an attack. We have also published comprehensive online safety information on all our consumer-facing websites to help customers protect their digital identities and personal information.

To complement a redesign of our vulnerability management programme, in February 2023 we appointed an independent partner to test for weaknesses in our external facing assets. We have also upgraded our privilege access management solution which ensures no unauthorised access to data. This work has been completed in January 2023.

We have put Group-wide cybersecurity insurance in place to reduce our exposure to the impact of any unsolicited and unwanted cybersecurity events. In addition, as part of our security incident management implementation, we enhanced our process to provide a robust response in case of any security attack. Our dedicated 24/7 security team is responsible for continuously monitoring 'attack surface' to stop breaches by minimising risk from exposed assets and involve relevant stakeholders, as necessary. We also engaged an external security organisation, which monitors for cyber attacks and can respond to incidents when needed. For more information on our principal risks, see pages 90-97.

We updated our ransomware protection policy

Ransomware is when malicious attackers encrypt an organisation's data and demand payment to restore access. In February 2023 we updated our ransomware protection policy to guard against this growing cyberthreat.

This policy is designed to minimise and manage the risks associated with ransomware attacks on Airtel Africa. The updated policy sets out the mechanisms we have in place to identify our risk of a ransomware attack, and the controls around people, process and technology we will implement if a risk is detected.

84
external security tests

1,475
people trained during 'phishing' simulation

16%
increase in number of security applications and platforms

Our data security in action

Information security week – raising awareness among employees

Information security is a key focus area for us and our stakeholders – and we know it needs to be a shared responsibility for everyone at Airtel Africa. In February 2023, we launched our internal information security awareness week in three of our markets, helping our employees understand best security practices so they can help us reduce the possibility of service outages due to security incidents, data breaches, potential financial losses and reputational damage.

During the week, interactive events and activities in Tanzania, Uganda and Zambia focused on awareness activities and information security training, with online quizzes and contests to bring security messages to life, and 'cyber-mascots' who toured our offices to deliver spot quizzes.

We've seen a rapid increase in awareness in the markets where the awareness week was launched – and will extend the scheme to other markets in 2023/24.

Our service quality goal

Our goal is to provide underserved communities with access to reliable network and connectivity across our 14 markets.

Providing network accessibility to rural areas is key to building digital inclusion. We will achieve it through the rollout of new infrastructure sites and technology, improved fibre connectivity and capacity delivered through programmes with clear targets and timelines.

MATERIAL TOPIC: SERVICE QUALITY

We aim to create a leading, modernised network that can provide data capacity to meet rapidly growing demand and enhance connectivity and digitalisation in our markets.

By expanding our network, we're helping to build digital inclusion for communities across Africa.

Our focus areas:

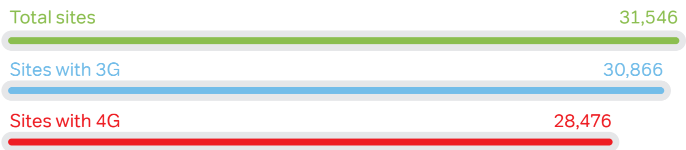
- **Accessibility** – increasing the percentage of the population in each of our markets – including in rural areas – who have access to our services.
- **Delivery** – increasing the availability of our latest technology service offerings and products to all our customers.
- **Reliability** – ensuring our customers have access to reliable connectivity and high bandwidth capacity.

Over the last six months, we have expanded rural coverage through new site rollouts and site modernisations to ensure uninterrupted network resilience and service continuity. We continued to deploy optimal end-to-end design, including spectrum additions in several markets, latest RAN (radio access network) technology and fibre rollout, and best-in-class voice service quality.

At the close of our financial year, over 79.45% of the population in our markets had access to our network and over 65.88% of the population was covered by 4G. This is in line with the rollout timeline we had set.

We're also readying the business for 5G demand. Alongside acquiring 5G spectrum, we had made preparations for 5G launch in Nigeria, Kenya, Zambia and Tanzania by 31 March 2023. Work is underway to prepare for the launch of 5G in another two markets in 2023/24.

Expansion of coverage



Not only does 5G provide optimal service to our customers, it was also designed – from its inception – to be highly energy efficient. Moving data over 5G uses 90% less energy than LTE (long-term evolution)* and 5G workloads can be uploaded to the cloud where any associated emissions become the shared responsibility of the entire value chain. As part of our sustainability strategy, we have set a commitment to achieve net zero greenhouse gas emissions by 2050. Energy efficiency – and the contribution of 5G – is a critical consideration in this.

We have soft launched VoLTE (voice over long-term evolution) in Kenya, Nigeria, Uganda and Zambia and will begin trials in the DRC and Tanzania in 2023/24. We have also launched several campaigns to promote attractive voice bundles to our customers.

Our uninterrupted mobile service reliability – or quality of experience (QoE) – has also improved. Our network availability is now the highest ever for the business pan-Africa combined RNA (radio network availability) with a value of 99.61% as of 31 March 2023. At 91.07%, our voice quality index is also at an all-time high, as is our DQI (data quality index) of 87.86% as of 31 March 2023. This level of network availability and quality index builds customers' confidence in their quality of experience while making a voice call, streaming a home broadband video or connecting to family and friends, especially during high demand.

* GSMA's Mobile Net Zero – State of the Industry on Climate Action 2023 Report

79.45%
total population covered, with 4G coverage of 65.9%

31,500+
total sites as of 31 March 2023

19.11%
rate of fibre network rollout across all sites

75.31%
rate of fibre network rollout across data centres

» For more information about our 'Win with technology' strategy, see **page 28**

Airtel Seychelles awarded top certificate for data centre design

In October 2022, following a robust assessment, Airtel Seychelles' data centre was awarded EPI Conformance's T3 Certificate for its architecture, telecom, electrical and mechanical facilities.

Airtel Tanzania completes its passive marine cable landing station

In October 2022, we completed our second passive marine cable landing station (MCLS) in Dar-es-Salam, Tanzania. This is a significant addition to our existing MCLS in Mombasa, Kenya.

Airtel Africa scores top position in FBNI competition

In the three months to December 2022, Facebook Networks ranked Airtel Africa as having the best user experience (based on 3G and 4G weighted average download speeds) in 13 of our 14 markets. This ranking is updated on a quarterly basis by our network insight partner, Meta portal. This means that our customers enjoy the fastest download and streaming speeds in those markets.

Airtel Zambia receives TechTrend Zambia Awards 2022: #TTZAwards22

In March 2023, Airtel Zambia received the TechTrend Zambia award under the category 'Best Mobile Service (calls and SMS)'. This award recognises Airtel Zambia's achievement in offering best calling and messaging services with a particular focus on quality and reliability of our network coverage, fast data speeds, affordability and excellent customer service.

Our sustainability strategy continued

Our service quality in action

Providing better services for more customers in Kenya

During the reporting period in Kenya we focused on ensuring our 4G network is ready to sustain our customers with 5G technology tomorrow – to do so, in July 2022 we acquired 60 MHz in the 2600 MHz spectrum band for a period of 15 years. And we have already made 56 sites 5G-ready as of 31 March 2023.

To further increase our capability, we deployed 350 additional infrastructure sites reaching the total number of 3,163 sites as of 31 March 2023. We also laid out 900+ km of fibre reaching a total of 8,900+ km in 2022/23.

As a result, data capacity increased by 82.7% to 3,047 terabytes (TB) per day, with peak hour data utilisation at 43%. Overall, in Kenya we cover 85% of rural population and approximately 46% of our sites are in remote areas.

» For more information about our 'Win with technology' strategy, see **page 28**

"We are committed to providing best-in-class services while listening to our customers and constantly delivering innovative technology across the telecom landscape in Africa."

Razvan Ungureanu
Chief technology and information officer

Our supply chain management goal

Our goal is to ensure all our suppliers are aligned with our ESG principles.

Our stakeholders hold us accountable for this and we expect our suppliers to uphold high standards in human and labour rights, environmental performance as well as business ethics. We maintain that there is no place for the abuse of employee rights, violations of legislation, regulation or governance standards, or environmental negligence in our supply chain.

MATERIAL TOPIC: SUPPLY CHAIN

As a responsible organisation, we look further than our own business and we aim to drive change and positive improvement through our entire value chain.

Our goal is to ensure all our suppliers are aligned with our ESG criteria, upholding high standards in human rights, labour rights, environmental performance and business ethics.

Our focus areas are:

- **Enhanced due diligence** – increasing the pre-contract disclosures we expect of potential vendors and suppliers.
- **Ongoing ESG compliance** – reviewing the ESG standards, policies and controls of existing vendors and suppliers.

In the six months from October 2022, our main priority was to maintain an ongoing supply of equipment, fuel and services despite the geopolitical turbulence and shortages caused by the residual impact of the Covid-19 pandemic. Over that period, we continued to increase our supplier base with contracts awarded to new suppliers or vendors while improving onboarding process. Work has started on the development of ESG disclosure requirements for new suppliers and we anticipate that this will be incorporated into our onboarding process by Q4'24.

We also focused on existing suppliers and undertook a detailed analysis of the results from an ESG self-assessment questionnaire (ESG SAQ) which was sent to our top 100 suppliers and vendors (by procurement spend) in September 2022 to gather information on their ESG standards, processes and policies. With the response rate of 79%, we were in a good position to carry out detailed analysis of the feedback we received. With this analysis in place, we're now developing a robust self-certification process for suppliers and vendors which we will introduce in 2023/24.

» For more information about our 'Win with cost' strategy, see **page 36**

0
breaches identified through whistleblowing mechanism

79%
ESG survey response rate from the top 100 suppliers

What we learnt from our suppliers: key findings from our ESG SAQ

General sustainability commitments and policies

96%
of suppliers who responded to our ESG SAQ have established a code of conduct

92%
have a grievance mechanism in place

80%
have an ESG framework or policy

64%
have publicly committed to sustainability through their policies or sustainability reporting

Environmental

80%
have recycling schemes and waste reduction initiatives

53%
track energy consumption and conduct on-site energy audits

34%
measure scope 1, 2 and/or 3 greenhouse gas emissions

32%
have GHG emission reduction goals and targets

Social

94%
define their approach to labour and health and safety standards

91%
have policies that prohibit child or forced labour

96%
have policies that prohibit workplace harassment

100%
provide health and safety training to employees

86%
conduct annual health and safety audits

73%
invest in community development projects

Governance

96%
have anti-corruption and anti-bribery policies and procedures

94%
have data security systems

95%
undertake regular stakeholder engagement

49%
monitor ESG performance of suppliers

35%
require suppliers to publicly disclose ESG data

Engagement with our top tier partners

Engaging our partners, vendors and suppliers in the delivery of our sustainability goals is critical. Scope 3 emissions account for over 80% of our total GHG emissions, and it is vital we work in partnership to develop robust decarbonisation programmes and initiatives across our value chain. In March 2023, we completed 'deep dive' consultations with our top tier partners, who account for 78% of our scope 3 emissions. Our aim was to communicate our sustainability strategy goals with a particular focus on the reduction of GHG emissions.

The consultation revealed that while our top tier partners are at very different stages of developing their decarbonisation plans – from those that have set net zero targets to those who are just starting to address emissions – they are deploying significant resources to their decarbonisation ambitions. We're pleased that our partners have committed to enhancing disclosure of their GHG emissions data to help us accurately monitor and report our scope 3 emissions.

> "We're pleased to work in true partnership with our suppliers and vendors to drive improved environmental and social performance throughout the entire industry."

Ramakrishna Lella
Chief supply chain officer

Membership of the Joint Audit Corporation (JAC)

Airtel Africa is a member of the Joint Audit Corporation (JAC) which represents telecoms service providers, most of whom have vendors and suppliers in common. JAC will undertake on-site audits of five of our suppliers each year. In the six months from October 2022, we identified the suppliers and sites to be audited under the JAC guidance. These audits will take place by the end of 2023/24. JAC verifies and assesses implementation of ESG-related programmes across the leading suppliers to the ICT industry. Furthermore, JAC members collaborate to ensure best practice in the shared value chain, and we support corrective programmes that JAC encourage to improve ESG standards.

This membership will allow us to implement and enhance a periodic audit process for vendors and suppliers to monitor their compliance with our ESG criteria.

Our sustainability strategy continued

Pillar 2
Our people

Our commitment to creating a diverse and inclusive workforce

We continue to draw upon our broad range of policies, programmes and engagement initiatives to help us achieve this goal.

We are committed to delivering equality in our workforce. We will achieve this through recruitment and programmes to provide training and advancement for everyone regardless of gender, nationality or disability.

MATERIAL TOPIC: DIVERSITY AND INCLUSION

Our people are critical to the delivery of our business and sustainability strategy.

Without our dedicated and talented workforce, we would not be able to achieve our growth objectives or deliver on our corporate purpose of transforming lives. Our commitment is to provide rewarding employment opportunities and a workplace where everyone can thrive and develop. This goes to the heart of who we are.

Our commitment to creating a diverse and inclusive workforce

Increasing female representation throughout the organisation is a key focus for us. Over the past six months, we have appointed several women into senior level roles, including the finance director of Airtel Niger and the Group head of digital, both of whom were recruited externally. Providing opportunities for our own people is important, and we're delighted that a female employee has been promoted into the role of Group head of tax. In addition, we have worked with our recruitment consultancies across all 14 markets to ensure more female candidates are put forward for interviews.

81%
employee engagement survey scores

27.5%
female representation across 14 OpCos

29%
gender diversity of our leadership in 14 OpCos

$1.1m
total investment into training and development programmes in 2022/23

31%
gender diversity of our Board of directors

229,660
total learning hours in 2022/23

39
nationalities in our workforce

0%
total recordable injury frequency rate (TRIFR)

Our commitment to people in action

Mentoring and creativity helping Kenya win with people

Winning with people is vital in all our markets – because bringing the best out of our workforce lets our people fulfil their talent while driving our business success.

In markets where there's strong competition for talented people, we have to be particularly creative to win. This year, our annual 'Win with people' prize was awarded to Airtel Kenya, a highly competitive market where our teams have delivered a range of training and initiatives designed to improve retention in our workforce, keep our brand visible, and engage employees.

Developing high-potential employees through e-learning courses, leadership training and job-shadowing helps keep our talent pipeline flowing. In addition, Airtel Kenya's internship programme welcomed 20 interns to undertake projects across the business. Detailed mapping of the talent pool and well-executed onboarding programmes helped Airtel Kenya recruit 200 sales executives in two months.

Airtel Kenya is also delivering on our gender diversity ambitions. The OpCo's workforce is 40% female as of 31 March 2023, and 50% of the leadership team are women. Airtel Kenya is always looking for new ways to develop female talent: this year the mentorship programme run in partnership with 'Girls for girls' saw 12 female employees mentored and three mentors trained over a six-month course, with participants reporting positive changes in their confidence outlook and understanding of the opportunities they have to contribute to Airtel Africa.

> "Empowering all our employees is essential to winning with people – and we've focused on recruiting and developing high-potential employees to help nurture our high-performance culture."

Ashish Malhotra
Managing director, Airtel Kenya

Provision of best practice training and development

Over the past six months, we have continued to build opportunities for our people to develop their careers through a range of online and in-person training and development programmes. These programmes focus on leadership and functional training and are designed to improve career mobility.

We have also updated Percipio, our online learning platform, to offer a personalised, immersive learning experience, including virtual workshops and access to relevant professional certifications. Since October 2022, more than 300 leaders have completed our 'Agile culture' course, and more than 5,300 employees and contractors have taken functional courses on Percipio, Xelerate and other online learning platforms.

Developing the next generation of women leaders in technology is vital for us. We currently have 58 women on our 'Women in Tech' programme, all of whom are being mentored by senior executives. We anticipate this programme will accelerate in 2023/24.

» For more information about this programme, see our strategic pillar 'Win with people' on **page 37**

Our commitment to maintaining a healthy and safe work environment

Our human resources and facilities teams work together to maintain a healthy and safe work environment for every one of our employees. This is reviewed monthly by the Sustainability Committee. Our human resources teams also work closely with internal audit and assurance to guarantee a continuous focus on health and safety in the workplace in line with our recently updated health, safety and security policy. In addition, we continue to focus on the individual health and safety of our employees through a partnership with our health insurer. This includes wellness check-ups, 24/7 access to medical advice and support for mental wellness.

Engaging with our employees

In March 2023, we held the Group leadership conclave in Dubai which was attended by senior executives from 14 OpCos. An important focus of the session was our 'Win with people' strategy: we addressed the Board mandate for building on our work to increase diversity and inclusion, and how to embed our unique ways of working and commitment to our people. This year's leadership conclave was attended by around 250 leaders, a significant increase from previous years: we broadened the participation and included more manager-level participants. The three-day session allowed us to discuss our annual operations planning (AOP) and also enabled our Chair and leadership to interact with managers and employees from 14 OpCos and HQ.

In addition, chairpersons from our OpCo Boards attended and took the opportunity to engage with teams across the organisation and share insights into our culture and values. A plenary session was dedicated to our sustainability strategy and vision. The conclave was highly immersive, and all teams had an opportunity to engage with the senior leadership of the organisation as well as the Chair in person. Furthermore, we took time to award and recognise top-performing teams and individuals at the gala event. In addition, we organised several 'open mic' sessions, including a session with the Chair and the CEO during the closing remarks.

» For more information about our 'Win with people' strategy, see **page 37**

Our commitment to people in action

Celebrating International Women's Day across Africa

We celebrated International Women's Day in March 2023 for the third consecutive year, supporting equality, diversity and inclusion-related initiatives and campaigns across our 14 markets. We adopted the UN Women's theme for this year: 'DigitALL: innovation and technology for gender equality'.

Employees took part in talks, debates and activities to recognise our growing female workforce across the Group and to consider some of the barriers and challenges facing women in the workplace. We held a Group-wide town hall led by our CEO to recognise the contribution of women at Airtel Africa and to the wider community.

"There could not have been a better theme given today's global reality where technology underpins the way we live, work and play. I look forward to working together with Airtel Africa women to innovate and design new ideas for a brighter future."

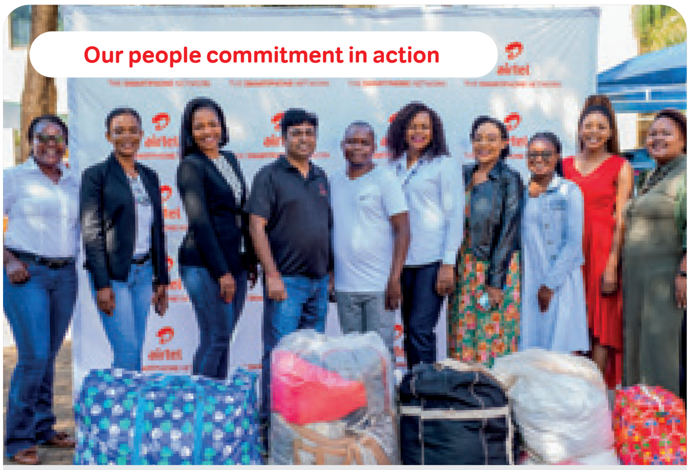
Olusegun Ogunsanya
Chief executive officer

"Airtel Africa is creating a culture and developing opportunities for women to nurture their talents and secure their futures. We are determined to improve gender equality across the continent."

Rogany Ramiah
Chief human resources officer

Our sustainability strategy continued

Our people commitment in action



Employee assistance programme delivers after cyclones in Malawi

Cyclone Freddy struck Madagascar and Malawi in February and March 2023, causing devastating loss of life and damage to property and infrastructure. Alongside our efforts to support customers and communities through our network, we also supported our people – especially the 17 colleagues who lost their homes in the cyclone. Airtel Africa funded temporary accommodation while they awaited resettlement into new homes, and the 'Airtel ladies' welfare group, which is wholly employee-driven, organised donations of clothes, bedding, appliances and non-perishable food items to be sent to the employees and their families.

The cyclone was followed by an outbreak of cholera in Malawi, and we moved fast to protect our people in the affected southern region, suspending all but critical travel, and keeping employees updated through health and safety communications.

Launching Airtel Women Network in Nigeria

In March 2023, we launched a programme called 'Airtel Women's Network' to encourage women to play an active role in technology and empower them to become global leaders. Through this platform, we support Airtel Africa women through mentorship and networking – to be able to pitch ideas, access the resources and participate in key technology projects.

This initiative is aligned with our commitment to increase gender diversity, and financial and digital inclusion in Africa.

Pillar 3

Our community

Supporting communities across Africa is – and has always been – at the heart of our organisation. Our ambition is to drive digital and financial inclusion and access to education for people and communities across the continent through the provision of data and mobile services delivered through our network expansion. These are vital to the positive transformation of lives across Africa.

Our digital inclusion goal

We are committed to improving the footprint of our network, and thereby offering higher coverage of populations across urban and rural markets.

Our goal is to significantly improve digital inclusion across Africa. We will do this by driving penetration of mobile telephony, smartphones and home broadband in rural areas through the provision of retail and support services. This will be key to addressing the digital divide.

MATERIAL TOPIC: DIGITAL INCLUSION

The availability and affordability of our products and services are critical to driving digital inclusion.

By expanding our network, we're providing people with the opportunity to use telephony and internet services, often for the very first time, and increasing digital inclusion across Africa. But opportunity alone is not enough: consumers also need access to the products and services that enable them to take advantage of this opportunity.

Our focus areas:

- **Rural penetration** – increased penetration of mobile telephony in rural areas is a vital first step towards digital inclusion. For people to buy, use and understand their devices and digital services they must have access to local retail and customer support.
- **Affordability** – encouraging use of our full range of digital services through the creation of more attractive and affordable options for home broadband and smartphone purchases.
- **Payment solutions** – in pre-paid markets, the availability of digital services is dependent upon the availability of credit. We work to expand and develop more convenient payment solutions for our customers so that they're able to access digital services as and when they need to.

There has been a significant improvement in data capacity through the expansion of our network coverage and data availability. The continued rollout of new sites and upgrade of existing sites to 4G has increased the number of people in Africa who can now access the 4G network, especially in rural areas. Our rural population coverage stands at 70% as of 31 March 2023. We have also been encouraging customer uptake with the launch of data bundle offers designed specifically to appeal to the needs of customers in each market, with additional add-on offers available to existing users through the MyAirtel app – adoption of our data bundles grew by 3.5% to 94.7%.

According to the International Telecommunication Union (ITU), globally, 57% of women use the internet compared with 62% of men. Of the estimated 2.7 billion people worldwide currently unconnected, the majority are women and girls. We're addressing the digital gender divide by offering affordable and easy-to-use products, such as 'binge bundles' offering high benefits at a lower price with limited validity which allow people on lower income, typically women, to access data. This contributes to unlocking women's potential in the digital economy.

Since the internet has become part of everyday lives, our customers use it to work or for entertainment, and children use it to study and access learning platforms on their devices. In March 2023, we launched a new home broadband unlimited product in the Seychelles, the first of its kind, which allows customers to use wireless connectivity by just plugging in their device and browsing at a full 4G speed. Schoolchildren will also benefit from faster speed and ease of access to educational content. We plan to roll out the same home broadband proposition in other markets where we also launch 5G coverage in 2023/24.

We recognise that certain unmissable televised events can encourage otherwise undecided consumers to take the first step to getting online. We have partnered with FIFA to provide our customers with access to televised global football matches. Sport might bring customers to our services and products, but we're confident that the wider benefits will prove transformational to their lives and futures.

» For more information about our 'Win with data' strategy, see **page** 32

Transforming lives in action

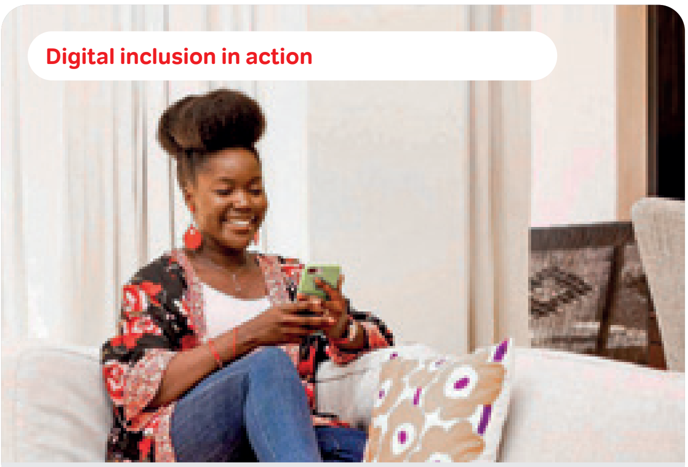
DRC: supporting digitalisation through the National Digital Library

Supporting digitalisation is a central element of our strategy everywhere we operate – and in many markets, we work with government partners who also recognise the importance of access to data for individuals and the economy as a whole.

In the DRC, the government's Plan National du Numérique is a country-wide vision of a new digital economy. We're supporting this through the provision of free WiFi to universities harnessing the strength of our 3G and 4G networks to deliver high-speed, quality data in partnership with the Ministry of Higher and University Education (Ministère de l'Enseignement Supérieur et Universitaire).

The newly created Bibliothèque Numérique Nationale (National Digital Library) was launched in 2022 to improve the quality of academic training. It provides students with access to academic resources hosted in the Ministry's data centre located at CEDESURK library as well as other universities' sites. With more than 160 resource providers, including the Francophone University Agency (AUF), it's opening the door to a new world of digital education opportunities.

Digital inclusion in action



Zambia: MyAirtel app boosts distribution and accelerates digital penetration

In Zambia, the rapid uptake of MyAirtel app, the self-care service, has been central to an overall drive on distribution that is tailored to meet the needs of Zambian customers – and which has seen growth of MyAirtel app active users by 186% in the market this year.

Airtel Zambia researched why and how customers used the app and followed up with a marketing campaign that focused on what customers found most important – for example, checking transactions, accuracy in sending and receiving money or paying bills.

MyAirtel app was downloaded 1.3 million times in Zambia by the end of the year, and our active users almost trebled from 162,000+ to 465,000+.

69%
sites with exclusive outlets

46%
digital recharge contribution to overall recharges

0.5%
home broadband penetration

70%
population covered in rural areas

36%
smartphone penetration

Our sustainability strategy continued

Touching lives in action

Accelerating philanthropy in Nigeria

In 2022 Airtel Nigeria reaffirmed its commitment to empower and support underprivileged people across communities in our largest market at the start of the seventh edition of the flagship philanthropy programme 'Airtel touching lives'. In just over a month, 100,300 requests for support were received, recorded and processed. In line with our sustainability strategy, we focused on causes and opportunities aimed at bridging the digital gender divide, financial inclusion and the adoption of schools in 2022/23. For example, we partnered with The Whispering Hope Africa, a non-profit organisation which supports women, children and entrepreneurs in rural communities and provided 65 girls with fully paid tuition fees for one year, including a donation of 12 portable computers and a photocopier machine to enable learning.

