




Airtel Africa plc
Annual Report and
Accounts 2022

Transforming
lives





Strategic report

- 1 Airtel Africa overview
- 12 Chair's statement
- 14 Chief executive officer's review
- 16 Our investment proposition
- 17 Our key performance indicators
- 20 Our market environment
- 23 Legal and regulatory framework
- 24 Our business model
- 26 Stakeholder engagement
- 31 Our strategy
- 43 Our sustainability strategy
- 59 Corporate social responsibility
- 62 Business reviews
 - 62 – Nigeria
 - 64 – East Africa
 - 66 – Francophone Africa
 - 68 – Mobile services
 - 70 – Airtel Money
- 72 Airtel Business
- 73 Digital Labs
- 74 CFO's introduction to the financial review
- 76 Financial review
- 80 Managing our risk
- 83 Principal risks and mitigation
- 87 Our long-term viability statement

Governance report

- 90 Our Board of directors
- 94 Our Executive Committee
- 96 Chair's introduction
- 98 Our leadership
- 103 Board evaluation
- 104 Audit and Risk Committee report
- 114 Nominations Committee report
- 119 Our compliance with the UK Corporate Governance Code
- 123 Directors' report
- 127 Directors' responsibilities statement
- 128 Directors' remuneration report

Financial statements

- 152 Independent auditors' report
- 162 Consolidated statement of comprehensive income
- 163 Consolidated statement of financial position
- 164 Consolidated statement of changes in equity
- 165 Consolidated statement of cash flows
- 168 Notes to consolidated financial statements
- 225 Company statement of financial position
- 226 Company statements of changes in equity
- 227 Notes to company only financial statements

Other information

- 235 Forward-looking statements
- 236 Glossary
- 240 General shareholders' information



Airtel Africa is transforming lives across Africa.

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

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

128.4m

total customers

14

sub-Saharan countries

46.7m

data customers

26.2m

Airtel Money customers



'The power of data'

Watch Violet's story in full on our corporate website at www.airtel.africa

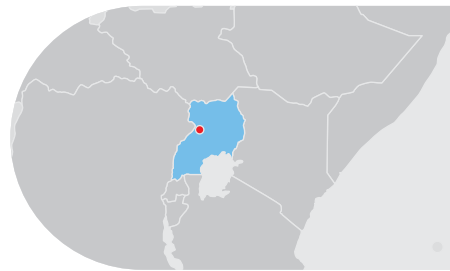
Meeting Africa's urgent need for connection

“

Nikimpa ekitiisa muno okurora engonye zange nizijwarwa abakyara abantakaroraga – ago nigo amanyi ga data.

It makes me proud to see my designs being worn by women I've never met – and that's the power of data.

”



Violet Kabaramizo is using Airtel Africa's 4G network and Airtel Money to run her online clothes business from her village in Western Uganda, sending designs directly to Kampala.

Unlocking potential through our network

Africa is a dynamic continent full of possibility, with a young population that's growing fast. Millions of people have business dreams that could transform their lives – if only they could make them happen. But while mobile telecoms penetration is rapidly expanding, at 1.8% CAGR growth (2021-2025)*, it is still far lower than in much of the world. Too many people still lack quality access to mobile, digital and banking services – and that's holding back individuals, businesses, and whole economies.

We're bringing mobile banking, data and telecoms to communities across sub-Saharan Africa – and helping to unlock the potential of people and societies.

* Source: Global GSMA report (2022)

598 million
population across the Group's footprint

47%
unique mobile user penetration

» For information about our 'Win with network' strategy, see pages 32-33

» For information about our 'Win with data' strategy, see pages 36-37

Including the excluded – and creating possibility

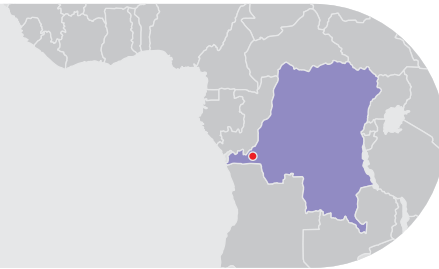
“

Je suis heureux qu’il y ait un kiosque Airtel dédié près de chez moi – cela me facilite la vie.

I am happy there is a dedicated Airtel kiosk close to my home – it makes my life much easier.

”

Thanks to our network expansion programme, Jean-Francis Muya can access our mobile services in the marketplace within a short walk from his house in Bandalungwa, Kinshasa.



Getting closer to our customers, wherever they are

Everything changes for people in remote areas when our network reaches their community. In markets like the Democratic Republic of the Congo, people can be hundreds of miles from the nearest bank, and cut off from banking services as well as many friends and family members.

We’ve reached an estimated 41.5 million people through our network expansion programme

to-date, making it possible for them to use Airtel Money, data and mobile services to connect with loved ones and the wider economy. We’re now serving 10.7 million customers overall in the DRC – including 4.6 million in remote or rural locations where infrastructure is limited or non-existent.

41.5 million

people reached through our network expansion programme

» For more information on our ‘Win with distribution’ strategy, see pages 34-35





ULTIMATE TREK
DESTINATION
GREAT OUTDOOR TRAIL
*With you
The light*

airtel
money





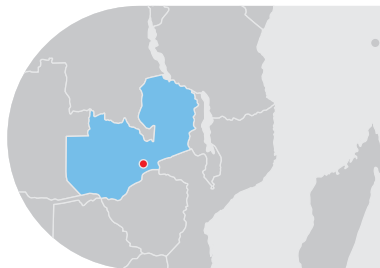
The more we serve, the more we grow

“

**Ndabuka cila bushiku
ukuwamyia imikalile yandi
mukubombesha, nemikalile
ya bantu bambi.**

I wake up every day, not just to make my life better by working hard, but to enhance other people’s lives as well.

”



Olivia Chichenga is founder and director of Glonet Connections Limited, based in Lusaka, Zambia. She’s now running three Airtel Money branches, employing 12 people and supporting 350 agents while helping us reach more customers through our unique distribution network.

Reaching the financially excluded and bridging the digital divide

We’re passionate about providing more services, to more customers – because their success drives ours. Our ‘Win with’ strategy is built around delivering critical services that create social value for all the communities in our 14 markets – and the more we grow our distribution network, the more people we can reach. This year, we’ve reached more than 69,000 exclusive retail touchpoints, including minishops, kiosks and Airtel Money branches.

We’ve also delivered underlying revenue growth of 21.3% and profit after tax growth of 82.0%, while

strengthening our balance sheet and reducing our debt. It means we can keep bridging the digital divide for millions of people – and ensures we can play our part in building a brighter future.

78.3%
population coverage at the Group level

41.7%
of our sites are in the rural areas

» For information on our ‘Win with mobile money’ strategy, see pages 38-39

Building a sustainable future in Africa

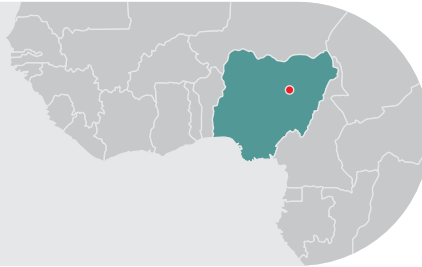
“

Ilmi shine mabudin dukkan
alkhairi ga matasan
Africa da alummomin
su baki daya.

Education is the key to
unlocking opportunity for
young people and their
communities across Africa.

”

Already, we've reached thousands of students like Aishatu at the Government Day Nursery and Primary School Pantami, in Gombe State, Nigeria, with our 'Adopt a school' programme – and now, like us, she is part of Africa's sustainable future.



Delivering on our purpose of transforming lives

Africa is full of opportunity – but it also faces challenges, and we've always been determined to play our part in addressing them. Our sustainability strategy is at the heart of everything we do, shaping how we reduce our environmental impact, drive equitable digital and financial inclusion, create rewarding jobs, and help build the vital education services that are critical for lifting millions of families out of poverty.

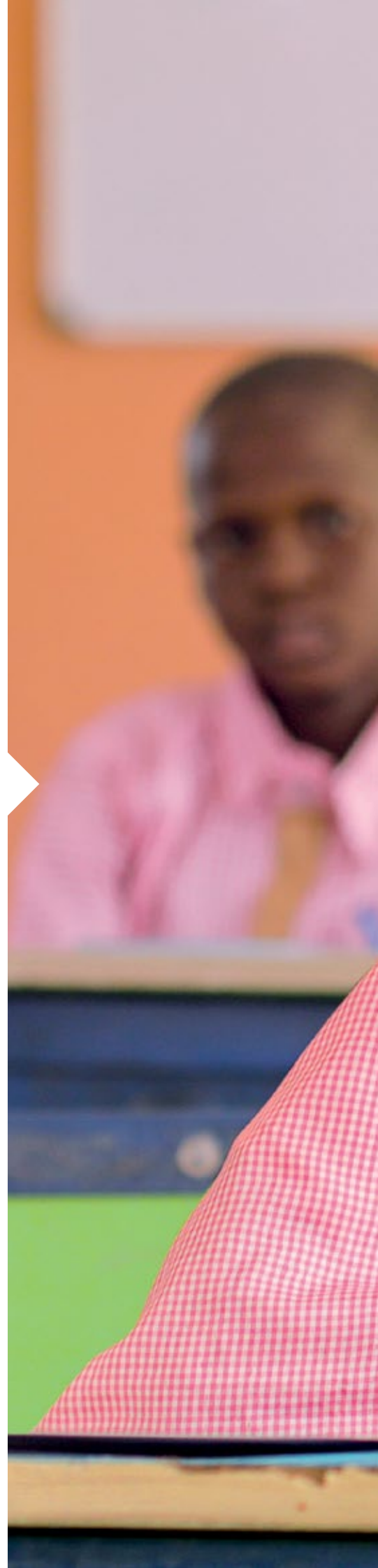
1 million+

children to access quality education through our programmes by 2027

\$57m

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

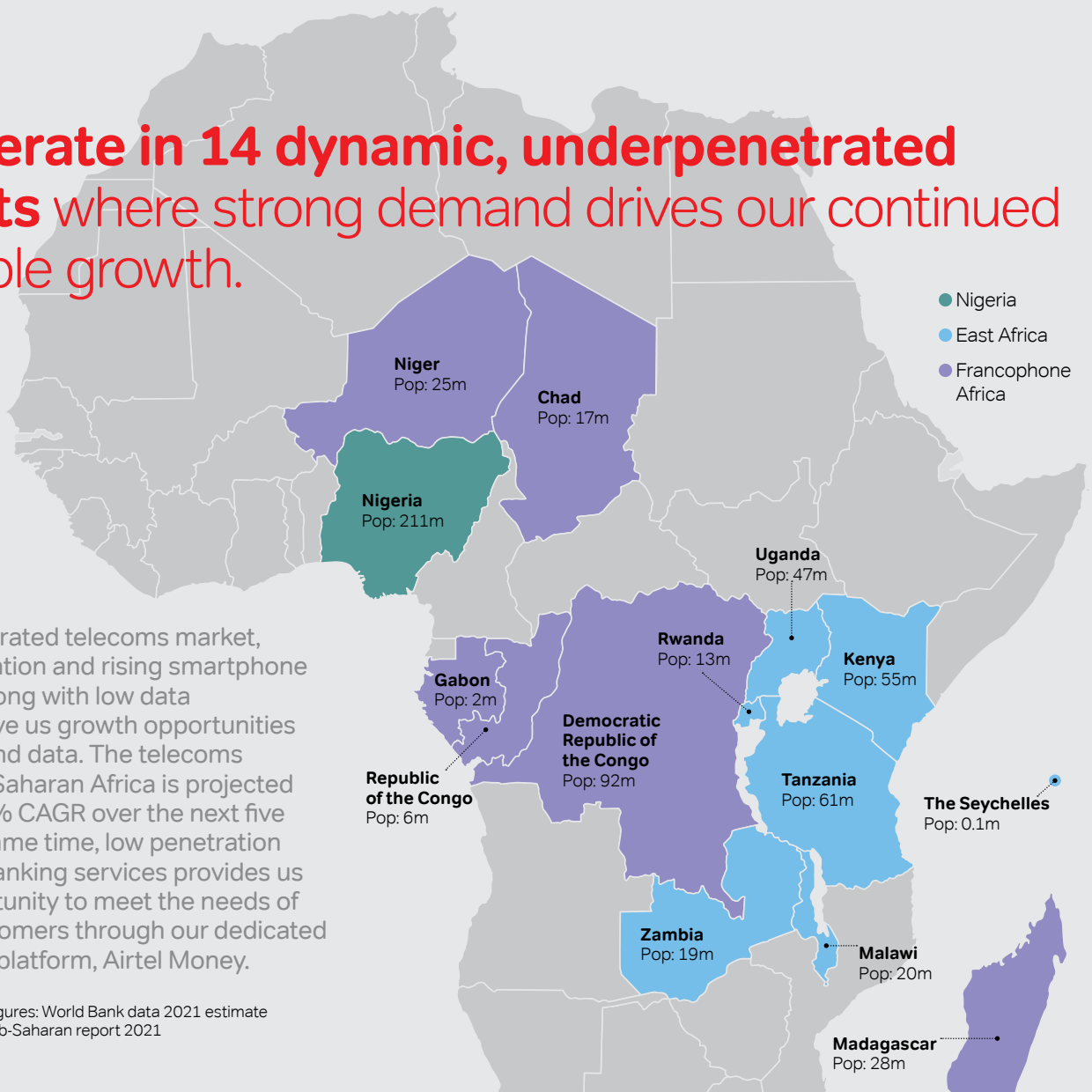
» For more information on our sustainability strategy, see pages 43-58





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 4.9% 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 2021 estimate
CAGR source: GSMA sub-Saharan report 2021

Underlying revenue
\$4,714m
Reported currency +21.3%
Constant currency +23.3%

Underlying EBITDA
\$2,311m
Reported currency +29.0%
Constant currency +31.2%

Operating profit
\$1,535m
Reported currency +37.2%
Constant currency +39.4%

Capex
\$656m
% change +6.9%

Basic earnings per share
16.8 cents
% change +86.5%

Underlying revenue contribution by region

	Year to March 2022 \$m	Year to March 2021 \$m	Growth in constant currency %
● Nigeria	1,878	1,552	27.7
● East Africa	1,717	1,381	22.7
● Francophone Africa	1,131	964	17.2
Total*	4,714	3,888	23.3

14 markets in our diversified portfolio

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

2.7% projected compound annual population growth in our region by 2026

23.3% revenue growth in constant currency for Airtel Africa in FY'22, 20.6% in reported currency

* Breakdown of underlying revenue as stated in above table will not add up to total revenue, since it also includes inter-segment elimination of \$12m (2021: \$10m). The difference between reported and underlying revenue in March 2021 relates to one-time exceptional revenue of \$20m relating to a settlement in Niger. There is no difference in March 2022. 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 digitisation. 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 have helped drive the take up of our mobile money services, boosting financial inclusion.



Voice

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

128.4m

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.

46.7m

data customers



Airtel Money

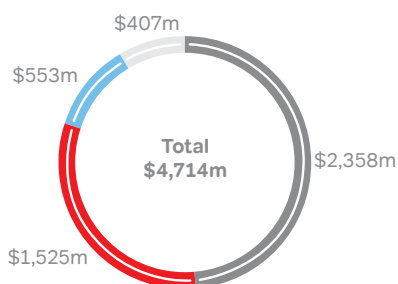
We offer mobile money services, including digital wallet payments systems, microloans, savings and international money transfers.

26.2m

Airtel Money customers

Underlying revenue contribution by service

	Year to March 2022 \$m	Year to March 2021 \$m	Growth in constant currency %
● Voice	2,358	2,083	15.4%
● Data	1,525	1,157	34.6%
● Airtel Money	553	401	34.9%
● Other^	407	347	19.9%
Total*	4,714	3,888	23.3%



28,797

infrastructure sites

>2.2m

retail touchpoints (agents and distributors) in our network

64.5k+

kilometers of connecting fibre

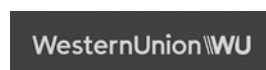
87.6%

sites providing 4G coverage

4G

services available in all 14 markets

We're driving Airtel Money growth and financial inclusion through strategic partnerships.



* Breakdown of revenue as stated in above table will not add up to total revenue, since it also includes intra-segment revenues of \$129m (2021: \$100m). The difference between reported and underlying revenue in March 2021 relates to one-time exceptional revenue of \$20m relating to a settlement in Niger. There is no difference in March 2022

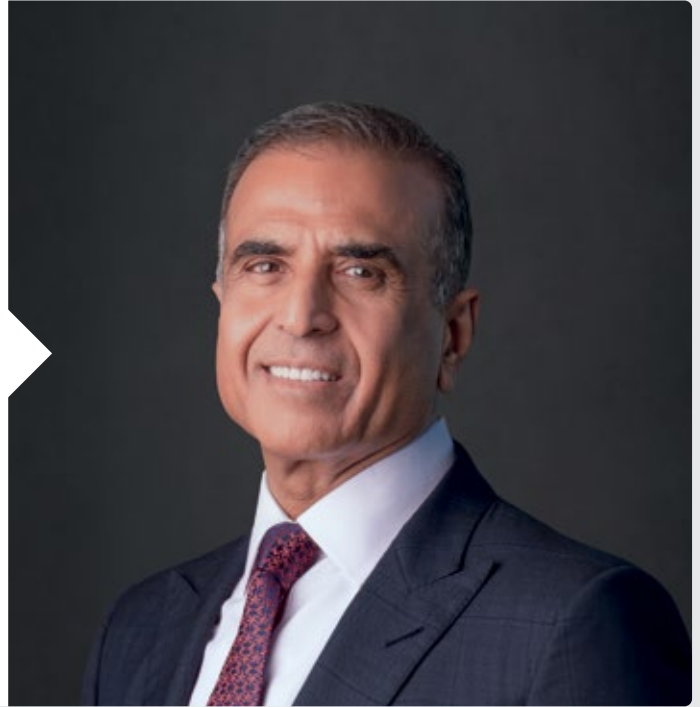
^ Other revenue includes messaging, value added services, tower sharing and enterprise

“

The launch of our sustainability strategy this year is another important step forward for our business, which has shown once again that by consistently focusing on providing essential, inclusive services for our customers, we transform lives and communities while delivering sustainable, profitable growth.

Sunil Bharti Mittal
Chair

”



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

We have always aimed to create a model for providing affordable telecoms services that is sustainable as well as profitable – because for us, sustainability and profitability are inextricably linked.

The markets we operate in are often underserved by telecoms services, and they all have powerful underlying macroeconomic and demographic trends that drive demand – which is reflected in this year's further growth in our customer base to 128.4 million, and in our revenues to \$4,714m. We know that meeting that demand goes hand in hand with addressing the challenges faced by the millions of people who still lack access to data services, to effective communications infrastructure, and to financial services. That is why, as well as investing in networks and distribution channels to bring us closer to customers, and enabling financial inclusion through our mobile money services, the business has always delivered programmes in areas such as education, health and disaster relief that address local needs and benefit our communities.

This year we took a further important step, with the launch in October 2021 of our ambitious sustainability strategy, which underpins our well-established corporate purpose of transforming lives. The strategy demonstrates our commitment to developing the infrastructure and services that will drive digital and financial inclusion for people across Africa, and provides a framework for us to contribute to six of the United Nations' Sustainable Development Goals (UN SDGs). The Board was closely involved in overseeing the development of the strategy, which builds on the strong foundations of the work we are already doing at a Group level and across all our local operations. It covers every aspect of our business activities, and has environmental, social and governance criteria at its core.

Going further than ever to support education

Our initial progress against our sustainability strategy is described on pages 43-58, and we will provide our stakeholders with regular updates in the future. I would like to mention two aspects of the strategy here: our commitment to net zero carbon, and our ongoing dedication to supporting education in Africa.

Our ambition is to achieve net zero greenhouse gas (GHG) emissions ahead of the 2050 deadline set out in the Paris Agreement, and we've committed to launching a sector-leading decarbonisation pathway in 2022, ahead of the publication of our first Sustainability Report. This is an exciting development, and further details are on page 54.

Education has long been a priority for me and for everyone at Airtel Africa, so I am particularly pleased to highlight our education goal of transforming the lives of over one million children through improving access to education, including the provision of education content through our five-year partnership with UNICEF, announced in November 2021.

Maintaining resilient services to support customers through the Covid-19 pandemic

The Covid-19 pandemic has seen many of our customers and their communities facing continued disruption and difficulty over the last year. The situation has varied widely across our region and we, like our customers, have had to adapt to changing circumstances, while continuing to look out for our neighbours. There are signs of recovery in many markets, which we welcome, while maintaining our readiness to respond if needed.

Throughout the crisis, it has been very clear that data and telecoms services have been essential to people and economies, and everyone at Airtel Africa should be proud of the work we have done to maintain our services and keep serving our customers. The Board is confident that the business has had the right measures in place to protect our

colleagues and customers, and we have also supported programmes to address social and health needs in our markets, some of which are described on pages 59-61. Our biggest contribution – which will continue throughout the recovery – is to ensure our operations remain resilient, so they can keep supporting vital services and include more and more people in financial eco-systems and the telecoms and digital economies.

A consistent strategy that creates value for all stakeholders

This year has seen several changes for the Airtel Africa Board. We welcomed Segun Ogunsanya as our managing director and chief executive officer following Raghu Mandava's retirement, and Segun was appointed to the Board in October 2021, when we were also joined by a new independent non-executive director, Ms Tsega Gebreyes. Jaideep Paul, our chief financial officer, joined the Board with effect from 1 June 2021. They have all shown themselves to be valuable additions.

While we continue to evolve as a business, 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 through our risk management framework, which is described on page 80-86. Our performance this year is reflected in underlying EBITDA growth of 29.0%, with underlying EBITDA margin of 49.0%, an improvement of 294 basis points in reported currency, and profit after tax increased by 82.0% which supports our ability to deliver on our sustainability ambitions and create value for all our stakeholders.

At the same time, we have a longstanding focus on strengthening our balance sheet. Our leverage (net debt to underlying EBITDA) improved to 1.3x (2.0x as of 31 March 2021).

We're strengthening the business in other ways, too. Last year I described the important steps we have taken in our pursuit of asset monetisation opportunities, including the potential listing of our mobile money business within four years from first closing. This work has continued. We have now received a total of \$550m cumulative proceeds from minority stake sales in Airtel Money from four investors. We have also received first closing on tower sales in Tanzania, Malawi and Madagascar. These transactions are described in more detail in the financial review on pages 76-79.

In October 2021, the Board approved an upgrade to our progressive dividend policy to reflect our continued strong business performance and the significant progress made in reducing the leverage ratio. The new policy aims to grow the dividend annually by a mid- to high-single-digit percentage from a new base of 5 cents per share for FY'22, with a continued focus on further strengthening the balance sheet. The Board has recommended a final dividend of 3 cents on 10 May 2022, making a total dividend of 5 for the year.

Strong performance made possible by committed people

None of the transformations we have achieved over recent years would have been possible without the hard work and commitment of our employees and the support of all our stakeholders. In particular, Airtel Africa people have overcome very significant challenges during the pandemic while maintaining our services and providing passionate support to our customers and communities. I would like to thank them all for their continuing dedication to transforming lives.

Sunil Bharti Mittal
Chair

10 May 2022

“

The continued strength of our business performance reinforces our belief that serving and empowering customers and their communities is the only way to sustainable success. We earned the licence to be part of people's lives by caring about the things that they care about, and understanding the challenges they face.

Olusegun Ogunsanya
Chief executive officer

”



Growing our
business sustainably,
and standing
by our promises

This has been an important year for Airtel Africa, in which our continued strong financial performance has meant we could make further progress on our purpose of transforming lives.

The growth in all our services speaks for itself: we have grown underlying revenues in data by 34.6%, in voice services by 15.4%, and in mobile money by 34.9% in constant currency. Reported revenue grew by 20.6% to \$4,714m. It is to the credit of everyone at Airtel Africa that we've continued to provide essential services in all our markets throughout the year, and to serve more customers than ever before, reaching 128.4 million in total.

But when you look beyond these figures there is growth of a kind that is equally, or even more important. In October 2021 we launched our sustainability strategy, which builds on the work we have done for years in the societies and communities where we live and operate. It has four focused pillars – each with specific and measurable goals or commitments – designed to help develop a sustainable future for individuals, families, communities and businesses across Africa. The progress we have made to start delivering on these commitments is described on pages 43-58 – and I'd like to thank Airtel Africa's people and all our stakeholders for helping make this possible.

Succeeding by serving customers and communities

Our strong business performance reinforces our belief that serving and empowering customers and their communities is the only way to success. The nature of our services means we are always close to our customers – part of their daily lives, of their family connections, and of the way they interact with the economy and the world.

We must continue to earn the right to that relationship every day – the licence to be part of people's lives. We do that by caring about the things that they care about, and understanding the challenges they face: challenges such as climate change, a lack of access to basic education and healthcare services, poor infrastructure in rural areas that restrict digital communication, and financial inclusion. This has never been more relevant than during the Covid-19 pandemic, which has hit hard among the markets we serve. This year again meant doing business in ways that safeguarded our people and customers, and continuing to provide essential services. Economies and societies are now recovering from that impact – but there is still a need for businesses like ours to invest in the future of our communities.

This year, we announced a five-year partnership with UNICEF to help accelerate digital learning. By providing equal access to quality digital learning, particularly for the most vulnerable children, the partnership will help to ensure that every child reaches their full potential. We were the first African private sector partner to make a multi-million dollar commitment to UNICEF's 'Reimagine education' initiative, and our \$57m financial and in-kind contribution over five years will benefit learners in Chad, Congo, Democratic Republic of the Congo, Gabon, Kenya, Madagascar, Malawi, Niger, Nigeria, Rwanda, Tanzania, Uganda and Zambia.

There is always more we can do, though, to increase our positive social and environmental impact. In the year ahead we will continue to work on our net zero ambition and on the other key pillars of our sustainability strategy – which include expanding financial inclusion and digitalisation for customers across the region, as well as working to make sure our own employees continue to enjoy a work culture that is inclusive and rewarding.

Strengthening our 'Win with' strategy

Formally embedding our sustainability goals into everything we do has strengthened our business strategy for the future. That strategy continues to be underpinned by the key trends we see in our markets: a continuous and expanding demand for data, mobile money and mobile services from young, growing populations who are underserved by infrastructure, especially in remote rural areas.

We succeed by providing affordable, transparent telecoms services in a sustainable manner, reducing the digital divide and enhancing financial inclusion. We have leading positions in many of our markets, but like any business we should always be alive to our competitive environment – whether that competition comes from telecoms businesses, or from FinTech companies.

One of our key assets continues to be our exclusive distribution network – which gives us the ability to win and stay close to our customers. This year our total Airtel Money branches and kiosks has grown to over 16,000 and 53,000, respectively. We have also added digitalisation as an overarching strategic intent – because further digitising our services, creating digital products, and digitising our own processes will play a vital role in our success, increasing the attractiveness and efficiency of our offer, and building 'stickiness', which helps us retain our customers.

At the same time, we continuously build on our network in rural areas and improve quality and capacity in urban areas. This year we added more than 3,400 sites, taking our total sites to 28,797, of which 87.6% are on 4G. Our fibre network has now reached over 64,500+ km. And we continue to focus on the mobile money opportunity, which is closely aligned with our ambition of supporting financial inclusion in line with the UN Sustainable Development Goals (UN SDGs). Our mobile money customers grew by 20.7% during the year, while strategic partnerships, cross-border money transfers and digital payments, including merchant payments, have helped grow our mobile money transaction value by 37.0%, and mobile money revenues by 34.9%.

» Our progress against our 'Win with' strategy is described in full on pages 31-42

Transforming lives

Successful delivery of our strategy this year has meant that our provision of essential services to customers and communities has driven our profitable growth, which in turn fuels our ability to keep advancing our sustainability ambitions. This would not be possible without our stakeholders, including the governments of the countries in which we operate, who recognise the value we bring to their own goals for building a digital, inclusive economy, and with whom we aim to work in partnership on sustainable development.

Above all, of course, it would not be possible without the hard work of Airtel Africa people and the support of stakeholders. I'd like to thank them again for their efforts as, together, we continue to transform lives.

Olusegun Ogunsanya
Chief executive officer

10 May 2022

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 highest population growth projections in the world. Combined with the currently low levels of unique mobile customers, low minutes of usage, low data consumption and limited traditional banking services, this creates huge opportunity for the growth of Airtel Africa.

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

We have the diversity and scale to deliver value-for-money telecoms and mobile money services to our customers. Our well-invested asset base, strong brand values and recognition and effective distribution channels (both direct and indirect) give us sustainable differentiation in the market.

Our strong track record of **delivering growth and improved operational performance** continues. We have a lean and simplified operating model which, combined with our effective management team, has delivered double-digit revenue growth, strong profitability and cash flow. Strong country-level management teams with deep knowledge of their markets are supported by subject matter experts at Group level. We also benefit from the strength and support of our shareholder Bharti Airtel, one of the world's largest telecoms operators.

» See our financial review on pages 76-79

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...**network, 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. We are focused on digitising how we operate, as well as how our customers use our products. And our new sustainability strategy, published in October 2021, further embeds environmental, social and corporate governance (ESG) considerations into everything we do.

» Our strategy for growth is described on pages 31-42

» For more information about our sustainability strategy, see pages 43-58

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

KPIs give our Board and management a **clear sense of progress** that we are making and areas to improve.

Measuring the success of our strategy

Our operational and financial key performance indicators (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

Our primary operational KPIs include sites, data capacity, customer base, net additions, average revenue per user (ARPU), usage per customer and Airtel Money transactions, while our financial KPIs are revenue, underlying EBITDA, operating profit, profit after tax, operating free cash flow, net cash generated from operating activities, leverage,

earnings per share, and return on capital employed. We are in the process of finalising KPIs relating to our non-financial performance in line with our sustainability strategy, launched in October 2021.

» See more details about our sustainability strategy on pages 43-58

We keep our operational and financial KPIs under review to make sure they stay relevant to our strategy and our business.

» See definition and reconciliation of our alternative performance measures on pages 229-234

Linkage with remuneration

Our remuneration targets are linked with financial KPIs (revenue, underlying EBITDA and operational free cash flow). Further, we benchmark our shareholder return performance with a peer group of companies for our long-term incentive scheme.

Financial KPIs

APM KPI	FY'22	FY'21	GAAP KPI	FY'22	FY'21
Underlying revenue*	\$4,714m Reported currency +21.3% Constant currency +23.3%	\$3,888m +19.4%	Operating profit	\$1,535m Reported currency +37.2% Constant currency +39.4%	\$1,119m +32.8%
Underlying EBITDA and margin	\$2,311m Reported currency +29.0% Constant currency +31.2% Margin 49.0%	\$1,792m +25.2% Margin 46.1%	Profit after tax**	\$755m +82.0%	\$415m +1.8%
Operating free cash flow**	\$1,655m +40.5%	\$1,178m +34.9%	Net cash generated from operating activities**	\$2,011m +20.7%	\$1,666m
Leverage	1.3x	2.0x	Basic earnings per share**	16.8 cents +86.5%	9.0 cents (12.6%)
Return on capital employed	23.3%	16.5%			

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

** Growth percentage is in reported currency

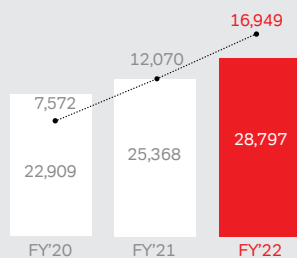
Note: growth percentages in KPIs are in constant currency unless specified

Our key performance indicators continued

Operational KPIs

Total sites and data capacity

■ Total sites number
 -●- Total data capacity tb/day



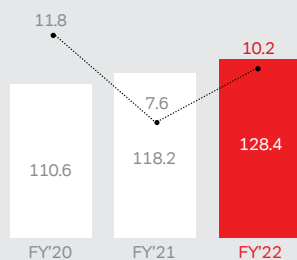
Performance

During the year, as part of our strategic drive to Win with network, we have deployed more than 3,400 sites, reaching 28,797 sites in total as of 31 March 2022. We further added 3,900+ 3G sites (96.5% of sites are now 3G), more than 5,800+ sites to

4G (87.6% of sites are now 4G) and added almost 10,000 km of fibre (64,500+ km of fibre as at 31 March 2022). Data capacity was increased by 40.4% to 16,900+ terabytes (TB) per day, with peak hour data utilisation at 46%.

Customer base and customer net additions

■ Customer base m
 -●- Customer net ads m



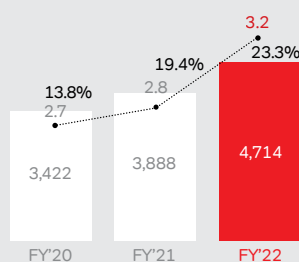
Performance

Customer base grew by 8.7% to 128.4 million. This growth was supported by further investment in sales and distribution infrastructure in both urban and rural markets, including expansion of our exclusive distribution channel of kiosks and mini-shops.

We endeavour to ensure availability of SIM cards and recharge across our footprint. Customer base grew across all three regions: Nigeria by 5.8%, East Africa by 7.8%, and Francophone Africa by 15.9%.

Group underlying revenue and ARPU

■ Group underlying revenue \$m
 -●- ARPU \$



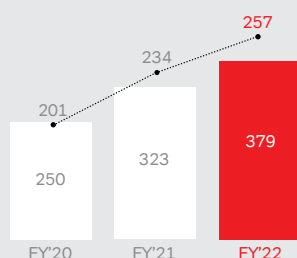
Performance

Total underlying revenue was \$4,714m, grew by 23.3% in constant currency led by both customer base growth of 8.7% and ARPU growth of 15.4%. ARPU growth of 15.4% was driven by all our key services: with data

contributing 77%, voice contributing 4.3%, mobile money contributing 2.7%, and with the balance coming from growth in other revenue.

Voice traffic and usage per customer

■ Voice traffic bn mins
 -●- Usage per customer mins



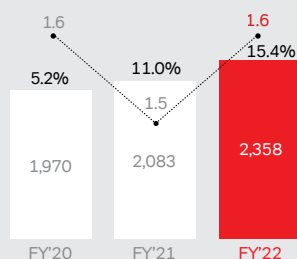
Performance

Voice traffic grew to 379 billion minutes in FY'22, an increase of 17.3% mainly driven by customer base growth of 8.7% and an increase of voice usage per customer of 9.8% to 257 minutes per customer per month. The voice usage growth was driven by

investment in rural sales and distribution along with expanded rural network coverage. Additionally, higher adoption of voice bundles amongst our customers contributed to the growth in voice usage, bundle penetration reached 54% by 31 March 2022.

Voice underlying revenue and voice ARPU

■ Voice underlying revenue \$m
 -●- Voice ARPU \$



Performance

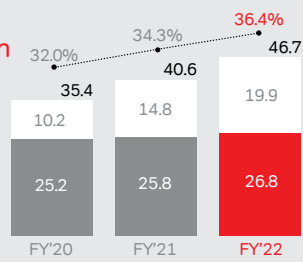
During the year, voice underlying revenue grew by 15.4% in constant currency to \$2,358m. Voice revenue growth was driven by an increase in our customer base by 8.7% and voice ARPU growth of 8.0%, led by an

increase in voice usage per customer by 9.8%. Voice ARPU increased to \$1.6 per customer per month.

Constant currency growth rates are calculated using the prevailing exchange rates as of 31 March of the preceding year

Data customers, 4G data customers and penetration

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



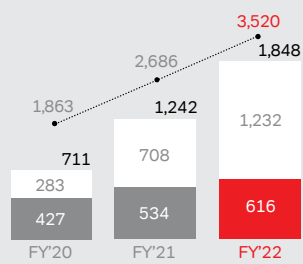
Performance

Our data customer base reached 46.7 million, growing by 15.2% and now contributing to 36.4% of our total customer base. Our 4G customer base reached almost 20 million, which is 42.6% of our total data customer base. Customer base growth was driven by

further expansion of our data network, increase in our network data capacity and 3G/4G enabled smartphone penetration (which increased to 34.2%, of which 59% are 4G) smartphones.

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

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



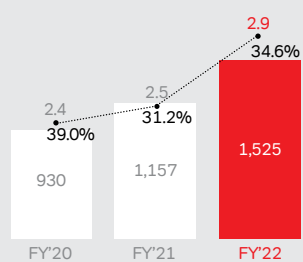
Performance

Total data usage increased by 48.7% in FY'22 to 1,848 billion MB. 4G data usage contributes to 66.7% of total data usage. Data usage per customer per month reached 3.4 GB, an increase of 31.0%, mainly due to 4G network densification, increase in smartphone

penetration and higher adoption of data bundles. Additionally, 4G data usage per customer reached 5.5 GB, supporting the usage growth.

Data revenue and data ARPU

- Data revenue \$m
- Data ARPU \$



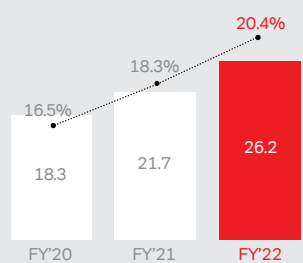
Performance

Data revenue was \$1,525m, grew by 34.6% in constant currency led by both customer base growth of 15.2% and data ARPU growth of 18.6%.

Data ARPU increased to \$2.9 per customer per month. The data ARPU growth was supported by an increase in the number of 4G customers.

Airtel Money customer base and penetration

- Mobile money base m
- Mobile money customer penetration %



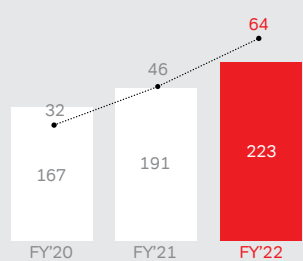
Performance

Airtel Money customer base reached 26.2 million, growing by 20.7%, and now representing 20.4% of our total customer base. Customer base growth was largely driven by the expansion of our mobile money agents, merchant

ecosystems and continued investment in our exclusive franchise channel of kiosks and Airtel money branches.

Airtel Money transaction value and transaction value per customer

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



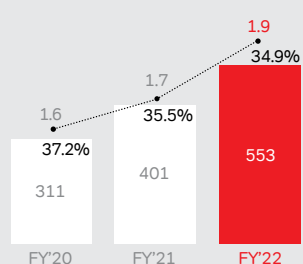
Performance

Total transaction value increased to \$64.4bn, up by 37.0% in FY'22 in constant currency. Transaction value per customer per month was \$223, an increase of 13.9% in constant currency. This was driven by both customer base growth and increased adoption of Airtel

Money services, mainly in P2P, cash-in and cash-out transactions. Annualised transaction value now stands at \$64.3bn in Q4'22 in constant currency. The slight slowdown in revenue growth was due to the implementation of new levies in Tanzania.

Airtel Money revenue and ARPU

- Mobile money revenue \$m
- Mobile money ARPU \$



Performance

Airtel money revenue increased to \$553m, up by 34.9% in constant currency, led by both customer base growth of 20.7% and Airtel Money ARPU growth of 12.2%. Airtel Money ARPU was \$1.9 per customer per month. ARPU growth was driven by

an increase in transaction value per customer of 13.9%, largely due to increased adoption of Airtel Money services.

Our market environment

Demand for voice, data and mobile money services continues to grow at pace across sub-Saharan Africa, which is home to more than one billion people.*

Populations are young and expanding rapidly, the middle class is growing, and people need to connect with each other and with local and global economies. Yet infrastructure is limited, and there is huge scope to increase the reach and penetration of effective, affordable telecoms services, and to include more people in the digital economy.

The region has been hit hard by the impact of the Covid-19 pandemic. Its continuing recovery has underlined the need for telecoms services as a way to foster financial inclusion, bridge the digital divide, and drive economic growth.

Economic recovery, underpinned by strong demographics

According to the IMF report (April 2022), real GDP in sub-Saharan Africa is projected to grow by 3.8% in 2022, and by 4% in 2023, recovering from the contractions brought about by the impact of the Covid-19 pandemic on populations with relatively low vaccination rates. There remain challenges to growth, but the World Bank identifies the region as the world's largest free trade area – a market of 1.2 billion people. Over the next three decades, the population is set to nearly double, to around 2 billion.