Empowering women and girls plays an important part in our strategy for digital and financial inclusion – which is why we have also provided vital support to the Women's Technology Empowerment Centre (W.TEC), an NGO which builds IT capabilities having worked successfully with more than 1,500 women and girls in Nigeria over the past 14 years. In June 2022, Airtel Nigeria supported their work – which was threatened by electricity supply shortages – by donating solar panels and cell batteries to help keep the project running. At the same time, we supplied laptops and other IT equipment to foster their aim of achieving economic empowerment through technology.

During the sixth season of our 'Touching lives' programme, Airtel Nigeria has contributed N161,304,000.00 (equivalent of $350,000) to good causes for the benefit of the communities.

Our financial inclusion goal

Financial inclusion is key to driving equality and economic growth

Our goal is to significantly increase financial inclusion in Africa – with particular support for women. We do this through the development of affordable financial products to meet the needs of the un- and under-banked, a reliable service which builds financial confidence and literacy.

MATERIAL TOPIC: FINANCIAL INCLUSION

Financial inclusion is key to driving equality and economic growth.

Financial inclusion is a main driver to alleviate poverty and a critical goal of our sustainability strategy.

Our focus areas:

- **Affordability** – developing products and services that meet the needs of the un- and under-banked is crucial.
- **Accessibility** – ensuring our products and services are available when and where our customers need them.
- **Awareness** – empowering consumers with the knowledge, tools and confidence to use financial products responsibly.

In the past six months, our work to improve financial inclusion has developed through several programmes which have resulted in an increased uptake and use of digital payments. In the year to March 2023, we have seen the value of transactions per Airtel Money subscriber increase by 16.4% as a result of the launch of a number of new products and an increased presence in our markets.

We understand that being near our customers helps drive uptake of our products which, in turn, positively impacts financial inclusion. Over the last year we have increased our 'points of presence' – Airtel Money locations where customers can access services – by 44%, with a 12% increase in Airtel Money branches and an 11% increase in the number of kiosks.

We have further supported this through investment in the technology infrastructure behind our developer, biller and enterprise portals. This underpins our merchant business, which extends our footprint by enabling customers to bank and access savings, loans and insurance products at merchant sites.

We have also expanded our international money transfer corridors, allowing customers to send and receive money faster and to and from more destinations.

31.5m
Airtel Money customer base

$2.0
average revenue per user (ARPU)

22.5%
mobile money customer base penetration

$252
transaction value per customer per month

The economic empowerment of women has been, and will remain, a focus for us. Across our markets, most informal businesses are run and managed by women who, traditionally, do not have the same access to credit as men. We continue to offer our financial products and services to all customers, regardless of their gender. We work hard to encourage women to join our network and use our services, and to learn about our products that will provide them with independence and empowerment.

We have also focused on promoting household savings through innovative deposit products. For example, in March 2023, Airtel Tanzania partnered with Letshego Bank for a digital savings campaign that will see mobile money customers win prizes, such as motorcycles, flat-screen TVs and cash. This innovative product encourages Airtel Money customers and the public to make savings digitally.

» For more information about our 'Win with mobile money' strategy, see **page 33**

Our financial inclusion in action

Supporting women entrepreneurs through financial inclusion in Kenya

Lucie Saulinah Omondi is the founder of LiveGreatAgriLife in Nairobi, Kenya, a peanut butter factory and drinking water purification shop. She uses Airtel Money services to help run her business.

"Our business is located in Kibera, the largest informal settlement in Nairobi, where access to clean drinking water and quality food can be a challenge. We are committed to providing our community with delicious and nutritious peanut butter, peanut butter products and safe drinking water. Our peanut butter is made from high-quality locally sourced peanuts, and is available in a variety of sizes and tastings. Our drinking water is purified using state-of-the-art filtration systems, ensuring that it is safe and healthy to drink. As a socially responsible business, we're proud to support a foundation that works to uplift the settlement area where we operate."

"In four years of learning and overcoming challenges and slow but steady growth, I have been able to build a dedicated team and we're currently focusing on our online sales. I have to say Airtel Money's product is a huge support in collecting money for our produce and services."

We continue getting closer to our customers to ensure that they can always reach us when needed. In Kenya, our Airtel Money branches grew by 50.3%, kiosks by 66.5% and the number of agents increased by 189.7% in 2022/23, providing support to valued customers like Lucie Saulinah Omondi.

Partnerships in action

Financial Inclusion Fund (the Hustler Fund) initiative in Kenya

Partnering with governments to help drive digital and financial inclusion is an important part of our strategy – and one of the ways we help transform lives.

In November 2022, we joined the Kenyan government's Financial Inclusion Fund initiative – the Hustler Fund – which focuses on extending lending and savings for small- and medium-size enterprises, many of which are run by women.

More than 19 million people have registered to access the Hustler Fund nationally and Airtel Money had disbursed KES 500+m (equivalent of $3.67m) through the fund delivering services to over a million transacting customers as of 31 March 2023.

Our access to education goal

We are committed to transforming lives through access to quality education.

Our goal is to transform the lives of over one million children through education by 2027.

MATERIAL TOPIC: EDUCATION AND DIGITAL LITERACY

Providing access to quality education is central to our corporate purpose and philosophy.

We believe education is the key to transforming lives and the futures of young people across Africa. We have set ourselves the goal of transforming the lives of over one million children on the continent through education by 2027.

We will achieve this goal through three focused activity programmes.

- **Partnerships** – we are committed to working in collaboration to increase access to quality education. Our landmark partnership with UNICEF is a critical element of this.
- **Connectivity for education** – connecting schools to the internet wherever our network services are available.
- **School adoption** – building long-term relationships with schools in need to provide them with the support they require.

The World Bank calculated that, in 2019, 87% of African children were unable to read by the age of 10. And Covid-19 only exacerbated that problem. This is why our work to increase access to education across our 14 markets is so important. By connecting schools, libraries and youth centres to the internet, millions of children will be able to use online learning platforms. Through our partnership with UNICEF, we're delivering practical and financial support. All these elements work together to accelerate our commitment to build better futures for the young people of Africa.

Our sustainability strategy continued

Our landmark partnership with UNICEF

We continue to focus on driving our partnership with UNICEF forward by increasing collaboration between our 13 participating OpCos* and the respective national UNICEF teams. We're establishing effective plans to connect schools to the internet and provide access to government-approved education resources and learning platforms free of charge. Every market is different, so individual implementation plans are critical to the success of the programme on the ground. To support this effort, we hosted a joint Airtel Africa/UNICEF convention in Nairobi in February 2023. This was an important event, bringing teams on both sides of the partnership together to share ideas, address the challenges we face in some markets with the implementation of initiatives, and agree the rollout and advocacy plans for the second year of the partnership at both national and regional levels.

Kenya was the first to launch its national programme with UNICEF, and another five countries have launched their programmes by 31 March 2023: Nigeria, Madagascar, Uganda, Rwanda, and the Republic of the Congo. We anticipate that the remaining seven countries will be launched in the first quarter of 2023/24. As the programmes launch, we see an immediate impact. For example, in Nigeria, the partnership has already resulted in 20 schools being connected to the internet for the first time. Another 600 schools will follow in Q1'24 equipped with 15,000 tablets and 600 routers which have been distributed to primary and secondary schools by the Federal Ministry of Education of Nigeria. Airtel Kenya, meanwhile, also connected 30 schools to the internet through this partnership and two government-approved learning platforms – Elimika for teachers and Education Cloud for children – are now fully accessible at no cost to users.

* We have separate programmes focusing on education and schools' connectivity in the Seychelles

> No circumstances should deny a child its right to an education. Our collaboration with Airtel Africa has significant potential to become a catalyst for more inclusive digital learning across the continent.

Lieke van de Wiel
Deputy Regional Director, UNICEF
(ESARO – GWC Field Support Team)

65
schools have been connected to the internet

7
learning platforms out of 12 zero-rated in three OpCos

250,000+
schoolchildren provided with access to online education

$2.4m
donated to UNICEF over a period of two years

'Best Company in Education Intervention' award 2022

Airtel Nigeria was awarded the best company in education prize at the SERAs AFRICA awards ceremony in December 2022. We're truly honoured for this recognition and remain committed to championing access to quality education in Nigeria.

Adopt a school in action

Airtel Nigeria commissions the largest primary school in Gombe State

In March 2023, Airtel Nigeria commissioned its seventh adopted school, Government Day Primary. The project was inaugurated by the Emir of Gombe, alongside other notable guests in Pantami, Gombe State. The opening ceremony follows the renovation of 12 blocks of 37 classrooms and a total of 17 washroom facilities which have now been upgraded to modern facilities for the pupils and teachers. Airtel Nigeria is the first to carry out such intervention in the school and the whole of Gombe state. Government Day Primary School is said to be the largest primary school in Gombe state, with a total population of 7,119 pupils registered under the school for basic education, and 135 teachers who cater to their educational needs. As part of the programme 'Adopt a school', Airtel Nigeria adopts schools in rural areas and rehabilitates them at least for four years. This is in line with our commitment to improving the standard of education in Nigeria, and since the inception, we have remained committed to the development of these schools.

> "Education has the power to transform lives and futures. This is why the work we're doing to increase access to education is such an important element of our sustainability strategy and helps to deliver our corporate purpose of transforming lives."

Emeka Oparah
Vice president, corporate communications and CSR

Adopt a school in action

Kenya: partnerships accelerating our 'Adopt a school' programme

Fair access to education should be available to the most vulnerable in society – and in November 2022, Airtel Kenya worked with the Kenya Directorate of Children Services (DCS) and the United Nations Office on Drugs and Crime (UNODC) on an initiative supporting adolescents who have transitioned from rehabilitation schools to continue their secondary education and reintegrate into society.

In partnership with two high schools in Eldoret, Kenya, this 'Adopt a school' initiative will see 21 adolescents benefit from the programme. Airtel Kenya will cover the students' school fees and other education-related expenses over three years, while also supporting one of the schools with connectivity for its IT hub.

Uganda: empowering public libraries, transforming community learning

In Uganda the digital gap in education can disproportionately affect students living in rural areas, away from towns and cities where schools often already have access to the educational opportunities provided by the internet.

We support 14 public libraries across Uganda with ICT resources and free 4G internet so that learners of all ages can connect with educational resources. These libraries support primary and secondary schools and early childhood education centres, with teachers using the internet to deliver lessons and share study tools that many schools do not have access to.

The libraries also run courses in basic ICT training and in 2022/23, 564 students successfully completed the programme, which equips them with skills, including Microsoft Excel, Word, PowerPoint and internet research. The skills they learn support their own education, and we hope they will go on to inspire and engage others as they connect to the opportunities of the digital economy.

Our sustainability strategy continued

Corporate social responsibility in action

Helping support mothers and babies at maternal health centres

We have a long track record of engaging with the community by supporting health programmes and medical centres through direct donations, and in April 2022 across Uganda we helped equip 13 maternity facilities and refurbished one maternal health centre.

In support of the Uganda Muslim Medical Bureau, we donated delivery beds, oxygen cylinders, oxygen regulators with humidifier bottles, and digital weighing scales for babies to 13 hospitals. In addition, 500 'Mama kits' and food items were given to expectant mothers in the health facilities. The donation was worth UGX70m (equivalent of $18,700).

Also, as part of our Airtel Cares programme: we fully refurbished the Kisaasi Church of Uganda (CoU) Health Center in a project costing UGX50m (equivalent of $13,500), to boost health service delivery in the community.

Corporate social responsibility in action

Airtel Chad makes a donation to natural disaster victims

N'Djamena, Chad capital city, is located near the Chari River which has recorded its worst floods since 1962. Thousands of families were displaced, and three Airtel Chad infrastructure sites shut down and evacuated to preserve our equipment.

Michael Foley, regional director, Francophone Africa, visited the floods victims' camp on 12 November 2022 in N'Djamena, capital city of Chad, along the Chari River, which borders Cameroon and Chad, and presided over the donation of significant quantities of staple goods to the Ministry of Gender and Solidarity. The event had a big impact among the affected community and strengthened Airtel Chad's positive image for community support.

Pillar 4
Our environment

For Airtel Africa, environmental protection is non-negotiable. Our ambition is to address and minimise the impact of our operations on the environment. We are committed to a net zero future and protecting natural resources and Africa's precious biodiversity.

Our greenhouse gas reduction goal

Our goal is to achieve net zero greenhouse gas (GHG) emissions ahead of 2050

We plan to reduce our emissions through Group-wide rollout of a robust and credible emissions reduction strategy in both the near and longer term, and in partnership with our vendors and suppliers.

MATERIAL TOPIC: CLIMATE CHANGE

We are dedicated to our corporate purpose of transforming the lives of people on the African continent, and this is underpinned by our commitment to environmental protection.

We must ensure we do not contribute to the problem of climate change, but instead focus on reducing emissions associated with our operations and on protecting Africa's natural resources.

In October 2022, we published our scope 1, 2 and 3 baseline emissions in our inaugural Sustainability Report 2022. For scope 1 and 2, where we have control of the data, the activities and assets contributing to these emissions were identified and categorised, and organisational reporting boundaries were set and confirmed by The Carbon Trust, the expert consultancy, who are supporting us in the delivery of this goal. For scope 3, where we do not have direct control of the source or the data, we have worked with our partners and used published data to calculate baseline for our scope 3 carbon emissions. We will continue to collaborate with our partners and suppliers to refine data management and develop programmes and initiatives that will drive emissions down for the entire value chain. We will publish our total scope 3 emissions for 2022/23 once we have received and validated data from all our partners.

As soon as we published our baseline emissions last October, work started to examine a wide range of projects and initiatives that have the potential to reduce our GHG emissions. First, we engaged with the OpCos which have the highest level of emissions (accounting for >80% of our total baseline) through a series of workshops to ascertain the practical implications of decarbonisation strategies, including investments. Secondly, we worked with the remaining OpCos which have the lowest level of emissions to address the most viable decarbonisation initiatives in their respective markets.

We established broad workstreams across the relevant functions to assess the feasibility of our scope 1 and 2 decarbonisation plans, and many of the potential initiatives are laid out in our Sustainability Report 2022. This work is led jointly by network and supply chain management who also oversee the carbon reduction initiatives which have already been rolled out in our operations.

In 2022/23, working with The Carbon Trust, we have developed a granular roadmap for decarbonisation across all 14 OpCos which required a comprehensive audit of all our assets. We also developed a proprietary framework to reflect our operational structure – this will guide the Group-wide rollout of our emissions reduction strategy in both the near and longer term. We're now undertaking additional feasibility studies for scope 1 and 2 emissions for all assets in the relevant markets.

We estimate that the initiatives identified by our analysis across our 14 OpCos and modelled by The Carbon Trust have the potential to reduce emissions intensity by over 60% against our baseline by 2032.

» For more information about our climate-related risks, see **pages 56-61**

Partnerships in action

Cutting greenhouse gases in partnership with ATC

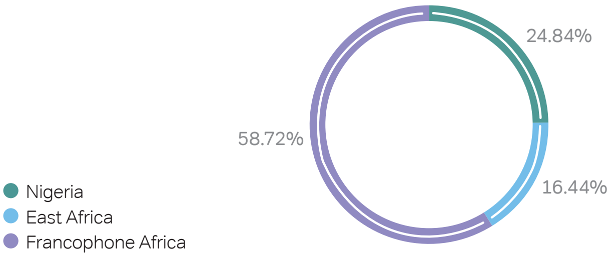
We continue to explore new ways to increase usage of renewable energy in our operations. In October 2022, we reached a new multi-year, multi-product agreement with key supplier American Tower Corporation (ATC), who operates a network of infrastructure sites in Kenya, Niger, Nigeria and Uganda. Under the agreement, all new site developments, as we expand our network, will comply with ATC's new green site specifications which substantially reduce reliance on fossil fuels while shielding customers and operators from volatile fuel and diesel pricing. In December 2022, we unveiled our first 'green' tower in Uganda which is powered by 46 solar panels to reduce emissions, for the benefit of our customers and the planet. The rollout of 'green' towers will continue in 2023/24.

The agreement supports the advancement of carbon reduction plans for both Airtel Africa's and ATC's long-term sustainability goals, and is helping us ensure a brighter, greener, more sustainable future.

Highlights since the publication of our Sustainability Report 2022

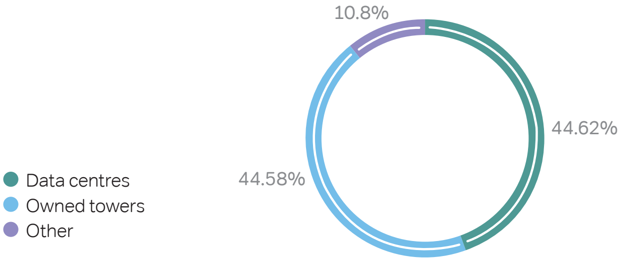
- Establishment of the taskforce for implementation of our decarbonisation interventions
- Roadmap for scope 1 and 2 decarbonisation programme developed
- Publication of an update on the development of our pathway towards a net zero future
- Detailed analysis of assets in scope for the reduction of GHG emissions in all 14 OpCos
- Engagement with our partners to understand our value chain's ESG commitments

Total scope 1 and 2 emissions by region in 2022/23 (tCO_2e)



	Total emissions (tCO_2e)
Nigeria	28,530
East Africa	18,880
Francophone Africa	67,432
Total	**114,842**

Total scope 1 and 2 emissions by activity in 2022/23 (tCO_2e)



	Total emissions (tCO_2e)
Data centres	51,239
Owned towers	51,200
Other (buildings, shops, fleet)	12,403
Total	**114,842**

Our sustainability strategy continued

Next steps

Growth in demand for our products, services and data will require additional infrastructure – including towers, data and switching centres, and retail facilities. Therefore, we're now undertaking a significant analysis to understand the potential impact of this growth on our total emissions and emission intensity. This work is critical to ensure that digital and financial inclusion for millions of people in communities across Africa is balanced against our GHG emissions targets.

It is also vital that we focus on reducing our scope 3 emissions. Our scope 3 baseline numbers revealed that GHG emissions from our suppliers and vendors account for over 80% of our GHG footprint, so we are committed to taking a partnership approach with suppliers and vendors to address our scope 3 emissions. The process to establish a long-term collaboration methodology is already underway and an initial round of consultations took place with our ten most significant partners (by procurement expenditure) in Q4'23.

Once technical and detailed feasibility studies for scope 1 and 2 have been completed, we will update on the outcome of this work. We will also be formulating our scope 3 strategy – and the plans it will outline are a vital contribution to a net zero future. We are committed to the reduction of GHG emissions from our operations and will prioritise the provision of accurate and verified forecasts for emissions reduction.

» For more information about our journey to net zero, visit www.airtel.africa

Carbon accounting policy

In addition to the work outlined above, over the past six months we have worked with The Carbon Trust to develop and publish a standalone document that sets out our approach and principles of carbon accounting. Our carbon accounting policy is based on the Greenhouse Gas (GHG) Protocol standards and the technical models for emission calculations. The policy details the way we approach calculation boundaries for carbon emissions and clearly sets out the number of assets where we have operational control, and which are included in the GHG emissions calculations. Our reporting period for carbon accounting is aligned with the financial year: from 1 April to 31 March. The policy commits Airtel Africa to an environmentally extended input/output data (EEOI) approach which bases scope 3 emissions on spend-based data multiplied by emissions factors. We will continue our work to improve data collection processes by engaging with our partners and suppliers and shift to the lifecycle assessment approach (LCA) to increase the accuracy of scope 3 emissions calculations.

» For more information about our carbon accounting policy, visit www.airtel.africa

Partnerships in action

Partnering with Ericsson to build a more efficient network in Niger

Developing our 5G capabilities is critical to ensuring – ready for future data demand – and can also help make us more energy efficient, as 5G networks offer significant energy savings compared to 3G and 4G.

In January 2023 we partnered with Ericsson to deploy their state-of-the-art dual-band three-sector Radio 6626 equipment in Niger. Tests on the Radio 6626 have demonstrated a reduction of more than 60% in power consumption and approx. 0.4 tons of carbon dioxide emissions per site per year, as well as 60% less weight on the tower.

Our environmental stewardship goal

It is essential we reduce waste and conserve natural resources

Our goal is to eliminate hazardous waste from our operations, and significantly reduce our non-hazardous waste outputs. We also aim to minimise our water consumption.

We achieve this through the development and implementation of programmes designed to replace damaging materials, expand recycling schemes, and build employees' awareness around protection of natural resources.

MATERIAL TOPIC: CIRCULAR ECONOMY

Creating a culture in which environmental protection is embedded in the heart of our business and minds of our employees.

Our focus areas:

- **Elimination of hazardous waste from our operations** – taking a responsible approach to reduce and dispose of hazardous waste.
- **Reducing non-hazardous waste** – increasing reuse and recycling.
- **Protection of natural resources** – preserving water resources through reduction in use and employee education.

In the six months since the publication of our Sustainability Report 2022, all 14 OpCos have been focused on programmes to deliver our environmental stewardship goal. In addition, significant work has gone into the establishment of an effective environmental and social management system (ESMS) which will standardise our environmental activities across the entire business.

First, we have increased the number of markets where waste is sorted and segregated. As of 31 March 2023, eight of our 14 markets have full waste separation in place, and we anticipate we will have established this in every market by fourth quarter of 2023/24. Secondly, responsible and safe disposal of e-waste is an important consideration for us. We have contracts with specialist and fully certified recycling organisations in place in each market to ensure our e-waste is disposed in a sustainable manner.

Energy efficiency is a key component of 'Project Green', a Group-wide initiative that we established to help achieve our environmental stewardship goal. Over the past six months, there has been a particular focus on our office buildings and facilities where we evaluate the best ways to reduce energy consumption. As a result, we have replaced incandescent lightbulbs with LED bulbs in more than 90% of our premises which, studies have shown, use 75% less energy than incandescent bulbs.

Our environment in action

Joining the movement to eliminate open waste-burning from Africa

We are committed to reducing and eliminating waste and conserving natural resources – and one of our goals is to eliminate hazardous waste from our operations, and significantly reduce our non-hazardous waste outputs.

Across our markets only around 11% of all waste is recycled – and the dumping and burning of waste is a serious issue. So in March 2023, we joined the multi-stakeholder partnership for eliminating open waste-burning from Africa to work on addressing the issue alongside other stakeholders, including local authorities, private companies, community groups, civil society and development partners. The initiative will also promote resource-efficient circularity: using waste as a secondary resource input for decent job creation. The initiative aims to reduce open waste-burning by 60% by 2030, and eliminate it from Africa by 2040, through changing public behaviour, introducing effective policy frameworks, and building sustainable infrastructure for waste management.

Our environment in action

Planting for the future: World Wetlands Day

Our sustainability strategy recognises the importance of biodiversity and ecosystems to our business and to those around us – and we aim to have a positive impact on the natural environment. So, in February 2023 we celebrated World Wetlands Day, to commemorate the vital wetland ecosystems which contribute to global biodiversity and support climate change mitigation and adaptation. As well as raising awareness among employees and communities across our markets, in Kenya we supported a programme to plant 2,000 seedlings of suitable indigenous trees in Enkongu Enkare in Narok County and helped erect fencing to protect the area. The wetland provides water for domestic use and for irrigating agricultural land, as well as supporting biodiversity.

Environment and Social Management System (ESMS)

As a responsible business, we need a systematic approach to gathering information that helps us prevent or mitigate adverse environmental and social impacts from our operations, while also building the resilience of Airtel Africa and its infrastructure.

In 2022/23, we made important progress with the development of our environmental and social management system (ESMS), which is being rolled out across all our markets. The ESMS provides a framework designed to protect the wellbeing of employees and communities, and to help us respond to changing environmental and social conditions in the communities where we operate. It also influences the design of our products and services, the materials we use, and the way we interact with and audit our suppliers.

In January 2023, we engaged Kisasa ESG consultants to guide us in the process and develop training materials aimed at building the capacity of employees who will implement our ESMS. We will roll out capacity training in 2023/24.

Our ESMS covers all business activities. As well as our direct operations, it covers indirect operation by passive infrastructure service providers (such as telecommunications tower and fibre optic service providers), in accordance with IFC Performance Standards (IFC PS) Good International Industry Practice (GIIP) and applicable guidelines for telecommunication operations, as well as ISO 14001:2015 for environmental management systems. The ESMS includes:

- protecting the environment and society through the prevention or mitigation of adverse environmental and social impacts from our operations
- ensuring that as a company we comply with regulations and other requirements related to environmental and social performance
- influencing the way we design our products and services, our processes, network rollout, distribution, and disposal by using a lifecycle perspective that can prevent environmental and social impacts from being unintentionally shifted elsewhere within the value chain
- holding our suppliers and contractors to high standards of observing human and labour rights, environmental performance, and business ethics
- achieving financial and operational benefits that result from implementing environmentally sound and socially acceptable approaches that strengthen our organisation's position in the market.

In 2023/24, we'll be rolling out training and competency development to ensure that the ESMS policies and procedures are embedded across the Group.

8
markets have full waste separation

90%
of premises have LED bulbs

TCFD disclosures

Airtel Africa is committed to transparency in our disclosure and reporting of all sustainability-related and climate-related risks and opportunities.

This is evidenced by the progress we have made this year in complying with the TCFD recommendations and recommended disclosures. We understand that this is a journey, and we are committed to continue to assess, on an ongoing basis, our risk management processes, climate actions and metrics to align with our business, climate risk and opportunities, and the expectations of our stakeholders.

This year, we have continued our work with The Carbon Trust on scenario analysis testing of our climate risks and opportunities and, relatedly, the feasibility assessment of our decarbonisation plans in line with our plans towards net zero carbon emissions. This follows from the gap assessment which was conducted last year and has resulted in significant improvement in the robustness of our climate response plans and the embedding of climate risk assessment within our business operations, risk management and strategic planning processes.

Governance

Disclose the organisation's governance around climate-related risks and opportunities.

Strategy

Disclose the actual and potential impacts of climate-related risks and opportunities on the organisation's businesses, strategy and financial planning where such information is material.

Risk management

Disclose how the organisation identifies, assesses and manages climate-related risks.

Metrics and targets

Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities where such information is material.