We operate in youthful markets, with 33% of the population in our markets aged between 10 and 24 years*. The middle class is also growing, alongside a longstanding trend of urbanisation. We offer a mix of products, content and pricing structures to attract and retain this growing customer base – and our strategic focus on distribution means we are well-placed to win new customers.

» See our 'Win with' strategy on pages 31-42

Limited infrastructure, and low mobile connectivity

Many parts of Africa lack landline infrastructure, and broadband levels remain far lower than in developed markets. Mobile networks will continue to be the primary source of voice and data services in many places – which means that our focus on expanding our networks, and extending rural coverage in particular, plays a vital role in bringing people into the mobile and digital economy. And there is a significant opportunity to extend network coverage. Across Africa, mobile connectivity remains low relative to other markets – though it is growing fast. By the end of 2020, 495 million people had subscribed to mobile services in sub-Saharan Africa, representing 46% of the population – almost 20 million more than in 2019⁰. The GSM Association (GSMA) projects that this figure will reach 615 million people by 2025.

Digitalisation – the key to growth

Digitalisation will be at the heart of Africa's future growth – as many governments in our markets have recognised. Secure, reliable, competitively-priced data is essential to a wide range of service providers, and to businesses both large and small. Mobile technology enables digital solutions and supports the growing use of online channels by consumers.

While growing fast, smartphone adoption in our region remains relatively low. The availability of 4G is also expanding, but is not yet available everywhere. The GSMA projects that 4G coverage will reach 64% of the population in sub-Saharan Africa by 2025, and that customer usage of 4G will more than double from 12% in 2020 to 28% by 2025, still some way short of the global average of 57%.

Digitalisation is therefore a clear opportunity to fulfill our purpose of transforming lives as well as grow our business – driven by our strategic focus on winning with data, our digital products and content, including Airtel TV, and our focus on supporting enterprises through Airtel Business. This is all supported by our continuing investment in expanding our 4G network.

» See our business reviews on pages 62-71

Increasing financial inclusion through mobile money

The launch and growth of digital financial services in Africa has led to an unprecedented increase in the number of people enjoying access to formal financial services. The continent, which has historically been underserved by formal banking, is now home to almost half of digital financial services users worldwide, according to the International Finance Corporation (IFC)⁰⁰. This growth is critical to wider development: financial inclusion has been identified as an enabler for seven of the 17 UN Sustainable Development Goals (UN SDGs).

The Covid-19 pandemic made clear that mobile technology, and mobile money in particular, has a huge role to play in keeping people connected, delivering vital financial support and providing safe, no-contact ways to pay for food, electricity and other life essentials. Telecoms providers continue to play a critical role in building smartphone penetration, increasing mobile broadband penetration and providing competitively-priced data to customers – both retail and business – to enable digital inclusion and access to more opportunities.

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 inter-operator money transfers, payments, microloans and international money transfers.

» See our Airtel Money business review on pages 70-71

* According to the World Bank at www.worldbank.org/en/region/afr/overview#1

Transforming lives spotlight

Working with Access Bank and the World Food Programme to support displaced people in Nigeria

There are hundreds of thousands of internally displaced people (IDPs) in Borno State, Nigeria – and our services are helping them meet their basic needs and connecting them to financial inclusion, while boosting the local economy.

As well as making telecoms services available to this vulnerable group, Airtel Africa is part of a collaboration involving Access Bank and international organisations, including the World Food Programme that helps people access their daily meals. Beneficiaries receive credits to mobile money wallets set up by the partnership, which can be used to pay for meals at Dalori IDP camp. The programme, known as the Airtel Access Money Cash Disbursement powered by WFP, is also creating employment for around 15 people in the camp who support Airtel Africa’s Know Your Customer registrations and recharge card sales.



Managing risk and ensuring we contribute to sustainable development

Some of the countries in our operating markets face political, economic, or environmental challenges. While contributing relatively little to global emissions, Africa is disproportionately affected by climate change⁽ⁱ⁾, while fluctuating currencies and high rates of inflation can affect economies in sub-Saharan Africa. Our sustainability strategy is designed to ensure we make a meaningful contribution to the societies and economies where we live and work, while our risk management framework helps the business to identify and mitigate risks. We manage foreign exchange risk as one of our principal risks as described in detail on page 85.

- » See how we manage our risks on pages 80-86
- » For information about our sustainability strategy, see pages 43-58

Growing markets in which affordability and accessibility are vital

The sub-Saharan African mobile landscape is dominated by a few large competitors, with smaller regional companies in some markets. We compete for customers through our range of services, our advertising and brand image, the quality and reliability of our service, the geographical breadth of our coverage, the capacity and resilience of our data networks – and price. We offer pricing plans that are simple and transparent, based on the principle of ‘more for more’. We use a tailored pricing strategy that varies depending on our position in each market. Our focus on distribution is designed to give us a competitive advantage in recruiting and winning new customers.

Working alongside governments and complying with regulations

The telecoms sector is highly regulated in our markets. All operators must work within the frameworks created by governments and regulatory authorities, covering telecoms regulations, banking regulations and licences.

Know Your Customer regulations apply in many of our markets – 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.

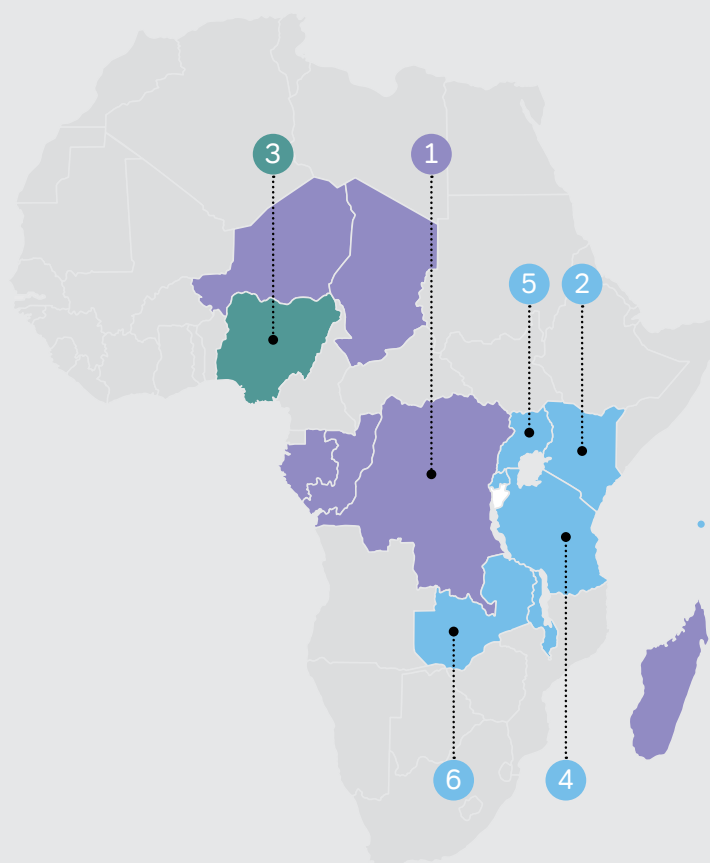
Alongside strict compliance with regulations, we aim to work collaboratively with governments to make sure we integrate our services into their key initiatives, and play our part in strengthening economies and transforming lives.

- » See our legal and regulatory review on page 23


Data sources:


- (i) www.gsma.com/mobileeconomy/sub-saharan-africa/
- (ii) www.ifc.org/wps/wcm/connect/region_ext_content/ifc_external_corporate_site/sub-saharan+africa/resources/201805_report_digital-access-africa
- (iii) www.unep.org/regions/africa/regional-initiatives/responding-climate-change


Key market profiles





Our top six markets*


 1 DRC	2021	2020
Population	92m	90m
GDP	\$57bn	\$49bn
Mobile customers	47m	41m
Unique mobile penetration	43%	41%
Mobile money users	9m	9m

 4 Tanzania	2021	2020
Population	61m	60m
GDP	\$70bn	\$63bn
Mobile customers	54m	51m
Unique mobile penetration	54%	53%
Mobile money users	35m	32m

 2 Kenya	2021	2020
Population	55m	54m
GDP	\$110bn	\$99bn
Mobile customers	65m	61m
Unique mobile penetration	61%	61%
Mobile money users	35m	32m

 5 Uganda	2021	2020
Population	47m	46m
GDP	\$42bn	\$38bn
Mobile customers	30.2m	28m
Unique mobile penetration	43%	43%
Mobile money users	23m	23m

 3 Nigeria	2021	2020
Population	211m	206m
GDP	\$442bn	\$429bn
Mobile customers	195m	204m
Unique mobile penetration	47%	46%

 6 Zambia	2021	2020
Population	19m	18m
GDP	\$21bn	\$19bn
Mobile customers	20m	19m
Unique mobile penetration	58%	57%

* in alphabetical order

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 work within the laws and regulatory frameworks of governments and regulatory agencies to **bridge the digital divide and expand financial inclusion** across Africa.

Rapid changes in technology have led to amendments in legislation and regulation to maintain a fair and stable business environment. We work with governments and regulators in various jurisdictions to harmonise these changes with business needs.

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 are abreast of the regulatory changes, and we keep it under continuous review. We publish significant developments on our corporate website, under 'Regulatory news'. Here we detail the most significant developments in our largest markets in FY'22.

Kenya, Uganda and Tanzania

In 2021, several East African governments reviewed their respective tax legislations to increase consumer taxes.

- In Kenya, the excise duty payable for telephone services rose from 15% to 20%.
- In Uganda, the over the top (OTT) tax was replaced with a 12% excise duty on internet data.
- In Tanzania, a new tax on money transfer/withdrawals was brought in from 1 July 2021. This ranged from Tshs10 to 10,000 depending on the transaction amount. In August, the government reduced this by 30% in response to public sentiment. There was also a new tax on mobile network operators – this varies from Tshs10 to 200 per SIM card owner based on their daily recharge capability.

Zambia

The Data Protection Act came into force in 2021, which protects customers by regulating the collection, use, transmission, storage and processing of personal data. Airtel Networks Zambia plc has put in place measures to ensure compliance with this new act. We're aiming at full compliance once regulations operationalising the Data Protection Act are published by the regulator.

Nigeria

In December 2021, the Nigerian Communications Commission (NCC) auctioned two lots of 100 MHz each in the 3.5 GHz band ranging from 3500 to 3600 MHz and from 3700 to 3800 MHz. The spectrum was offered on a nationwide basis covering all states of the Federation and the Federal Capital Territory of Nigeria. The reserve price for one lot of 100 MHz was \$197.4m. Airtel Africa qualified to participate in the bidding process but withdrew in the course of the auction. MTN and MAFAB were awarded the two available lots of 100 MHz. We're now working with the regulator and government to find ways to access remaining unassigned lots.

In April 2022, Airtel Africa received final approval from the Central Bank of Nigeria (CBN) to offer services under a super-agent licence and under a Payment Service Bank (PSB) licence. This follows the issue by the Central Bank of Nigeria of the approval in principle in respect of the two licences in November 2021. We are getting ready to launch both services as guided by the Central Bank.

Kenya

The Kenyan regulator has stipulated a reduction in mobile termination rates (MTR) from KES 0.99 per minute to KES 0.12 per minute from 1 January 2022. While this is being challenged by another mobile operator, we welcome this move as it seeks to remove the unfair subsidisation of the dominant operator by competing players in the market. Kenya has one of the highest MTR regimes in Africa, and rates were last reviewed in 2010.

Uganda

In May 2021, Airtel Mobile Commerce Uganda Limited (an Airtel Money entity) was licensed to operate a payment system and provide electronic money in Uganda.

We were reminded by the regulator that we have to list on a licensed securities exchange in Uganda within two years of the date of our licence, 16 December 2020. We are in talks with the regulator, the capital markets authority and investors on how best to meet this requirement, given that the recent listing by another national telecoms operator on the market was significantly undersubscribed.

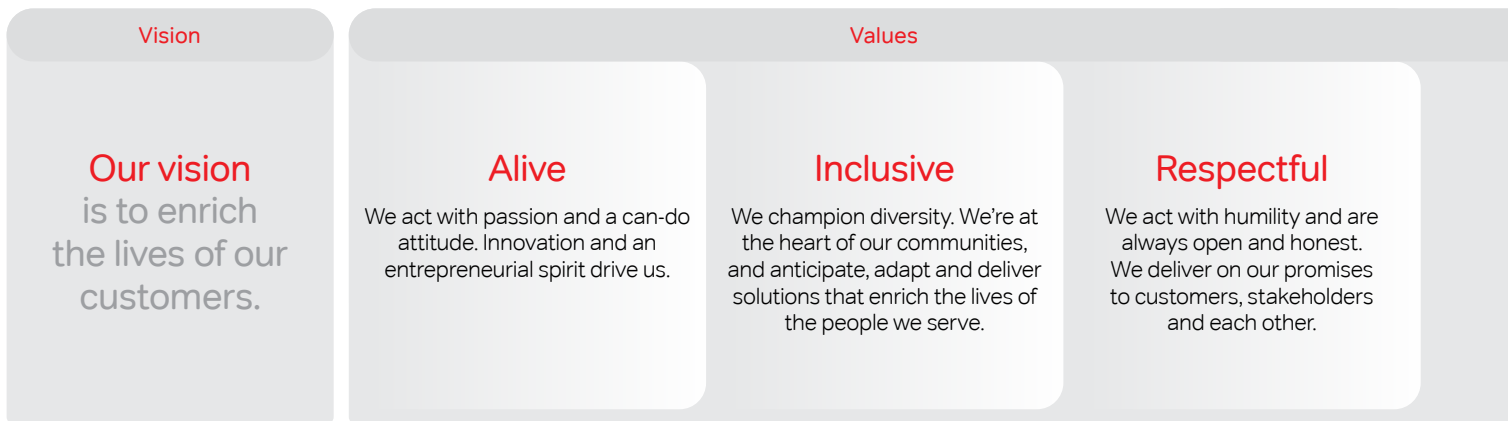
Uganda listing obligation

Under Article 16 of 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 date of the effective date of the licence. Currently, this imposes a listing requirement by 15 December 2022 on Airtel Uganda.

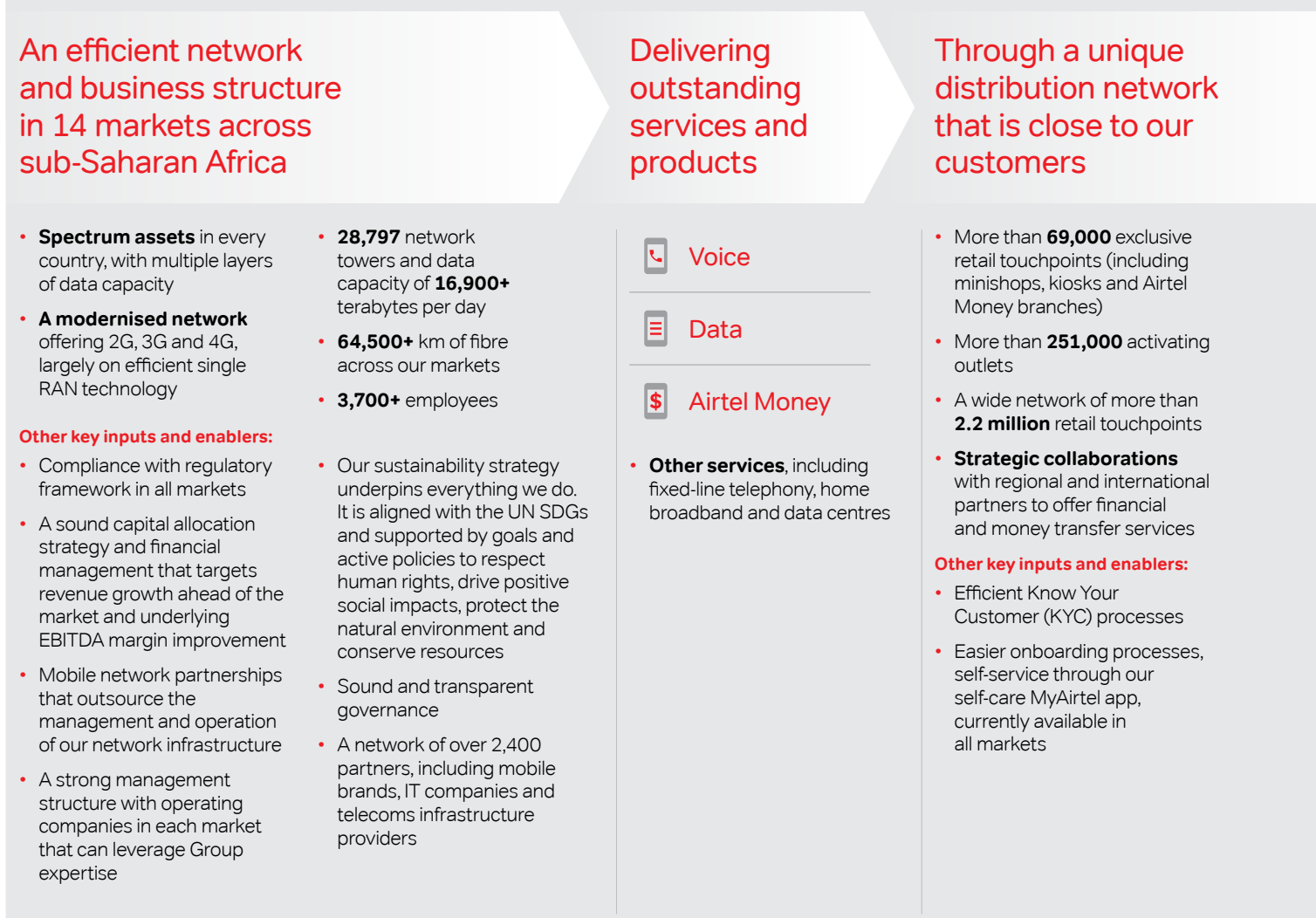
On 5 April 2022 we applied to the Uganda Communications Commission (UCC) for an extension on the deadline for a period of one year.

Our business model

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



How we create value



99.3%

of our customers use pre-paid services

2.2+ million

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

99%

of customer requests processed digitally

- » Our purpose of transforming lives is supported by our sustainability strategy, described on **pages 43-58**
- » Our strategy is supported by a robust framework for monitoring and managing risk, described on **pages 80-86**

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, while 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 all over Africa.



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 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:

128.4 million

total customers

including

46.7 million

data customers

and

26.2 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 \$1.5bn in 2021/22 (vs \$1.4bn in 2020/21)
- **2.2 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 underlying revenue growth of **23.3%** in 2021/22
- Underlying EBITDA margin of **49.0%**
- Total dividend of **5 cents** (interim and final as recommended by the Board)

Putting people at the heart of our business decisions

This year, we continued to engage with our most important stakeholder groups to build shared understanding and mutual long-lasting value. Strong, supportive relationships not only help our business thrive, they help us make sure we're contributing in meaningful ways to the communities we serve.

How we work to understand our stakeholders

Treating our stakeholders fairly starts with understanding the interests of each group. Directors receive information about our stakeholders through various channels. This includes direct interaction and engagement – something we place much importance on at Airtel Africa. This year, for example, we engaged directly with stakeholders on our sustainability strategy and our remuneration policy.

The Board also receives reports and updates from our senior leadership team who engage directly with stakeholders. Every Board paper now includes stakeholder interests relevant to the proposed actions. We also continue to plan director visits to local operations and schedule Board meetings at regional locations, with representatives from the local business present.

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 from our corporate legal advisers Herbert Smith Freehills LLP to remind them 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 stakeholder interests and concerns and considered stakeholders when making decisions in FY'22.

We're committed to regular communication with all of our stakeholders. That is why we're developing a stakeholder engagement policy to formalise why, when and how we communicate with each group. We expect this to be published before our June AGM.

How we consider stakeholder interests

Our directors put stakeholder views at the heart of key decisions for Airtel Africa.