Our pathway to TCFD-aligned reporting

This year, the second year in our TCFD reporting journey, we have made significant progress to our climate risk assessment and reporting process. Progress update on planned actions disclosed in last year's report is outlined below:

Current status and roadmap

TCFD recommendations	Compliance to recommendation	Airtel Africa response Planned actions as stated in Annual Report 2021/22	Airtel Africa response Annual Report 2022/23 update	Page
Governance				
Describe the Board's oversight of climate-related risks and opportunities	Yes	Set CRO review as a recurring Board agenda item (via Sustainability Committee and Audit and Risk Committee reports)	Sustainability strategy underpins our 'Win with' strategy as an enabler to our strategic ambitions. One of the four pillars within our sustainability strategy is the 'Our environment' pillar which details the Group's ambition towards our commitment to achieving net zero emissions by 2050 and environmental stewardship. Through the Sustainability Committee, which meets monthly, climate risks and associated mitigation actions and strategic plans are reviewed on an ongoing basis. The Audit and Risk Committee also receives and reviews updates on the Group's CROs as part of its thematic risk review of the company's risks	58
Describe management's role in assessing and managing climate-related risks and opportunities	Yes			
Strategy				
Describe the climate-related risks and opportunities the organisation has identified over the short-, medium-, and long-term	Yes	Undertake full assessment of the CROs to prioritise based on likelihood, time horizon, and magnitude of impact (including scenario analysis in this work)	During the year, the Group engaged the services of The Carbon Trust to help in conducting scenario analysis of its CROs for the purpose of assessing both the impact and the resilience of the business in relation to climate risks. This exercise has been completed	59
Describe the impact of climate-related risks and opportunities on the organisation's businesses, strategy, and financial planning	Yes			
Describe the resilience of the organisation's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario	Yes			
Risk management				
Describe the organisation's processes for identifying and assessing climate-related risks	Yes	Ensure ongoing integration of climate-related risk considerations into overall risk management activities	The Group's sustainability strategy is deeply embedded within its strategic objectives and plans. Climate risks are being monitored using the Group's enterprise risk management framework and mitigation plans are reviewed monthly by the Sustainability Committee	60
Describe the organisation's processes for managing climate-related risks	Yes			
Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organisation's overall risk management	Yes			
Metrics and targets				
Disclose the metrics used by the organisation to assess climate-related risks and opportunities in line with its strategy and risk management process	Yes	Measure and disclose scope 1, 2 and 3 emissions and set science-based reductions targets. Develop metrics and targets linked to specific CROs	Our GHG emissions for scope 1 and 2 are disclosed in this report, including the metrics used to assess our climate risks. We are engaging with our partners and suppliers for an accurate assessment of our scope 3 emissions for 2022/23. We will keep our stakeholders updated on the progress of this work	61
Disclose scope 1, 2 and, if appropriate, scope 3 GHG emissions and the related risks	Yes			
Describe the targets used by the organisation to manage climate-related risks and opportunities and performance against targets	Yes			

TCFD disclosures continued

Governance

Describe the Board's oversight of climate-related risks and opportunities

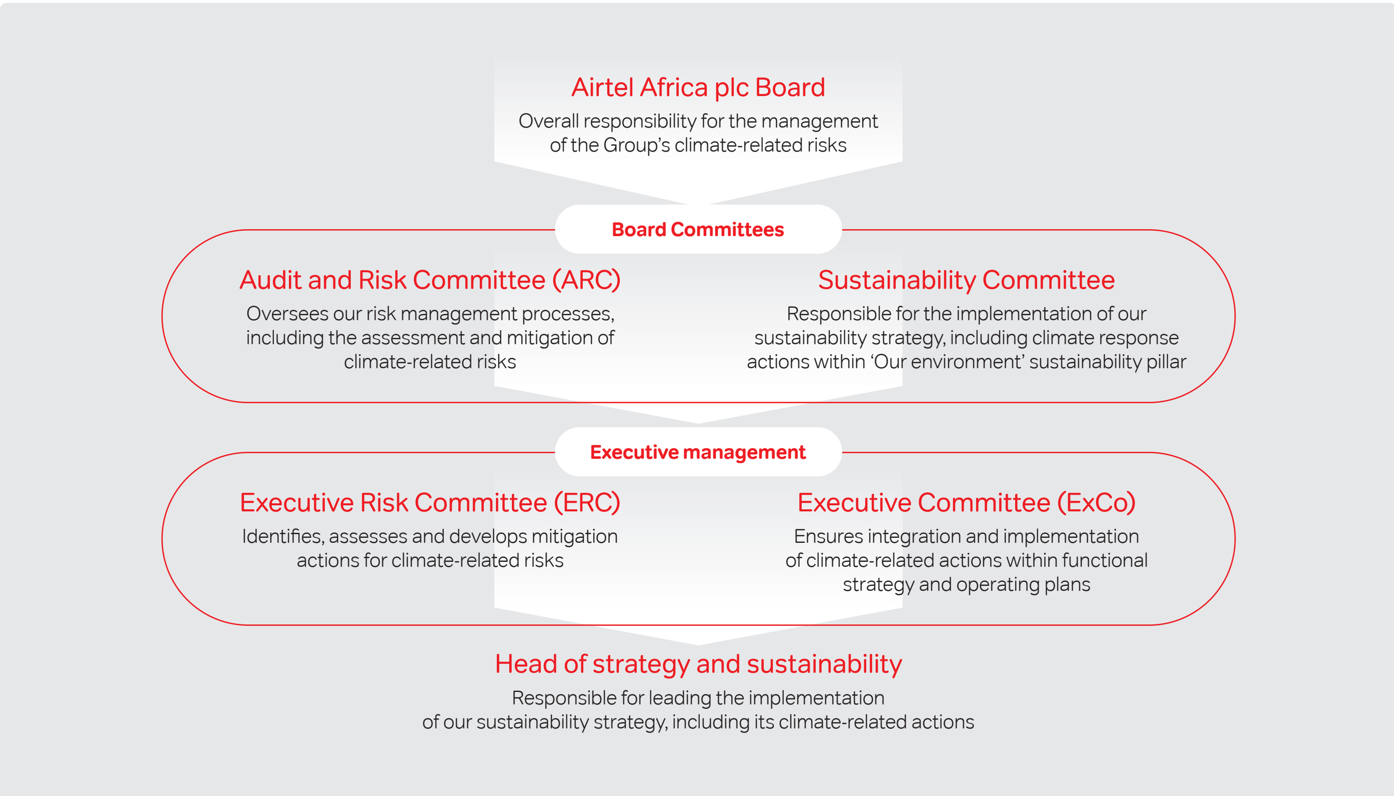
The Board has overall responsibility for the management of our climate-related risks and opportunities (CROs). Our Board maintains this oversight through two of its committees – the Audit and Risk Committee (ARC) and the Sustainability Committee. The Audit and Risk Committee oversees our risk management processes, including the assessment and mitigation of CROs (see pages 117-127 for details of our ARC meetings and the frequency of meetings in the year). The Sustainability Committee meets monthly and is responsible for implementing our sustainability strategy, including the climate response actions addressed within the environment pillar of the strategy. The Sustainability Committee oversees the overall implementation of the company sustainability strategy, including strategic initiatives, budget requirements, and review the development of performance objectives to track the achievement of both short- and long-term goals. Our CEO currently chairs the Sustainability Committee and attends every Audit and Risk Committee and the Executive Risk Committee (ERC) meetings. He provides a direct link to the management of CROs as does our Board sustainability champion, Annika Poutiainen, who also attends Board, Audit and Risk Committee and Sustainability Committee meetings. Annika reports to the Board on the work of the Sustainability Committee and, together with the CEO, supported by relevant members of the management team, will seek approval for any actions.

Describe management's role in assessing and managing climate-related risks and opportunities

Through the ERC, management oversees our risk management processes, including the assessment and development of mitigation actions for CROs. The ERC meets on a quarterly basis. Our Executive Committee (ExCo) ensures that climate actions are integrated into our operational business strategy. The two components of our strategy towards CROs are reduction of GHG emissions and environmental stewardship. In light of this two-pronged approach, our chief technology and information officer and chief supply chain officer jointly lead 'Our environment' pillar of the sustainability strategy.

Our materiality assessment shows that energy use from the data centres, network operating centres and infrastructure sites constitute a large percentage of the total energy consumption within our business. So, our chief technology and information officer oversees the strategy to bring energy-efficient initiatives into our core operational processes. Furthermore, a significant number (92%) of our infrastructure sites are owned by tower companies (towercos) and we lease space from them. Our chief supply chain officer leads our efforts to generate climate action from the towerco partners to achieve energy efficiency and reduce GHG emissions.

Our head of strategy and sustainability leads our climate-related programmes and ensures a seamless integration between our business strategy and climate response actions. The head of strategy and sustainability reports to the CEO who chairs the Sustainability Committee.



Strategy: risk and opportunities

Following the work on our climate scenario analysis this year, the list of climate risks and opportunities has been further refined to align with our business model and the geographical spread of our operations. In assessing our climate risks and opportunities, we have taken a disaggregated approach. Whereas some physical risks apply to all our markets, there are certain climate risks that are peculiar to specific countries. For instance, the risks of tropical storms and cyclones are localised to Madagascar and Malawi within our country portfolio while the risk of extreme temperature increases, which are negatively impacting cooling costs, are more significant for countries located in arid regions such as Chad, Niger and parts of Northern Nigeria. These factors have been built into our modelling process to ensure we get a credible assessment of our most significant climate risks to be prioritised for the attention of our executive management and the Board.

Category	Risk type	Nature of impact	Planning horizon
Transition risks	Customer pressure	Change in customer expectations regarding the Group's climate action leading to a decrease in sales negatively affecting revenues	Medium (five years)
	New regulations	Introduction of carbon taxes in the Group's operating markets adversely impacting profitability	Medium
	New regulations	Lack of a credible action on climate change could result in increased stakeholder advocacy negatively impacting our operations and, in turn, revenues	Medium
	New regulations	Increase in energy prices for use in logistics, own sites and leased assets leading to an increase in cost	Medium
	Shareholder/stakeholder advocacy	Increasing requirements for mandatory disclosures of climate performance and climate risks associated with operations	Short (three years)
	Reputation	Damage to brand reputation arising from a perceived lack of action on climate initiatives	Short
Physical risks	Flooding	Increase in frequency and severity of flooding attributed to rising sea level and/or increases in rainfall could damage company infrastructure	Long (ten+ years)
	Extreme weather events	Increase in the frequency and severity of extreme weather events such as tropical storms, cyclones, typhons could result in damage to company infrastructure	Long
	Heat	Increase in extreme heat events and days could increase cooling requirements for data centres and, consequently, operating costs	Long
	Business disruptions	Loss of revenue and productivity due to business disruptions attributed to climate-related physical events such as cyclones, coastal and river flooding	Long
Opportunities	Enhanced market valuation	Improved ESG performance will have a positive effect on share price performance and investor perception	Short
	Access to capital	Increased access to and lower cost of sustainable financing options	Short
	Cost efficiency	Adopting energy efficient methods and cheaper, environmentally friendly business processes will improve cost efficiencies	Medium
	Reputation	Improved company reputation will help us to attract and retain customers and employees, reducing customer acquisition and human resources-related costs	Medium

TCFD disclosures continued

Describe the impact of climate-related risks and opportunities on the organisation's businesses, strategy and financial planning.

Our 'Win with' strategy now incorporates sustainability as a key enabler of each of the strategic pillars. This reflects our ambition to deliver profitable growth in the long term by integrating sustainability into the core of our business strategy (see pages 26-37). 'Our environment' pillar, encompassing climate risks and opportunities, is one of the four pillars of our sustainability strategy. This highlights our focus on environmental stewardship and our ambition to achieve net zero emissions within our operations. See pages 38-55 for more information about our sustainability strategy.

Our strategic and financial planning processes are closely aligned with our sustainability strategy and our ambition to achieve net zero emissions across our operations. Specifically, this financial year, we have seen an acceleration of this integration between our strategic plans and climate response actions due to significant fuel price inflation in some of our markets which put a strain on our operating costs. This has allowed us to take significant steps to accelerate our transition planning to renewable energy sources in collaboration with our towerco partners as part of our risk mitigation plans and strategic response to this risk. This example shows that our climate action plan and strategic planning processes are not separate processes but an integrated approach to do what is best for our business, our stakeholders, and the environment.

In parallel, we actively participate in industry initiatives, such as the GSMA's Climate Action Taskforce and the biodiversity subgroup which we co-lead to work with industry peers and find common solutions to address the climate crisis. We've started an industry-leading approach to meet the challenges of creating a credible carbon reduction plan. Our aim is to find and agree a common industry approach to ensure credible long-term decarbonisation plans and targets.

Describe the resilience of the organisation's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.

This year, we conducted a scenario analysis exercise to assess the resilience of our business in the light of the climate risks and opportunities we are faced with.

The scenario testing was done under three scenarios:

1. Current policies scenario – global temperature at c. 3°C (no climate action)
2. High temperature scenario – global temperature greater than c. 3°C (extreme case)
3. Net zero Paris Agreement aligned scenario – global temperature at c. 1.5°C (transition to net zero).

These scenarios were selected to assess the resilience of the business under current policies without any transition to net zero, impact of a transition to net zero and the extreme case of a high temperature scenario on our business operations and physical assets.

This extensive analysis started with the identification of CROs inherent in our business model, value chain and geographical footprint. These climate risks and opportunities were then assessed for likelihood, velocity,and financial materiality. The scenario-testing was principally quantitative based with 81% of our CROs assessed using quantitative data from externally-accessed climate datasets. For the balanced CROs, we opted for qualitative assessment using likelihood and velocity.

The result of the scenario analysis shows that:

1. The most significant transition risks for our business are direct carbon prices on our leased assets and network equipment as these would have the impact of increasing our operating costs and the potential introduction of carbon taxes in various countries
2. The key physical risks relate to increase in river and coastal flooding in our operating markets with the potential to disrupt operations, damage physical infrastructure and negatively impact revenues, increase in air temperature resulting in increased cooling requirements and, consequently, higher energy costs, and extreme weather events such as tropical cyclones in two of our markets (Madagascar and Malawi)
3. Finally, our most significant climate opportunities will result from increased market valuation from early transition to net zero, access to green financing opportunities, and improved cost efficiency from the adoption of energy efficient methods and environmentally friendly business processes.

The output of the scenario modelling shows that the Group stands to benefit from an early transition to net zero through enhanced market valuation and access to better 'green' financing options, and should take every necessary step to mitigate the risks of extreme weather events on its physical assets to prevent business disruptions which could negatively impact our future revenues and profitability. The outcome of the scenario analysis further justifies the company's strategy to achieve net zero by 2050.

Describe the organisation's processes for identifying and assessing climate-related risks.

We have a robust enterprise risk management process which is uniformly implemented across all our operating subsidiaries. Our process for identifying and assessing climate-related risks follows our established risk management framework. The classification of climate risk has been completed using the TCFD's recommendations around physical and transition risks. See page 61 for details of our enterprise risk management framework.

As climate change has been recognised by the Board as an emerging risk, this receives the ongoing attention of the Sustainability Committee and the Audit and Risk Committee as part of our risk review process. We mitigate physical climate risks through our business continuity management processes, as well as the current initiatives to address transition risks detailed within the environment pillar of our sustainability strategy. See pages 38-55 for details of our sustainability strategy.

Describe the organisation's processes for managing climate-related risks.

The Group Executive Risk Committee (ERC) assesses and mitigates climate-related risks, with oversight by the Board through the Audit and Risk Committee and the Sustainability Committee. The Sustainability Committee directly oversees the implementation of our sustainability strategy, including climate-related actions and programmes related to our environmental objectives and meets monthly.

Our head of strategy and sustainability is primarily responsible for the design and implementation of our climate response actions. For a detailed overview of our risk management process and framework, see page 91.

Describe how processes for identifying, assessing and managing climate-related risks are integrated into the organisation's overall risk management.

The process of identifying, assessing, and managing climate-related risks follows our existing enterprise risk management framework. Our framework allows for a uniform approach across the Group for risk identification, assessment and prioritisation. Specifically, in relation to climate-related risks, we have further assessed identified risks, based on likelihood, velocity and potential financial impact using both qualitative and externally available quantitative data sets as part of our scenario analysis to determine the resilience of the business and the prioritisation of the risks.

We have identified appropriate quantitative metrics for measuring and tracking the impact of climate of our operations and we will continue to review and identify other suitable metrics to be used to reliably assess and measure our climate risks and opportunities on an ongoing basis.

The climate-related financial disclosures contained in this report are **consistent with the TCFD recommendations and recommended disclosures** and the 'Guidance for All Sectors' as contained in section C of the TCFD Annex, except for metrics and targets (b) with respect to disclosure of scope 3 emissions.

Since the launch of our sustainability strategy, we have set out to reliably measure and report carbon emissions within our business and value chain. The outcome of this work resulted in the publishing of our scope 1, 2 and 3 baseline data in our inaugural Sustainability Report in 2022. In preparing this report, we have not published updated scope 3 emissions data as we are engaging with our towerco partners to ensure the robustness and completeness of our scope 3 emissions data. We expect that the outcome of this engagement will ensure that we can reliably publish our scope 3 emissions data in future reporting.

Metrics and targets

Disclose the metrics used by the organisation to assess climate-related risks and opportunities in line with its strategy and risk management process.

We use the following metrics to measure and assess the impact of climate-related risks (CROs) and opportunities on our business. We will continue to assess the suitability of additional metrics that can be reliably measured for a more robust assessment of our climate risks and opportunities.

Our business model does not principally involve the use of water and/or land resources and no metrics have been selected with respect to water and land use as these are immaterial to our business.

Metrics	Measure
Scope 1 emissions	tCO_2e
Scope 2 emissions	tCO_2e
Total energy consumption	kWh
Carbon intensity	tCO_2e per MW

Disclose scope 1, 2 and, if appropriate, scope 3 greenhouse gas (GHG) emissions, and the related risks.

Since the launch of our sustainability strategy in October 2021, we have been focused on understanding our scope 1, 2 and 3 emissions. From the beginning of 2022, we have worked closely with The Carbon Trust, the leading global environmental consultancy, to develop detailed scope 1 and 2 modelling for calculating our GHG emissions across all our operating footprint and value chain. We are engaging with our towercos partners for an accurate assessment of our 2022/23 scope 3 emissions. We will keep our stakeholders updated on the progress of this work. Our baseline data for scope 3 was disclosed in our Sustainability Report 2022.

	Measure	Baseline data (2021/22)	Current year (2022/23)
Scope 1 emissions	tCO_2e	65,180	67,266
Scope 2 emissions	tCO_2e	50,539	47,577

Describe the targets used by the organisation to manage climate-related risks and opportunities and performance against targets.

We are committed to achieving our net zero ambition by 2050 as was disclosed in our sustainability strategy. This commitment has led to the integration of our long-term planning process in our sustainability strategy to ensure the delivery of our sustainability objective as we deliver on our business objectives. This is reflected for instance in our capital expenditure planning process where our commitment towards renewable energy transition is a key driver in the planning for new sites' rollout and contract negotiations with our towerco partners as are other considerations such as cost efficiency in the face of increased fuel price inflation. This integration of our strategic planning process and sustainability strategy is at the centre of our climate response plan to ensure we can deliver on our commitment to transition to net zero within our operations by 2050.

We have conducted an extensive feasibility study of our decarbonisation interventions and have a near-term target to reduce our carbon intensity by 62% and absolute emissions from our existing assets (before accounting for future business growth and network expansion) by 54% by 2032. We have taken a near-term target of 2032 which is 10 years from our baseline of 2022 which is in line with the Science Based Target initiative (SBTi).

We have identified specific KPIs which allow us to measure our performance and we will continue to evaluate the identification of other suitable KPIs which are most aligned to our climate risks and opportunities.

Members of our ExCo are financially incentivised to reduce our carbon footprint, and our incentive plan includes performance against achievement of the CROs as part of our broader sustainability strategy. The incentives are linked to the delivery of sustainability strategy which cuts across four pillars and nine dedicated workstreams, among them, reduction of GHG emissions and environmental stewardship. These incentives are linked to the key result areas (KRAs) and the long-term incentive plan (LTIP) of our ExCo members as part of the annual performance evaluation process. The incentive plan is designed to ensure continued focus and delivery of year-on-year tactical plans which are important for the delivery of our long-term climate commitments.

Markets and performance

The significant growth in our mobile money business has meant we’ve evolved our organisational structure.

This has led to changes in the information used by our CEO (who is the chief operating decision-maker) for the allocation of resources and the assessment of performance. This, in turn, means we’re changing how we report performance.

From April 2022, we report on mobile money as a new operating and reportable segment, while continuing to report segmental performance for mobile services in Nigeria, East Africa and Francophone Africa.

Regional performance (mobile services and mobile money combined)

Nigeria – regional performance

Revenue	EBITDA	EBIDTA margin	ARPU
$2,128m	$1,091m	51.3%	$3.8
Reported currency **13.3%**	Reported currency **4.7%**	Reported currency **(424 bps)**	Reported currency **0.8%**
Constant currency **20.3%**	Constant currency **11.1%**	Constant currency **(423 bps)**	Constant currency **7.0%**

East Africa – regional performance

Revenue	Underlying EBITDA	Underlying EBIDTA margin	ARPU
$1,931m	$1,030m	53.3%	$2.7
Reported currency **12.5%**	Reported currency **16.9%**	Reported currency **+202 bps**	Reported currency **4.4%**
Constant currency **17.4%**	Constant currency **21.8%**	Constant currency **+193 bps**	Constant currency **9.0%**

Francophone Africa – regional performance

Revenue	EBITDA	EBIDTA margin	ARPU
$1,201m	$560m	46.6%	$3.7
Reported currency **6.2%**	Reported currency **12.0%**	Reported currency **+242 bps**	Reported currency **(2.2%)**
Constant currency **12.7%**	Constant currency **18.3%**	Constant currency **+220 bps**	Constant currency **3.8%**

Consolidated Group perfomance

Revenue	Underlying EBITDA	Underlying EBIDTA margin	APRU
$5,255m	$2,575m	49.0%	$3.3m
Reported currency **11.5%**	Reported currency **11.4%**	Reported currency **(3 bps)**	Reported currency **1.8%**
Constant currency **17.6%**	Constant currency **17.3%**	Constant currency **(14 bps)**	Constant currency **7.4%**

Business review continued

Mobile services

Meeting the demand for connection, through excellent execution

Revenue
$4,721m
Reported currency **9.9%**
Constant currency **16.2%**

Underlying EBITDA
$2,329m
Reported currency **8.8%**
Constant currency **14.9%**

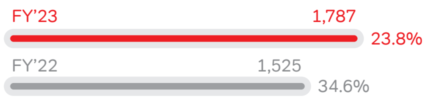
Operating profit
$1,428m
Reported currency **5.9%**
Constant currency **11.6%**

Voice ARPU
$1.5
Reported currency **(3.5%)**
Constant currency **2.1%**

Data ARPU
$3.0
Reported currency **3.5%**
Constant currency **9.3%**

Revenue – Voice ($m)

Revenue – Data ($m)



Growth % in constant currency

Summarised statement of operations

Description	Unit of measure	Year ended Mar-23	Mar-22	Reported currency change	Constant currency change
Revenue[1]	$m	**4,721**	4,294	9.9%	16.2%
Voice revenue	$m	**2,491**	2,358	5.6%	11.8%
Data revenue	$m	**1,787**	1,525	17.2%	23.8%
Other revenue	$m	**443**	411	7.6%	13.4%
Underlying EBITDA	$m	**2,329**	2,140	8.8%	14.9%
Underlying EBITDA margin	%	**49.3%**	49.8%	(51) bps	(57) bps
Depreciation and amortisation	$m	**(794)**	(697)	13.9%	20.6%
Operating exceptional Items	$m	**0**	(32)	(100.0%)	(100.0%)
Operating profit	$m	**1,428**	1,348	5.9%	11.6%
Capex	$m	**700**	621	12.7%	12.7%
Operating free cash flow	$m	**1,629**	1,519	7.2%	15.8%
Operating KPIs					
Mobile voice					
Customer base	million	**140.0**	128.4	9.0%	
Voice ARPU	$	**1.5**	1.6	(3.5%)	2.1%
Mobile data					
Data customer base	million	**54.6**	46.7	16.9%	
Data ARPU	$	**3.0**	2.9	3.5%	9.3%

1 Mobile service revenue after inter-segment eliminations was $4,715m in year ended 31 March 2023 and $4,290m in the prior year.

Overview

We've been at the forefront of the rapid growth of mobile services in sub-Saharan Africa in recent years – but there is still much further to go in order to meet demand in a region that, while growing fast, is still under-connected. Only 40% of the adult population has access to mobile data, and the usage gap among those who are covered by networks is almost 44%. That means demand for mobile services in all our markets remains strong. We aim to meet it by connecting more people, offering transparent voice and data products that meet their needs, and expanding our physical and digital distribution networks so that more customers can access our services effectively and affordably.

Our customer base grew by 9.0% to 140 million in 2022/23, and revenues grew by 16.2%, despite a year in which turbulence in the global economy was expressed in our markets through a series of headwinds, including cost-of-living pressures for our customers and communities. Inflation in fuel and food prices meant that many customers became even more price conscious. We've always taken the approach of seeking revenue from increased usage, rather than prices, so we continued to offer 'more for more'. The rate of smartphone adoption slowed in some markets as the cost of living had an impact on discretionary spend – but usage of all our services increased, reflecting the fact that they are increasingly seen as essential services by users.

Our success in mobile services is built on the strength of our network and the excellence of our distribution. We invested strategically in our network in 2022/23, significantly expanding our 4G network, modernising many of our sites, and launching 5G in selected markets in readiness for future demand. At the same time, we continued to refine and expand our distribution footprint, increasing our exclusive outlets by 15.3% to 79,500+.

Our voice ARPU grew by 2.1% compared to 2021/22, and overall our mobile voice business line – which includes pre- and post-paid wireless voice services, international roaming, fixed-line phone services and interconnect revenue – contributed 89.8% to Airtel Africa's consolidated revenue in 2022/23. The big opportunity for the future, however, is data – which is why we have continued to consolidate our leadership positions in 4G in most markets, supporting the digital inclusion ambitions of our sustainability strategy while setting the foundations for our continued growth.

Our performance

Overall mobile services revenue increased to $4,721m, up by 9.9% in reported currency, while growth in constant currency was 16.2%. Revenue growth was recorded across all regions and key services: Nigeria up by 20.3%, East Africa by 13.4% and Francophone Africa by 11.9%.