Our chair is committed to ensuring that both positive and negative stakeholder input is communicated to the Board, and our executive team supports with this. The chair, the chairs of each committee, independent directors, CEO, CFO and our company secretary are available to address any concerns raised by stakeholders.

Considering stakeholder interests sometimes involves distilling data and other metrics to inform decisions. At other times, it involves a direct consultation, such as the one between our Remuneration Committee and shareholders. In September 2021, Doug Baillie wrote to our top 20 shareholders and proxy agencies inviting them to review the details of the exit terms of our CEO, Raghunath Mandava, and the appointment of his successor, Segun Ogunsanya. He wrote again in March 2022 inviting them to discuss the proposed changes to our remuneration policy in more detail.

To consider our people's interests, the Board receives regular updates on employee engagement from the chief human resources officer and chair of the Remuneration Committee and management team. Our second externally facilitated employee engagement survey is due to take place in 2022. Its results will help the Board assess the culture of our organisation.

We also have clear business standards with stakeholder interests at their core. Our Code of Conduct covers everything from respect for human rights to data privacy to acting lawfully. This sets out our high expectations for how all of us at Airtel Africa should act in ways that create value for, and build trust among, our many stakeholders.



Our customers

More than 128.4 million customers across Africa use our data, voice and mobile money services to connect, live and work.

How we engaged during the year

Our customers continue to help us define the success of our products and services. To be able to meet and exceed our customers' needs, we proactively engaged customers across all touch points during the financial year. The insights we gain are central to our improvements to our customer experience and our innovations to our products and services.

We completed the rollout of automated SMS surveys across all our markets during the year. We also opened a further 300+ retail experience stores to increase our footprint and establish a closer presence to many of our customers. And we expanded our opening times to be able to support customers for longer.

Our Board continued to be informed of significant customer concerns and priorities through the CEO's regular update.

Interests and concerns

We know that customers of all types want to be able to easily use our products and services at times that are most convenient for them. While most people prefer self-service, they also want quick and easy support. Our younger customers want to be able to use our services easily on the go and to find these on the digital platforms they're already using. Airtel Money customers are looking for an always-on, error-free, safe and secure mobile money service. And for our enterprise customers, network uptime is critical.

Outcome and actions

We've continued to improve our customer service across all platforms. To strengthen our self-care suite of channels, we further automated our phone support systems for customers. We brought in a new interactive voice response (IVR) system in our regional call centres to offer customers more assistance with our products and services.

The rising number of people downloading our MyAirtel app – and using it to check their minutes, buy bundles and access mobile money services – illustrates this growing preference for self-service. We registered 3.5 million new customers this year to reach 11 million users in total. Active users doubled from last year, with a total monthly transaction value of \$90m.

For our Airtel Money customers, we focused on minimising the potential for error and expanding our services to more digital channels and platforms.

To further improve our customer support service, we continued to integrate and strengthen our customer data systems. Our latest upgrade allows frontline teams to see all customer information on a single screen so that they can resolve issues more thoroughly and quickly.

We're working to create a quick and easy customer experience at every Airtel Africa touchpoint.



Our people

We aim to make Airtel Africa a great place to work for our more than 3,700 full-time permanent employees encompassing 35 nationalities in 18 countries. Our people are at the heart of our business success.

How we engaged during the year

Our Board actively engages with employees in a variety of ways to better understand how we can enhance our people strategy and continue to bring our values to life. They also stay on top of employee-related matters through their involvement with our Sustainability Committee.

During FY'22, Board members met with employees to discuss both professional and personal matters – including feedback on moving our headquarters to Dubai from Nairobi, team capabilities and how we can best build an agile high-performance culture. We also encourage employees to share feedback through our open-door policy, where anyone can speak to our Group CEO or any Executive Committee (ExCo) member.

The Board also stays close to employee-related issues through:

- Quarterly CEO-led town halls in English and French, where senior executives update employees on our business performance and organisational changes, and take questions from employees
- Remuneration Committee updates from our chief human resources officer (CHRO) on remuneration, people, culture, conduct and diversity
- Regular Board presentations and one-to-one meetings as necessary from our CHRO
- Quarterly Board reports from the HR Forum and Remuneration Forum chair on people, culture and wellbeing
- The results of our employee engagement survey and regular pulses shared in various OpCos and OpCo-led town halls
- One-to-one meetings between our ExCo and OpCo managing directors and other leaders to discuss employee-related matters
- Regular ExCo market visits where leaders interact with teams at all levels of the business

Interests and concerns

In addition to staying safe from Covid-19, our people continue to be primarily interested in developing their careers and broadening their skills.

Outcome and actions

We're working to continue to attract, develop, and retain a highly skilled, diverse and engaged employees. To this end, we're focusing on building a supportive and agile culture, centred on simplicity and accountability – one that allows us to quickly respond to the changing needs of our customers.

This year, we continued to look after the safety and wellbeing of our people through awareness campaigns around Covid-19 safety and general fitness, fully paid medical cover, our employee assistance programme, free Covid-19 testing and on-site vaccinations. We also supported employees working remotely with more flexibility to help them balance home demands and business needs.

Our latest bi-annual employee engagement survey achieved an 87% response rate, with an overall engagement score of 79%.

Stakeholder engagement continued

We also worked to enhance career opportunities and lifelong learning through a new initiative called Africa Mobility, where employees can take on assignments in other business areas and countries to learn new skills, support key initiatives and advance their careers. This is in addition to our critical skills training in areas like IT and data security and our leadership programmes to prepare people for the future of work. During the financial year, over 20,000 courses were completed on our digital training platform.

We're also working to enhance values-led performance through creating useful incentives (our pay-for-performance philosophy) based on improved appraisal analytics and processes.

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.

How we engaged during the year

We heard from people in our communities through letters, emails and text messages about their individual situations and concerns. Governments and other organisations made public appeals, as well as direct approaches to our operating companies, about key community issues during the year. We also connect to people through our community initiatives, such as the Airtel Touching Lives programme in Nigeria, which received more than 70,000 requests for support in FY'22.

Our CEO reports on the ongoing impact of Covid-19 and other emergencies on our communities at Board meetings. The Board also regularly reviews our formal programme of community initiatives.

Interests and concerns

In FY'22, our communities continued to face health and economic challenges linked to Covid-19. More people were thrown into poverty, and a lack of basic healthcare led to more health issues beyond the impact of Covid-19.

Outcome and actions

We worked with governments across Africa 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 OpCos worked with governments to continue to help communities deal with the ongoing impact of Covid-19. In Nigeria, we also invested in refurbishing a ward at the Lagos University Teaching Hospital to offer more treatment for Covid-19 and other infectious diseases.

We also focused on improving access to online educational resources, particularly for less privileged children in more remote locations. In November 2021, we launched a five-year, \$57m partnership with the United Nations Children's Educational Fund (UNICEF). Covering 13 of our markets, this partnership will champion digital education for African children through online platforms, connectivity and access to quality digital learning. Seven of our 13 OpCos have already begun initiatives through this partnership, targeting more than 350,000 children in 280 schools.

We supported our communities through a host of other initiatives, including a cyber-awareness campaign in Gabon, a crime prevention partnership with the police in Zambia, and a partnership with the World Food Programme (WFP) using mobile money to provide cash to people displaced by terrorism in the northeast and northwest of Nigeria.

» For more details about our community support, see pages 59-61



Partners and suppliers

We work with more than 2,400 suppliers across Africa, including mobile brands, IT companies and telecoms infrastructure providers – with the top 100 suppliers accounting for just over 88% of our procurement.

How we engaged during the year

We continued to engage with our top suppliers during the year at both Group and OpCo levels. The Board receives regular information from these engagements through the CEO's report. During the year, our CFO also presented a discussion paper covering payment terms, payment practices and vendor liabilities. The chief supply chain officer also attended the Board meetings on two occasions to provide a functional report which included feedback on our relationships with suppliers. The Board's response was then relayed to the business and leaders at the CEO's regular ExCo and business review meetings.

With social distancing still in place during the year, we met suppliers through a combination of online meetings and face-to-face interactions, when it was safe to do so. The relocation to Dubai of our key sourcing team has allowed us to hold more meetings on the ground and improve engagement levels. We met with our major suppliers at least once each quarter, and at major conventions, including MWC Barcelona and AfricaCom.

These meetings included governance meetings, commercial meetings and, where necessary, grievance meetings. Our OpCo teams continued to discuss operational matters with suppliers at country level, and our partners tell us that they value the proactive approach we take in resolving issues.

Many of our partners were, like us, part of providing essential services to communities – and we are grateful to partners on the ground such as fuel suppliers and maintenance workers for helping us keep our networks running and serving customers.

Interests and concerns

We have a strong track record of partnership and many partners seek us out to discuss win-win solutions. Partners and suppliers also provide information on the latest developments and support us with the adoption of new technologies, and we discuss sales and project plans, bids and proposals, and payments.

Outcomes and actions

In November 2021, we concluded an agreement with new partner Cisco for upgrading our Call Centre Technology Platform (CCT). We have been using our CCT platform from an alternative vendor for the past five years and the new partnership with Cisco provides Airtel Africa with the latest technology platform leading to substantially enhanced capability and features. The rollout is in progress.

As a result of the launch of our sustainability strategy in 2021 and following an assessment of our current policies and procedures, we will be aligning our supply chain sustainability targets with expectations we have from our top 100 current vendors in 2022 and beyond.

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



Regulators and governments

With mobile telecoms and financial services seen as essential services we continued to work closely with governments and regulators to build digital and financial inclusion.

How we engaged during the year

We work hard to influence and stay ahead of regulatory changes in the 14 different countries where we operate. 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 strategy in Africa. The Board has empowered the CEOs and chief regulatory officers of our operating companies to represent them at country-level engagements with governments and regulators. 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.

In FY'22, we continued to engage with governments to understand key policy considerations and the direction in which governments are driving their countries. Due to the ongoing pandemic and travel restrictions, much of our engagement with government and regulators was held online through video conferencing.

We engage in a variety of ways with regulatory stakeholders around potential changes to licencing frameworks, market and competition structures, new government policy initiatives and new laws affecting our business. Depending on the complexity of the issue and the level of the stakeholder, a matter might be dealt with by our regulatory affairs directors, or our Group chief regulatory officer working alongside a local team, or directly by our Group CEO or chair.

Interests and concerns

Governments and regulators continued to monitor the ongoing health and economic emergency, and to cooperate closely with industry in doing so. Across Africa, the focus has been on opening up society safely, removing government support when appropriate, and continuing to improve data security. We've seen Know Your Customer requirements enhanced across many of our markets. Governments also closely monitored telecoms providers to make sure the industry was able to meet changing demands related to new patterns of working.

Outcomes and actions

Governments across Africa continued to support our industry as the pandemic rolled on for another year.

We held various discussions with regulators to release spectrum that had initially been allocated on a temporary basis more permanently to accommodate ongoing patterns of working from home. As lockdowns eased and businesses started to get back to normal, governments also allowed mobile financial service providers to once again charge transaction fees. In some countries, governments began to raise taxes and remove tax rebates that businesses and employees had enjoyed in FY'21.

Regulators in some markets (Nigeria, Niger, Kenya, Tanzania, Uganda and Zambia) worked to improve security by enhancing Know Your Customer requirements – see page 23 for more.

Telecom operators continued to enjoy recognition as essential service providers. This helped us keep our networks open and people and service providers connected. And it meant our employees could continue to maintain facilities, distribute SIM cards and Airtime, and serve our customers.

Engaging with our stakeholders



Over the last reporting year, we rolled out a new way of managing compliance to our 14 operating markets. This involves five steps:

- 1 Understanding and mapping the regulatory requirements in the specific country
- 2 Cascading relevant regulatory requirements to business units so they know what is expected of them from a compliance perspective
- 3 Auditing the level of adherence to compliance requirements – this is done by the regulatory function, internal audit and sometimes external auditors
- 4 Identifying gaps in meeting compliance requirements, analysing the cause and proposing remedial action
- 5 Implementing remedial measures and repeating the cycle

This process has helped our operating companies become more aware of the compliance requirements in their markets, leading to improved compliance overall.

Stakeholder engagement continued



Shareholders

Through their investments, our shareholders enable us to deliver our strategy and create long-term value and ongoing business success.

How we engaged during the year

Our engagement with investors is led on a day-to-day basis by our investor relations team who maintain a two-way dialogue between the investment community and Group management, executives and the Board.

We want to encourage shareholder participation by understanding and acting on shareholder feedback and by being clear and transparent when communicating with our shareholders. To this end, in FY'22 we:

- Held interactive conference calls with analysts and shareholders on the day of our quarterly results announcements
- Held virtual investor roadshows after publishing our full year and half year results in May and October 2021, as well as ad hoc meetings and calls with both existing and prospective shareholders
- Attended online investor and industry conferences throughout the year to allow both existing and prospective shareholders opportunities to speak directly with our executive management
- Proactively engaged with the sell-side equity research community
- Through briefings to analysts and the press, encouraged shareholders to attend our hybrid AGM in June 2021 and to vote on resolutions
- Collected and reviewed feedback from shareholders on our engagement with them

The CEO provides monthly insight to the Board on all investor relations activities and associated feedback. Led by our deputy CFO and head of investor relations, this report includes a summary of shareholder and share price market activity and commentary on investor meetings, roadshows and equity research analyst coverage. The Board also receives regular updates direct from our brokers.

As set out in the remuneration report, our Remuneration Committee consults with shareholders each year on remuneration policy and, as part of this, the committee chair engages directly with shareholders and their representative bodies.

» For more information about our Remuneration Committee, see page 98

Interests and concerns

Understandably, investors continue to focus on our business financials. They expect to see sustainable profitable growth, free cash flow and dividends, and sustained high standards of governance at Airtel Africa.

Many shareholders are interested in our outlook on trading and market demand, our guidance for FY'23 and beyond, our approach towards addressing foreign currency risks and particularly our progress in improving our natural currency hedging by localising debt in our operating companies, and our repatriation of funds from the OpCos to Group level. They are also interested in our other financial targets, our approach to capital allocation, and particularly our dividend policy. In light of the increased interest in our approach to environmental, social and governance-related policies and matters, we have worked closely with shareholders to develop our sustainability strategy this year.

Outcomes and actions

With the insights provided in monthly Board updates, our directors are able to take major strategic and operational decisions with a good awareness of the views of our shareholders.

In response to increasing demand from investors and other stakeholders, in 2021 we began to formally articulate how our strategy and business model align with environmental, social and governance best practices. This led to the publication of our detailed sustainability strategy in October 2021 and has informed our ESG agenda. We'll publish our progress against this strategy in our first Sustainability Report later this year.

» For more information about our sustainability strategy, see pages 43-58

Transforming lives spotlight

Supporting our hospitals during Covid-19

In response to Covid-19, we've formed a partnership with one of the leading University Teaching Hospitals in Nigeria – The Lagos University Teaching Hospital (LUTH). This year, with our support, LUTH successfully renovated and remodeled an entire 111-bed ward in its medical wing to improve the access to quality and affordable health care in Nigeria – part of our commitment to helping our communities build back stronger in 2022.

» For more information on how we manage our risk related to Covid-19, see page 83



Our ‘Win with’ strategy is underpinned by our **sustainability strategy** and delivers **long-term value** for all our stakeholders.



We’re transforming lives across sub-Saharan Africa through products, services and programmes that foster **financial inclusion**, drive **digitalisation** and **empower** our 128.4 million customers and the communities in which they live. To continue to serve **our vision of enriching the lives** of our customers, we have a clear business objective: to grow market share profitably and create superior enterprise value while delivering our sustainability strategy.

Our ‘Win with’ strategy has six strategic pillars through which we aim to deliver sustainable, profitable growth. Underpinning each pillar are two constant themes that inform everything we do: digitalisation, and our commitment to contribute to sustainable development and responsible business through our sustainability strategy, which is described on pages 43-58.

Working with the governments and institutions of the countries in which we operate is a central element of our strategy. We aim to help them realise their goals for sustainable development by working to expand connectivity and mobile money services as parts of digitised, dynamic, and financially-inclusive economies, while ensuring our strict and continued compliance with local laws and regulations.

We aim to act as a responsible business at all times. 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 also continue to support communities by working with local stakeholders on our longstanding commitment to improving digital education, improving health and supporting communities through disaster relief, as described on pages 59-62.



Win with network

We aim to create a leading, modernised network that can provide the data capacity to meet rapidly growing demand and enhance 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.

Our approach includes:

Focusing on **rural coverage expansion** through new site rollouts, recognising that access to a reliable service is the critical first step for providing previously underserved communities with the opportunity for digital and financial inclusion

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

Expanding the reach of **4G coverage** and building capacity through our 2G>3G>4G approach, and future-proofing through 5G compatibility

Delivering **best-in-class voice service quality** while improving network uptime

Our progress in FY'22

Delivering best-in-class service and 4G networks in our markets remains a key focus, and 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 continued to invest in making our data network more resilient and expanding the potential of our 4G network, investing in data centres that can also provide revenue streams from third-party users, and evolving our fibre network to add additional fibre routes to our customers, strengthening the stability and continuity of our service. We continued to improve our fibre provision in metro, intercity, and international networks, including through cost-effective partnerships and co-investment programmes.

Our investment in new and existing sites has enabled us to increase data speeds as well as coverage. In addition to our KPIs, below, we track our progress by measures that include rural population coverage: this year, that increased from 65% to 68%. We also measure the number of new sites in rural areas, a target that supports our sustainability strategy: this year we added almost 1,400 new sites in rural areas.

How we measure progress

We measure network through a number of KPIs, described on pages 17-19, including:

Total sites and data capacity: we deployed more than 3,400 additional sites, reaching 28,797 sites in total as of 31 March 2022. During the year, we added 3,900 more sites to 3G (96.5% of sites on 3G), 5,800 more sites to 4G (87.6% of sites now on 4G) and added an incremental 10,000 km of fibre (64,500+ km of fibre as of 31 March 2022). Data capacity increased by 40.4% to 16,900+ terabytes (TB) per day, with peak hour data utilisation at 46%.

» For information on how we manage risk, see pages 80-86

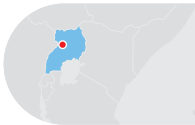
» For information about our sustainability, see pages 43-58



Our **network** strategy in action

“
**Eby’empuliziganya
 byagonjodwa.**

We’ve never been
 so well connected.
 ”



Nalweyiso Shabibah
 Hairdresser
 Nakasongora,
 Central Uganda

**Delivering best-in-class service:
 Uganda**

Our ability to help transform customers’ lives depends on delivering fast, reliable and responsive services – and on leading the way in our markets.

In March 2022, Airtel Uganda was recognised as Uganda’s fastest mobile network at the Mobile World Congress (MWC) in Barcelona, Spain, after speed tests carried out by Ookla, a global independent leader in mobile and broadband network intelligence, testing applications and related technologies.

It is a vote of confidence in our services – and a reflection of the consistent investment we continue to make in our networks. In Uganda, our 4G network is now country-wide and uses the latest 4G technology. We now have 4G mobile coverage of 90% of Uganda’s population. In Kampala, 79% of our sites are also connected to fibre.

This high-quality service has helped make Uganda one of our best-performing markets – but we’re not stopping there. We’re already planning our 5G roadmap for Uganda, while continuing to roll out enhancements to our 4G network that will further improve our customers’ experience and open up more opportunities for the digital economy.

» For our East Africa business review, see pages 64-65

98.7%
 population coverage in Uganda

57%
 of our sites are in rural areas in Uganda





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.

This year we updated the name of this pillar from ‘Win with customers’ to reflect the fact that our distribution network empowers our business by extending our brand and ability to offer interlinked services, as well as through customer recruitment and retention.

Our approach includes:

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

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

Broadening our offer to enhance usage and ARPU, while further **refining 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 in FY’22

We have continued to expand our distribution network to get closer to customers, developing our infrastructure so that we could drive customer growth and retention, as reflected in the KPIs on pages 17-19.

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 – this year, for example, adapting to new requirements in Kenya and Rwanda. In Nigeria, we are working as partners with the government to deliver its national identity number (NIN) programme, which makes collecting NINs a requirement for new and existing customers. Across every market, we have now developed an app for digital registration, and most onboarding processes are achieved in five minutes or less.