Voice revenue grew by 11.8% in constant currency, driven by both customer base growth of 9.0% and voice ARPU growth of 2.1%. Revenue growth for the first half of the year was slightly impacted by the effect of barring outgoing calls in Nigeria for those customers who had not submitted their National Identity Numbers ('NINs'). We continue to invest in our network to increase coverage, while also expanding our distribution infrastructure to drive further customer base growth.

Our continued expansion of network and distribution infrastructure helped drive customer additions. Voice usage per customer increased by 5.9%, resulting in voice ARPU growth of 2.1%. Voice usage per customer increased to 272 minutes per customer per month from 257 minutes per customer per month, and total minutes on the network increased by 16.0%.

Data revenue grew by 23.8% in constant currency, driven by strong growth in customer base of 16.9% and data ARPU growth of 9.3%. Revenue growth was recorded across all regions: Nigeria grew by 27.8%, East Africa by 22.8% and Francophone Africa by 16.2%, respectively. Data customer base growth of 16.9% resulted from the further expansion of our 4G network with 90.3% of total sites on 4G, up from 87.6% (almost 100% of sites in six OpCos are now on 4G). Total customers reached 54.6 million with 4G customers of 26.5 million, contributing to 48.5% of the total data customer base. Data usage per customer increased by 29.1% driving data ARPU growth of 9.3%. Data usage per customer reached 4.4 GB per customer per month up from 3.4 GB per customer per month in the prior period. Q4'23 data usage per customer increased to 4.6 GB per month (up by 26.6%) and 4G data usage per customer at 7.6 GB per month from 5.9 GB per customer per month (up by 29.6%).

Mobile services underlying EBITDA was $2,329m, and grew by 14.9% in constant currency with an underlying EBITDA margin of 49.3%, declining 57 basis points in constant currency. The reduction in underlying EBITDA margin was due to an increase in operating costs in Nigeria reflecting energy price inflation.

Operating free cash flow was $1,629m, up by 15.8%, due to the expansion of underlying EBITDA partially offset by higher capex.

Business review

Nigeria – mobile services

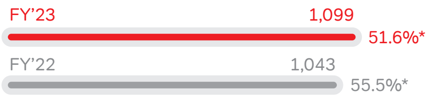
Investing in the future of Nigeria's digital economy

Revenue	EBITDA	Operating profit	ARPU
$2,128m	$1,099m	$719m	$3.8
Reported currency **13.3%**	Reported currency **5.3%**	Reported currency **(6.6%)**	Reported currency **0.8%**
Constant currency **20.3%**	Constant currency **11.8%**	Constant currency **(1.0%)**	Constant currency **7.0%**

Revenue ($m)

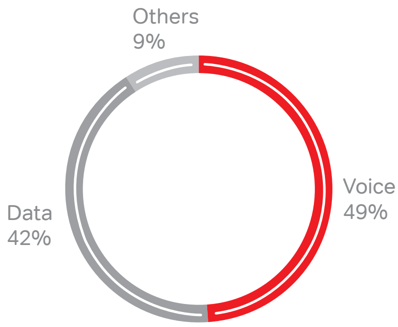
Growth % in constant currency

EBITDA ($m)



* EBITDA margin %

Revenue split



Summarised statement of operations

Description	Unit of measure	Year ended Mar-23	Year ended Mar-22	Reported currency change	Constant currency change
Revenue	$m	**2,128**	1,878	13.3%	20.3%
Voice revenue[1]	$m	**1,053**	985	6.9%	13.4%
Data revenue	$m	**884**	734	20.4%	27.8%
Other revenue[2]	$m	**191**	159	20.2%	27.5%
EBITDA	$m	**1,099**	1,043	5.3%	11.8%
EBITDA margin	%	**51.6%**	55.5%	(390) bps	(389) bps
Depreciation and amortisation	$m	**(344)**	(268)	28.6%	36.9%
Operating exceptional items	$m	**–**	–	0.0%	0.0%
Operating profit	$m	**719**	770	(6.6%)	(1.0%)
Capex	$m	**293**	249	17.7%	17.7%
Operating free cash flow	$m	**806**	794	1.5%	10.0%
Operating KPIs					
Total customer base	million	**48.4**	44.4	9.0%	
Data customer base	million	**23.8**	20.3	17.3%	
Mobile services ARPU	$	**3.8**	3.8	0.8%	7.0%

1 Voice revenue includes inter-segment revenue of $1m in the year ended 31 March 2023 and $1m in the prior period. Excluding inter-segment revenue, voice revenue was $1,052m in year ended 31 March 2023 and $984m in the prior period.

2 Other revenue includes inter-segment revenue of $2m in the year ended 31 March 2023 and $2m in the prior period. Excluding inter-segment revenue, other revenue was $189m in year ended 31 March 2023 and $157m in the prior period.

Other market participants

- MTN
- Globacom
- 9 Mobile
- MAFAB Communication

Overview

We're very close to our customers in Nigeria, our largest single country market, where a young and growing population has a huge appetite for fast, affordable data and reliable mobile services. Nigeria's dynamic economy gains much of its energy from digital entrepreneurship – and we aim to partner the country and our customers as they drive digital transformation and economic empowerment.

We're investing in that digital future. We've created 1,000+ km more fibre infrastructure this year, with a focus on the major cities of Lagos, Kano, Abuja and Enugu. We're ensuring greater network reliability to give customers a consistent experience and expanding our distribution network to reach more people in remote, underserved areas. And in December 2022, Airtel Nigeria bought additional 5G spectrum at auction for $285m so that are ready for future 5G demand, while we continued to expand our 4G footprint to 76.7%, to reach more communities.

Meeting Nigeria's National Identity Number (NIN) regulations has continued to be an important business requirement in 2022/23. While the government's barring of people who had not registered their NINs slowed growth and revenues at times during the year, we've been proactive in conducting awareness campaigns, setting up NIN registration facilities and increasing the number of our KYC centres, while creating offers for NIN re-registration. Similarly, we've weathered the significant pressures of a year in which fuel prices rose sharply, elections dominated the political agenda, and devaluation and currency shortages drove up underlying costs.

Despite these headwinds, the resilient performance of our teams on the ground has meant this has been another year of growth, with our customer base growing by 9.0%, and revenues by 20.3%.

Our performance

In reported currency, Nigeria revenue grew by 13.3% to $2,128m and 20.3% in constant currency. Strong growth in both voice and data contributed to revenue growth, driven mainly by overall customer base growth of 9.0% and data customer base growth of 17.3%. ARPU grew by 7.0%, largely driven by higher data and other revenue. Q4'23 revenue growth at 18.7% was lower compared to 23.1% in Q3'23 mainly due to a shortage of cash in the country as a result of the demonetisation initiative, which impacted our cash recharges (50% of total recharges are cash based).

Voice revenue increased by 13.4% in constant currency, largely driven by customer base growth of 9.0% supported by voice ARPU growth of 0.9%. The barring of outgoing calls for customers who had not submitted their NINs had an adverse impact on voice revenue. A total of 13.6 million customers were originally barred, out of which 6.4 million customers (47%) have subsequently submitted their NINs and 3.5 million customers (26%) have been fully verified and unbarred. We estimate that this resulted in the loss of approximately $110m of revenues in year ended 31 March 2023, providing a drag on revenue growth of 6% in Nigeria.

Data revenue increased by 27.8% in constant currency, driven by both data customer base growth of 17.3% and data ARPU growth of 9.9%. Over the last year, we have enhanced our 4G network with ample data network capacity to provide high-speed data to our customers with almost 100% of our sites now on 4G and data capacity increase of 27.5%. This has contributed to 4G data customer growth of 27.6%. Data usage per customer increased by 24.8% facilitating continued data ARPU growth. Data usage per customer reached 5 GB per customer per month from 4 GB per customer per month in the previous period. In Q4'23, 4G data usage per customer increased to 9.5 GB per month (up by 46.5%) from 6.5 GB per customer per month in the prior period. 4G data usage now contributes to 80.4% of total data usage on our network.

Other revenues grew by 27.5% in constant currency, with the main contribution coming from the growth in value added services revenue, led by airtime credit services.

Nigeria mobile services EBITDA was $1,099m, up by 11.8% in constant currency. The EBITDA margin declined to 51.6% from 55.5% due to an increase in operating costs arising from inflationary pressures, particularly related to the fuel costs. The EBITDA margin in Q4'23 stabilised at 52.3% from 52.1% in Q3'23.

Operating free cash flow was $806m, up by 10.0%, due to the expansion of EBITDA partially offset by higher capex spend in current period.

Transforming lives spotlight

Using satellite technology to keep isolated customers connected in Nigeria

Our customers rely on a stable, functioning network to keep connected – especially when times are challenging. In some rural parts of Borno State in northeast Nigeria, the telecommunications infrastructure has been damaged during the insurgency in the region, cutting access to services for people there when they need it most – including the region's many internally-displaced persons (IDPs).

In 2022, we deployed satellite technology to reconnect the towns of Banki, Buratai, Baga, Cross, Damasak, Monguno, Dikwa and Ngala in Borno State, and began integrating these satellite sites on microwave technology in Dikwa, Ngala and Gamboru. At the same time, we expanded our distribution network, adding a further 60+ outlets.

Customers are now able to connect within and between towns, and access services such as banking and healthcare – critically important for residents and IDPs. The initiative has also reached a monthly revenue of $200,000+ in March 2023.

Business review continued

East Africa – mobile services

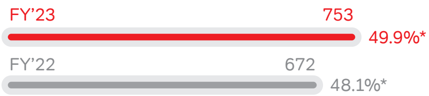
Unlocking digital benefits for customers, communities and our business

Revenue	Underlying EBITDA	Operating profit	ARPU
$1,508m	$753m	$456m	$2.1
Reported currency **8.1%**	Reported currency **12.1%**	Reported currency **18.5%**	Reported currency **0.4%**
Constant currency **13.4%**	Constant currency **17.5%**	Constant currency **24.5%**	Constant currency **5.3%**

Revenue ($m)

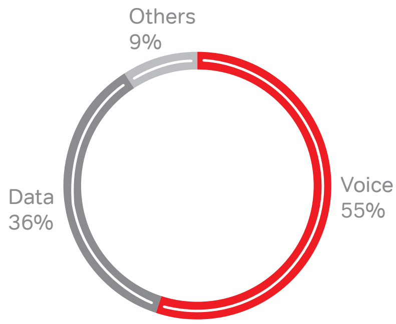
Growth % in constant currency

Underlying EBITDA ($m)



* Underlying EBITDA margin %

Revenue split



> Connecting the unconnected means relentlessly focusing on the basics – continuing to expand our network coverage while ensuring best-in-class experience, increasing our distribution reach to enable easy access to our customers, and providing affordable, simple and easy-to-use products and services.

Apoorva Mehrotra
Regional director – East Africa

Summarised statement of operations[1]

Description	Unit of measure	Year ended Mar-23	Year ended Mar-22	Reported currency change	Constant currency change
Revenue	$m	**1,508**	1,395	8.1%	13.4%
Voice revenue[2]	$m	**836**	783	6.8%	12.2%
Data revenue	$m	**537**	457	17.6%	22.8%
Other revenue[3]	$m	**135**	155	(12.8%)	(7.8%)
Underlying EBITDA	$m	**753**	672	12.1%	17.5%
Underlying EBITDA margin	%	**49.9%**	48.1%	177 bps	174 bps
Depreciation and amortisation	$m	**(260)**	(230)	12.8%	17.8%
Operating exceptional items	$m	**0**	(32)	(100.0%)	(100.0%)
Operating profit	$m	**456**	385	18.5%	24.5%
Capex	$m	**256**	259	(1.0%)	(1.0%)
Operating free cash flow	$m	**497**	413	20.4%	29.2%
Operating KPIs					
Total customer base	million	**62.7**	57.2	9.7%	
Data customer base	million	**21.9**	18.3	19.9%	
Mobile services ARPU	$	**2.1**	2.1	0.4%	5.3%

1 The East Africa business region includes Kenya, Malawi, Rwanda, Tanzania, Uganda and Zambia.

2 Voice revenue includes inter-segment revenue of $1m in the year ended 31 March 2023 and $1m in the prior period. Excluding inter-segment revenue, voice revenue was $835m in year ended 31 March 2023 and $782m in the prior period.

3 Other revenue includes inter-segment revenue of $11m in the year ended 31 March 2023 and $9m in the prior period. Excluding inter-segment revenue, other revenue was $124m in year ended 31 March 2023 and $146m in the prior period.

Other market participants

Kenya – Safaricom and Telkom
Malawi – TNM
Rwanda – MTN
Tanzania – Vodacom, Tigo, and Halotel
Uganda – MTN, UTL and Lyca
Zambia – MTN and Zamtel

Overview

Our six markets in East Africa host some of the strongest economies in Africa, with regional GDP growth reaching 4.8% this year despite macroeconomic disruption in the global economy. There are 221 million people in our region, and for that relatively young population our products and services are a gateway to financial and digital opportunity.

Our aim is to unlock commercial and digital benefits for all our customers, their communities, and our business. In a year when inflation has put pressure on every customer's budget, we've offered more value to our customers through 'more-for-more' product offerings. At the same time, we've engaged regulators in each of our markets to enable more competitive pricing, so that our customers' greater usage has seen us increase revenues in voice and data.

We have continued to improve our network, simplify our products and increase customer touchpoints for our services. Our population coverage now stands at 90.3%, and we've added 1,400+ 4G sites in the past year while modernising additional sites so we can offer better connectivity and faster speeds for our customers. Fibre-to-the-home (FTTH) and fibre-to-the-business (FTTB) has also expanded, while we continue to benefit from increased home broadband and enterprise custom. We've also invested in 5G spectrum in four markets, to ensure we are ready for the additional demand for data we see ahead.

Meeting local regulatory requirements is an essential part of our business, and this year we adopted new KYC regulations in Kenya, Tanzania and Zambia, all requiring identification documents to register SIM cards. We rapidly updated our onboarding and KYC processes to minimise lost revenues from barred customers.

Distribution remains a crucial competitive advantage, and we ended 2022/23 with 179,400+ activating outlets, which is an increase by 22.3% since last year.

Our performance

In East Africa, mobile services revenue grew by 8.1% in reported currency, and 13.4% in constant currency. The differential in growth rates was due to average currency devaluation of the Kenyan shilling, Ugandan shilling and Malawian kwacha, partially offset by an appreciation in the Zambian kwacha. Current year was impacted by the loss of tower sharing revenues (c. $21m) following the sales of towers in Tanzania and Malawi which is reflected in the 7.8% decline in other revenues over the period. Revenue growth, excluding the site sharing revenue impact of tower sales, was 15.2% for the period.

Voice revenue grew by 12.2% in constant currency, driven by both customer base growth of 9.7% and voice ARPU growth of 4.1%. The customer base growth of 9.7% was supported by the expansion of our network, enhanced coverage, and distribution infrastructure. Site count increased by 9.2% and activating outlets increased by 22.3%. Voice usage per customer increased by 10.0% to 384 minutes per customer per month resulting in voice ARPU growth of 4.1%. Total minutes on the network increased by 18.5% to 279.0 billion minutes.

Data revenue grew by 22.8% in constant currency, largely driven by both data customer base growth of 19.9% and data ARPU growth of 9.2%. The expansion of our 4G network and ample data network capacity helped us to grow both the data customer base and data usage. 90.4% of our total sites in East Africa are on 4G as compared with 85.9% in prior period. 47.3% of our total data customer base is on 4G which contributes to 70.9% of total data usage (in Q4'23). Data usage per customer increased by 28.3%, resulting in data ARPU growth of 9.2%, and data usage per customer reached 4.2 GB per customer per month from 3.3 GB per customer per month. In Q4'23, 4G data usage per customer increased to 6.5 GB per month from 5.5 GB per customer per month (up by 18.4% from the prior period).

Mobile services underlying EBITDA increased to $753m, up 17.5% in constant currency. Underlying EBITDA margin improved to 49.9%, an improvement of 174 basis points in constant currency, as a result of revenue growth and improved operating efficiencies.

Operating free cash flow was $497m, up by 29.2% in constant currency, largely due to expansion of underlying EBITDA.

Overcoming challenging times to provide essential services in Malawi

Customers and businesses in Malawi faced a range of challenges in 2022/23 – and we responded by finding new ways of working to maintain essential telecoms services. Protracted power failures and a country-wide fuel shortage meant that many telecommunication towers were unable to operate for significant periods – while communities also had to tackle the impact of cyclones Gombe and Anna, sharp currency devaluations, foreign exchange shortages, and inflation.

We formed a new partnership with our towerco, Helios Towers, and engaged with the Malawi Energy Regulatory Authority and Reserve Bank to ensure our services were maintained. In addition, in 2022/23 we invested around $15m in our network despite the shortage of foreign currency in Malawi.

Maintaining our services helped us meet the demand for data, which grew by 125% in 2022/23, and gave customers access to mobile money services.

"Customers and regulators recognise us as an essential service, especially when times are difficult – so keeping our network running this year meant we could keep connecting communities and businesses and enabling financial inclusion."

Charles Kamoto
Managing director, Airtel Malawi

Business review continued

Francophone Africa – mobile services

Data usage driving our growth, while closing the digital divide

“We’re in an enviable position as a business. Demand for our services is out there, waiting for us to build out our networks and our service delivery platforms to satisfy our customers’ needs – and our expansion drives the sustainable development that will help us thrive into the future.”

Michael Foley
Regional director – Francophone Africa

Other market participants

Chad: Maroc, Sotel

The Democratic Republic of the Congo (DRC): Vodacom, Orange and Africell

Gabon: Moov (Maroc Telecom)

Madagascar: Orange and Telma

Niger: Zamani, Moov (Maroc Telecom), Niger Telecom

Republic of the Congo: MTN

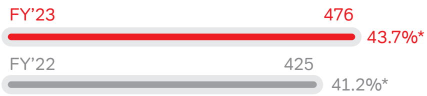
The Seychelles: Cable & Wireless and Intelvision

Revenue	EBITDA	Operating profit	ARPU
$1,090m	$476m	$252m	$3.3
Reported currency **5.5%**	Reported currency **12.0%**	Reported currency **29.9%**	Reported currency **(2.9%)**
Constant currency **11.9%**	Constant currency **18.2%**	Constant currency **35.5%**	Constant currency **3.0%**

Revenue ($m)

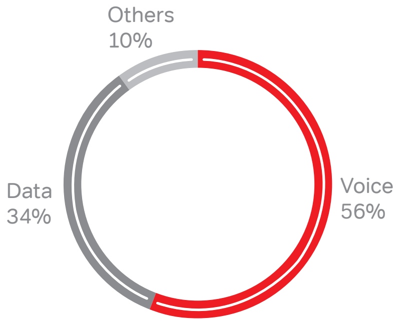
Growth % in constant currency

EBITDA ($m)



* EBITDA margin %

Revenue split



Summarised statement of operations[1]

Description	Unit of measure	Year ended Mar-23	Year ended Mar-22	Reported currency change	Constant currency change
Revenue	$m	**1,090**	1,033	5.5%	11.9%
Voice revenue[2]	$m	**607**	594	2.2%	8.8%
Data revenue	$m	**366**	334	9.6%	16.2%
Other revenue[3]	$m	**117**	105	10.9%	15.3%
EBITDA	$m	**476**	425	12.0%	18.2%
EBITDA margin	%	**43.7%**	41.2%	255 bps	236 bps
Depreciation and amortisation	$m	**(190)**	(199)	(4.7%)	1.7%
Operating exceptional items	$m	**–**	–	0.0%	0.0%
Operating profit	$m	**252**	194	29.9%	35.5%
Capex	$m	**151**	114	32.5%	32.5%
Operating free cash flow	$m	**325**	311	4.5%	12.7%
Operating KPIs					
Total customer base	million	**28.9**	26.8	7.8%	
Data customer base	million	**8.9**	8.2	9.4%	
Mobile services ARPU	$	**3.3**	3.4	(2.9%)	3.0%

1 The Francophone Africa business region includes Chad, Democratic Republic of the Congo, Gabon, Madagascar, Niger, Republic of the Congo and the Seychelles.

2 Voice revenue includes inter-segment revenue of $3m in the year ended 31 March 2023 and $2m in the prior period. Excluding inter-segment revenue, voice revenue was $604m in year ended 31 March 2023 and $592m in the prior period.

3 Other revenue includes inter-segment revenue of $3m in the year ended 31 March 2023 and $1m in the prior period. Excluding inter-segment revenue, other revenue was $114m in year ended 31 March 2023 and $104m in the prior period.

Overview

Our Francophone Africa segment is made up of Chad, Democratic Republic of the Congo, Gabon, Madagascar, Niger, Republic of the Congo and the Seychelles – and it is home to more than 181 million people. The region has a median age of 16*, and landline infrastructure is scarce – which means that mobile services are the first and often only way that millions of people can connect with each other and the wider economy.

This creates a huge demand for data and voice services. This year usage across all segments continued to grow, alongside our customer base. Data usage, in particular, is growing fast, highlighting the continuing appetite for internet access. We've invested in urban fibre in cities such as Kinshasa, Niamey and N'Djamena, and in network expansion across all markets. In DRC we invested in additional spectrum, and in Chad, in a first for the region, we built a multiple-input multiple-output (MIMO) antenna in N'Djamena. This investment across the region was primarily driven by the need to meet demand for data – and data usage grew by 57.8% in 2022/23.

Our resilient performance this year is a credit to the work of our teams, who have faced significant challenges in several markets as price inflation, fuel shortages and lack of security have disrupted the economy and made life difficult for many in the communities we serve. A number of markets have also experienced severe weather events linked to climate change, with Chad, the DRC and Niger, in particular, suffering floods that saw many thousands of people displaced – situations in which we have made enormous efforts to maintain essential mobile services.

Despite these headwinds, we've welcomed 0.8 million new data customers, and grown our overall customer base by 7.8%, connecting more people and communities than ever before.

Our performance

In Francophone Africa, mobile services revenue grew by 5.5% in reported currency and by 11.9% in constant currency. The differential in growth rates was driven primarily by the 11.7% devaluation of the Central African franc.

Voice revenue increased by 8.8% in constant currency, mainly driven by customer base growth of 7.8%. With continued investments in network expansion and distribution infrastructure, total sites increased by 9.2% and activating outlets increased by 12% (exclusive outlets increased by 20%). Voice usage per customer grew by 10.1% to 150 minutes per customer per month, thereby resulting in a 19.5% growth in total voice minutes on our network.

Data revenue increased by 16.2% in constant currency, driven by both customer base growth of 9.4% and data ARPU growth of 7.8%. We continue to expand our 4G network, with 69.0% of our sites in Francophone Africa on 4G (up from 65.3% in prior period) and data capacity on our network increased by 60.5%. Total data usage increased by 57.8%, primarily driven by an increase in data usage per customer by 46.3% to 3.5 GB per customer per month compared with 2.4 GB in the prior period. As of Q4'23, 54% of the data customer base is on 4G, contributing to 72.4% of total data usage. Q4'23 4G data usage per customer increased to 5.6 GB per month (up by 18.4%) compared with 4.7 GB per customer per month.

Mobile services EBITDA at $476m, increased by 18.2% in constant currency. EBITDA margin improved to 43.7%, an improvement of 236 basis points in constant currency. However, the current year had a one-time opex benefit of approximately $19m in the first half, resulting in a normalized EBITDA margin for 2022/23 of 42.0% – an improvement of 68 basis points in constant currency.

Operating free cash flow was $325m, increased by 12.7%, driven by the expansion in EBITDA and partially offset by higher capex.

* Source: World Bank report (2022)

Deploying 'Massive MIMO' technology to improve our network in Chad

Rapidly increasing demand for voice and data services can put pressure on any telecoms network – especially in towns and cities with a high concentration of customers.

This year, we explored an innovative approach to improving our customers' service: by deploying 'Massive MIMO' technology to N'Djamena, the capital city of Chad. 'MIMO' stands for 'multiple inputs, multiple outputs', and describes an antennae technology that can help improve download speeds. Our deployment in 22 sites in Chad in October 2022 was the first use of Massive MIMO in our operations which has had rapid results: data traffic on these sites increased by 44% and capacity almost doubled.

We've also seen a quick response from customers, who are now better connected than ever to each other, and to the digital economy.

Business review continued

Mobile money

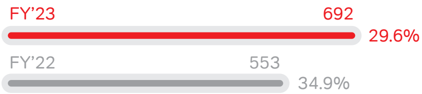
Mobile money: bridging the financial divide and fostering commerce

“Airtel Money connects communities, enables payments and makes life simpler for our customers. Our financial services are transformational to the economies and communities in which we operate, and we are closely aligned with governments’ objectives for driving financial inclusion and a digital economy.”

Ian Ferrao
CEO, Airtel Money

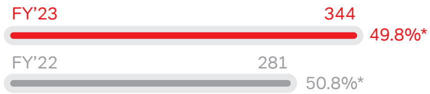
Revenue	EBITDA	Operating profit	ARPU
$692m	$344m	$318m	$2.0
Reported currency **25.1%**	Reported currency **22.4%**	Reported currency **24.2%**	Reported currency **3.1%**
Constant currency **29.6%**	Constant currency **26.4%**	Constant currency **28.0%**	Constant currency **6.8%**

Revenue ($m)



Growth % in constant currency

EBITDA ($m)



* EBITDA margin %

Summarised statement of operations

Description	Unit of measure	Year ended Mar-23	Year ended Mar-22	Reported currency change	Constant currency change
Revenue[2]	$m	**692**	553	25.1%	29.6%
Nigeria	$m	**0**	0	–	–
East Africa	$m	**531**	411	29.1%	32.6%
Francophone Africa	$m	**161**	142	13.4%	20.3%
EBITDA	$m	**344**	281	22.4%	26.4%
EBITDA margin	%	**49.8%**	50.8%	(107) bps	(123) bps
Depreciation and amortisation	$m	**(17)**	(14)	25.6%	31.6%
Operating profit	$m	**318**	256	24.2%	28.0%
Capex	$m	**33**	25	29.5%	29.5%
Operating free cash flow	$m	**311**	256	21.7%	26.1%
Operating KPIs					
Mobile money customer base	million	**31.5**	26.2	20.4%	
Transaction value	$bn	**88.6**	64.4	37.4%	41.3%
Mobile money ARPU	$	**2.0**	1.9	3.1%	6.8%

1 Mobile money consolidates the results of mobile money operations from all operating entities within the Group. Airtel Money Commerce B.V. (AMC B.V.) is the holding company for all mobile money services for the Group, and as of 31 March 2023, it consolidates mobile money operations from 11 OpCos, currently excluding operations in Nigeria, Republic of the Congo and Tanzania. It is our management’s intention to continue work to transfer all these remaining mobile money operations into AMC B.V., subject to local regulatory requirements.

2 Mobile money service revenue post inter-segment eliminations with mobile services was $540m in the year ended 31 March 2023, and $424m in the prior year.

Overview

Across the region, mobile money is an increasingly important driver of economic growth. This trajectory will continue: economies are becoming increasingly cashless, consumers are embracing new financial behaviours, and businesses of all sizes are finding it cheaper, faster and more convenient to use mobile money services, whether that's to conduct regular small transactions or to make bulk payments direct to their employees or customers' mobile money wallets. And among the many under-banked or un-banked people in our markets, mobile money is creating access to basic financial services that would otherwise be unavailable to them, and rapidly increasing financial inclusion.

This year has seen excellent results for Airtel Money: we have widened our customer base and driven increased revenues. We see significant further opportunity ahead, and we have invested in our people and technology in order to meet it, as well as expanding our distribution network and float availability through our Airtel Money branches (AMBs) which expanded by 11.5% in 2022/23, and our kiosks, which increased by 10.8%.

Following the award of our Payment Service Bank (PSB) licence in Nigeria in April 2022, we are now able to offer digital wallets and bank accounts to customers in one of Africa's largest markets through their mobile phones. We have rapidly established a network of more than 52,000 agents in Nigeria, so we can start reaching customers and including more people in our mobile money eco-system, while building relationships with businesses and setting up our IT platforms to ensure we offer a stable, reliable service. We have also launched an information campaign to explain mobile money to potential customers in a country where there is significant scope for greater financial inclusion – more than 60 million Nigerians remain unbanked.

Elsewhere, we're expanding the scope of our services and creating increased 'use cases'. In Uganda, Tanzania and Zambia, for example, we've launched a new micro-merchant programme to bring more small and informal businesses into the mobile money economy. Our aim is to reach more than one million micro-merchants in the region in 2023/24. We're working on interoperability in several markets, which gives customers more access to financial services across borders. And across the region as a whole, we're continuing to expand our offering of mobile wallet deposits and withdrawals, merchant payments, enterprise disbursements, international money transfers, and loans and savings.

Our performance

Mobile money revenue of $692m increased by 25.1% in reported currency and by 29.6% in constant currency. The constant currency growth was partially offset by average currency devaluations, mainly in the Central African franc (11.7%), the Ugandan shilling (4.9%) and the Malawian kwacha (22.6%), in turn partially offset by the appreciation in the Zambian kwacha (8.8%). Revenue growth of 29.6% was driven by both East Africa (up 32.6%) and Francophone Africa (up 20.3%). In Nigeria, mobile money services (SmartCash) was launched in June 2022. Our focus in the period has been to invest in the platform technology as well as the business systems and processes to ensure confidence and reliability in the platform. In addition, our continued investment into the agent network continues to gain traction, driving encouraging progress on customer acquisition over the last quarter.

Constant currency revenue growth of 29.6% was largely led by customer base growth of 20.4%. The continued investment in distribution infrastructure of exclusive channels of Airtel Money branches and kiosks, as well as the expansion of mobile money agents, helped us in driving strong customer growth.

The mobile money customer base reached 31.5 million, an increase of 20.4%, and mobile money customer base penetration reached 22.5%, an increase of 2.1 percentage points. The expansion of distribution enhanced transaction value per customer by 16.4%, resulting in mobile money ARPU growth of 6.8%. Mobile money ARPU growth was largely driven by an increase in transaction values and higher contributions from cash transactions, merchant payments and mobile service recharges through Airtel Money.

Our mobile money transaction value grew by 41.3% and Q4'23 annualised transaction value crossed $102bn in constant currency. Q4'23 transaction value per customer reached $260 per month, an increase of 26.1% in constant currency. Mobile money revenue now accounts for 13.2% of total Group revenue for the year.

Mobile money EBITDA increased to $344m, up by 26.4% in constant currency. The drop in mobile money EBITDA margin was largely due to additional spend in Nigeria PSB related to the launch of SmartCash.

Mobile money interoperability in Tanzania and Zambia

In February 2022, the Bank of Tanzania, a regulatory authority, launched the instant payments switch (TIPS) system to enhance interoperability, boost financial inclusion and further deepen the digitalisation of payments in the country. This was an industry-wide regulatory initiative aimed at integrating mobile money platforms and banks in the country. Prior to the launch, customers and businesses were often charged substantial fees to transfer money between different providers. In October 2022, Airtel Tanzania was integrated into TIPS offering customers more ways to transfer money seamlessly between different providers, buy goods or pay bills regardless of which mobile money platform they use.

Also, in 2022 we integrated our Zambia mobile money services into the national financial switch (NFS) launched by the Bank of Zambia to improve interoperability between the banks and mobile network operators. Customers can now send funds directly to banks from their Airtel Money wallets and vice versa as well as make transfers regardless of their mobile money providers. The NFS system includes 19 banks in Zambia.

As of 31 March 2023, in Tanzania our mobile money transaction value processed through the national switch system was $2.5bn and in Zambia – $3bn, respectively. In addition, as a result of these integrations, competition has increased in the mobile money market and made transactions more cost-effective for our customers.

Empowering entrepreneurs, and supporting the organisations that drive Africa's growth

Our market

Flourishing enterprises are at the heart of Africa's growth – and Airtel Business exists to provide them with the dynamic, reliable communications they need to drive economic opportunity. We're aiming to be the service provider of choice for fibre, fixed wireless broadband and satellite connectivity solutions across our region.

We offer mobile and fixed data services and a comprehensive suite of digital services to major corporates, non-governmental organisations, government departments, diplomatic missions, start-ups and small- and medium-sized businesses (SMEs). We also offer business ICT support, including conferencing and collaboration services, cloud and data centre co-location services, and Airtel Money services, and can provide data sovereignty for organisations through in-country data centres. With our partner Cisco, we provide access to Cisco Meraki SDWAN (software-defined wide area network), which is a suite of features designed to allow a network to dynamically adjust to maintain connectivity. At the same time, our low earth orbit (LEO) satellite connections reach places that other networks can't – delivering essential services to customers including NGOs and mining, oil and gas companies.

In 2022/23, we agreed a distribution partnership with OneWeb, our related party, to provide LEO connectivity for a wide range of use cases in rural areas, including agriculture, hospitals, hotels and schools, as well as the energy and mining sectors. We also agreed a partnership with Amazon Web Services to provide our customers with cloud data services.

Our customers create value and unlock the possibilities of digitalisation in the wider economy. So, by supporting them, we support opportunities for the people and businesses around us, while also creating value for Airtel Africa: this year, Airtel Business saw a 18% increase in fixed data connections. Our annual revenue grew by 17.5%.

"Internet penetration is rising across Africa and systems are even more connected as the digital transformation is driving growth amongst organisations. Through our partnership with OneWeb, we support SMEs, entrepreneurs, corporates and governments to do business across Africa, with low latency and highly resilient communication services."

Luc Serviant
Group Enterprise director

+18.3%
fixed data connections

17.5%
revenue growth

The DIAN project: digital innovations for agropastoral communities in Niger

We want digital inclusion to reach the remotest parts of our markets – and few communities are as remote as the agro-pastoral shepherds and farmers of Niger. In July 2022, Airtel Business co-launched a public-private partnership dedicated to supporting that community: the digital innovation for agro-pastoralists of Niger (DIAN/IDAN) project.

The project aims to increase the resilience and food security of agro-pastoral families in southwestern Niger by providing an accessible digital platform for people involved in agriculture and livestock breeding. It includes a contact centre, an e-marketplace, and a portfolio of mobile financial products for agrobusinesses, allowing micro credit, micro-savings, credit scoring, and payments and reimbursement via mobile. Users will be able to access Airtel Money services, and get information on agriculture, livestock and financial products.

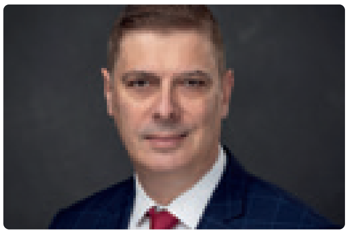
DIAN depends on the cooperation of a range of partners: SNV (Netherlands Development Organisation), the Ministry of Livestock of Niger, Airtel Niger, AREN (Association for the Revitalisation of Livestock in Niger) and GAJEL (Group for Cultural Action and Development of Young Breeders). And it is a great fit with our sustainability strategy, enabling digitalisation and extending financial inclusion to a vital community in Niger's economy.

Digital Labs: innovating technologies for customers, and improving our processes

airtel africa DIGITAL LABS

Digital Labs is our in-house digital hub for developing and delivering technology platforms and digital products. We work across all 14 markets, innovating technologies that enhance customers' experiences, drive financial inclusion, and harness the power of digitalisation. Our product development teams build products for all our business lines – including voice and mobile services, Airtel Money, Airtel Business and Airtel TV. We focus on digital consumer products, enterprise product engineering, Fintech platforms, telco platforms and data analytics.

We aim to launch excellent products, at speed. Our new approval management system, Probatus, was built in three months to manage complex financial approval systems in our business, and now handles more than 2,500 processes per month. This year we also developed a sales automation suite (registration app) that is now in use in eight markets, which has accelerated our onboarding process for new sales agents from three days to under five minutes. The Group has used the suite to onboard more than 550,000 agents in 2022/23. Our unified customer dashboard, CS Fusion, introduced in 2021/22, has been expanded to further transform our contact centres.



"To help our retailer network stay compliant while serving customers, we've developed the retailer Tribe app. Tribe has allowed us to deliver new capabilities fast – and also helps retailers grow their business."

Razvan Ungureanu
Chief technology and information officer

550,000
agents onboarded via sales suite

2,500
processes handled every month in Probatus

'Tribe' – the app helping our retailers serve customers while complying with regulations

The retailers and agents in our distribution network are dedicated to connecting customers to the Airtel network and improving their experience – and they need to do so while complying with the regulations and policies in place in their market, including fraud prevention rules. These regulations are unique to each of our 14 markets, and change over time. So, to help our retailer network stay compliant while serving customers, we've developed the retailer Tribe app.

The retailer Tribe app, available on the Android platform, can be accessed by our network of GSM retailers and Airtel Money retailers. It is a highly configurable product, allowing us to build a feature once and make it available to all 14 markets, while also providing a localised experience that meets country-specific regulatory requirements and can be adapted to enable market-specific features. It can also meet local language needs: currently, all features in the app are supported in English, French, Malagasy, Swahili and Kinyarwandan.

Tribe has allowed us to deliver new capabilities fast – and also helps retailers grow their business. The app supports both SSO (single sign-on) and Airtel Money agents and has both GSM and Airtel Money features, allowing retailers to add a new revenue stream by becoming both an Airtel Money agent and a SIM-selling outlet. The app also helps retailers understand their gross performance, track commissions, and understand commission rules.

As of 31 March 2023, in Zambia alone, 4.3 million Know Your Customer (KYC) transactions and 1.6 million SIM swap transactions were conducted on the retailer Tribe app. We expect this number to grow as we continue to strengthen our retailer network and add features to Tribe.

Connecting to people and partners, and considering stakeholders' views

We're a business based on connecting people. Engaging with our stakeholders helps us build the shared understanding and mutual, long-lasting value that underpins our purpose of transforming lives. That enables us, and those around us, to thrive.

Our section 172 statement

This section describes how the directors have acted in relation to their duties under section 172 (a) to (f) of the Companies Act 2006 to promote the success of the company with regard to the needs of wider society and stakeholders, including customers, consistent with our core business objectives.

Each year, directors receive training on corporate governance from our corporate legal advisers Herbert Smith Freehills which includes a reminder of their duties to apply section 172 to their considerations and decisions. Consistently applying our purpose, vision and core values (particularly 'respectful') when making decisions and delivering our strategy helps us meaningfully engage with all of our stakeholders, regardless of the outcome of any particular decision.

The information in this section explains how the Board oversaw stakeholders' interests and concerns, and considered them when making decisions in 2022/23.

How we work to understand our stakeholders

Identifying the Group's key stakeholders and their interests, needs and level of influence is fundamental to successful stakeholder engagement. Our stakeholder identification is guided by the AA1000 Standard, which defines key stakeholders as 'individuals, groups of individuals or organisations that affect and/or could be affected by an organisation's activities, products or services and associated performance with regard to the issues to be addressed by the engagement'.

Our stakeholder matrix recognises stakeholders upon which we have the most significant impact on and those with the most material influence on the Group's activities. This allows us to identify priority stakeholders. The following priority stakeholder groups were identified in the process:

- Our customers
- Our people
- Our communities
- Our partners and suppliers
- Governments and regulators
- Shareholders

How we work to understand our stakeholders

To put stakeholder views at the heart of our decision-making, we need to understand the interests of each stakeholder group. This happens throughout our organisation, from informal conversations to formal consultations, and we continue to work to ensure good communication with all the people and groups we interact with. Directors are kept informed about our stakeholders' views in a number of ways, including through their own direct interactions – as outlined below.

Ensuring the Board stays informed and engaged

Our Board stays connected to stakeholders through regular reports and updates from our senior leadership team, who channel information from our OpCos as well as engaging directly with stakeholders themselves. Every Board paper now includes stakeholder interests that are relevant to the decisions being considered and the likely consequences of our decisions in the long term. Directors visit our local operations, and we hold Board meetings at regional offices that hear from representatives from the local businesses.

Our stakeholder engagement policy is founded on the principles of transparency, active listening, and equitable treatment, and favours a consultative and collaborative engagement with all stakeholders. The policy commits us to proactively keeping our stakeholders informed of business developments, rigorously upholding international standards for transparency, and continuously refining our understanding of our stakeholders' needs and expectations.

We know that our stakeholders will hold a range of views about the decisions we take – and that not everything we do will please everybody, all the time.

Our chair is committed to ensuring that the Board hears both positive and negative stakeholder views and is supported in this by the executive team. The chair, the chairs of each committee, senior independent directors, CEO, CFO and our company secretary are all available to address any concerns raised by stakeholders.

All engagements with stakeholders by anyone at Airtel Africa are underpinned by our set of business standards, which have stakeholder interests at their core. Our Code of Conduct sets out our high expectations for how all of us should behave, including respect for human rights, data privacy, and acting lawfully at all times. It helps support our belief that the value we create as a business must ultimately be shared between all stakeholders and contribute towards renewing and reaffirming the trust that they have in us – and we have in them.

» For more information about our Code of Conduct and modern slavery statement, see www.airtel.africa

Engaging with the media

We recognise the critical importance of local, regional and international media engagement. As objective reviewers and reporters of our progress, journalists and media outlets play an important role in furthering our engagement with our wider stakeholder groups. Our communications functions at the Group level and across our 14 markets have established strong relationships with key media outlets and journalists which they continue to develop and evolve, providing regular and timely updates on our progress, activities and important announcements.

We tailor our engagement with media to reflect the focus and interest of each publication. For example, for international, investment and business-led titles, we provide regular updates on the financial performance and strategic direction of the business, ensuring that our executive leadership team is available for interviews and commentary. For regional and pan-African titles, we update on market developments, product launches and our contribution to Africa's economic and societal development. In our markets, we provide details of activities that are relevant to the local communities. In addition, we communicate with our industry sector titles and publications interested in our sustainability performance. We are committed to complete transparency in all our reporting to media and consider this an important conduit to demonstrate our corporate purpose and values.

Our customers

More than 140 million customers across Africa use our data, voice and mobile money services to connect, live and work.

Total customers

140 million

Activating outlets

304,000+

Airtel Money customers

31.5 million

How we engaged during the year

Feedback from our customers helps define the success of our products and services – and plays a vital role in how we improve customer experience.

This year, we stayed in touch with our customers through face-to-face engagements and through our increasing range of self-care touchpoints. In our growing network of 802 retail experience stores, we had service and product purchase conversations, provided assistance, answered inquiries, and listened to feedback. Customers choosing self-care options could use social media platforms, email and MyAirtel app to manage their accounts, access mobile money services and get support.

Through our call centres, customers used our dynamic interactive voice response (IVR) system or spoke directly to agents to get assistance and service. Customers were asked to complete surveys after interactions with our contact centres, through SMS.

Our Board continued to be informed of significant customer concerns and priorities through the CEO's regular update and was able to channel these insights into its customer and product-related decisions.

Interests and concerns

We analyse qualitative and quantitative feedback from customers regularly. From these analytics, we glean insights – 'the voice of the customer' – regarding customer suggestions, 'pain points' and 'pleasure points'.

Affordability was a key interest for customers in 2022/23, as many people in our markets faced steep inflation, especially in food and fuel prices. Reliability and network quality are also customer priorities, while some customers wanted more options for personalising their plans to suit their needs. Customers continued to tell us they want to be able to easily use our products and services at times that are most convenient for them, and they also want quick and easy support.

Airtel Money customers are looking for convenient platforms that enable them to make payments and remittances across the globe as simply as with cash, but with added safety and security – they were particularly interested in wallet access, transaction success and information availability.

Our enterprise customers told us they need dedicated support to meet their service-related queries. The Board receives insights from these activities as part of regular business reports at each meeting.

Outcome and actions

We've listened to our customers and continued to improve our customer service, while our expanding network offers more coverage and better access to data and mobile money services than ever before.

We've strengthened our self-service options to make our service faster, and in particular built on our Airtel Money self-service options, enabling PIN management in seven markets, and simplified transaction processes (and self-service transaction reversals to remedy inadvertent errors). We also upgraded our contact centre technology so that we have tailored services for Airtel Enterprise, postpaid and broadband customers. Our new enterprise self-care portal launched in two markets, and we intend to expand access to all markets over time.

Our people

Listening to our people helps us make Airtel Africa a great place to work for all our employees in 17 countries.

Airtel Africa people

4,000

Employee engagement

81%

Bi-annual employee engagement survey

How we engaged during the year

We are constantly looking for ways to enhance our communication, connection and engagement with all our employees. This year, that included:

- Town halls at Group and OpCo level, held after each quarterly results announcement and on an ad hoc basis (such as our celebrations of International Women's Day in March 2023), where employees can ask questions, make suggestions and raise concerns with senior leaders.
- One-on-one engagements where senior Group or OpCo leaders meet employees as part of our open-door policy
- Regular OpCo visits where function heads and our CEO engage with teams, then raise any issues or concerns at a Group ExCo level
- Monthly business reviews, where regional directors and our CEO discuss employee issues
- Employee wellbeing initiatives, and celebrations of national days and key holidays

Our Board actively engaged with employees throughout the year. Board members attend town halls and visit OpCos to meet employees and hear their views, as well as receiving regular updates from the CEO and CHRO. They also stay connected on employee-related matters through their involvement with our Sustainability Committee and the Human Resources Committee which provide valuable insight when developing and reviewing our people strategy. Our chair attended our annual leadership conclave in March 2023, and meets senior leaders regularly. Sunil Bharti Mittal is our designated Board director for employee engagement, given his regular travel to our operating companies. He is able to join employee events during the year to hear and respond to questions and listen to people's stories – both informally and formally. He shares the outcomes of this with the Board and the senior management team, as relevant. For more information about Sunil Bharti Mittal's engagement with employees in his capacity of the non-executive director, see page 129.

Interests and concerns

There are 4,000 people in the Airtel Africa team, so the interests and concerns they raise are varied and wide-ranging. Health and wellness continue to be an important issue, alongside career growth, rewards, and learning and development. In our town hall meetings employees raise questions about our strategic direction – this year seeking information about our move to 5G and our approach to our new fibre holding company – and make suggestions on issues such as systems and automation.

Employees also frequently express their support for the communities in which they work and seek out opportunities to support the people around them in areas such as education, health and disaster relief.

Outcome and actions

It is vital that we understand and respond to the views of employees, because we want to continue to attract, develop and retain a highly skilled, diverse and engaged workforce – and maintain a high-performance culture. The Board has overseen and approved several programmes and policies that support our people strategy.

To support employees' health and wellbeing, we provide medical check-ups at our offices and access to physical fitness sessions, while we invite financial advisers to our workplaces to help employees manage their money. Our employee assistance programme provides access to professional counsellors.

We want our people to have fulfilling and rewarding careers, so we have a defined performance and reward system, and we look to promote internally, providing people with assignments where they can grow their skills and capabilities. This is supported by our learning and development programmes, including our online learning platform, Percipio, in-person training, and cross-border and cross-functional training.

» For more information about how our Board monitors our people's KPIs, see 'Win with people' on **page 37** and sustainability strategy on **pages 38-55**

Our stakeholders continued

Our communities

With operations in 14 African countries, we live and work closely with our communities – doing all we can to support their needs and create positive change.

Airtel Touching Lives

100,330

requests for support in Nigeria

Educational resources

$57m

five-year partnership with UNICEF

Schoolchildren supported

250,000+

given access to digital learning in 2022/23

How we engaged during the year

We are always open to the views and interests of our communities, and we place them at the heart of what we do – our 'respectful' value reminds us that we 'share the joy and pain of the communities around us'. People in our communities engage with us in a wide range of ways, including through conversations with our OpCos and regional leaders, letters, emails and text messages. We also hear from governments and other organisations about key community issues during the year, and connect to people through our community initiatives, such as our 'Touching lives' programme in Nigeria.

Our Board regularly reviews our formal programme of community initiatives, and directors hear from senior management when communities have made specific requests or raised concerns.

Interests and concerns

People in our communities have many concerns and interests that are at the heart of our business strategy. These include extended network coverage, reliable and affordable services, and financial inclusion – reflecting the fact that many people in our communities are customers as well as neighbours.

Communities also raise specific issues with our OpCos and regional offices, relating to local needs in areas such as education, health and disaster relief. This was particularly true in 2022/23, when rising fuel and food prices in many markets contributed to significant cost-of-living pressures, and some communities were still feeling the economic and health effects of the Covid-19 pandemic.

Outcome and actions

We work with communities and governments across our markets to transform the lives of some of the most vulnerable people on the continent by:

- Creating educational opportunities, especially for less privileged children
- Supporting people in times of need and emergency
- Bridging the digital divide through financial inclusion and other initiatives

Our five-year $57m partnership with the United Nations Children's Educational Fund (UNICEF) covers 13 of our markets, championing digital education through online platforms, connectivity and access to quality digital learning. Six of our OpCos have now launched initiatives through this partnership, supporting more than 250,000+ children with access to online education. Our long-standing 'Adopt a school' programme also supports education, with several projects undertaken in 2022/23.

We reported on many of our long-term projects in our Sustainability Report, published in October 2022.

» For more information about how we support communities, see our sustainability strategy on **pages 38-55**

Partners and suppliers

We work with more than 2,600 suppliers across Africa, including mobile brands, IT companies and telecoms infrastructure providers – with the top 100 suppliers accounting for just over 88% of our procurements.

79%

of our top 100 suppliers responded to our ESG self-assessment survey in 2022/23

96%

of suppliers who responded to our ESG SAQ have established a code of conduct

How we engaged during the year

This year saw a welcome return to more direct, in-person engagement with our partners and suppliers, as Covid-19 restrictions on movement and meetings were almost entirely lifted. The experience of working remotely, however, has meant that we now have well-established channels to engage suppliers and partners both virtually and face-to-face. We have also seen the benefits of our sourcing team being based in Dubai, which is the regional headquarters for a number of suppliers and partners in our markets.

We continued to engage with our top suppliers at both HQ and OpCo levels. The post-pandemic return of the MWC Barcelona convention meant we were able to engage a number of key suppliers at senior leadership level, and our CEO met peers from our top suppliers regularly during the year.

Engagement with suppliers included governance meetings, commercial meetings and, where necessary, grievance meetings. Our OpCo teams continued to discuss operational matters with suppliers at country level.

Environmental, social and governance (ESG) issues were an important area of engagement this year for our partners and for us, and we asked our top 100 top suppliers to conduct an ESG survey.

The Board receives relevant information from our engagements with suppliers through the CEO's report. Our CEO then relays the Board's response to the business and leaders at his regular ExCo and business review meetings.

» For more information about our Code of Conduct and modern slavery statement, see www.airtel.africa

Interests and concerns

Strong partnerships with suppliers have always been an important part of our business model, and this year partners continued to engage with us to discuss win-win solutions. Their interests this year included discussing ways to reduce environmental impacts (for us and them), and ways to navigate the economic situation, which featured high inflation and currency devaluation in some markets. Partners and suppliers also approached us about the adoption of new technologies, and we discussed sales and project plans, bids and proposals, and payments.

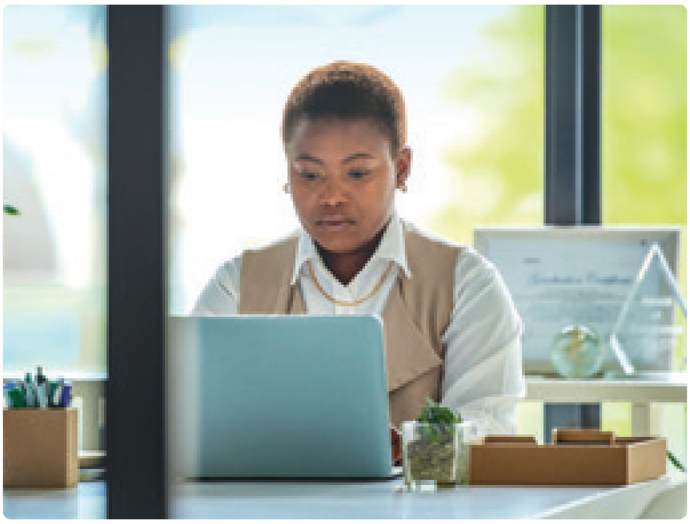
Outcomes and actions

We made useful progress in a number of areas related to our sustainability strategy, while also publishing our first Sustainability Report in October 2022. From our ESG survey of our top 100 suppliers by spend, we received a 79% response rate, helping us build valuable data on environmental impacts in our value chain that feeds into our net zero plans, and which will identify opportunities to improve our performance. At the same time, fuel price increases in a number of markets accelerated our partnership programmes with key partners and suppliers aimed at establishing a renewable or lower-carbon approach to our operations.

We also reached agreement with four key suppliers to support us with our rollout of 5G in six markets, building capacity in our business for the data opportunity we see ahead.

Governments and regulators

We engage closely with governments and regulators in all our markets, supporting their ambitions for digital and financial inclusion while working to create a viable business environment in which we can create shared value.



"Our Board continues to have a productive and open dialogue with regulatory bodies and policymakers and sets high standards of governance across our business."