How we measure progress

We measure distribution through a number of KPIs, described on pages 17-19, including:

Customer base and net adds: Our customer base grew 8.7% to 128.4 million as of 31 March 2022. Customer activating outlets grew by 21.0% to 251,000+. The overall growth reflects our continuous focus on investment in sales and distribution infrastructure in urban and rural markets, including our exclusive Airtel Money distribution channel of kiosks and branches. Our enhanced distribution channel ensures availability of SIM cards, recharges and money float. Our underlying voice revenue grew by 15.4% in constant currency.

» For information on how we manage risk, see pages 80-86



Our **distribution** strategy in action

“
**Il est plus facile
 que jamais de
 contrôler mes
 finances.**

It is easier than
 ever to control
 my finances.

”

Bibi Sombola
 Microentrepreneur
 Kinsuka, Kinshasa (DRC)



**Never more than 1 km away: getting
 closer to customers in DRC**

Less than 26% of the population in Democratic Republic of the Congo (DRC) has access to traditional banking – so mobile money is essential to individual and country-wide financial inclusion and prosperity. But to get the most out of mobile money, the DRC customers need to be able to access it where they live – which is why we’ve set ourselves the goal of ensuring our distribution network serves everyone, and that no-one should have to travel more than 1 km to access Airtel Money.

Our aim is to open a dedicated kiosk for every 2,500 people in the DRC, and create at least one Airtel Money branch (AMB) for every 10,000 people – a programme that will create 4,000 jobs in our network. We’ve invested in pre-fabricated, ready-to-install facilities for our distributors, who also have access to our customised systems for balancing their cash and float.

The programme is working. In FY’22 in the DRC our customer activating outlets have grown by 36%, and AMBs have increased by 67%. Our customer base increased by 20.7%.

» For more about our Francophone Africa business, see pages 66-67

36%

growth in customer activating outlets in the DRC

20.7%

increase in total customers in the 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 approach includes:

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

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 in FY'22

Our success in achieving our ambitions for data is closely linked to our ability to extend and maintain fast, reliable networks, and to being close to our customers through distribution. Our network programme in Nigeria, for example, increased our data capacity by 40.5%, while we modernised our network in Niger and added 550+ sites in Kenya. Our performance is also linked to smartphone ownership, which again grew this year: 42.6% of our data customer base now has 4G devices, compared to 36.4% last year.

Being the leading 4G provider, and offering competitive, transparent data bundles, gives us a competitive advantage when it comes to new customer acquisitions. Airtel Kenya, for example, launched new 'Bazu' data bundles this year that offer customers more data and choice at no extra cost, complementing the rollout of a high-speed 4G network countrywide. Our ability to provide capacity and excellent digital services also helps drive usage. The strong presence of our outlets and our marketing investment support this network advantage – this year we carried out smartphone offerings in 11 markets. As the KPIs below show, our customer base and data usage both grew in FY'22. Our home broadband customer base grew by 54%, driving revenue from this segment up by 63%.

How we measure progress

We measure data through a number of KPIs, described on pages 17-19, including:

Data customers, 4G data customers and penetration: Our data customer base increased by 15.2% to 46.7 million as of 31 March 2022, and now constitutes 36.4% of our total customer base. Our total data usage increased by 48.7% to 1,848 billion MB. Data usage per customer per month reached 3.4 GB, an increase of 31.0%. 4G data usage contributed 66.7% to total data usage.

» For information on how we manage risk, see pages 80-86

» For more information about our sustainability strategy, see pages 43-58



Our **data** strategy in action

“
L'internet offre
des opportunités!

Data brings
opportunity!
”

Enabling the rapid
growth in data use in
Chad and Niger

There is no doubt about the demand for data in our markets – and our strategy aims to meet it by reaching more people with data services by enhancing our data capacity through network modernisation and expanding our 4G network, strengthening our unique distribution channels, and offering transparent, well-priced offers that customers love.

Data growth in Chad and Niger show this strategy is delivering. Both countries are landlocked and contain geographically remote areas – but that does not prevent us expanding our distribution network and capacity to win more customers. In Niger, we increased our exclusive outlets by 61% and customer activating outlets by 48% this year, supported by increase in total data capacity by 55% led by new fibre-sharing agreements to build network resilience.

In Chad, continued investment in our network, data capacity more than doubled and a 63% increase in our exclusive outlets alongside a choice of transparent data bundles delivered growth of 35% in customer numbers.

In both countries, more people than ever are gaining access to digital opportunities – and data usage grew by 112% in Chad, and 61% in Niger.

» For more about our Francophone Africa business, see pages 66-67

63%
increase in our exclusive outlets in Chad

55%
increase in total data capacity in Niger

Djamila M.
University student
Niamey, Niger





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 approach includes:

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

Make Airtel Money **the currency of choice** by **expanding** our mobile money portfolio through additional mobile money services, including merchant and commercial payments, benefit transfers, loans and savings

Focusing on technology as an enabler and competitive advantage

Continuing to **recruit customers** from our mobile services base

Our progress in FY'22

We have continued to execute our mobile money strategy, focusing on our distribution network and float availability, our technology, and our drive to increase Airtel Money's acceptance as the currency of choice across the financial ecosystem on the path to becoming a 'financial supermarket'. As the KPIs below show, these measures have widened our customer base and driven increased revenues.

Our distribution reach continued to grow through our Airtel Money branches, which expanded by almost 60% in FY'22, and kiosks, which increased by 40%. We also increased the number of multi-brand agents in our network by 41.7%.

Our reach has also been increased by our use of technology as a key enabler for competitive advantage. We are creating design-driven digital journeys for customers that will underpin our ability to offer a full suite of financial services. Our Payment Service Bank (PSB) licence has been granted by the Central Bank of Nigeria in April 2022, and described on page 62.

How we measure progress

We measure mobile money progress through a number of KPIs, described on page 17-19, including:

Airtel Money customer base and penetration: our Airtel Money customer base grew by 20.7% to 26.2 million in FY'22.

Airtel Money transaction value and transaction value per customer: our transaction value grew 37.0% to \$64.4bn in FY'22. Transaction value per customer grew 13.9% in constant currency.

Airtel Money revenue and ARPU: Airtel Money revenue grew by 34.9% in constant currency in FY'22. Airtel Money ARPU was \$1.9, up by 12.2% in constant currency.

- » For information on how we manage risk, see pages 80-86
- » For more information about our sustainability strategy, see pages 43-58



Our **mobile money** strategy in action

“
Kuti nachita ifintu
ifingi na mobile
money.
”

I can do more
with mobile
money.

”



Florence Chipoma
Mini-AMB agent
Lusaka, Zambia

Staying ahead in a competitive marketplace: Zambia

Few regions in the world have embraced the possibilities of mobile money as thoroughly as East Africa. It makes it a dynamic and exciting place to operate, where the sustainable development benefits of digitalisation are clear – while also being highly competitive, driving innovation and entrepreneurship in our teams.

Zambia, our second-largest Airtel Money market after Uganda, is a great example of how we’re winning with mobile money. In FY’22 we continued to extend and broaden our distribution network in Zambia through the successful deployment of 391 ‘mini-AMBs’ – compact outlets that offer the services of an Airtel Money Branch and can be rolled out at scale. They get us closer to customers and include more people in the financial ecosystem – reflected this year by an increase of 99% in merchant payments, and of 54% in transaction value volumes.

By growing even more visible and available, we’re winning more customers with our affordable products – this year in Zambia our customer base grew by 25.6%.

» For more details, see our East Africa business review on pages 64-65

20.7%

mobile money customer base growth at the Group level

34.9%

mobile money revenue growth in constant currency at the Group level





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 approach includes:

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 IRUs

Increasing availability of digital recharges and self-care services

Our progress in FY'22

Our cost model is focused on ensuring that we can provide substantial additional capacity at marginal additional cost. We do this through continued network design optimisations, constant focus on value in our inputs and our contracts, and volume optimisation. Increasingly we look for areas where we can share costs and increase our operational resilience while improving our offer to customers – for example, by exploring options to use multiple fibre routes into and out of landlocked countries through partnerships.

How we measure progress

We measure cost optimisation through:

Underlying EBITDA for FY'22 was \$2,311m, up by 31.2% in constant currency. The growth in underlying EBITDA was led by revenue growth and supported by better controls on operating cost. Underlying EBITDA margin improved to 49.0%, an improvement of 296 basis points in constant currency. In FY'22 we added almost 10,000 km of new fibre which helped us increase data capacity at marginal cost.

» For information on how we manage risk, see pages 80-86



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.

We will achieve this by:

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

Improving **coaching and functional skills** through our digital learning platform, functional 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

- » For information about how we manage risk, see pages 80-86
- » For information about our sustainability strategy, see pages 43-58

Our progress in FY'22

Our focus over the year continued to be on three key areas: talent, capability and technology, underpinned by our work to reinforce the entrepreneurial culture and spirit of the organisation. In FY'22 we continued to recruit top talent and reduced our time to hire for key roles, while our internal development programmes resulted in 39% of our promotions into senior management/ExCo roles being appointed internally.

We made further progress on gender diversity, reaching 26% women in our workforce. While there is clearly still more for us to do, this is high relative to our industry in our operating markets. We continued to reinforce our commitment to diversity through activations, including International Women's Day.

We continued to digitise our processes, including through our digital learning platforms, evolve our policies and procedures, including those relating to increased hybrid working. We also expanded the ways in which we engage with employees, including through a new programme through which employees engage with Human Resources on a monthly basis to put their questions and raise any issues. Our employee engagement survey continues to provide us with insight and feedback from our people.

Further details of our engagement and programmes, including our employee assistance programme, are on page 27 in 'Our stakeholders' section.

How we measure progress

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

- **Diversity** – by gender (26% women in our workforce, 28% women in ExCo at the OpCo level) and nationality (employees from 35 nationalities)
- **Skills development** – delivered key functional and leadership training through accelerated on-demand learning programmes, which in return improved productivity and overall performance
- **Employee engagement** – our latest bi-annual employee engagement survey achieved an 87% response rate, with an overall engagement score of 79%
- **Voluntary attrition** – the war on talent, especially on the digital front, has contributed to an increase in our voluntary attrition rate from 6.6% to 13%. We are putting measures in place to ensure we retain our top talent.



Our **people** strategy in action

“
Imiti ikula empanga.

Growing trees today become tomorrow's forests.

”



Francescellah Bwalya Offiah
Electrical Engineering
Lusaka, Zambia

Supporting STEM graduates, identifying talent: Zambia

There's a worldwide shortage of highly-skilled technical recruits – as well as a global imbalance in the number of women in roles requiring STEM (science, technology, engineering and maths) expertise. At Airtel Zambia, our graduate programme is helping to address both issues – while working to ensure that we continue to attract and retain the best people to support our future growth.

In FY'22 Airtel Zambia launched a graduate training programme designed to recruit and train technical specialists with degrees in STEM subjects, including Telecommunications, Electronic Engineering, Computer Science and Information Technology. In the 12-month programme, trainees work in functional and cross-functional roles and receive training in business, leadership, functional expertise and personal effectiveness, alongside mentoring from a designated personal coach.

We developed the course and attracted applications by engaging with local universities, specifically encouraging women to apply – and the response was extraordinary. We had over 1,700 applications for the 14 places in our inaugural programme, of which half were secured by women. We're delighted by the pilot programme – and will explore ways to expand it in the future.

1,733

total applications received

7 out of 14

graduates who joined our training programme are women



Sustainability is **at the heart** of everything we do.

Our sustainability strategy, launched in October 2021, sets out ambitious targets and long-term goals to help us deliver on our promise of transforming lives. The strategy responds to the materiality assessment we carried out in 2021. It is supported by clear programmes and initiatives within a simple framework of four pillars, each of which is aligned to the United Nations' Sustainable Development Goals (UN SDGs), and is designed to deliver real and positive impact. In this Annual Report, we provide an interim, narrative update on our progress since the launch of our strategy, rather than full disclosure. We will publish our first full Sustainability Report later in 2022, detailing our performance and the progress we have made towards our targets and goals.

To succeed, our sustainability strategy must be embedded in all Board decisions and across our operations. Details of our sustainability governance structure can be found on page 99 of this report. Our Sustainability Committee continues to meet monthly to direct and monitor the progress of all the programmes in our strategy.





“

We have a clear pathway to ensure we deliver on our purpose and build our business on a foundation of sustainability.

Olusegun Ogunsanya
Chief executive officer

”

Letter from the CEO

The launch of our sustainability strategy in late 2021 was a significant step forward for Airtel Africa. Not only did it set out our ambitious goals to transform the lives of individuals, families, communities and businesses across Africa, it is transforming our business by putting sustainability at the heart of everything we do. Today, our commitment to sustainability underpins all our corporate strategic pillars and it will continue to be a key consideration in every decision the Board and Executive Committee make. Our sustainability strategy is driving our investment in our people and our infrastructure. It is influencing the development of new products and services. It is informing the partnerships we establish. And, with every operating company, division and business function involved in the delivery of our sustainability strategy, it is transforming our culture and contributing to operational efficiency. Quite simply, it is fundamental to who we are and how we operate.

Our sustainability strategy is built around a strong framework that reflects our business and the impact we can have. The four pillars of our strategy – Our Business, Our People, Our Community, and Our Environment – set out a clear pathway for the business, providing us with focus, and enabling us to set long-term goals and establish detailed programmes to deliver them. This structure ensures we have absolute clarity around the contribution we can make to the United Nations’ Sustainable Development Goals (UN SDGs) and how we can help to address inequality and support economic growth across Africa.



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.



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.

Since the launch of the strategy, I have been delighted to welcome Olubayo ‘Bayo’ Adekanmbi into the business as chief strategy, partnerships and sustainability officer. His appointment underlines our unwavering commitment to achieving our goals and ensuring sustainability remains at the heart of our corporate strategy. Bayo is building a team to oversee and support the implementation of our sustainability programmes with a dedicated environmental and social lead already in place.

We have pledged to be transparent throughout the delivery of our strategy. Publishing our goals and programmes and reporting regularly on our progress allows our stakeholders to track our performance and hold us to account. I look forward to sharing Airtel Africa’s first Sustainability Report before the end of 2022 and, prior to that, providing details of our specific decarbonisation pathway.

We have always been dedicated to our corporate purpose of transforming lives. Now, with long-term goals and credible programmes established, with every part of the business involved, and with a genuine commitment to protecting the environment, we have a clear pathway to ensure we deliver on our purpose and build our business on a foundation of sustainability.

Olusegun Ogunsanya
Chief executive officer



Message from the Board

I am pleased that Airtel Africa’s new sustainability strategy and long-term commitments have been received positively by the company’s stakeholders. Investors, regulators, suppliers and partners can now see how the Group plans to work with them for the many years that this strategy will drive the business. The transparency that has been built into the strategy means they can have complete trust in the journey that Airtel Africa has embarked upon and can track the company’s progress. We all know that even the best laid plans sometimes need calibration along the way and that these can cause delays or force a rethink – I know that Airtel Africa will be open about any issue or challenge it encounters along the pathway to the goals it has set. This is important as it allows peers in Africa and the wider global telecoms industry to learn and to collaborate to address any problem that may arise.

The most critical stakeholders, however, are the people that make this business and the communities across Africa that it serves. With the Board of Airtel Africa absolutely focused on the delivery of this strategy, employees in every market can have complete confidence that the Group is working actively to build an ever-more inclusive and supportive working environment where everyone will have the opportunity to develop their potential and build flourishing careers. And I am determined to ensure that every one of the individuals, families and communities the Group serves in 14 markets recognises the value Airtel Africa brings and can access the growing range of services that are designed, specifically, to transform their lives and futures.

In the six months since launch, there has been progress across all the goals that have been set. I am delighted that, through the expansion of Airtel Africa’s business across the continent, the Group has achieved a 2.1% increase in the number of people in both urban and rural areas that can access the network. This is key to driving digital inclusion and underpins all Airtel Africa’s work to increase children’s access to education. In addition, growth in the number of women using Airtel Money indicates that the company is making a contribution to female economic empowerment on the continent. I am pleased that diversity and inclusion has been embedded in every aspect of the business – including increased female representation at board level – and the appointment of environmental officers in each market is already improving the Group’s environmental performance.

Airtel Africa has taken the first steps on a long journey, and I am excited to see the impact of the developments it will be introducing over the coming months and years.

Annika Poutiainen
Independent non-executive director and Airtel Africa’s sustainability champion



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.



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 we live in.

Our sustainability strategy continued



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.

SDG alignment

8 DECENT WORK AND ECONOMIC GROWTH


9 INDUSTRY INNOVATION AND INFRASTRUCTURE


This pillar of our strategy sets out the programmes we are introducing to ensure our services and the way we work meets our commitment to transforming lives. Our ambitions are to give our customers confidence that we are working towards implementing industry-leading data security, to increase digital inclusion in Africa through the expansion and increased reliability of our network, and to ensure our suppliers are aligned with our sustainability priorities. Achieving the three goals in this pillar will provide individuals, families, communities and nations across the continent with secure data and increased connectivity that will support economic growth.

We have made good early progress on all our programmes. We are on target to deliver against our first milestones for our data security and service quality goals. We are also introducing key events for our main suppliers over the coming months to ensure they are completely aligned with our ambitions and to support delivery of all the key initiatives in our supplier management goal.

Our data security goal

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

Our progress

Data security is Airtel Africa’s priority material topic – this is highlighted in the risks section of this report on page 84. Over the six months to 31 March 2022, the business has made good initial progress against three of the targets we set out around confidentiality, integrity and availability.

For our target of embedding the **best tools and technologies**, we have started developing the first stage of our security upgrade programme. We anticipate that this will be completed by June 2024 and will ensure we deliver on our milestone within this goal: the implementation of a complete security upgrade programme by 2025. In addition, we have started work on the introduction of a policy to ensure that all legacy security platforms which are not supported by suppliers are replaced by 2025. Over the last few months, we have begun a detailed process to identify all legacy security platforms and we expect to complete this work by August 2022. Once finalised, we are planning to establish a programme to replace all outdated security solutions by October 2022.

Another of our targets is the **development of an industry-leading in-house team**, and we are pleased to report progress with the appointment of a Group chief information security officer in January 2022 to ensure that data security is, and remains, our top business priority. Additional recruitment to build a strong and focused team is underway.

Finally, we have also set a target to build the **resilience of our processes** and, by 2030, establish a best-in-class recovery plan for our core network and IP services to be deployed during natural disasters. By 31 March 2022 we hit our target of implementing an approved Network Recovery Plan and Disaster Recovery testing guidelines for core network and IP services in all our markets.

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, and improved fibre connectivity and capacity delivered through programmes with clear targets and timelines.

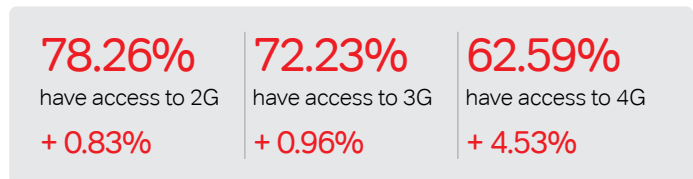
Our progress

Our service quality goal is focused on three key areas – increasing accessibility to our network, improving customer experience through new offerings and technologies, and building the speed and reliability of our service – each of which is supported by specific targets. Delivering on these targets allows us to provide millions more people in urban and rural areas across Africa with fast and reliable access to broadband.

We have made progress against all three of these key areas.

Our first target focuses on increasing the percentage of people who have **access to our network**, with the ultimate goal of achieving 88-90% penetration in each market by 2030. We will achieve this through the rollout of new 2G, 3G and 4G sites, increasing the number of people in each of our markets who can access our network.

Our progress in the past six months:



Our second target includes a commitment to building an **uninterrupted service** and improving customers’ experience of using our network. Specifically, we are working towards exceeding regulatory KPIs and achieving a network availability rate of 99.99% by 2030. We are on track to achieve our milestones and our network availability stands at 99.52% as of March 2022.