How we engaged during the year

Our stakeholder engagement plan provides broad guidance on who should engage governments and regulators on behalf of the company, depending on the seriousness and materiality of the issue under discussion.

Engagements can take various forms. For serious and material issues, we rely on formal channels which may involve us writing to the regulator or relevant government department on the issue of concern, or holding a formal, minuted meeting. Other engagements happen at informal government events, product launches, and industry gatherings.

We also engage through local industry associations, and international industry associations, including the GSMA.

Our Board continues to have a productive and open dialogue with regulatory bodies and policymakers and sets high standards of governance across our business. A special adviser to the chair and the Board provides advice to the management on political, legal and regulatory issues regarding our long-term strategy in Africa. The Board has empowered the CEOs and chief regulatory officers of our OpCos to represent them at country-level engagements with governments and regulators and to feed back any issues for Board-level discussion. An example of successful engagement at this level was the reduction of corporate tax in Zambia from 40% to 35% to align with other industries. Management also informs the Board about regulatory developments in the markets each month. From time to time, we also commission audits to verify levels of regulatory compliance.

Interests and concerns

Each government has unique priorities and approaches, but interests and concerns in 2022/23 fell broadly into the following categories:

- Revenues – which were the main focus this year as economies experienced turbulence in most of our markets
- Security – which includes a focus on KYC and anti-money laundering regulations, particularly for countries addressing internal security concerns
- Access to affordable services – a key issue for governments trying to unlock the opportunity for financial and digital inclusion
- Fair competition – ensuring that markets are fair and open.

Outcomes and actions

We understand governments' focus on revenues and we continue to meet our tax obligations, being recognised as among the largest taxpayers in most of our countries of operation. Alongside this, we seek to demonstrate to governments that their societies benefit from the shared value we create wherever we operate, and advocate equitable taxation across all sectors of the economy. This is supported by our sustainability strategy.

We ensure that all our activities are properly licensed, and use our compliance management system to ensure that all our operations comply with licence obligations. We closely monitor compliance with KYC and AML requirements, which are a special focus area for governments fighting terrorism, money laundering and the financing of terrorism.

We monitor the quality of our network to ensure that it meets regulators' quality of service standards, and that their citizens enjoy affordable coverage and a reliable service.

» See our legal and regulatory frameworks section on **pages 22-23**

Shareholders

Through their investments, our shareholders enable us to deliver our strategy and create long-term value for all stakeholders.

Capex investment

$748m

excluding spectrum

Investment in spectrum

$500m

including 5G

How we engaged during the year

We aim to encourage shareholder participation by understanding and acting on shareholder feedback and by being clear and transparent when communicating with our shareholders, and with potential investors and analysts.

Our investor relations team maintains a two-way dialogue between the investment community and Group management, executives and the Board. At the same time, we keep a range of channels open for communication, including this Annual Report, our Sustainability Report, press releases and updates, and live conference calls and presentations held at each quarterly results announcements. Our website is kept updated for investors to access investor-specific information on financial, operating and sustainability issues, and our senior leaders hold investor road shows and investor conferences where they meet shareholders virtually or in person.

Our Board receives and discusses a detailed report from our investor relations team every month, which includes an update on shareholder engagement and any interests or concerns raised. The Board also receives regular updates from our corporate brokers. The Board uses these insights to inform its shareholder engagement strategy and to consider the long-term consequences of its decisions.

Interests and concerns

Investors are typically interested in the opportunity we have for sustainable growth, and in 2022/23 focused particularly on our plans for Airtel Money in Nigeria, following our award of a licence to operate as a payment services bank in April 2022. There has also been growing interest in our approach to environmental, social and governance (ESG) issues, and in particular our performance on carbon emissions.

They are also keen to understand our plans for capital allocation and balance sheet intentions, and in 2022/23 were interested in how we repatriate cash from key markets. Investors also want to understand our approach to risk, and in 2022/23 were particularly interested in how we mitigate foreign exchange risks, with some being concerned about the volatility of currencies in some of our markets.

Shareholders are understandably also interested in shareholder returns.

Outcomes and actions

Our Board is kept well informed of the views of shareholders and is able to take them into account when taking major strategic and operational decisions. As an example, since IPO the Board has taken into consideration investor feedback when re-looking at the capital allocation policy, by changing the dividend policy (and cutting the dividend) and prioritising US dollar debt reduction alongside a lower leverage target.

In October 2022, we published our first Sustainability Report to inform shareholders and other stakeholders on our progress in ESG matters.

Our investment throughout the year in our network and in additional spectrum demonstrates our confidence in the opportunity for growth for our business. We also kept investors informed of our initiatives to reduce Group debt, and to localise some debt to our OpCos while arranging to pay more suppliers in local currency, to mitigate currency risks.

» Read more in our financial review on **pages 84-89**

» For more information on how we manage our risk, see **pages 90-97**

» For more information on our relationship with the majority shareholder, see **page 112**

Chief financial officer's introduction to the financial review

"We continue to drive our strategy to enrich the lives of our customers, while delivering sustained double-digit revenue growth and resilient underlying EBITDA margin despite inflationary pressures and currency devaluations. Our operating profit is up by 14.5%.

Jaideep Paul
Chief financial officer

Revenue
$5,255m
Reported currency +11.5%
Constant currency +17.6%

Underlying EBITDA
$2,575m
Reported currency +11.4%
Constant currency +17.3%

Operating profit
$1,757m
Reported currency +14.5%
Constant currency +20.1%

Capex
$748m
% change +14.0%

Basic earnings per share
17.7 cents
% change +5.2%

Profit and loss snapshot

Description	Unit of measure	Year ended March 2023	Year ended March 2022	Reported currency change	Constant currency change
Revenue[1]	$m	**5,255**	4,714	11.5%	17.6%
Voice revenue	$m	**2,491**	2,358	5.6%	11.8%
Data revenue	$m	**1,787**	1,525	17.2%	23.8%
Mobile money revenue[2]	$m	**692**	553	25.1%	29.6%
Other revenue	$m	**437**	407	7.5%	13.2%
Expenses	$m	**(2,694)**	(2,413)	11.6%	18.0%
Underlying EBITDA[3]	$m	**2,575**	2,311	11.4%	17.3%
Underlying EBITDA margin	%	**49.0%**	49.0%	(3) bps	(14) bps
Depreciation and amortisation	$m	**(818)**	(744)	9.9%	16.4%
Operating exceptional items[4]	$m	**0**	(32)	(100.0%)	(100.0%)
Operating profit	$m	**1,757**	1,535	14.5%	20.1%
Net finance costs[5]	$m	**(723)**	(403)	79.3%	
Non-operating exceptional items[6]	$m	**–**	92	(100.0%)	
Profit before tax	$m	**1,034**	1,224	(15.5%)	
Tax	$m	**(445)**	(471)	(5.5%)	
Tax – exceptional items[7]	$m	**161**	2	8373.4%	
Total tax charge	$m	**(284)**	(469)	(39.5%)	
Profit after tax	$m	**750**	755	(0.6%)	
Non-controlling interest	$m	**(87)**	(124)	(30.0%)	
Profit attributable to owners of the company – before exceptional items	$m	**512**	602	(15.1%)	
Profit attributable to owners of the company	$m	**663**	631	5.2%	
EPS – before exceptional items	Cents	**13.6**	16.0	(15.0%)	
Basic EPS	Cents	**17.7**	16.8	5.2%	
Weighted average no of shares	in Mn	**3,752**	3,754	(0.1%)	
Capex	$m	**748**	656	14.0%	
Operating free cash flow	$m	**1,827**	1,655	10.4%	
Net cash generated from operating activities	$m	**2,208**	2,011	9.8%	
Net debts	$m	**3,524**	2,941		
Leverage (net debt to underlying EBITDA)	times	**1.4x**	1.3x		
Return on capital employed[8]	%	**23.3%**	22.3%	101 bps	

1 Revenue includes inter-segment eliminations of $152m for year ended 31 March 2023 and $129m for the prior period.
2 Mobile money revenue post inter-segment eliminations with mobile services was $540m for year ended 31 March 2023, and $424m for the prior period.
3 Underlying EBITDA includes other income of $13m for year ended 31 March 2023, and $10m for the prior period.
4 Operating exceptional items of $32m in the year ended 31 March 2022 consists of a $12m provision for expected settlement of a contractual dispute in which one of the Group's subsidiaries is a party and $20m costs of agreeing historical spectrum fees in one of the Group's subsidiaries.
5 Net finance costs of $723m has increased $320m from the prior period largely due to higher foreign exchange and derivative losses of $245m mainly comprised of a $67m loss on derivatives and higher foreign exchange losses arising from the revaluation of balance sheet liabilities (a loss of $82m on devaluation of the Nigerian Naira, and other devaluation losses of $96m mainly arising from the Kenyan and Ugandan shilling and Malawian and Zambian klwacha).
6 Non-operating exceptional items in the previous period include a gain of $111m on the sale of telecommunication tower assets in the Group's subsidiaries in Madagascar, Malawi, Rwanda and Tanzania, partially offset by costs of $19m on prepayment of $505m of bonds.
7 Tax exceptional items in the year ended 31 March 2023 reflect the recognition of a deferred tax credit of $117m in Kenya, $25m in the Democratic Republic of the Congo and $19m in Tanzania, respectively.
8 Return on capital employed (ROCE): the Group has revised the computation of ROCE by grossing up the 'equity attributable to owners of the company' for put option provided to minority shareholders. The previous period ROCE has also been restated for this change.

A resilient business, delivering on growth opportunities while managing macroeconomic volatility

We have delivered a strong set of results which demonstrate the resilience of our business model and the effective execution of our strategy across all our regions, with double-digit reported currency revenue growth of 11.5% despite inflationary pressures and currency devaluation in most of our markets. Underlying EBITDA grew by 11.4% in reported currency, while we maintained our underlying EBITDA margin despite significant inflationary cost pressures. We were also able to return considerable value from various OpCos, including Nigeria, where the year saw challenges in the availability of US dollars.

We have further de-risked our balance sheet by continuing to localise our debt into the OpCos and reducing our HoldCo debt. By year-end, almost 64% of our OpCo debt was in local currency.

The opportunity for growth is still clear. Our markets remain underpenetrated by both mobile and mobile money services, and our strategy is meeting that demand, while delivering clear social benefits by bridging the digital divide and fostering financial inclusion. We anticipate sustained growth in the business, with continued EBITDA margin resilience.

Our four main financial objectives remain the same:

1. Growing our operating profitability

We have delivered double-digit revenue and underlying EBITDA growth in reported currency. Our profitability has proven to be resilient, too, as we maintained underlying EBITDA margin broadly in line with last year, despite significant inflationary cost pressures, particularly fuel costs in Nigeria and some other markets, and an average currency devaluation of 6.1%.

Operating profit during the year grew by 14.5% in reported currency, with constant currency growth of 20.1%.

2. Investing for future growth and improving our return on capital employed

Almost 87% of our capex investment in 2022/23 was directed to growth initiatives which, combined with spectrum purchases, ensure a sustainably strong and reliable network. We invested $748m in capex (excluding spectrum), and almost $500m in spectrum (which includes 5G) in key markets, to improve network capacity and quality and reinforce a future-ready network.

We also invested in IT and cybersecurity, to further protect our business from the global threat of cyberattacks, focusing on the areas of application, network and API security.

We monitor the effectiveness of our capex investment through our financial KPI 'return on capital employed'. Regular monitoring of this KPI helps us track the performance of our assets while also taking long-term financing into consideration. Our return on capital employed has improved to 23.3%, an improvement of 101 basis points from 22.3% in the prior year.

3. De-risking our balance sheet

Our strong performance and continued focus on our capital allocation priorities has helped us further de-risk our balance sheet. In July 2022, the Group prepaid $450m of external debt at HoldCo. The remaining debt at HoldCo is now $550m, falling due in May 2024.

We continued to localise our debt into our OpCos while reducing HoldCo debt. Our gross OpCo debt of $3,676m (including lease liabilities) is now higher than our remaining HoldCo debt of $550m. We will continue to focus on further strengthening our balance sheet.

Leverage was at 1.4x in March 2023, broadly flat from the previous year despite our significant investment in spectrum to enable our future growth.

4. Returns to shareholders

Our aim is to enhance returns to shareholders over the medium- to longer-term. Our progressive dividend policy aims to grow the dividend annually by a mid- to high-single-digit percentage. In line with our dividend policy, we paid an interim dividend of 2.18 cents per share in December 2022, reflecting an increase of 9%. Further, the Board recommended a final dividend of 3.27 cents per share, making total dividends of 5.45 cents per share, which is an increase of 9% compared to the prior year.

Basic EPS was 17.7 cents, up by 5.2% from 16.8 cents in prior period. This increase was mainly due to higher operating profits and the recognition of a deferred tax credit of $117m in Kenya, $25m in the DRC and $19m in Tanzania, respectively partially offset by higher foreign exchange and derivative losses. EPS before exceptional items and excluding foreign exchange and derivative losses increased by 13.4%.

Outlook

We continue to deliver value to all our stakeholders, transforming lives of our communities and supporting the economies of the countries where we operate. We believe that the fundamentals of our business remain strong, and we remain well positioned to seize growth opportunities while at the same time continuing to strengthen our balance sheet, improve our return on capital employed and increase return to shareholders. We are mindful of inflationary pressures, currency devaluation and re-patriation risks due to the fluctuating availability of US dollars in some of our markets. These pressures are likely to continue next year, and we will continue to work on mitigation plans. Our capex outlook (excluding spectrum) for next year is around $800m to $825m, which includes additional investment in our data centre and fibre businesses, where we see opportunities to further monetise our infrastructure assets.

Jaideep Paul
Chief financial officer

10 May 2023

Performance highlights

Operating key performance indicators (KPIs)

- Total customer base grew by 9.0% to 140 million, as the penetration of mobile data and mobile money services continued to rise, driving a 16.9% increase in data customers to 54.6 million and a 20.4% increase in mobile money customers to 31.5 million.
- Constant currency ARPU growth of 7.4% was largely driven by increased usage across voice, data and mobile money.
- Mobile money transaction value increased by 41.3%, with Q4'23 annualised transaction value exceeding $102bn in constant currency.

Financial performance

- Revenue in constant currency grew by 17.6%, with revenues growing by 11.5% to $5,255m in reported currency.
- While each segment's reported currency revenue growth was impacted by currency devaluation, they all delivered double-digit constant currency revenue growth. Across the Group mobile service revenue grew by 16.2% in constant currency, driven by voice revenue growth of 11.8% and data revenue growth of 23.8%. Mobile money revenue grew by 29.6% in constant currency.
- Underlying EBITDA increased by 17.3% in constant currency, and 11.4% in reported currency to $2,575m, with an underlying EBITDA margin of 49.0% reflecting the resilience of our operating model despite inflationary cost pressures.
- Profit after tax was $750m, a decrease of only $5m after including a higher foreign exchange and derivative losses of $245m.
- Basic EPS at 17.7 cents up by 5.2% due to higher operating profits and exceptional gain on deferred tax credit recognition in Kenya, the DRC and Tanzania partially offset by higher foreign exchange and derivative losses. EPS before exceptional items was 13.6 cents, a reduction of 15.0%, largely due to higher foreign exchange and derivative losses of $245m. EPS before exceptional items and excluding foreign exchange and derivative losses was 20.6 cents, up by 13.4%.

Capital allocation

- Capex increased by 14.0% to $748m, in line with our guidance, as we continue to invest for future growth. Additionally, we acquired spectrum in Nigeria, the DRC, Tanzania, Zambia and Kenya during the year.
- In July 2022, the Group prepaid $450m of outstanding external debt at HoldCo. The remaining debt at HoldCo is now $550m, falling due in May 2024. Cash at the holding companies was $398m. Leverage was at 1.4x in March 2023, broadly stable despite $500m of spectrum investment during the year.
- The Board has recommended a final dividend of 3.27 cents per share, making the total dividend for 2022/23 5.45 cents per share, an increase of 9% in line with our progressive dividend policy.

Financial review

Revenue in reported currency grew by 11.5%, with constant currency revenue growth of 17.6% partially offset by currency devaluation. The slowdown in revenue growth from the previous year was due to a loss of tower sharing revenues following the sale of towers in Madagascar, Malawi and Tanzania in the second half of the year and NIN-related barring of voice services in Nigeria. Excluding these, the growth would have been approximately 21% in constant currency. Total revenue for mobile services and mobile money services combined grew in Nigeria by 20.3%, East Africa by 17.4% and Francophone Africa by 12.7%, respectively.

Revenue growth was recorded across all reporting segments, with mobile services revenue for the Group up by 16.2%, reflecting Nigeria growing by 20.3%, East Africa by 13.4% and Francophone Africa by 11.9%, respectively. Double-digit revenue growth was recorded in both key services: voice revenue grew by 11.8% and data revenue by 23.8%. Mobile money revenue grew by 29.6% in constant currency, driven by 32.6% growth in East Africa and 20.3% growth in Francophone Africa.

Net finance costs increased by $320m, largely due to higher foreign exchange and derivative losses of $245m. This increase mainly comprised a $67m loss on derivatives and higher foreign exchange losses arising from the revaluation of balance sheet liabilities (a loss of $82m on devaluation of the Nigerian naira, and other devaluation losses of $96m mainly arising from the Kenyan and Ugandan shilling, Malawian and Zambian kwacha).

Total tax charges were lower by $185m mainly due to the recognition of a deferred tax credit of $117m in Kenya, $25m in the DRC and $19m in Tanzania. Non-controlling interests was down $37m due to the buy-back of minorities in Nigeria and lower minority allocation charges in Tanzania, partially offset by the increase in Airtel Money minority shareholdings.

EPS before exceptional items was 13.6 cents, a reduction of 15.0% largely because of higher foreign exchange and derivative losses of $245m. Basic EPS at 17.7 cents up by 5.2% due to higher operating profits and an exceptional gain on deferred tax credit recognition in Kenya, the DRC and Tanzania partially offset by higher foreign exchange and derivative losses. EPS before exceptional items and excluding foreign exchange and derivative losses increased by 13.4%.

Our balance sheet has also been further de-risked by continued localisation of our debt into the OpCos and continued debt reduction in HoldCo, following the $450m HoldCo bond prepayment in July 2022. Leverage at 1.4x in March 2023 was broadly stable despite $500m spectrum investment during the year.

In terms of outlook, long-term opportunities remain attractive for us. While mindful of currency devaluation and repatriation risks, we continue to work actively to mitigate all our material risks and deliver value for all our stakeholders.

GAAP measures

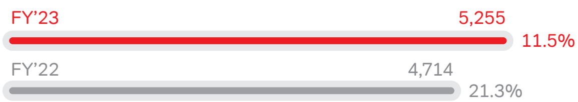
Revenue

Revenue grew by 11.5% to $5,255m in reported currency and by 17.6% in constant currency. The differential in growth rates was due to an average currency devaluation between the periods, mainly in the Central African franc (11.7%), which is largely pegged to the euro, the Nigerian naira (6.1%), the Kenyan shilling (9.4%), the Ugandan shilling (4.9%) and the Malawian kwacha (22.6%), in turn partially offset by appreciation in the Zambian kwacha (8.8%). The revenue growth of 17.6% in constant currency growth was driven by both customer base growth of 9.0% and ARPU growth of 7.4%.

Mobile services revenue grew by 16.2% in constant currency supported by growth across the regions: Nigeria up by 20.3%, East Africa by 13.4% and Francophone Africa by 11.9%, respectively. Mobile services revenue growth was driven by both voice and data services, voice revenue grew by 11.8% and data revenue by 23.8%. Mobile money revenue grew by 29.6%, driven by 32.6% growth in East Africa and 20.3% in Francophone Africa.

The slowdown in revenue growth from the previous year was due to a loss of tower sharing revenues following the sale of towers in Madagascar, Malawi and Tanzania in second half of the year and NIN-related barring of voice services in Nigeria. Excluding these, the growth would have been around 21% in constant currency.

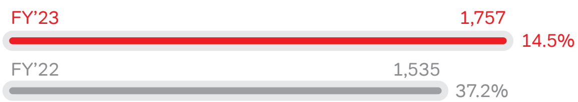
Revenue ($m)



Operating profit

Operating profit increased by 14.5% in reported currency to $1,757m as a result of strong revenue growth and continued improvements in operating efficiency in East Africa and Francophone Africa.

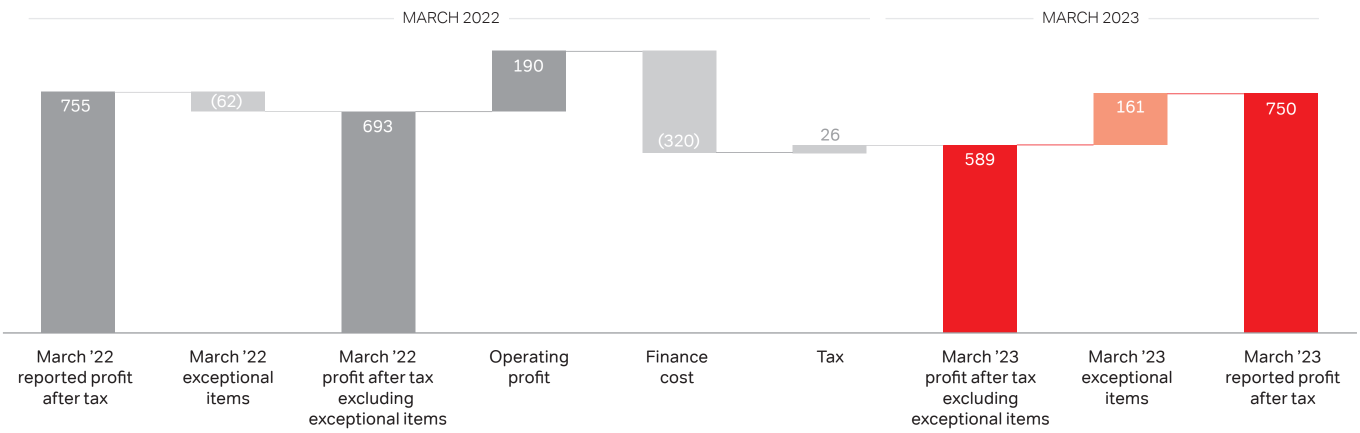
Operating profit ($m)



Net finance costs

Net finance costs were $723m, an increase of $320m largely due to higher foreign exchange losses of $178m and higher derivative losses of $67m as a result of foreign exchange movements. The higher foreign exchange losses arose from the revaluation of balance sheet

Profit after tax ($m)



liabilities (including current and non-current borrowings and lease liabilities) following certain currency devaluations across most of our OpCos, including a loss of $82m on the devaluation of the Nigerian naira, and other devaluation losses of $96m mainly arising from the Kenyan and Ugandan shilling and Malawian and Zambian kwacha. Net finance cost (excl. foreign exchange and derivatives losses) were $385m, an increase of $75m, largely driven by higher interest on lease liabilities. Interest costs on market debt were broadly flat.

The Group's effective interest rate increased to 7.7% from 5.6% in the prior period, largely driven by an increase in base rates, increase in local currency OpCo debt and the repayment of HoldCo bond, which had lower rate.

Taxation

Total tax charges were lower by $185m mainly due to the recognition of a deferred tax credit of $117m in Kenya, $25m in the DRC and $19m in Tanzania. Excluding exceptional items, tax was lower by $26m mainly due to the lower profit before tax on account of higher foreign exchange and derivative losses.

Profit after tax

Profit after tax was $750m, down by 0.6%, as growth in operating profit was offset by higher foreign exchange and derivative losses of $245m. Profit after tax excluding foreign exchange and derivative losses was up by 21.2%.

Basic EPS

Basic EPS was 17.7 cents, up by 5.2% from 16.8 cents in the prior period. This increase was mainly due to higher operating profits and exceptional items gain on deferred tax credit recognition in Kenya, the the DRC and Tanzania, partially offset by higher foreign exchange and derivative losses.

Net cash generated from operating activities

Net cash generated from operating activities was $2,208m, up by 9.8% largely driven by higher operating profit which was partially offset by higher tax payments on the increased local profits and withholding tax on dividends by subsidiaries. While in some markets we faced instances of shortage of foreign currency within the local monetary system, we benefited from a broad geographical diversification which enables access to liquidity, with limited impact on the Group requirements.

Alternative performance measures

Underlying EBITDA

Underlying EBITDA was $2,575m, an increase of 11.4% in reported currency and 17.3% in constant currency, driven by strong revenue growth. Underlying EBITDA margins were largely flat at 49.0% despite inflationary cost pressures, a drop of 3 basis points in reported currency and 14 basis points in constant currency. We continue to work towards mitigating the inflationary cost pressures through various cost initiatives.

Foreign exchange had an adverse impact of $281m on revenue, and $133m on underlying EBITDA, as a result of currency devaluations. Average currency devaluations between the periods were mainly in the Central African franc (11.7%), the Nigerian naira (6.1%), the Kenyan shilling (9.4%), the Ugandan shilling (4.9%) and the Malawian kwacha (22.6%), in turn partially offset by appreciation in the Zambian kwacha (8.8%).

With respect to currency devaluation sensitivity, on a 12-month basis, a 1% currency devaluation across all currencies in our OpCos would have a negative impact of $51m on revenues, $31m on underlying EBITDA and $23m on finance costs (excluding derivatives). Our largest exposure is to the Nigerian naira, for which a 1% devaluation would have a negative impact of $22m on revenues, $12m on EBITDA and $7m on finance costs (excluding derivatives).

See the risk factors section for detailed disclosure on the currency devaluation risk posed to the Group on page 96.

Underlying EBITDA ($m)

* Underlying EBITDA margin %

Effective tax rate

The effective tax rate was 38.8%, compared to 39.0% in the prior period, due to profit mix changes amongst the OpCos. The effective tax rate is higher than the weighted average statutory corporate tax rate of approximately 33%, largely due to the profit mix between various OpCos and withholding taxes on dividends by subsidiaries.

Exceptional items

No operating exceptional items were incurred in the current year. Operating exceptional items in the previous period consists of a $12m provision for expected settlement of a contractual dispute in which one of the Group's subsidiaries is a party and $20m costs of agreeing historical spectrum fees in one of the Group's subsidiaries.

Non-operating exceptional items in the previous period include a gain of $111m on the sale of telecommunications tower assets in the Group's subsidiaries in Tanzania, Malawi, Madagascar and Rwanda, partially offset by one off costs of $19m (including applicable premium paid) on the early repayment of $505m bonds in March 2022.

The tax exceptional item in current period related to the recognition of a deferred tax credit of $117m in Kenya, $25m in the DRC and $19m in Tanzania.

Tax

		Year ended March 2023			Year ended March 2022		
Description	Unit of measure	**Profit before taxation**	**Income tax expense**	**%**	Profit before taxation	Income tax expense	%
Reported effective tax rate	$m	**1,034**	**284**	**27.4%**	1,224	469	38.3%
Adjusted for:							
Exceptional items	$m	**–**	**161**		(60)	2	
Foreign exchange rate movement for loss making entities and/or non-DTA operating companies and holding companies	$m	**106**	**–**		50	–	
One-off adjustment and tax on permanent difference	$m	**4**	**(1)**		(12)	(2)	
Effective tax rate	$m	**1,144**	**444**	**38.8%**	1,202	469	39.0%

Financial review continued

EPS before exceptional items

EPS before exceptional items was 13.6 cents, a reduction of 15.0% largely as a result of higher foreign exchange and derivative losses of $245m. Excluding foreign exchange and derivative losses, the EPS before exceptional item was 20.6 cents, an increase of 13.4%.

Description	$ cents
March 2022 EPS before exceptional items	**16.0**
Exchange	**(1.9)**
Operating profit (constant currency)	**7.3**
Net finance charges	**(8.7)**
Derivatives and Forex gain/(loss)	**(6.5)**
Finance charges (excluding derivatives and forex)	**(2.2)**
Tax	**0.2**
Others	**0.7**
March 2023 EPS before exceptional items	**13.6**

Operating free cash flow

Operating free cash flow was $1,827m, up by 10.4%, as higher underlying EBITDA more than offset increased capital expenditure. Capital expenditure during the period increased $92m due to planned network expansion and investments into the PSB and data centre opportunity in Nigeria.

Leverage and balance sheet measures

Leverage at 1.4x net debt/underlying EBITDA, was broadly stable despite $500m of spectrum investment during the year. Our balance sheet has also been further de-risked by continued localisation of our debt into the OpCos – now almost 60% of our OpCos debt is in local currency – and continued debt reduction in HoldCo. In July 2022, the Group prepaid $450m of external debt at HoldCo. The remaining debt at HoldCo is now $550m, falling due in May 2024. Cash at the holding companies was $398m.

	March 2023		March 2022	
Description	**$m**	**Times**	$m	Times
Foreign currency	**1,144**	**0.5x**	1,585	0.7x
Holdco	**550**	**0.2x**	1,000	0.4x
OpCos	**594**	**0.3x**	585	0.3x
Local currency	**1,035**	**0.4x**	676	0.3x
OpCos	**1,035**	**0.4x**	676	0.3x
Less: cash and cash equivalents	**(702)**	**(0.3x)**	(980)	(0.4x)
Net debt, excluding lease liabilities	**1,477**	**0.6x**	1,281	0.6x
Lease liabilities	**2,047**	**0.8x**	1,660	0.7x
Net debt, including lease liabilities	**3,524**	**1.4x**	2,941	1.3x

Net cash generated from operating activities

Particulars	**March 2023 $m**	March 2022 $m	Change $m
Underlying EBITDA	**2,575**	2,311	264
Other non-cash items	**2**	(38)	40
Operating cash flow before changes in working capital	**2,577**	2,273	304
Change in working capital	**28**	31	(3)
Net cash generated from operations before tax	**2,605**	2,304	301
Income tax paid	**(397)**	(293)	(104)
Net cash generated from operating activities	**2,208**	2,011	197

Net debt bridge

Particulars	**March 2023 $m**	March 2022 $m
Net cash generated from operating activities	**2,208**	2,011
Cash capex (tangible)	**(779)**	(717)
Cash capex (intangible)	**(502)**	(22)
Cash interest	**(371)**	(351)
Repayment of lease liabilities	**(279)**	(251)
Dividend paid to non-controlling interests	**(75)**	(48)
Subtotal (a)	**202**	622
Dividend to Airtel Africa plc shareholders	**(195)**	(169)
Acquisition of non-controlling interest	**–**	(164)
Increase in mobile money wallet balance	**(86)**	(64)
Proceeds from sale of tower assets	**–**	251
Proceeds from sale of shares to non-controlling interests	**–**	550
Others	**(73)**	(13)
Subtotal (b)	**(354)**	391
Addition of lease liabilities	**(776)**	(651)
Repayment of lease liabilities	**279**	251
Foreign exchange on borrowings and cash flows	**66**	(24)
Subtotal (c)	**(431)**	(424)
Net debt (increase)/decrease d= a+b+c	**(583)**	589
Opening net debt	**2,941**	3,530
Closing net debt	**3,524**	2,941

Purchase of intangible assets

Purchase of intangible assets of $502m mainly includes additional spectrum payment of $317m in Nigeria, $123m in East Africa and $42m in Francophone Africa.

Dividend paid to shareholders

Final dividend payment of 3 cents per ordinary share for year ended 31 March 2022 was paid during the year and an interim dividend payment of 2.18 cents per ordinary share paid in December 2022. In line with our progressive dividend policy which aims to grow the dividend annually by a mid to high single-digit percentage.

The Board recommended a final dividend of 3.27 cents per share for year ended 31 March 2023.

Acquisition of non-controlling interest

Previous period had a cash outflow of $164m related to buy-back of 8.22% non-controlling interest from the minority shareholders in Airtel Networks Limited (Airtel Nigeria), a subsidiary of Airtel Africa plc. Refer to Note 5(b) of consolidated statement of financial position as set out on page 180 for details.

Proceeds from sale of tower assets

In the previous period, the Group received proceeds of $251m from the sale of tower assets in Tanzania, Madagascar, Malawi and Rwanda. This was in line with our focus on an asset-light business model. Refer to Note 11 of consolidated statement of financial position as set out on page 198 for details.

Proceeds from sale of shares to non-controlling interests

In line with the Group's pursuit of strategic investment in mobile money business, the Group received a minority investment of $550m in the previous period from four investors in Airtel Mobile Commerce B.V. Refer to Note 28(c) of consolidated statement of financial position as set out on page 216 for details.

Financial information by service

We provide performance data for our mobile voice and data services, and Airtel Money in our business review on pages 62-73.

Financial information by market

We provide performance data for each of our markets in our business review on pages 66-71.

Consolidated statement of financial position

The consolidated statement of financial position is set out on pages 174-175. Details on the major movements of our assets and liabilities in the year are set out on this page.

Assets

Property, plant and equipment

Property, plant and equipment (including capital work in progress) increased to $2,507m, an increase of $104m due to capital expenditure of $735m, mainly related to expansion of our network, PSB and IT security which was partially offset by $435m of depreciation and $196m of foreign currency translation reserve.

Right of use assets

Right of use assets increased to $1,497m, an increase of $388m due to the capitalisation of the present value of telecommunication towers taken on long-term lease, partially offset by $280m of depreciation.

Other intangible assets

Other intangible assets, including assets under development increased by $578m to $1,212m. This relates to $627m of investment in spectrum and licence, and capitalisation of present value of deferred spectrum charges amounted to $89m, partially offset by $103m of amortisation.

Balance held under mobile money trust

The balance held under mobile money trust represents the funds of mobile money customers which are not available for use by the Group, and these have increased by $103m.

Total equity and liabilities

Total equity

Total equity increased to $3,808m, an increase of by $159m related to $750m profit for the period, partially offset by $195m dividend to shareholders of Airtel Africa, other comprehensive loss of $353m (largely due to foreign currency translation reserve) and $52m dividend to minority shareholders in subsidiaries.

Borrowings

Gross borrowings (including short-term borrowings) increased by $293m to $4,225m, largely due to increase in lease liabilities by $387m and higher external loan of $368m at OpCos, mostly in local currency, offset by prepayment of $450m bond at HoldCo. Net debt of the Group as of 31 March 2023 was $3,524m.

Current liabilities

Current liabilities (excluding borrowings) increased by $268m to $2,232m, largely due to renewal of 2100 MHz spectrum licence for a gross consideration of $127m (paid in April 2023) and increase in mobile money wallet balance.

Further details of the Group's liquidity position and going concern assessment are shown on page 175 and Note 2.2 of the financial statements.

Dividends

The Board has recommended a final dividend of 3.27 cents per ordinary share for the year ended 31 March 2023. The proposed final dividend will be paid on 26 July 2023 to all ordinary shareholders who are on the register of members at the close of business on 23 June 2023.

We will announce more details in due course. We paid an interim dividend of 2.18 cents per ordinary share in December 2022.

Non-financial information statement

We are pleased to set out below where you can find information relating to non-financial matters in our strategic report, as required under sections 414CA and 414CB of the Companies Act 2006.

		Page(s)
Business model	Strategic report	1-99
	Business model and KPIs	24-25
	Principal risks and mitigation	90-97
Environmental matters	Our 2022/23 sustainability strategy update	38-55
	Principal risks and mitigation: compliance to legal requirements, KYC and quality of service, non-compliance, internal controls and compliance	93-97
Our people	Principal risks and mitigation: leadership succession planning, internal controls and compliance	94
	Chair's statement, company vision and values	12-13, 24
	Directors' report	139-143
	Stakeholder engagement: 'Our people'	79
Social matters	Principal risks and mitigation: Covid-19	92
	Directors' report	139-143
	Information about our approach to tax can be found on our website: **www.airtel.africa**	
Respect for human rights	Principal risks and mitigation: supply chain	94
	Our Code of Conduct can be found on our website: **www.airtel.africa**	
Anti-corruption and anti-bribery matters, health and safety	Directors' report, modern slavery act, anti-corruption and anti-bribery matters	139-143, 125
	Our Code of Conduct and other related policies can be found on our website: **www.airtel.africa**	

Managing our risk

Understanding and managing our risk environment to support the Group's objectives

"Identifying, mitigating and managing risk is an essential part of delivering our strategy – and underpins our ability to transform lives across Africa."

Ravi Rajagopal
Chair, Audit and Risk Committee

Managing our risks

We operate in 14 markets across Africa. Our markets offer both long-term growth opportunities and a diverse range of risks and uncertainties. Managing these risks is an essential part of delivering our strategy. It means we can continue to create value for our business and shareholders, and for the millions of people whose lives we help transform.

Identifying and managing risk

The directors have carried out a robust assessment of the company's principal and emerging risks to comply with Provision 28 of the Governance Code. We have designed our risk management framework to give us a consistent means of identifying, mitigating and monitoring risk across all 14 of our OpCos and Group entities. It provides senior management and our Board with oversight over our principal risks and promotes a bottom-up approach to identifying and managing risks across the Group.

Risk management governance

The Airtel Africa plc Board has overall responsibility for the Group's risk management framework and processes. Through the Audit and Risk Committee, the Board oversees the Group's risk management framework and regularly reviews its principal risks as well as emerging risks that may impact the Group. Within that overarching framework, the governance of risk management has been cascaded to various levels across the organisation to allow effective management of the Group's risks. The framework covers the interplay between risks impacting Airtel Africa as a whole and risks identified at either the OpCo-level (geography-related) or the functional level (business function-related). Our Group Executive Risk Committee (ERC) evaluates and prioritises the principal risks with the potential to undermine our strategy, business model and solvency, in line with our overall risk appetite. The committee also reviews on an ongoing basis the external business environment to identify emerging risks which could potentially have an impact on the Group's business in the future. Group functional teams identify functional risks cutting across our OpCos to create a consistent Group-wide risk mitigation strategy for similar risks. We operate a similar risk management governance structure at Group level and within our OpCos, with both having an Executive Risk Management Committee, and with overall risk management responsibility resting with the respective boards. Each OpCo identifies risks within their business environment and takes appropriate mitigation actions. The governance of risk management at each OpCo rests with the OpCo Executive Risk Committee (ERC) and the OpCo Board, which is responsible for risk management processes and oversees the OpCo's principal risks and the effectiveness of its mitigation actions.

Board – Audit and Risk Committee

The Board has overall responsibility for the Group's risk management processes. Through the Audit and Risk Committee (ARC), the Board oversees the Group risk management framework, approves the Group's risk appetite, and regularly reviews our principal and emerging risks.

The Board maintains oversight on the effectiveness of the Group's risk management processes through regular reviews of the Group's principal and emerging risks. This year, the ARC carried out several detailed thematic risk reviews across several functions within the business. See pages 117-127 for the ARC chair's report.

Group Executive Risk Committee

The Group Executive Risk Committee (ERC) is responsible for the implementation of the risk management framework across the Group. The ERC reviews our significant risks and the progress and effectiveness of mitigation actions, ensuring that the Group operates within its defined risk appetite.

The ERC meets quarterly and carries out robust reviews of the Group's significant risks cutting across its operating markets and functions. It also reviews and discusses emerging risk trends with potential impact on the Group's business.

Functional risk management reviews

The Group executive functional heads are responsible for identifying and mitigating risks across the Group within their functional area. They are responsible for embedding risk management within operational business processes. The Group's risk register is created from risks identified either by the Group functional heads or the OpCo Executive Risk Committees.

The Group functional heads carry out ongoing risk reviews as part of their operational functional processes. These risk reviews address risks within their functions across the Group's operating footprint.

OpCo Executive Risk Committee and OpCo Board

The OpCo Executive Risk Committee (ERC) performs a similar role to the Group ERC. It is responsible for implementing the risk management framework in our subsidiaries. It identifies risks within the local environment and mitigation actions to manage those risks. Each OpCo Board has overall responsibility for the risk management process within that OpCo.

The OpCo ERC meets on a quarterly basis while the OpCo Boards review the OpCo's principal and emerging risks at least on a semi-annual basis.

Risk identification process

IDENTIFY

OpCo

Function

Risks are identified by analysing **external and internal** context both at an operating subsidiary and at a Group functional level

RISK ANALYSIS

Discuss and validate each risk

Identified risks are assessed on

Likelihood of occurrence

Impact/ consequence

RANK

Score and prioritise each risk

Each risk is then assigned a risk rating based on **the likelihood of occurrence** and the possible impact/ consequence

Risk rating

airtel

Airtel Africa's principal risks
Risks impacting the Group's strategy, business model and solvency

Emerging risks
Ongoing review of the external environment and potential risks

Our risk appetite framework

The Group's risk appetite framework and statement formalises the Group's risk appetite, tolerance limits and governance oversight processes to ensure that risks across the Group are managed within acceptable limits. Airtel Africa adopts a four-point scale for risk appetite, described below.

Open

We strongly accept these risks as they are incidental to the achievement of our business objectives. These risks provide good risk/reward trade-off, and internal competencies exist to manage or exploit these risks effectively.

Flexible

We are open to accepting these risks on a justifiable basis. We will consider available options and select the option that provides good returns with an acceptable level of risk in the pursuit of our objectives.

Cautious

We will accept these risks only if essential, with limited potential for a negative outcome. We prefer to avoid these risks and where these risks are accepted, the risks are carefully measured and monitored.

Averse

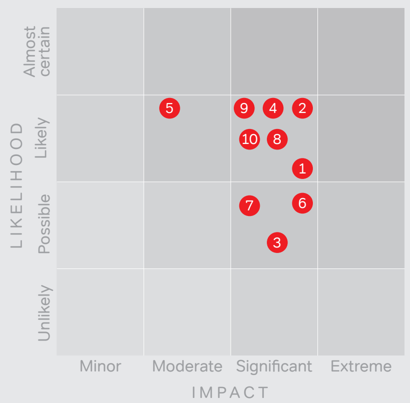
We are strongly opposed to these risks and prefer to avoid them. We are not open to any risk/return trade-off and will always accept the lowest risk option for these risks.

Managing our risk continued

How we classify our risks

Category	Description	Philosophy/approach	Reference in heat map
Strategic risks	These are risks arising from changes in our external business environment such as macroeconomic conditions or market/competitive dynamics	We operate in 14 countries across Africa with significant market opportunities arising from low penetration of telecommunications and banking services. The Group is bullish on the opportunities that Africa presents and is generally open to taking increased levels of risks to capture these market opportunities.	1 2
Operational risks	Risks affecting our ability to effectively operate our business model across a variety of functional areas	Delivering on the Group's strategic objectives requires an effective operating model, execution excellence and operational rigour, with a focus on customer satisfaction across the organisation. This operational excellence will ensure that the Group can continue to deliver incremental revenue growth at minimal marginal costs, resulting in a positive flow-through to profitability.	3 4 5 6 7 8
Financial risks	Risks impacting our liquidity or solvency, financial reporting, or capital structure	The Group is committed to prudent financial management built on a robust system of controls and effective business partnering. The Group is flexible in its risk-taking approach to financial management to support the Group's strategic growth objectives but averse towards any form of violation of its system of key financial and internal controls.	9
Governance and compliance risks	Risks affecting our ability to comply with our legal, regulatory and governance obligations	We are committed to complying with laws and regulations in the jurisdictions where we operate, and averse to violations of legal or regulatory obligations.	10

Risk heat map (residual risks)



Strategic risk
1. Adverse competition and market disruption
2. Digitalisation and innovation

Operational risk
3. Technology obsolescence
4. Cyber and information security threats
5. Increase in cost structure
6. Leadership succession planning
7. Internal controls and compliance
8. Network resilience and business continuity

Financial risk
9. Exchange rate fluctuations and availability of foreign currency for repatriation

Governance and compliance risk
10. Non-compliance to legal and regulatory requirements

Currently, all principal risks are within our risk appetite

Changes in principal risks during the financial year

Risk	Changes
Covid-19	This risk was dropped as a principal risk for the Group. Over the past three years since the start of the pandemic, the Group has developed internal capabilities to effectively manage and adapt its operations to cope with varying levels of disruptions attributed to the pandemic. The risk impact is also lower, as evidenced by the removal of public health restrictions and the re-opening of economies around the world.
Exchange rate fluctuations and shortage of foreign currency	This risk has been modified from 'Exchange rate fluctuations and availability of foreign currency for repatriation' to 'Exchange rate fluctuations and shortage of foreign currency'. This revised risk description reflects the fact that in some of our operating markets, we face instances of limited supply of foreign currency within the local monetary system, which not only constrains the ability of the Group to fully benefit from strong cash generation at the OpCo but also negatively impacts our ability to make timely foreign currency vendor payments in the affected markets.
Uncertain and constantly evolving legal and regulatory requirements and environment	This risk has been modified from 'Non-compliance to legal and regulatory requirements' to 'Uncertain and constantly evolving legal and regulatory requirements and environment'. The Group takes all reasonable effort to comply with its legal and regulatory obligations in all the jurisdictions where it operates. However, in some markets, we are faced with the risk of unanticipated changes in the legal and regulatory environment and compliance requirements which can expose the Group to adverse financial and/or reputational impact.

Principal risks and mitigation

Strategic risks

Description of risk	How we mitigate this risk	Key developments in the year	Risk appetite	Risk owners
RISK — 1 Adverse competition and market disruption				
We operate in an increasingly competitive environment across our markets and segments, particularly with respect to pricing and market share. Aggressive competition by existing players or the entry of a new player could put a downward pressure on prices, adversely affecting our revenue and margins, as well as our profitability and long-term survival. The nature and level of the competition we face varies for each of our markets, products and services.	1 Ongoing monitoring of competitive landscape and competitor activities 2 Emphasis on customer experience, affordability, product penetration and development of our product portfolio 3 The continued growth of our Airtel Money business and the increased penetration of our GSM customers using Airtel Money services helping to increase customer 'stickiness' on our network 4 Simplifying customer experience through self-care and other applications across several customer touchpoints	1 Acquisition of 4G and 5G spectrum in Nigeria and spectrum assets in the Democratic Republic of the Congo, Kenya, Tanzania and Zambia (see page 23) 2 Launch of SmartCash Payment Service Bank (PSB) in Nigeria (see page 73)	Open	Chief commercial officer
RISK — 2 Digitalisation and innovation				
Failure to innovate through simplifying the customer experience and developing adequate digital touchpoints in line with changing customer needs and the competitive landscape could lead to loss of customers and market share. We need to continually innovate to simplify our user experience, make our business processes more agile, and develop more digital touchpoints to reach our customers and meet their changing needs.	1 Rollout of digital apps and self-care channels to simplify customer experience 2 Focus of Airtel Africa Digital Labs on developing cutting-edge digital solutions to address customer needs and solve complex problems using the latest technologies 3 Simplifying our core IT systems and integration capabilities to allow for faster deployment of new products and services and integration with third-party applications	1 Continued strengthening of our digital team through the addition of senior staff resource within the team and introduction of digital skills training programmes for OpCos 2 Establishing the digital shared services function supporting core telco and mobile money needs across the full customer lifecycle from journey design, product development and growth 3 Implementation of modernised technology, deeper integration of machine learning and scaling of agile ways of work across Group and OpCos	Open	Chief technology and information officer and chief commercial officer

Operational risks

Description of risk	How we mitigate this risk	Key developments in the year	Risk appetite	Risk owners
RISK — 3 Technology obsolescence				
An inability to effectively and efficiently invest in and upgrade our network and IT infrastructure would affect our ability to compete effectively in the market. While we continually invest in improving and maintaining our networks and IT systems to address current levels of volume and capacity growth, we need to continue to commit substantial capital to keep pace with rapid changes in technology and the competitive landscape.	1 Refreshing our IT infrastructure with a focus on cloud technology 2 Network modernisation project involving upgrades to our core (mobile switching) and packet (mobile data) networks 3 Reducing the cost of network operations by adopting radio agnostic technology, single RAN, which allows easy switching of network resources and spectrum between 2G, 3G and 4G networks at minimal marginal costs	1 Continued modernisation of our network and new site rollout in addition to significant investment in spectrum assets 2 Refresh of IT infrastructure completed with a focus on cloud technology to improve resilience	Flexible	Chief technology and information officer
RISK — 4 Cyber and information security threats				
Cybersecurity threats through internal or external sabotage or system vulnerabilities could potentially result in customer data breaches and/or service downtimes. Like any other business, we are increasingly exposed to the risk that third parties or malicious insiders may attempt to use cybercrime techniques, including distributed denial of service attacks, to disrupt the availability, confidentiality and integrity of our IT systems. This could disrupt our key operations, make it difficult to recover critical services and damage our assets.	1 Ongoing review and implementation of security controls to mitigate possible system vulnerabilities 2 Awareness campaign and training of employees on IT and cybersecurity risks and control measures 3 Continuing to identify risk and assess vulnerability	1 Achieved ISO 27001 'Information Security Management System' and ISO 22301 'Business Continuity Management System' certifications for all our operating markets 2 The Group's subsidiary, Smartcash Payment Service Bank (PSB) Limited, received the payment card industry data security standard certification (PCI DSS)	Averse	Chief technology and information officer

Key to our strategic pillars

Win with technology · Win with distribution · Win with data · Win with mobile money · Win with cost · Win with people

Principal risks and mitigation continued

Operational risks continued

Description of risk	How we mitigate this risk	Key developments in the year	Risk appetite	Risk owners
RISK — 5 Increase in cost structure				
Adverse changes in our external business environment and/or supply chain processes could lead to a significant increase in our operating cost structure and negatively impact profitability. Our operating costs are subject to supply chain risks, including fluctuations in global commodity prices, market uncertainty, energy costs (such as diesel and electricity), and the cost of obtaining and maintaining licences, spectrum and other regulatory requirements. Prevailing macroeconomic conditions and a variety of other factors beyond our control, such as rising global inflation and the impact of the war in Ukraine on the prices of commodities, also contribute to this risk. To mitigate this risk, the Group continually re-evaluates its operating model and cost structure to identify innovative ways to optimise our costs and improve profitability. During the financial year, there was significant inflation in the price of fuel (diesel) putting pressure on our operating costs, particularly in our Nigeria operation. This fuel price inflation resulted in an opex increase of $245m in the financial year attributed to increases in the cost of diesel.	1 Continuous review of our operating model and supply chain processes to identify cost optimisation opportunities 2 Rolling out various initiatives to optimise our operating structure to improve business performance 3 Long-term planning and buying strategies mitigating the effects of short-term disruptions within our supply chain	1 Kick-started the process of transitioning to renewable energy sources for new site deployment and the conversion of existing off-grid sites to on-grid or renewable energy sources in partnership with our towerco partners in line with our sustainability strategy and as a long-term cost optimisation initiative 2 Continued digitalisation of our sales and customer touchpoints to drive cost savings	Flexible	Chief supply chain officer
RISK — 6 Leadership succession planning				
We need to continually identify and develop successors for key leadership positions across our organisation to ensure minimal disruption to the execution of our corporate strategy. Our ability to execute our business strategies depends in large part on the efforts of our key people. In some of the countries in which we operate, there is a shortage of skilled telecommunications professionals. Any failure to successfully recruit, train, integrate, retain and motivate key skilled employees could have a material adverse effect on our business, the results of our operations, financial condition and prospects.	1 Defined functional and leadership development plans for critical roles 2 Building succession plans for Group OpCo Executive Committees 3 Ongoing identification of high-potential employees for talent development 4 Talent mapping a larger talent pool across Africa, Europe and Asia to meet current and future business needs 5 Long-term incentive arrangements to encourage employee retention and alignment to long-term company objectives	1 Accelerated our 'build' strategy to develop more internal talents and high performers for leadership roles 2 Launched our 'Women in Tech' programme to accelerate female leadership within the technology functions of our organisation 3 Developing the diversity of our talent pool through inter-OpCo transfers in the form of short- and long-term assignments 4 Developed and implemented graduate programme across our various OpCos	Cautious	Chief human resources officer

Key to our strategic pillars

Win with technology · Win with distribution · Win with data · Win with mobile money · Win with cost · Win with people

Description of risk	How we mitigate this risk	Key developments in the year	Risk appetite	Risk owners
RISK — 7 Internal controls and compliance				
Gaps in our internal control and compliance environment could affect our reputation and lead to financial losses. Our financial reporting is subject to the risk that controls may become inadequate due to changes in internal or external conditions, new accounting requirements, or delays or inaccuracies in reporting. We continue to implement internal risk management and reporting procedures at the Group and OpCo levels to protect against risks of internal control weaknesses and inadequate control over financial reporting.	1 Ongoing review and strengthening of the Group's internal controls over financial reporting and compliance processes 2 Review process for addressing and mitigating findings from internal audit, with oversight from the Audit and Risk Committee 3 A robust system for assessing and monitoring key controls across the Group, and independent assurance testing of these controls	1 Further enhancement to our Internal Controls Over Financial Reporting (ICOFR) framework with a focus on our Airtel money business 2 Instituting an independent validation process for our key controls framework with a view to improving the overall quality of control design and execution across the organisation	Averse	Chief financial officer
RISK — 8 Network resilience and business continuity				
Our ability to provide quality of service to our customers and meet quality of service (QoS) requirements depends on the robustness and resilience of our network and IT infrastructure and our ability to respond appropriately to any disruptions. Our telecommunications networks are subject to risks of technical failures, aging infrastructure, human error, wilful acts of destruction or natural disasters. This can include equipment failures, energy or fuel shortages, software errors, damage to fibres, lack of redundancy plans and inadequate disaster recovery plans.	1 Implementing geographically redundant disaster recovery sites to provide back-up for our networks and IT infrastructure across our OpCos 2 Regular testing of fallback plans for network and IT systems to ensure reliability of switch over from active to redundant nodes in the event of a disaster	1 Disaster recovery sites are in place for critical applications and disaster recovery drills now occur at regular intervals	Cautious	Chief technology and information officer