In line with our third target, we are building the **reliability and speed of our service** for people across Africa through the rollout of fibre in our network. Not only will this provide customers with faster mobile connections but it also improves the resilience of our connectivity infrastructure. As of 31 March 2022, 15.7% of our sites and 55.4% of our data centres have fibre connectivity – this represents an increase of 1.4% and 0.6%, respectively, since the launch of our sustainability strategy.

Our supply chain goal

Our goal is to ensure all our suppliers are aligned with our sustainability agenda.

We will achieve this through programmes to increase supplier disclosure and audit their Environmental, Social and Governance (ESG) performance. This way we can monitor suppliers' compliance with legal and regulatory requirements, respect for human and labour rights, and work to minimise their environmental impacts.

MATERIAL TOPIC: SUPPLY CHAIN

Our progress

We understand we have a responsibility to drive improvement across our entire value chain. We have set a supply chain management goal which will build on the standards and disclosure we expect of all our suppliers and will introduce a process of regular monitoring. The goal we have set is structured around two focus areas:

- 1 enhanced due diligence which will increase the level of disclosure we expect of suppliers during the onboarding process, and
- 2 improved ongoing monitoring of suppliers' ESG compliance, policies and controls through the full term of suppliers' contracts.

We have specific targets to support both of these focus areas and have made good progress in the six months to 31 March 2022.

To ensure enhanced due diligence for new suppliers, we are in the process of developing a detailed questionnaire to be completed by any company applying for a contract with Airtel Africa. In addition to covering standard ESG requirements, it will also include specific questions relating to the areas that we have identified as material topics. We will test this questionnaire before we introduce it during 2022.

We have also made progress against our targets to improve our ongoing ESG monitoring of existing suppliers. In 2022 we will be holding an event for our top 100 current vendors (who represent approximately 90% of all our purchase spend) to present our entire sustainability strategy and explain exactly what we expect of them in line with our supply chain goal. We will be asking all these existing vendors to complete our new questionnaire to ensure we have the same level of detail on both new and more established supplier relationships.

In addition, and in line with our targets, on 31 March 2022 Airtel Africa joined the Joint Alliance for CSR (JAC). JAC verifies and assesses CSR implementation across the leading suppliers to the ICT industry. JAC members collaborate to ensure best practice in the shared supply chain and this collaboration has significantly increased the number of audits and corrective programmes that have been implemented, driving improved standards across the supply chain.

We will implement a periodic audit process for vendors to monitor compliance with ESG criteria by 2023.

“

Our programmes are set out to ensure our services and the way we work meet our commitment to transforming lives.

”

Service quality in action

Maintaining our services when they're needed most: Malawi

One of the most important ways we can serve our customers is by keeping our networks available, especially in hard times.

In Malawi in early 2022, tropical storms, cyclones and heavy flooding led to a tragically high number of deaths, as well as destruction and disruption that affected nearly a million people. Power lines and roads were destroyed, bridges washed away, and power stations were put out of action. The extreme weather had an impact on our operations, too, with equipment damaged, vehicles lost, and travel made highly challenging – and initially we had outages at 15% of our sites.

Our Malawi teams took immediate action to restore our network, despite the ongoing conditions. On the day following the worst event, Tropical Storm Ana in January, they put a plan in place to make sure expert teams and fuel could reach our sites and keep the network running for our customers. Within five days our teams restored 97% of our affected sites – meaning that families could keep in contact, government agencies and NGOs could coordinate on the ground, and Airtel Money customers could receive financial support from their families. It is a clear example of the resourcefulness and determination of our teams – and of our commitment to service quality.



Our sustainability strategy continued



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.

SDG alignment

5 GENDER EQUALITY


8 DECENT WORK AND ECONOMIC GROWTH


We have made encouraging progress against our commitments. Over the six months to 31 March 2022, we have updated policies and introduced new measures to improve gender diversity in our candidate pool, supporting our wider initiatives to achieve a diverse and inclusive workforce. We have launched development programmes with a specific focus on driving functional expertise, leadership skills and supporting female university students on their transition to the workforce. We continue to focus on creating a healthy and safe working environment.

Diverse and inclusive workforce

Our commitment is to continue creating a diverse and inclusive workforce – with specific goals of increasing the total percentage of female employees from 28% in September 2021 to 30% in 2025, and female senior executives from 25% in September 2021 to 30% in 2025.

We will achieve this through recruitment, development programmes and enhancing our work environment. We are proud to be an equal opportunity employer and remain fully committed to diversity and inclusion in our workplace.

We have made good progress on our goals, building on our longstanding commitment to diversity and inclusion, which is embedded in our values.

Our maternity and parental leave policy and our health and safety policy have both been refreshed and will be rolled out across the business in the coming months.

We have strengthened gender diversity within our workforce, as reflected in the increase in female hires and internal promotions. The proportion of female employees in senior management who were promoted in the last six months was 23.1% as compared to 20% in the first half of the year.

We are also committed to welcoming people from a diverse range of communities and nationalities into the business. Our workforce is made up of employees from 35 different nationalities.

Finally, we are making progress towards achieving the FTSE Women Leaders Review target of 40% female representation on the Board. With the appointment of Tsega Gebreyes to the Board in October 2021, we have 31% female representation at Board level and are working towards 40% by 2025. Currently, female representation at the ExCo level (including OpCos) stands at 28% and we are committed to building on this in the future.

Training and development

Our commitment is to continue to provide all our permanent employees with access to functional and leadership programmes. Ongoing coaching and mentoring programmes aim to facilitate growth and career enhancement.

We are working with our external partners to ensure they support us in developing the next generation of talent. As part of this, we have started to roll out coaching and mentoring programmes designed specifically to support female graduates and post-graduates into the workplace and to nurture the skills that will allow them to develop rewarding careers. We are supporting this with internship programmes for female graduates which we are currently implementing in Zambia, Republic of the Congo and Niger. In addition, we are setting up ‘leadership potential’ programmes for employees offering dedicated training and counsel to those who have the ability and ambition to take their careers to management level.

Healthy and safe work environment

Our commitment is to maintain a healthy and safe work environment.

We are committed to providing the highest standards of health and safety for our employees. We will achieve this through the introduction of a best practice social, health and safety management system, improved policies and full compliance with all local legislation and regulation.

Our Health and Safety Committee now reports to the Sustainability Committee as well as the Executive Committee (ExCo). This means that health and safety is now addressed as a key component in the delivery of our commitments to our people as well as a critical business and commercial consideration. Supporting this, a new and enhanced Group health and safety policy has been developed and will be launched shortly. This will formalise our approach to setting, monitoring and maintaining robust standards.

Employee engagement

Our commitment is to engage with and listen to our employees.

Our people are at the heart of our business success, and we aim to make Airtel Africa a great place to work for our 3,700+ full-time permanent employees.

We have always enjoyed a good level of employee engagement and we will not take this for granted, as we are committed to strengthening and building on it. In addition to regular communications, presentations and market visits by members of the ExCo, including quarterly CEO-led townhalls in English and French, we run engagement surveys every two years which provide all our people with the opportunity to share their views. Our previous year’s employee engagement survey achieved an 87% response rate, with an overall engagement score of 79% – we aim to improve further in the upcoming survey.

We will continue to listen to our people through management’s daily interactions with teams, our monthly managing director townhalls, our quarterly CEO townhalls and ‘skip level’ meetings with senior managers.

“

We are committed to strengthening and building on our good level of employee engagement in the future.

”

Diversity and inclusion spotlight

Celebrating International Women's Day: #BreakTheBias

This year's International Women's Day (IWD) campaign invited people everywhere to imagine a gender equal world, free of bias, stereotypes, and discrimination – chiming with our own ambition to create an organisation where people are included and engaged.

So, on 8 March 2022 we celebrated diversity and inclusion across Airtel Africa by affirming and supporting the #IWD2022 theme #BreakTheBias.



Our sustainability strategy continued



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.

SDG alignment

4
QUALITY
EDUCATION

5
GENDER
EQUALITY

10
REDUCED
INEQUALITIES

Since we launched our sustainability strategy, we have made progress on all our targets, including reaching more people by rolling out new sites and service centres, serving more customers in rural areas, and expanding our data capacity. At the same time, our landmark partnership on digital inclusion with UNICEF has taken a significant step forward: all our relevant markets are now involved in the creation of national rollout programmes, and these have been combined into an overarching continental implementation plan which will guide our work with UNICEF over the coming years.

Our digital inclusion goal

Our goal is to significantly improve digital inclusion across Africa.

We will do this by increasing our retail and support services which will drive penetration in mobile telephony, smartphones and home broadband in rural areas. This is key to addressing the digital divide.

MATERIAL TOPIC: DIGITAL INCLUSION

Our progress

We have three specific targets to support our goal to increase digital inclusion: the development of new retail and support centres in rural areas; increasing the number of people who can access our digital services; and promoting convenient payment solutions for all our customers. In the six months to 31 March 2022, we have made progress against all of these targets.

Key to our first target is the increase of the number of **people in rural areas who can access our network** from 67.1% in September 2021 to 80% by 2025. Since the launch of our sustainability strategy, we have improved our coverage to 68.2%. As a result of this expansion, we have grown our customer base in rural areas to 63.3 million, an improvement of 6.7%. This progress opens real opportunities for people today and tomorrow – from accessing online education to future employment.

Alongside this network expansion, in the last six months, we have increased the number of retail touchpoints by 11.7% to 2.2 million as of 31 March 2022 – ensuring that people also have the retail and support facilities they need to purchase devices and access support. This expansion of our retail network also builds employment opportunities for anyone – regardless of gender or disability – who would like to run an Airtel Africa franchise or open a kiosk serving their local community.

Our second target is to **increase smartphone penetration** from a baseline of 33.6% in September 2021 to 45% by 2025 through collaboration with original equipment manufacturers (OEMs) to develop attractive data bundles for first-time buyers. In the six months to 31 March 2022, our progress has been in line with our expectations, and we have enhanced bundled products in all our markets, increasing smartphone penetration to 34.2%. An example of this is our special ‘Learn from home’ bundles which we launched in Malawi and Uganda for learners to access educational resources. These products are 50-60% cheaper than standard bundles available in the market.

Our third target for driving digital inclusion is the **development of services** to make it easy for customers to top up their balance at any time and from any location, measured by an increase in digital recharges from 39.7% in September 2021 to 60% in 2025. We are creating digital communities that ensure our services are always available to customers by rolling out apps that allow customers to buy additional talk time at the touch of a button. This ease of access to top ups is critical for meeting the needs of people across Africa and, in particular, those in rural locations. We expect to see the number of digital recharges increase in the coming months as a result of this activity.

Our financial inclusion goal

Our goal is to significantly increase financial inclusion in Africa – with particular support for women.

We will do this through the development of affordable financial products to meet the needs of the un- and under-banked, a reliable service and financial confidence and literacy.

MATERIAL TOPIC: FINANCIAL INCLUSION

Our progress

Financial inclusion is a key driver in poverty alleviation and a critical goal of our sustainability strategy. Our work is based around three focus areas:

- the affordability of products and services designed to meet the needs of the un- and under-banked
- ensuring our services are accessible wherever people are
- building awareness and knowledge among our customers.

We have set targets to ensure we deliver and monitor our progress against each of these focus areas. Since the launch of our sustainability strategy in October 2021, we have made strong progress against some of these targets we have set in this goal.

As a result of this expansion, our total mobile money customer base across all markets has grown by 20.7% in this time, and transaction value has grown by 37.0%, indicating that our customer base is becoming more financially active.

We have increased the number of women who have become Airtel Money customers and are using our services. We will provide specific details in our first Sustainability Report later in 2022.

Finally, in Uganda, we have launched a savings product to advance financial inclusion – it will be rolled out in other markets over the course of 2022. We are committed to designing more savings products targeted specifically at women in the coming months.

“

Financial inclusion of women is particularly important for gender equality and women’s economic empowerment.

”

Adopt a school spotlight

‘Adopt a school’ in Gombe State, Nigeria

Supporting schools in need is an essential part of our sustainability strategy – whether that’s through data, connectivity, or improvements to the school’s buildings and teaching environment. In Nigeria, we’ve adopted 7 schools across the country, providing refurbishment, installing drinking water and sanitation facilities where they’re needed, and helping teachers and students through training and educational resources. The impact can be transformational – often meaning children have access to books for the first time.

This year we extended the programme to include the Government Day Nursery and Primary School Pantami, in Gombe State, which serves 7,117 nursery and primary school students. It brings us closer to the communities we share with our customers – and underpins our goal of supporting access to education, everywhere we operate.



Our access to education goal

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

We will achieve this through programmes and partnerships to connect schools to the internet, provide access to quality learning content and support the schools that are most in need.

MATERIAL TOPIC: EDUCATION AND DIGITAL LITERACY

This goal is central to Airtel Africa’s corporate purpose and philosophy. We know that education is the key to unlocking potential and building better lives, better futures and better economic prospects, and in our sustainability strategy we detail how we will achieve this through three key programmes:

1. Our landmark partnership with UNICEF

We are delighted to be working in collaboration with UNICEF to deliver programmes that will have a positive impact on individuals and their wider communities. We believe that education is a right for all children, and we will look for every opportunity to advocate for this as our partnership continues. We have agreed a five-year partnership with UNICEF that will drive access to education in 13 of our 14 markets. We signed the agreement on 27 October 2021 and, with UNICEF, have developed a detailed plan to roll out the partnership programme. The partnership is based around three pillars:

- advocacy and championing digital education for children
- the provision of accessible learning platforms
- connecting schools to the internet to enable digital learning.

In the six months since the partnership agreement was signed, each of our markets has been involved in ‘co-creation’ workshops with UNICEF to define how they can support the three activities, and the work required. The markets then developed detailed country plans. These have been assessed and refined and have been brought together to create a phased continental implementation plan.

2. Connecting 1,400 schools to the internet by 2027

In addition to our work with UNICEF, we continue our work with a range of partners to provide the infrastructure and equipment necessary to connect an additional 1,400 schools to the internet. Detailed plans have been created in our countries of operation and progress is on track. The number of schools we have connected to the internet will be reported in our Sustainability Report later this year.

3. Adopting and supporting schools in every market to bring them up to national standards

We have extended our existing programme of school adoption and will report on the number of adopted schools in our Sustainability Report later this year.

“

Education is the key to transforming the future of Africa’s children. And access to data and information is key to education in some of the remotest communities on the planet. That is why our education-focused work on the ground in each of our markets and through our partnership with UNICEF is so vital.

Olubayo Adekanmbi

Chief strategy, partnerships and sustainability officer

”

Access to education in action

“

This partnership reflects our purpose of transforming lives as we seek to invest in children – the future of the continent – as well as offer them access to quality educational content.

Olusegun Ogunsanya
Chief executive officer

”

Our partnership with UNICEF

We are delighted we have signed and committed to a five-year partnership with UNICEF that will fundamentally transform access to quality education – and therefore life opportunities – for thousands of children across 13 of our 14 markets to 2027. We are committing \$57m financial and in-kind contribution to UNICEF’s ‘Reimagine Education’ initiative over the five years to accelerate digital learning, a first for the African private sector.

In the six months since the launch of our sustainability strategy, we have been working hard on identifying the needs of more than 200 selected schools across the 13 markets.

We have developed a continental rollout plan in collaboration with UNICEF focused on the needs of each of the markets and aligned with their national curricula and their readiness to engage with digital learning programmes. Work has started on all three pillars of the partnership, and we are on track to hit our Year One target of providing 200,000 children with access to digital learning solutions through connecting schools and multi-media centres to the internet and by providing zero-rated content to students like Abubakar, pictured.

unicef  for every child

“Education is the right of every child. It should be free and fair, with equal access for girls and boys.”

Article 28, Convention on the Rights of the Child, 1989



Three pillars of our partnership with UNICEF

Championing digital education

Our progress

Our stated target is to advocate for ambitious policies and frameworks to ensure children's rights to education and to promote the tools and platforms to keep them safe online, a key part of our work with UNICEF.

In December 2021, our CEO, Segun Ogunsanya, spoke at the RewirED Summit in Dubai, a three-day event that brought together the most influential global stakeholders in education. The summit was focused on the need for the global community of policymakers, investors and educators to explore new approaches to tackling education challenges, particularly in developing regions.

He also spoke at UNICEF's first ever Global Forum for Children and Youth, which brought together leaders from the United Nations, government, business, philanthropy and civil society. The forum focused on the acceleration of new solutions to create change and mobilise resources to advance child rights to meet the Sustainable Development Goals by 2030. At the same time, our OpCos in Gabon, the Democratic Republic of the Congo and Nigeria took the opportunity to announce the partnership at national level and bring stakeholders to the table to discuss the needs of children and advance the right to education.

To further our advocacy, we have identified key global and Africa-focused events for our leadership to attend and, as part of every country plan, we have developed an extensive programme of engagement with national political and funding stakeholders.

In addition to the advocacy work already underway, we have a number of local partnerships with UNICEF in place which support and supplement the five-year Group-level partnership. These include a national programme in Kenya focused on online safety for children.

Accessible digital educational content

Our progress

Our partnership with UNICEF is also focused on providing learners with access to digital educational content free of charge.

As part of the UNICEF-led 'co-creation' workshops, each of our markets developed a detailed roadmap for the rollout of zero-rated content and identified government-supported digital platforms. By 31 March 2022, 15 suitable platforms across seven of our markets – Kenya, Madagascar, Malawi, Nigeria, Rwanda, Tanzania and Uganda – had been identified and approved. Also in March, the Government of Nigeria, UNICEF, Airtel Nigeria and other partners launched the Nigeria Learning Passport (NLP), an online, mobile and soon-to-be offline learning platform that will provide continuous education to three million learners in 2022 alone, and a total of 12 million by 2025*.

The provision of free digital content in these markets began in May 2022. We will work to accelerate the launch of government-supported platforms in other markets, or advocate their development where they do not yet exist.

Connecting schools for digital learning

Our progress

UNICEF's 'GIGA' initiative aims to connect every school to the internet by 2050. Through the partnership, we are supporting this ambitious goal in 13 African markets.

We have agreed a phased approach to delivering school connectivity and have identified nine countries for the first phase of the rollout: Democratic Republic of the Congo, Republic of the Congo, Gabon, Kenya, Malawi, Niger, Nigeria, Tanzania and Uganda. As of 31 March 2022, detailed programmes for all nine countries were approved and will contribute to our Year One targets of bringing connectivity to over 250 primary and secondary schools and 30 youth centres. This will ensure that over 100,000 learners and 1,000 teachers will have access to Airtel Africa's network.

We will work together to assess schools' capacity and build capability among teachers as part of the programme.

Over the course of our partnership with UNICEF, we will collaborate with other partners in our sector which share our values to support our work and further increase connectivity for learners across Africa.

* Source: <https://african.business/2022/03/apo-newsfeed/12-million-nigerian-students-to-have-increased-access-to-education-through-new-learning-passport/>

“

Addressing the learning crisis in Africa is a priority for UNICEF. This partnership is the first of its kind. It builds on the expertise and footprint of our two organisations to reach marginalised children with digital learning opportunities. It also creates new approaches to scalable and sustainable results.

Rania Dagash
Deputy Regional Director, UNICEF – Eastern and Southern Africa

”

Our sustainability strategy continued



Pillar 4 – Our environment

Our ambition is to address and minimise the impact of our operations on the environment.

SDG alignment


Our greenhouse gas reduction goal

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

To achieve this we must fully identify, measure and reduce our GHG emissions which can only be achieved in partnership with our peers and the wider industry.

MATERIAL TOPIC: CLIMATE CHANGE

Our progress

Recognising the impact of the climate crisis on Africa, we acknowledge the responsibility we have to limit our environmental impact. We are focused on reducing our direct carbon emissions and are investigating ways to optimise our operational energy efficiency. We fully support the 2015 Paris Agreement to limit global temperature rises below 1.5°C, and the GSMA Task Force defining the emission reduction pathway for the telecoms industry.

In the six months from the launch of our sustainability strategy, we have been carrying out internal assessments, collecting data and working with the Carbon Trust, the leading global environmental consultancy, to evaluate our current Scope 1, 2 and 3 GHG emissions and establish a carbon accounting policy, which will guide our approach to carbon accounting and provide an overview of Scope 1, 2 and 3 emissions. It will allow us to accurately set our baseline emissions ahead of target-setting. We have also carried out high-level analysis to identify carbon hotspots in our operations and functions, which will be focus points for our decarbonisation programme.