Key to our strategic pillars

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Principal risks and mitigation continued

Financial risks

Description of risk	How we mitigate this risk	Key developments in the year	Risk appetite	Risk owners
RISK — 9 Exchange rate fluctuations and shortage of foreign currency				
Our multinational footprint means we are constantly exposed to the risk of adverse currency fluctuations and the macroeconomic conditions in the markets where we operate. We derive revenue and incur costs in local currencies where we operate, but we also incur costs in foreign currencies, mainly from buying equipment and services from manufacturers and technology service providers. That means adverse movements in exchange rates between the currencies in our OpCos and the US dollar could have a negative effect on our liquidity and financial condition. In some markets, we face instances of limited supply of foreign currency within the local monetary system. This negatively impacts our ability to make timely foreign currency vendor payments and constrains our ability to fully benefit at the Group level from strong cash generation by those OpCos. Given the severity of this risk, specifically in some of our OpCos, Group management continuously monitors the potential impact of this risk of exchange rate fluctuations based on the following methodology: a) Comparing the average devaluation of each currency in the markets in which the Group operates against US dollar on a three-year and five-year historic basis and onshore forward exchange rates over a one-year period. b) If either of the above devaluations is higher than 5% per annum, management selects the highest of these exchange rates. c) Management then uses this exchange rate to monitor the potential impact of using that rate on the Group's income statement so that the Group can actively monitor and assess the impact on the Group's financials. Based on the this methodology, the weighted average yearly potential devaluation of the basket of currencies in which the Group is exposed is estimated to be in the range of 7% to 8%. With respect to currency devaluation sensitivity, on a 12-month basis, a 1% currency devaluation across all currencies in our OpCos would have a negative impact of $51m on revenues, $31m on EBITDA and $23m on finance costs (excluding derivatives). Our largest exposure is to the Nigerian naira, for which a 1% devaluation would have a negative impact of $22m on revenues, $12m on EBITDA and $7m on finance costs (excluding derivatives). This does not represent any guidance and is being used solely to illustrate the potential impact of further currency devaluation on the Group for the purpose of exchange rate risk management. The accounting under IFRS is based on exchange rates in line with the requirements of IAS 21 'The Effect of Changes in Foreign Exchange' and does not factor in the above-mentioned devaluation.	1 Renegotiating forex-denominated contracts to local currency contracts 2 Hedging foreign currency denominated payables and loans, and matching assets and liabilities, where possible 3 Adequate funding arrangements to mitigate any short-term liquidity constraints caused by fluctuations in forex supply 4 Geographical diversification enables access to liquidity across our footprint	1 Early redemption of $450m of the Group's senior notes due in 2024, reducing the Group's foreign currency debt (see page 189) 2 Signing of a $194m facility with the International Finance Corporation (IFC) to support operations and investments in some of our markets and diversify access to local funding (see page 113)	Flexible	Chief financial officer

Key to our strategic pillars

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Governance and compliance risk

Description of risk	How we mitigate this risk	Key developments in the year	Risk appetite	Risk owners
RISK — 10 Non-compliance to legal and regulatory requirements				
We operate in diverse legal and regulatory environments. Establishing and maintaining adequate procedures, systems and controls enables us to comply with our obligations for the services we provide to our customers in all the jurisdictions where we operate. In some of our markets, we are faced with the risk of unanticipated changes in the legal and regulatory environment and compliance requirements exposing us to adverse financial and reputational impact.	1 Instituting various policies across the Group to comply with compliance obligations in jurisdictions where we operate 2 Continuing engagement with regulators and active participation in industry bodies on key policy matters 3 Implementing a regular compliance tracking process, identifying root causes for cases of non-compliance and taking corrective actions 4 Implementing an escalation process for reporting significant matters to the Group office 5 Communicating with and training employees on relevant company policies	1 Preparatory work is underway by Airtel Uganda to comply with Article 16 of Uganda's National Telecom Operator ('NTO') licence requiring the local listing of 20% of its shares by the deadline of 16 December 2023 (see page 23) 2 Our chief regulatory officer was appointed as the Chair of the GSMA sub-Saharan Africa Policy Group, an industry group which focuses on issues relating to public policy, regulation, spectrum management and advocacy	Averse-cautious	Chief legal officer and chief regulatory officer

Key to our strategic pillars

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Emerging risks

Climate change: we continue to evaluate the potential impact of climate change on our business operations and on the economies in which we operate. In October 2021, we launched an ambitious sustainability strategy that underpins our well-established corporate purpose of transforming lives. As part of our 'reduction of greenhouse gas (GHG) emissions' goal, our ambition is to achieve net zero emissions ahead of the 2050 deadline set out in the Paris Agreement. To achieve this, we understand the importance of fully identifying, measuring, and reducing GHG emissions which can only be achieved in partnership with our peers and the wider industry.

In January 2022, we engaged The Carbon Trust, one of the world-leading environmental consultancies, for their advice and assistance with several aspects of our GHG emissions measurement, management, and reporting. In October 2022 we published our first Sustainability Report 2022 where we set out the framework for our decarbonisation strategy and published our baseline GHG emissions. For more details, see pages 38-55.

In addition, we plan to launch a sector-leading and credible decarbonisation strategy which we will be publishing on our website www.airtel.africa

> "Operating a uniform risk management framework across our operating footprint allows for consistency of approach and puts us in good stead to deal with and respond to our constantly changing environment."
>
> Peter Odedina
> Chief compliance officer

Our long-term viability statement

The preparation of this long-term viability statement involved the Board reviewing the Group's long-term prospects and ability to meet future commitments and liabilities as they fall due over the three-year review period, including scenario analysis on liquidity events through stress and sensitivity tests to assess the resilience and strength of our forecasts.

Viability statement of Airtel Africa plc

In accordance with provision 31 of the 2018 UK Corporate Governance Code, the Board assessed our long-term strategic prospects, as well as the ability of the Group to meet future commitments and liabilities as they fall due within the assessment period.

The Group prepares a ten-year strategic business plan which is used for long-term forecasting purposes and impairment testing (including strategic decisions such as capital investment) and is aligned with the average life of our regulatory licences and network assets and the potential opportunities in the under-penetrated emerging African telecom sector.

For the purpose of our long-term viability assessment, the Board primarily focuses on liquidity and assesses the Group's long-term viability assessment over a three-year period for the following reasons:

- Our three-year liquidity plan matches the average tenure of our financing arrangements and;
- Key macro and political developments which impact on our headroom and liquidity include currency devaluation, inflation, fiscal policies and sovereign credit ratings. Our visibility of impact that these factors have on debt markets generally reduces past three years.

While the Board believes the Group will be viable over a longer period, given the inherent estimation uncertainty involved in forecasting liquidity assumptions over a longer period, the Board concluded that a three-year period provides a reasonable degree of confidence while still retaining a longer-term perspective. Although our long-term viability assessment is performed over a three-year period, which matches the current tenure of our financing arrangements as a matter of prudence, the Group also assessed viability on a five-year time horizon. Given the maturities of our existing financing arrangements, which are materially within the three-year period, the assessment on this five-year period did not result in material changes in conclusion as compared to the three-year assessment period. For goodwill impairment test, the Group has used a ten-year period, taking into account the nature of markets in which the Group operates, the period of its licences, etc. as against the three-year period for viability assessment which focuses on the Group's liquidity plan.

In assessing the Group's prospects, the directors considered 5G cellular network potential in the markets in which the Group operates. The Group's first endeavour is to secure spectrum for 5G launch and roll out 5G network in key markets. During the financial year, the Group secured 5G spectrum in Nigeria, Kenya, Zambia and Tanzania and will selectively launch 5G services in these markets. Given the relatively low 4G customer penetration in the countries where it operates, the Group will continue to focus on its strategy to expand its data services and increase data customer penetration by leveraging and expanding its leading 4G network.

This assessment is prepared based on our strategy, and adequate sensitivity and stress tests have been conducted through various scenarios, both individually and collectively, based on our overall risk assessment framework.

Board's assessment

Assessment period
The viability assessment is based on our current business model (see page 24 of this report), a three-year prospect horizon, and our strategy (see pages 26-37).

Long-term prospects and headroom analysis
Our three-year plan has been prepared considering organic growth potential in the geographies where we operate.

Principal risk assessment
Our risk evaluation is described on pages 90-97. While each principal risk has been carefully evaluated both individually and collectively, and an adequate monitoring and mitigation plan has been defined, we have also considered sensitivity analysis and stress tests on the three-year projections.

Scenario analysis
We have quantified the impact of sensitivities on cash and liquidity headroom availability, both individually and collectively, in reasonable worst-case scenario. In assessing the impact of sensitivities on cash and liquidity headroom, we have considered various mitigating actions which could be undertaken to ensure sufficient liquidity.

Assessment of headroom based on forecast cash flows and sensitivities to assess our ability to meet future commitments and liabilities as they fall due over the next three years.

Our multinational footprint means we are constantly exposed to the risk of adverse currency fluctuations and the macroeconomic conditions in the markets where we operate. We derive revenue and incur costs in local currencies where we operate, but we also incur costs in foreign currencies, mainly from buying equipment and services from manufacturers and technology service providers. That means adverse movements in exchange rates between the currencies in our OpCos and the US dollar could have a negative effect on our liquidity, financial condition, and long-term prospects. In some markets (especially Nigeria and certain East African OpCos), we face instances of limited supply of foreign currency within the local monetary system. This not only constrains our ability to fully benefit at the Group level from strong cash generation by those OpCos but also impacts our ability to make timely foreign currency payments to our international suppliers. Given the severity of this risk, specifically in some of our OpCos, Group management continuously monitors the potential impact of this risk of exchange rate fluctuations as well as the limited supply of foreign currency and performs stress tests while assessing the Group's liquidity and prospects. The Group factors in the limited supply of foreign currency by way of considering potential devaluation, noting that an actual devaluation in future might result in better availability of foreign currency.

Additionally in some markets, our operating costs are subject to fluctuations in global commodity prices, market uncertainty, and energy costs (such as diesel and electricity). Prevailing macroeconomic conditions and a variety of other factors beyond our control, such as rising global inflation and the impact of the war in Ukraine on the prices of commodities, also contribute to this risk. To mitigate this risk, the Group continually re-evaluates its operating model and cost structure to identify innovative ways to optimise our costs and improve profitability.

The company ended the year in a strong financial position. Net cash generated from operating activities increased by 9.8% in the last 12 months to $2.2bn, and our net debt to EBITDA ratio is 1.4x at the end of this financial year. Our cash balances, in conjunction with $525m of committed undrawn facilities at the date of approval of these financial statements, ensure we can continue to meet our financial obligations. During the year, we repaid approx. $450m of bonds earlier than their redemption date in May 2024. We were able to make these repayments because of our increased cash generation. Post these repayments, only $550m of long-term bonds will remain outstanding for the Group, with maturity falling in May 2024.

The Group will continue to benefit from population growth and the need for increased connectivity and financial inclusion in the medium to long term in the countries where we operate. In this respect, in 2022/23, the Group invested about $1.2bn in capex, $748m in tangible capex, and $500m in spectrum acquisition in line with guidance. The vast majority of this capital expenditure is aimed at continuing to capture the growth opportunities across our footprint by increasing the coverage and capacity of our network as well as expanding our distribution.

The key risks considered in the stress tests, keeping in mind the demographic and sectoral dynamics along with their potential negative impacts, are detailed in the table below:

Sensitivity performed	Link to principal risks and uncertainties	Description
Slowdown in revenue growth	• Adverse competition and market disruption • Technology obsolescence • Network resilience and business continuity • Digitalisation and innovation • Cyber and information security threats	Revenue is projected on a number of assumptions such as subscriber base, rates and change in average revenue per user. A change in any of the assumptions due to adverse competition and market disruption may affect overall revenue growth. In most cases, changes in one such assumption (e.g., in rates) are compensated either fully or marginally by a corresponding change in other variables (e.g., subscriber base). Changes not fully compensated lead to a reduction in the rate of revenue growth. We have modelled stress test scenarios for various levels of slowdown across segments and revenue streams.
Increase in operating expenses	• Increase in cost structure • Digitalisation and innovation	With operations spread across 14 markets and each country having a different economic and business environment, there is always a risk of operating costs increasing beyond projected levels.
Unanticipated regulatory and tax levies	• Uncertain and constantly evolving legal and regulatory requirements and environment • Internal controls and compliance	As we work in diverse and dynamic legal environments, it's necessary to establish and maintain adequate procedures, systems and controls to ensure we comply with our obligations in all the jurisdictions in which we operate. There will always be a risk of unanticipated regulatory and tax levies affecting our profitability and, therefore, additional tax and regulatory levies have been considered in the stress tests.
Exchange rate fluctuation	• Exchange rate fluctuation and shortage of foreign currency	We are constantly exposed to the risk of adverse currency fluctuations, given our operations in 14 different markets with different functional currencies. Furthermore, we could face low availability of foreign currency in some of our markets constraining our ability to fully benefit at the Group level from the strong cash generation of our local businesses. We have stress tested the plan for various levels of currency devaluation across operating entities, including the risk of availability of foreign exchange, leading to repatriation of cash from operating entities to the Group holding companies and the resulting impact on cash flows and liquidity headroom at the Group level.

As part of our assessment, in considering the above sensitivities we have also factored in possible mitigations against such sensitivities. None of the sensitivities (net of possible mitigations) impact our opening headroom by more than 10%.

Conclusion

The results of stress-testing our forecasts over the three-year period for the above sensitivities demonstrate that the Group will be able to withstand these impacts over the period of its financial forecasts. The Board has a reasonable expectation that no single event or plausible combination of events would affect long-term viability, even under the severe stress tests, and the Group would be able to continue operating and meet its liabilities over the three-year period.

In order to reach this conclusion, the Board has considered:

- Possible actions to mitigate the impact of risks in the severe stress tests, including limiting or delaying discretionary capital expenditure without compromising on network quality, optimising operating expenditure and reducing or stopping dividend payments.
- Accessing additional funding, including financing facilities and access to the debt capital markets in order to repay debt which matures over the three-year period while maintaining adequate liquidity headroom.
- The internal and external environment, current and long-term prospects, and the strategic intents and directions adopted by management.
- The risk framework, potential sensitivities around the principal risks and mitigating factors.

The Board has concluded that the Group would be in a position to access debt capital markets and meet our financing needs as and when required.

Based on this assessment and in accordance with requirements of provision 31 of the 2018 UK Corporate Governance Code, the Board has concluded that we have the ability to continue our operations and be able to meet our commitments and liabilities over the assessment period.

The strategic report was approved by the Board of directors on 10 May 2023 and signed on its behalf by:

Olusegun Ogunsanya
Chief executive officer

10 May 2023

Glossary

Technical and industry terms

Company-related	
4G data customer	A customer having a 4G handset and who has used at least 1 MB of data on the Group network using any of GPRS, 3G and 4G in the last 30 days.
Airtel Money	Airtel Money is the brand name for Airtel Africa's mobile money products and services. The term is used interchangeably with 'mobile money' when referring to our mobile money business, finance, operations and activities.
Airtel Money ARPU (mobile money ARPU)	Mobile money average revenue per user. This is derived by dividing total mobile money revenue during the relevant period by the average number of active mobile money customers and dividing the result by the number of months in the relevant period.
Airtel Money customer base (mobile money customer base)	Total number of active subscribers who have enacted any mobile money usage event in the last 30 days.
Airtel money customer penetration (mobile money customer penetration)	The proportion of total Airtel Africa active mobile customers who use mobile money services. This is calculated by dividing the mobile money customer base by the Group's total customer base.
Airtel Money transaction value (mobile money transaction value)	The sum of all financial transactions performed on Airtel Africa's mobile money platform for the relevant period.
Airtel money transaction value per customer per month (mobile money transaction value per customer per month)	Calculated by dividing the total mobile money transaction value on the Group's mobile money platform during the relevant period by the average number of active mobile money customers and dividing the result by the number of months in the relevant period.
ARPU	Average revenue per user per month. This is derived by dividing total revenue during the relevant period by the average number of customers during the period and dividing the result by the number of months in the relevant period.
Average customers	The average number of active customers for a period. This is derived from the monthly averages during the relevant period. Monthly averages are calculated using the number of active customers at the beginning and the end of each month.
Broadband base stations	Base stations that carry either 3G and/or 4G capability across all technologies and spectrum bands.
Bundle penetration	The proportion of revenue contributed by bundled products as a percentage of the total revenue generated by the service.
Capital expenditure	An alternative performance measure (non-GAAP). This is defined as investment in gross fixed assets (both tangible and intangible but excluding spectrum and licences) plus capital work in progress (CWIP), excluding provisions on CWIP for the period.
Constant currency	The Group has presented certain financial information that is calculated by translating the results for the current financial year and prior financial years at a fixed 'constant currency' exchange rate, which is used to measure the organic performance of the Group. Growth rates for business and product segments are in constant currency as it better represents the underlying performance of the business. Constant currency growth rates for prior years are calculated using closing exchange rate as at the end of the prior year.
Customer	Defined as a unique active subscriber with a unique mobile telephone number who has used any of Airtel's services in the last 30 days.
Customer base	The total number of active subscribers that have used any of our services (voice calls, SMS, data usage or mobile money transactions in the last 30 days.
Data ARPU	Data ARPU is derived by dividing total data revenue during the relevant period by the average number of data customers and dividing the result by the number of months in the relevant period.
Data customer base	The total number of subscribers who have consumed at least 1 MB of data on the Group network using any of GPRS, 3G or 4G in the last 30 days.
Data customer penetration	The proportion of customers using data services. Calculated by dividing the data customer base by the total customer base.
Data usage per customer	This is calculated by dividing the total MBs consumed on the Group's network during the relevant period by the average data customer base over the same period and dividing the result by the number of months in the relevant period.
Digitalisation	We use the term digitalisation in its broadest sense to encompass both digitisation actions and processes that convert analogue information into a digital form and thereby bring customers into the digital environment, and the broader digitalisation processes of controlling, connecting and planning processes digitally; the processes that affect digital transformation of our business, and of industry, economics and society as a whole through bringing about new business models, socio-economic structures and organisational patterns.
Diluted earnings per share	Diluted EPS is calculated by adjusting the profit for the year attributable to the shareholders and the weighted average number of shares considered for deriving basic EPS, for the effects of all the shares that could have been issued upon conversion of all dilutive potential shares. The dilutive potential shares are adjusted for the proceeds receivable had the shares actually been issued at fair value. Further, the dilutive potential shares are deemed converted as at beginning of the period, unless issued at a later date during the period.

Glossary continued

Company-related	
Earnings per share (EPS)	EPS is calculated by dividing the profit for the period attributable to the owners of the company by the weighted average number of ordinary shares outstanding during the period.
Environment, Social and Governance (ESG)	ESG is a framework designed to be embedded into an organisation's strategy that considers the needs and ways in which to generate value for all organisational stakeholders.
Foreign exchange rate movements for non-DTA operating companies and holding companies	Foreign exchange rate movements are specific items that are non-tax deductible in a few of our operating entities; hence these hinder a like-for-like comparison of the Group's effective tax rate on a period-to-period basis and are therefore excluded when calculating the effective tax rate.
GSMA	A global organisation representing mobile operators and organisations across the mobile ecosystem and adjacent industries.
Information and communication technologies (ICT)	ICT refers to all communication technologies, including the internet, wireless networks, cell phones, computers, software, middleware, video-conferencing, social networking, and other media applications and services.
IRU	Indefeasible Right of Use – a contractual agreement for a portion of the capacity/fiber of any fibre route.
Lease liability	Lease liability represents the present value of future lease payment obligations.
Leverage	An alternative performance measure (non-GAAP). Leverage (or leverage ratio) is calculated by dividing net debt at the end of the relevant period by the underlying EBITDA for the preceding 12 months.
Mini-AMB	A compact outlet that offers the services of an Airtel Money Branch, currently being trialled in Zambia.
Minutes of usage	Minutes of usage refer to the duration in minutes for which customers use the Group's network for making and receiving voice calls. It is typically expressed over a period of one month. It includes all incoming and outgoing call minutes, including roaming calls.
Mobile services	Mobile services are our core telecom services, mainly voice and data services, but also including revenue from tower operation services provided by the Group and excluding mobile money services.
Mobile transaction rates (MTR)	Mobile transaction rates are the charges paid to the telecom operator on whose network a call is terminated.
Net debt	An alternative performance measure (non-GAAP). The Group defines net debt as borrowings, including lease liabilities less cash and cash equivalents, term deposits with banks, processing costs related to borrowings and fair value hedge adjustments.
Net debt to underlying EBITDA	An alternative performance measure (non-GAAP). Calculated by dividing net debt as at the end of the relevant period by underlying EBITDA for the last 12 months (LTM), from the end of the relevant period. This is also referred to as the leverage ratio.
Net revenue	An alternative performance measure (non-GAAP). Defined as total revenue adjusted for MTR (mobile transaction rates), cost of goods sold and mobile money commissions.
Network towers or 'sites'	Physical network infrastructure comprising a base transmission system (BTS) which holds the radio transceivers (TRXs) that define a cell and coordinates the radio link protocols with the mobile device. It includes all ground-based, roof top and in-building solutions.
Operating company (OpCo)	Operating company (or OpCo) is a defined corporate business unit, providing telecoms services and mobile money services in the Group's footprint.
Operating free cash flow	An alternative performance measure (non-GAAP). Calculated by subtracting capital expenditure from underlying EBITDA.
Operating leverage	An alternative performance measure (non-GAAP). Operating leverage is a measure of the operating efficiency of the business. It is calculated by dividing operating expenditure (excluding regulatory charges) by total revenue.
Operating profit	Operating profit is a GAAP measure of profitability. Calculated as revenue less operating expenditure (including depreciation and amortisation, and operating exceptional items).
Other revenue	Other revenue includes revenues from messaging, value added services (VAS), enterprise, site sharing and handset sale revenue.
Reported currency	Our reported currency is US dollars. Accordingly, actual periodic exchange rates are used to translate the local currency financial statements of OpCos into US dollars. Under reported currency the assets and liabilities are translated into US dollars at the exchange rates prevailing at the reporting date whereas the statements of profit and loss are translated into US dollars at monthly average exchange rates.
Smartphone	A smartphone is defined as a mobile phone with an interactive touch screen that allows the user to access the internet and additional data applications, providing additional functionality to that of a basic 'feature' phone which is used only for making voice calls and sending and receiving text messages.
Smartphone penetration	Calculated by dividing the number of smartphone devices in use by the total number of customers.
Total MBs on network	Total MBs of data consumed (uploaded and downloaded) by customers on the Group network using any of GPRS, 3G and 4G during the relevant period.
Underlying EBIT	An alternative performance measure (non-GAAP). Defined as operating profit before exceptional items.

Company-related	
Underlying EBITDA	An alternative performance measure (non-GAAP). Defined as operating profit before depreciation, amortisation, CSR cost and exceptional items.
Underlying EBITDA margin	An alternative performance measure (non-GAAP). Calculated by dividing underlying EBITDA for the relevant period by underlying revenue for the relevant period.
Unique subscriber penetration	The number of individual mobile subscribers as a proportion of the total population. This metric adjusts for the use of multiple SIM cards by customers, to identify the degree of uptake of mobile services by individuals.
Unstructured Supplementary Service Data	Unstructured Supplementary Service Data (USSD), also known as 'quick codes' or 'feature codes', is a communications protocol for GSM mobile operators, similar to SMS messaging. It has a variety of uses such as WAP browsing, prepaid callback services, mobile-money services, location-based content services, menu-based information services, and for configuring phones on the network.
Voice minutes of usage per customer per month	Calculated by dividing the total number of voice minutes of usage on the Group's network during the relevant period by the average number of customers and dividing the result by the number of months in the relevant period.
Weighted average number of shares	The weighted average number of shares is calculated by multiplying the number of outstanding shares by the portion of the reporting period those shares covered, doing this for each portion, and then summing the total.

Glossary continued

Abbreviations

2G	Second-generation mobile technology
3G	Third-generation mobile technology
4G	Fourth-generation mobile technology
AAML	Airtel Africa Mauritius Limited
ARPU	Average revenue per user
bps	Basis points
bn	Billion
CAGR	Compound annual growth rate
Capex	Capital expenditure
CDP	Climate disclosure project
CRO	Climate related risks and opportunities
CSR	Corporate social responsibility
DQI	Data quality index
EBIT	Earnings before interest and tax
EBITDA	Earnings before interest, tax, depreciation and amortisation
EPS	Earnings per share
ERC	Executive Risk Committee
FPPP	Financial position and prospects procedures
GAAP	Generally accepted accounting principles
GB	Gigabyte
GDP	Gross domestic product
HoldCo	Holding company
IAS	International accounting standards
ICT	Information and communication technologies
ICT (Hub)	Information communication technology (Hub) IFRS
IFRS	International financial reporting standards
IMF	International monetary fund
IPO	Initial public offering
KPIs	Key performance indicators
KYC	Know your customer
LTE	Long-term evolution (4G technology)
LSE	London Stock Exchange
LTM	Last 12 months
m	Million
MB	Megabyte
MI	Minority interest (non-controlling interest)
NGO	Non-governmental organisation
NGX	Nigerian Exchange Limited
OpCo	Operating company
P2P	Person to person
PAYG	Pay-as-you-go
ppts	Percentage points
QoS	Quality of service
RAN	Radio access network
SIM	Subscriber identification module
Single RAN	Single radio access network
SMS	Short messaging service
SPOC	Single point of contact (vendor SPOC: a designated person of the vendor who interacts with Airtel Africa's teams on a regular basis for various requirements)
TB	Terabyte
TCFD	Taskforce for climate-related financial disclosure
Telecoms	Telecommunications
UoM	Unit of measure
USSD	Unstructured supplementary service data
VQI	Voice quality index