This is essential foundation work for our 'pathway to net zero' strategy, which we will launch ahead of our first Sustainability Report, due to be published later in 2022.

Responsible use of energy

In the United Kingdom, our energy consumption is approx. 22,000 kWh. As the energy consumption of the UK-incorporated entities in the Group, excluding overseas subsidiaries, is less than 40,000kWh the Company has relied on the exemption set out in paragraph 15(5) of Schedule 7 of the Large and Medium-sized Companies and Groups (Accounts and Reports) Regulations 2008/410.

Our environmental stewardship goal

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

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

MATERIAL TOPIC: CIRCULAR ECONOMY

Our progress

Our environmental stewardship goal is supported by three specific targets:

- the elimination of hazardous waste from our operations by 2040
- the reduction in non-hazardous waste by 2025
- reduction in water consumption by 2030.

Between the launch of our sustainability strategy and 31 March 2022, our focus has been on the reduction of our non-hazardous waste through established internal processes. We have appointed environmental officers in all our 14 markets, typically existing facilities managers, so we embed responsible consumption into every aspect of our offices and draw on an existing network of expertise. In February, we provided training to all environmental officers and set targets around reduction, recycling and reusing in support of the circular economy. The training covered topics, including monitoring water consumption, reducing electricity usage and responsible disposal of waste. In addition, our environmental officers regularly sign up to UN Global Compact's circular economy training sessions where they learn about global best practice in monitoring standards so they can apply them to Airtel Africa's facilities.

In line with our commitment, we have built on existing waste management initiatives in our markets and have consolidated them under a Group-wide initiative. We are working towards a robust improvement plan for recycling and will report the improvements in our first Sustainability Report later in 2022.

Reducing our paper and plastic waste through effective recycling is particularly important. Therefore, we have carried out an internal assessment to understand paper recycling facilities across all our premises and, where needed, we have begun buying new recycling bins.

Currently each market is developing a 'Green plan' which will commit them to initiatives to address the specific challenges they face. Once completed and approved, these plans will be incorporated into our Group-wide programmes to deliver our environmental goals.

TCFD disclosure

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

We're also committed to analysing our climate-related risks and readiness and to working towards achieving the 11 disclosure recommendations of the Task Force for Climate-related Financial Disclosure (TCFD). This is the very start of our sustainability journey. It's the right time to assess our current performance and establish a programme to bring our disclosure to at least the level of our global telecoms peers.

<p>Governance Disclose the organisation's governance around climate-related risks and opportunities.</p>	<p>Risk management Disclose how the organisation identifies, assesses and manages climate-related risks.</p>
<p>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.</p>	<p>Metrics and targets Disclose the metrics and targets used to assess and manage relevant climate-related risks and opportunities where such information is material.</p>

In the six months from the launch of our sustainability strategy to 31 March 2022, we appointed the Carbon Trust to undertake a thorough gap analysis. This assessed our current disclosure readiness and maturity against the TCFD's four thematic areas – governance, strategy, risk management, and metrics and targets – as well as against the 11 underlying recommendations. This is part of a wider climate strategy project with the Carbon Trust to establish our carbon accounting policy, define a credible carbon reduction programme and, ultimately, deliver our long-term goal of carbon neutrality.

The Carbon Trust has completed the gap analysis based on a thorough review of publicly available information, scrutiny of internal documents and ongoing engagement with Airtel Africa to raise questions. It scored our current performance against TCFD's 11 recommendations, using a five-level scoring system: Good Practice,

High, Medium, Low, and No Disclosure. The resulting report shares key findings and gives us priority recommendations for actions and a detailed three-year roadmap to align our disclosure with the TCFD's recommendations.

Our pathway to TCFD-aligned reporting

To match the industry uptake of the TCFD and comply with mandatory requirements, we will be enhancing our reporting as outlined below:

Current status and roadmap

TCFD recommendations	Carbon Trust	Airtel Africa response			Page
	gap analysis	Annual Report 2021/22	Annual Report 2022/23	Annual Report 2023/24	
Governance					
Describe the Board's oversight of climate-related risks and opportunities	Partial	Disclosures now describe CROs and the Board's oversight and management's role	Set CRO review as a recurring Board agenda item (via Sustainability and Audit and Risk Committee reports)	Set CRO review as a recurring Board agenda item (via Sustainability and Audit and Risk Committee reports)	56
Describe management's role in assessing and managing climate-related risks and opportunities	Partial	Disclosure now describes how the Board considers climate-related issues			
Strategy					
Describe the climate-related risks and opportunities the organisation has identified over the short-, medium-, and long-term	Partial	Process started to define short-, medium- and long-term time horizons and ensure these are aligned with our business, strategy, and financial planning	Undertake full assessment of the CROs to prioritise based on likelihood, time horizon, and magnitude of impact (including scenario analysis in this work)	Undertake and disclose 'deep dives' of prioritised CROs to fully understand financial, business and strategy implications	57
Describe the impact of climate-related risks and opportunities on the organisation's businesses, strategy, and financial planning	No			Disclose how 'deep dives' inform formulation of strategic and business planning	
Describe the resilience of the organisation's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario	No				
Risk management					
Describe the organisation's processes for identifying and assessing climate-related risks	Low	Disclose the process for identifying and assessing climate-related risk described	Ensure ongoing integration of climate-related risk considerations into overall risk management activities	Develop processes to monitor the emergence of new CROs and ensure their ongoing integration with existing risk taxonomy – disclose examples of how processes have informed decisions on mitigating actions	58
Describe the organisation's processes for managing climate-related risks	No				
Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organisation's overall risk management	No				
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	No	Analysis of GHG emissions for Scope 1, 2 and 3, and pathway to net zero currently ongoing	Measure and disclose Scope 1, 2 and 3 emissions and set science-based reductions targets	Disclose progress against science-based targets	58
Disclose Scope 1, 2 and, if appropriate, Scope 3 GHG emissions and the related risks	No		Develop metrics and targets linked to specific CROs		
Describe the targets used by the organisation to manage climate-related risks and opportunities and performance against targets	No				

Our sustainability strategy continued

Governance

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

The Board has overall responsibility for the management of Airtel Africa's climate-related risks and opportunities (CROs). Our Board maintains this oversight through two of its committees – the Audit and Risk Committee and the Sustainability Committee. The Audit and Risk Committee oversees our risk management processes, including the assessment and mitigation of CROs. 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.

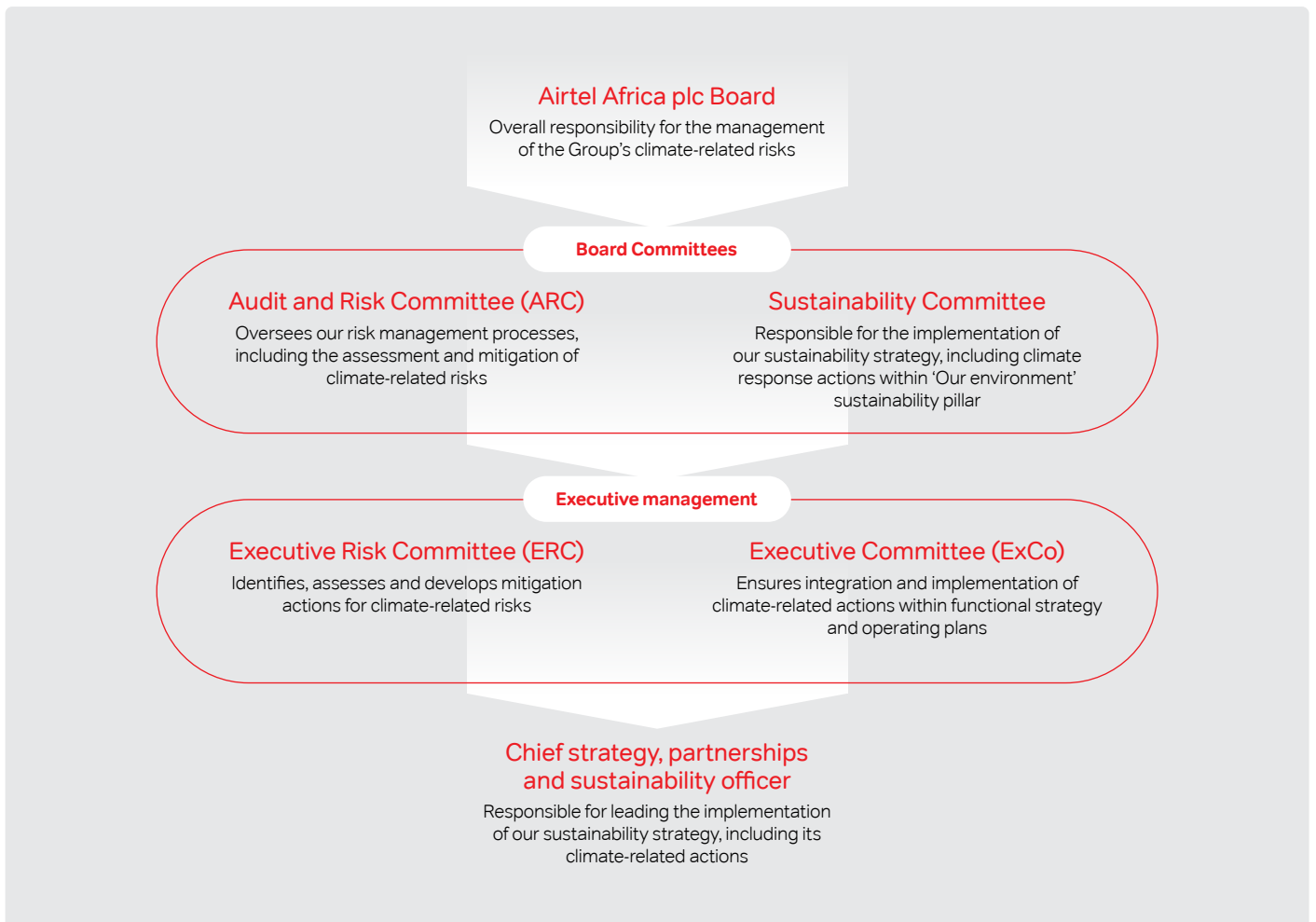
Our CEO currently chairs the Sustainability Committee and attends every Audit and Risk Committee meeting and those of the Executive Risk Committee (ERC). He provides a direct link to the management of CROs as does our Board sustainability champion, Annika Poutiainen, who also attends Board, Audit and Risk Committee and the 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 our climate actions are integrated into our operational business strategy. The two components of our strategy towards CROs are environmental stewardship and reduction in GHG emissions. In light of this two-pronged approach, our chief technology officer and chief supply chain officer jointly lead the 'Our environment' pillar of our sustainability strategy.

Our materiality assessment shows that energy use from our data centres, network operating centres and infrastructure sites constitute a large percentage of the total energy consumption within our business. So, our chief technology officer oversees our strategy to bring energy-efficient initiatives into our core operational process. A significant percentage of our infrastructure sites (93%) is owned by tower companies (towercos) and we lease space from the towercos. Our chief supply chain officer leads our efforts to generate climate action from our towerco vendors to achieve energy efficiency and reduce GHG emissions.

We have also appointed a chief strategy, partnerships and sustainability officer to lead our climate actions and ensure a seamless integration between our business strategy and climate response actions. The chief strategy, partnerships and sustainability officer is a member of the Group ExCo and reports to our CEO who chairs the Sustainability Committee.



Our sustainability strategy continued

Risk management

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 80 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 ERC 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.

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

The ERC assess and mitigate climate-related risks, with oversight by the Board through the Audit and Risk Committee. Our Board's Sustainability Committee also oversees the implementation of our sustainability strategy, including climate-related actions and programmes related to our environmental objectives. We have also appointed a chief strategy, partnerships and sustainability officer, a member of our executive management team, who is primarily responsible for the design and implementation of our climate response actions.

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

We have identified and assessed our climate-related risks based on likelihood and impact and are developing appropriate quantitative metrics for measuring and tracking the climate impact of our operations. Determining current baseline metrics will allow us to carry out scenario analysis to guide our climate action plan and monitor and report on ongoing processes. We intend to publish our pathway to net zero later this year, when we'll provide data on our GHG emissions baseline, pathway to net zero and scenario analysis in line with the TCFD recommendations.

Airtel Africa plc has complied with the requirements of LR 9.8.6R by including **climate-related financial disclosures consistent with the TCFD recommendations** and recommended disclosures except for the following metrics and targets.

Metrics and targets

While we're gathering data for our Scope 1, 2 and 3 GHG emissions, we're not ready to disclose these and we haven't yet developed decarbonisation targets. In due course, we will set science-based reduction targets for all emission scopes. This work is already underway, and we'll disclose our benchmark Scope 1, 2 and 3 emissions when we publish our pathway to net zero programme ahead of our first Sustainability Report later this year.

We have established sustainability KPIs but haven't yet developed specific metrics to monitor and manage CROs.

Members of our ExCo are financially incentivised to reduce our company's carbon footprint, and our incentive plan includes performance against achievement of our CROs as part of our broader sustainability strategy.

We have started the process to disclose current and planned workstreams for the next reporting cycle (Scope 1, 2 and 3 and SBTi).

We have made our first climate-related financial disclosures consistent with the TCFD recommendations in compliance with the requirements of LR 9.8.6R.

Giving back to the communities where we live and work.

Everyone at Airtel Africa feels strongly about supporting projects and activities that make a real difference to the lives of some of the most vulnerable and underserved people on the continent.

Alongside the transformational impact we make through our business and its embedded sustainability strategy (see pages 44-58), we've long been committed to giving back to the communities in which we operate by partnering with governments and non-governmental organisations (NGOs), and by reaching out directly to individuals and communities to address some of the socio-economic and environmental challenges that face the people around us.

As well as our corporate donations in cash or kind, employees volunteer and offer support in a wide range of community programmes – because this is who we are as a team, and as Airtel Africa people. Our Group-wide approach to key community activities focuses on three main areas: education, health and wellbeing, and disaster relief.

Focus on education

We've been committed to supporting education in our communities for many years, because supporting child growth, development and wellbeing is important to everyone at Airtel Africa, and we know that education is a powerful tool for breaking the cycle of poverty and one of the best ways to close gaps in social inequality. It is also an important driver of wider economic prosperity: according to UNICEF, on average, one additional year of education can increase an individual's earnings by 10%. Girls' education has a particular benefit, to individuals and to future generations – children of educated mothers are much more likely to go to school than children of mothers with little or no education.

- By 2055 Africa will be home to **one billion children** under the age of 18, making Africa's child population larger than that of any other continent
- Youth unemployment rates are on average **54%, rising to 70%** in some countries
- School closures during the Covid-19 pandemic have affected around **250 million students** in sub-Saharan Africa, and learning completely stopped for most of them
- A total of **81 million children** were already out of school in sub-Saharan Africa before the pandemic
- **87% of children** in sub-Saharan Africa were unable to read a simple paragraph by the age of 10 before the pandemic

Source: UNICEF

Our commitment to education is reflected in the fact that it is a prominent goal of our sustainability strategy, and our partnership with UNICEF, to enhance digital inclusion, especially for less privileged children in hard-to-reach locations, is described on pages 52-53.

Examples of our other education projects are described on page 60.

\$2.2m

total CSR expense in 2021/22

Focus on health and wellbeing, and helping out in emergencies

The continuing Covid-19 pandemic has shown how challenging it can be to access healthcare. Since the pandemic began, we've been donating healthcare equipment to support governments and communities, and set up call centres in many markets to help health and security agencies deal with the crisis.

In June 2021, for example, we donated \$75,000 to the Nigeria Primary Healthcare Development Agency to support the rollout of Covid-19 vaccines in Nigeria.

In Madagascar, we donated oxygen concentrators worth \$11,500 to the Covid-19 Treatment Centre, and paid \$2,000 for PPE for health personnel in three public hospitals in Antananarivo. In Uganda, we donated four 10-litre oxygen concentrators to Bukwo General Hospital, Kampala.

And in Niger we provided support worth 65,000,000 FCFA (equivalent to \$100,000) to the government as part of the fight against the pandemic. Other examples of our support can be found on pages 60-61.

“The philosophy behind our social investments is underpinned by the hope of goodness begetting greatness. We support our communities in the firm belief that being a good corporate organisation of good people will ultimately translate to greatness, and love for and loyalty to our company and brand by the people we serve and support.”

Emeka Oparah
Vice president, Communications and CSR

Focus on education spotlight

Kazipower – ‘Girl power’ – in Zambia

In 2021, Airtel Zambia partnered with the SMART Zambia Institute to provide digital skills training to school-aged girls in a new project called ‘Kazipower’ – Girls in ICT.

The partnership was part of the Digital Transformation Centre’s initiative launched by the International Telecommunication Union (ITU), the United Nation’s agency for ICT, alongside digital communications and technology firm, Cisco. The project aims to support countries in developing digital skills, focusing on underprivileged and marginalised communities.

In Zambia, 150 girls from underprivileged secondary schools in three provinces received six months of ICT training designed to help them pursue careers in Science, Technology, Engineering and Mathematics (STEM). The top-performing 16 girls went on to receive job-shadowing opportunities at Airtel Zambia, working with dedicated mentors from our staff.



Focus on education spotlight

Supporting graduates in Niger

There’s no substitute for experience when it comes to successful job applications – so our Niger office decided to encourage graduates from the community by offering a one-year internship to strengthen their skills and employability in our operations.

Launched in April 2021, the scheme saw 35 graduates join our teams, supported by Niger’s National Agency of Employment. They were given the chance to see at first hand how a business like ours operates, while learning the skills required to work in our offices and in the field. Three graduates have already been taken on by Airtel Niger as a result of the programme.

Focus on health and wellbeing spotlight

A better future for mothers and babies in Uganda

Childbirth should be safer for mothers and babies – which is why, in July 2021, we donated mobile ultrasound scan devices to the maternity health facility at the Bukwo General Hospital in Eastern Uganda, and provided training to midwives through the ‘Safe Motherhood’ programme.

Uganda’s Bureau of Standards estimates that in Uganda mortality ratio, the annual number of deaths of women from pregnancy-related causes per 100,000 live births, stands at 343 – significantly higher than the UN target of reducing maternal mortality below 70 deaths per 100,000.

We believe the UN target is achievable if we all set out to provide accessible, affordable quality health services, especially to marginalised communities. The Airtel Safe Motherhood programme has sponsored two midwives from Bukwo General Hospital to undertake practical training in obstetric ultrasound services, which means they can now offer obstetric ultrasound care to the expectant mothers and follow up with primary care. More than 1,300 mothers have now had access to the mobile ultrasound scan service through the Airtel ‘Safe Motherhood’ programme.





Focus on health and wellbeing spotlight

Supporting our communities in Malawi

This year Airtel Malawi made donations around K25m towards the education and health sectors initiatives.

We partnered with the Ministry of Gender and donated Perkins Braille machines, Braille hand-frames, styli and embossed papers valued at K15m to various schools to assist students with visual challenges.

The handover took place on 15 July, 2021 at Capital Hill in Lilongwe.

Also, around the same time, our Airtel Malawi employees raised K10m (Malawian kwacha) and, in partnership with Onjezani Kenani's Private Citizens Initiative, supported Chiradzulu District Hospital in Blantyre by donating this sum towards construction of a solar powered water supply solution as part of #BeSmartBeSafe initiative.

Focus on disaster relief spotlight

Goma's Nyiragongo volcano programme in the DRC

The eruption of the 11,500-foot-high volcano Nyiragongo in May 2021 and resulting earthquakes killed at least 32 people and destroyed more than 3,600 homes, public buildings, schools and health structures. Over 20,000 people were made homeless, around 400,000 were displaced, and businesses were closed for a week.

After the eruption it emerged that the Observatoire Volcanologique De Goma (OVG) had been without internet access to monitor seismic activities for six months, due to lack of funding.

As part of our response to the emergency, Airtel Africa provided drinking water to displaced people in need and donated a daily allowance of free voice and data for people in Goma for several weeks. At the same time, we entered a two-year partnership with the OVG, giving them free internet to allow them to monitor the activities of the volcano, and supported the installation of 16 seismic probes and their required data connection.



Focus on disaster relief spotlight

Empowering refugees through financial inclusion in Uganda

Inclusion in the digital economy and financial ecosystem is important for everyone – and particularly for refugees seeking to support themselves in new places. According to United Nations figures, Uganda is Africa's largest refugee host, with 1.1 million evacuees calling it their new home. In the Adjumani and Yumbe districts in West Nile, at least half of the population are refugees.

Airtel Uganda has been supporting this new population for some years, including through our telecoms masts in the Bidi Bidi and Palabek Refugee centres. Now we're reaching out to the 'unbanked' refugee

communities of Uganda, bringing them online with the offer of access to financial services and collaborating with the United Nations Capital Development Fund (UNCDF) to boost mobile money and bridge the digital finance divide.

The area is served by 115 of our distribution agents and 32 franchise partners, creating jobs for some former refugees, including eight who joined our distribution network in 2021/22. At the last count, more than 25,000 refugees in Adjumani and Yumbe districts had been empowered with mobile phones, SIM cards and financial services.

Nigeria



“

Nigeria is a country where demand for data and mobile services is strong and growing stronger, and where the government continues to see digital entrepreneurship as an engine of economic progress. We aim to support our customers through this transformation.

Surendran Chemmenkotil
MD & CEO, Airtel Nigeria

”

Other market participants

MTN

Globacom

9 Mobile

MAFAB Communications
(successfully bid for the 5G spectrum)

Partnering our customers on the journey to a digital future.

Underlying revenue

\$1,878m

Reported currency 21.0%
Constant currency 27.7%

Underlying EBITDA

\$1,037m

Reported currency 23.6%
Constant currency 30.4%

Operating profit

\$769m

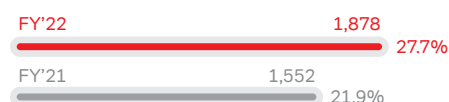
Reported currency 27.8%
Constant currency 34.8%

ARPU

\$3.8

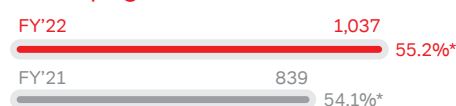
Reported currency 26.1%
Constant currency 33.0%

Underlying revenue (\$m)



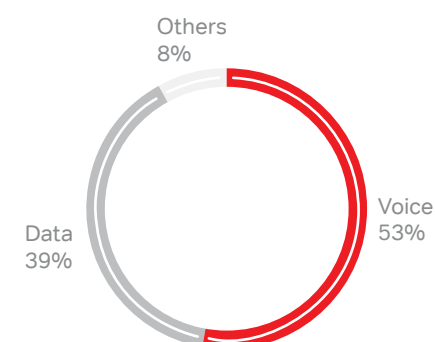
Growth % in constant currency

Underlying EBITDA (\$m)



* Underlying EBITDA margin

Revenue split



Summarised statement of operations

Description	Unit of measure	Year ended		Reported currency change %	Constant currency change %
		Mar-22	Mar-21		
Revenue	\$m	1,878	1,552	21.0%	27.7%
Voice revenue ¹	\$m	985	897	9.8%	15.9%
Data revenue	\$m	734	549	33.7%	41.1%
Other revenue ¹	\$m	159	106	50.0%	58.2%
Underlying EBITDA	\$m	1,037	839	23.6%	30.4%
Underlying EBITDA margin	%	55.2%	54.1%	115 bps	114 bps
Depreciation and amortisation	\$m	(268)	(236)	13.2%	19.5%
Operating exceptional items	\$m	-	-	-	-
Operating profit	\$m	769	602	27.8%	34.8%
Capex	\$m	251	275	(8.8%)	(8.8%)
Operating free cash flow	\$m	786	564	39.3%	50.7%
Operating KPIs					
ARPU	\$	3.8	3.0	26.1%	33.0%
Total customer base	million	44.4	42.0	5.8%	
Data customer base	million	20.3	17.7	14.9%	

1 Voice revenue includes inter-segment revenue of \$1m and other revenue includes inter-segment revenue of \$2m in the year ended 31 March 2022. Excluding inter-segment revenue, voice revenue was \$984m and other revenue was \$157m in the year ended 31 March 2022

Our market

Nigeria is Airtel Africa's largest single country market, with a growing population of more than 210 million people, more than half of whom are under 30 years old. It is a country where demand for data and mobile services is strong and growing stronger, and where the government continues to see digital entrepreneurship as an engine of economic progress.

We aim to join with and support our customers through this transformation, and this year we've made further investments in network upgrades to boost capacity and reinforce resilience. At the same time we've continued to expand our distribution network, while developing our offer to customers. We're also helping people move along the ladder from 2G to 3G to 4G: in particular, we've expanded our 4G footprint by 34.2% to reach more communities to support digital transformation and drive economic empowerment.

This year has seen us create centres where new customers can get SIM registrations and register under the National Identity Number (NIN) regulations introduced in December 2020. As of April 2022, we had collated NIN information for 35.9 million of our active customer base. This supported the government's implementation of the scheme while easing the delay in registration that many customers experienced in FY'21. In April 2022, we were also notified that all SIMs that had not been linked to a NIN would have outgoing voice calls barred with immediate effect. Subscribers can still link their SIMs to their NINs in order that these restrictions can be lifted. Outgoing voice revenues for active subscribers who have not yet linked their NIN with their SIM amount to around 7% of our total revenues from Nigeria. We continue to work closely with the regulator and will make every effort to minimise disruption and ensure customers benefit from full service connectivity as soon as possible.

We're also developing our mobile money offer. In April 2022, Airtel Africa received final approval from the Central Bank of Nigeria (CBN) to offer services under a super-agent licence and under a Payment Service Bank (PSB) licence. This follows the issue by the Central Bank of Nigeria of the approval in principle in respect of the two licences in November 2021. We are getting ready to launch both services as guided by the Central Bank, allowing Airtel Africa to create an agency network to serve the customers of licensed Nigerian banks, payment service banks, and licensed mobile money operators in Nigeria, as described on page 23.

There have been challenges at times during the year. The Covid-19 pandemic has continued to have an impact on customers and communities, with lockdowns in some regions. We've also closely monitored Nigeria's foreign exchange situation: our analysis of foreign exchange risk is described on page 85. Overall, however, this has been another year of growth, with our customer base growing by 5.8%, and revenues by 27.7% in constant currency.

Our performance

Reported currency revenue grew by 21.0% to \$1,878m with constant currency growth of 27.7%. The differential in growth rates was due to devaluation of the Nigerian naira by 5.6%. The constant currency revenue growth of 27.7% was driven by both customer base growth of 5.8% and ARPU growth of 33.0% largely driven by higher data and voice usage.

Voice revenue grew by 15.9%, driven by an increase in voice usage per customer of 20.8% which led to an ARPU increase of 20.7%. Customer base growth was affected by the NIN-SIM linkage regulations in Nigeria during the first half of the year but returned to growth, adding 4 million customers in the second half of the year, achieving net growth of 2.4 million customers over the full year. The number of regulatory approved outlets expanded to over 19,100 as of 31 March 2022.

Data revenue grew by 41.1% in constant currency, driven by data customer base growth of 14.9% and data ARPU growth of 37.6%, led by growth in data usage per customer to 4.0 GB per month (from 2.8 GB in the prior year). Our continued 4G network expansion and increased smartphone penetration has supported data usage growth. Almost 99% of our sites in Nigeria are now delivering 4G, and smartphone penetration of our customers has increased by almost 1 percentage point. Data revenue accounted for 39.1% of total revenue in Nigeria in the year, up by 3.7% on the prior year. For Q4'22, 43.6% of our data customer base were 4G users, contributing to 76.0% of total data usage. Data usage per customer reached 4.2 GB per month and 4G data usage per customer reached 6.5 GB per month, a significant increase on the 4.6 GB usage per customer per month of Q4'21.

Other revenue grew by 58.2%, with the main contribution coming from the growth in value added services revenue, led by airtime credit services.

Underlying EBITDA was \$1,037m, growing by 23.6% in reported currency and representing constant currency growth of 30.4%. Underlying EBITDA margin improved to 55.2%, an increase of 115 basis points in reported currency and 114 basis points in constant currency, as a result of improvements in operational efficiency.

Operating free cash flow was \$786m, up by 50.7% in constant currency, due to the expansion of underlying EBITDA.

Transforming lives spotlight

Harnessing entrepreneurship, creating value

Adeleye Adetimilehin typifies the entrepreneurial spirit on which our distribution network depends – as well as the positive economic impact our business can have in our communities.

Made redundant from his last job but determined to support his family, Mr. Adetimilehin enrolled as a freelance Airtel Field Sales Agent in 2016. His performance quickly earned him an accreditation as an Airtel SIM distributor, operating in Benin city, Edo State. Focusing only on subscriber acquisition, Mr. Adetimilehin made rapid progress and set up his own company, Aleyetonto Nigeria Ltd, which deals exclusively with Airtel Africa business – and by December 2021 he controlled 10 Airtel Africa shops, employed 18 people and grossed around N100m (over \$200,000) monthly, activating an average of 20,000 new subscriptions through his network each month.

Inspired by our 'Touching lives' programme, Mr. Adetimilehin has also developed his own ways to give back to the community, supporting widows, youths and vulnerable people in his area.



East Africa



“

For the 215 million people in our region, our products and services are a gateway to financial and digital opportunity. Our strategy is simple: to connect the unconnected and unlock commercial and digital benefits for our customers, their communities, and our business.

Ian Ferrao
Regional director, East Africa

”

Other market participants

Kenya: Safaricom and Telkom

Malawi: TNM

Rwanda: MTN

Tanzania: Vodacom, Tigo, Halotel and TTCL

Uganda: MTN, UTL and Africell

Zambia: MTN and Zamtel

Connecting millions more customers to digital opportunity.

Underlying revenue

\$1,717m

Reported currency 24.3%
Constant currency 22.7%

Underlying EBITDA

\$848m

Reported currency 34.4%
Constant currency 31.6%

Operating profit

\$576m

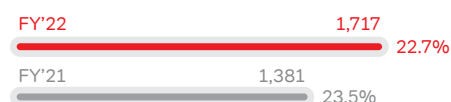
Reported currency 41.0%
Constant currency 36.8%

ARPU

\$2.5

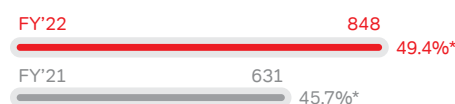
Reported currency 12.2%
Constant currency 10.7%

Underlying revenue (\$m)



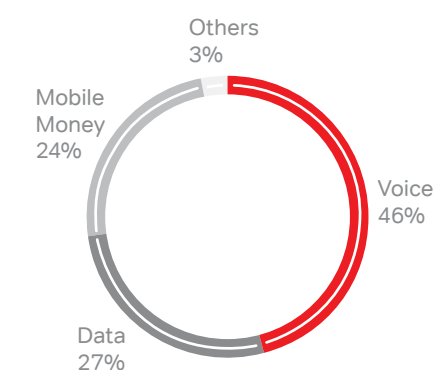
Growth % in constant currency

Underlying EBITDA (\$m)



* Underlying EBITDA margin

Revenue split



Revenue contribution of others includes eliminations

Summarised statement of operations

Description	Unit of measure	Year ended		Reported currency change %	Constant currency change %
		Mar-22	Mar-21		
Revenue²	\$m	1,717	1,381	24.3%	22.7%
Voice revenue ³	\$m	783	650	20.3%	19.2%
Data revenue	\$m	457	354	29.1%	27.4%
Mobile money revenue ⁴	\$m	411	291	41.5%	37.1%
Other revenue ³	\$m	152	150	1.1%	1.6%
Underlying EBITDA	\$m	848	631	34.4%	31.6%
Underlying EBITDA margin	%	49.4%	45.7%	369 bps	331 bps
Depreciation and amortisation	\$m	(240)	(221)	8.7%	7.9%
Operating exceptional items ⁵	\$m	(32)	–	–	–
Operating profit	\$m	576	408	41.0%	36.8%
Capex	\$m	271	249	8.8%	8.8%
Operating free cash flow	\$m	577	382	51.1%	46.8%
Operating KPIs					
ARPU	\$	2.5	2.3	12.2%	10.7%
Total customer base	million	57.2	53.1	7.8%	
Data customer base	million	18.3	16.2	12.9%	
Mobile money customer base	million	21.7	18.0	20.5%	

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

2 Revenue includes intra-segment eliminations of \$85m for the year ended 31 March 2022 and \$64m for the prior period

3 Voice revenue includes inter-segment revenue of \$1m and other revenue includes inter-segment revenue of \$6m in the year ended 31 March 2022. Excluding inter-segment revenue, voice revenue was \$782m and other revenue was \$146m in the year ended 31 March 2022

4 Mobile money revenue post intra-segment eliminations with mobile services was \$326m for the year ended 31 March 2022 and \$227m for the prior period

5 Operating exceptional items of \$32m in the year ended 31 March 2022 consist of \$12m provision for expected settlement of a contractual dispute in which one of Group's subsidiaries is a party and \$20m cost of settlement of agreed historical spectrum fees in one of the Group's subsidiaries

Our market

Our six markets in East Africa include the fastest-growing economies in the continent, as well as some of the world's youngest populations. For the 215 million* people in our region, our products and services are a gateway to financial and digital opportunity.

Our strategy is simple: to connect the unconnected and unlock commercial and digital benefits for our customers, their communities, and our business. This year we have continued to improve our network, simplify our products and increase customer touchpoints for our services. We grew from 53.1 million customers to nearly 57.2 million, and our services are now accessible in more households across East Africa, a reach that we aim to continually expand.

To strengthen our network we deployed over 1,400 sites and grown our base of 4G sites by nearly 30%, resulting in data usage growth of 47.4%. We simplified our product portfolio and diversified customer touchpoints to Airtel App, USSD and Airtel shops. Furthermore, in order to strengthen our product offerings, we have continued to build strong partnerships with SMEs, banks, merchants, startups and governments across our markets.

Distribution is a critical level in our business. This year, we grew our kiosks, mini-shops and Airtel Money branches (AMBs) by nearly 20% as we strive to ensure that our products and services are available where our customers live, work and play.

Airtel Money continues to remain a key business enabler for individuals and SMEs in our markets. This year our active Airtel Money customer base crossed the 20 million mark which is a testament to our relentless focus on building products that meet customer needs. Our goal remains to become the transactional platform for households and SMEs through solving the financial barriers that customers face.

In our efforts to run an asset-light and agile business, we have closed tower sales in five out of six of markets over the last five years. Recently, we closed tower sale deals in Tanzania and Malawi.

The Covid-19 pandemic continued to affect people and communities, an intermittent curfew and some disruption to supply chains created headwinds for our business. Despite this, we were able to deliver another year of growth while maintaining Covid-19 protocols to protect our people and our customers, and supporting local campaigns to support affected communities.

Our performance

East Africa revenue in reported currency grew by 24.3% to \$1,717m with constant currency revenue growth of 22.7%. This growth was delivered across all key services; voice revenue grew by 19.2%, data revenue by 27.4% and mobile money revenue by 37.1% in constant currency. Reported currency revenue growth was slightly higher than constant currency rates due to currency appreciation in the Ugandan shilling and Zambian kwacha, partially offset by currency devaluation in the Malawian kwacha.

Voice revenue grew by 19.2%, driven by both customer base growth of 7.8% and voice ARPU growth of 7.5%. The customer base growth was largely driven by expansion of both network coverage and the distribution network. Voice usage per customer increased by 5.8% to 349 minutes per customer per month, thereby driving voice ARPU growth of 7.5%.

Data revenue grew by 27.4%, largely driven by data customer base growth of 12.9% and data ARPU growth of 5.6%. We continued to invest in our network and expanded our 4G network infrastructure which helped us to grow both data usage and the data customer base. The data customer base increased 12.9% to 18.3 million, with 4G customers accounting for 40.5% of our total data customer base and contribute 60.2% of total data usage. 85.8% of our total sites are now on 4G, compared with 76.4% at the end of the prior year. Data usage per customer reached 3.3 GB per customer per month, up by 22.1%

Mobile money revenue was up by 37.1%, largely driven by growth in Zambia, Uganda and Malawi. The mobile money customer base grew by 20.5% and mobile money ARPU increased by 14.5%, due largely to expansion of our distribution network. The transaction value per customer reached \$183 per customer per month, up by 16.0% from \$153 per customer per month in the prior year. The slowdown in mobile money revenue growth was due to implementation of additional levies by the Government of Tanzania on mobile money withdrawal and P2P transactions from July 2021, which were subsequently revised downwards in early September 2021.

The underlying EBITDA margin reached 49.4%, an improvement of 331 basis points in constant currency, as a result of strong revenue growth and improvements in operating efficiency.

Operating free cash flow was \$577m, up by 46.8% in constant currency, due largely to the expansion of underlying EBITDA.

Source: World Bank report (2021)

Francophone Africa



“

Airtel Africa has a critical role to play in building opportunity and a sustainable future in Francophone Africa. Even in our most economically challenged markets, affordable, fast and reliable connectivity and mobile financial services are essential for growth.

Michael Foley
Regional director, Francophone Africa

”

Other market participants

Chad: Maroc, Sotel

The Democratic Republic of the Congo: 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 Intelvion

Growing sustainably through strong networks and great distribution.

Underlying revenue

\$1,131m

Reported currency 17.2%
Constant currency 17.2%

Underlying EBITDA

\$464m

Reported currency 27.6%
Constant currency 27.7%

Operating profit

\$261m

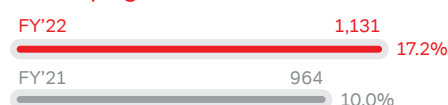
Reported currency 53.7%
Constant currency 54.6%

ARPU

\$3.7

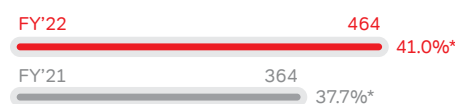
Reported currency (1.9%)
Constant currency (1.9%)

Underlying revenue (\$m)



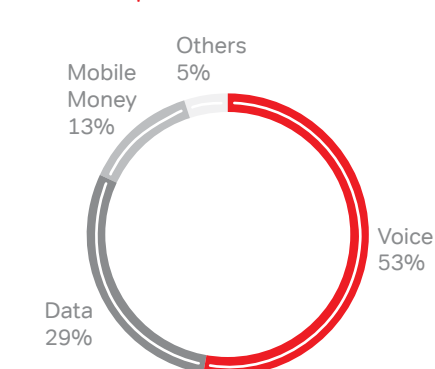
Growth % in constant currency

Underlying EBITDA (\$m)



* Underlying EBITDA margin

Revenue split



Revenue contribution of others includes eliminations

Summarised statement of operations

Description	Unit of measure	Year ended		Reported currency change %	Constant currency change %
		Mar-22	Mar-21		
Underlying revenue²	\$m	1,131	964	17.2%	17.2%
Voice revenue ³	\$m	594	541	9.9%	10.0%
Data revenue	\$m	334	254	31.5%	31.0%
Mobile money revenue ⁴	\$m	142	110	29.0%	29.6%
Other revenue ³	\$m	104	96	8.9%	8.3%
Underlying EBITDA	\$m	464	364	27.6%	27.7%
Underlying EBITDA margin	%	41.0%	37.7%	332 bps	337 bps
Depreciation and amortisation	\$m	(203)	(207)	(2.0%)	(2.1%)
Operating exceptional items ⁵	\$m	0	14	–	–
Operating profit	\$m	261	170	53.7%	54.6%
Capex	\$m	125	88	42.0%	42.0%
Operating free cash flow	\$m	339	276	23.0%	23.1%
Operating KPIs					
ARPU	\$	3.7	3.8	(1.9%)	(1.9%)
Total customer base	million	26.8	23.1	15.9%	
Data customer base	million	8.2	6.7	21.3%	
Mobile money customer base	million	4.4	3.6	21.8%	

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

2 Underlying revenue includes intra-segment eliminations of \$44m for the year ended 31 March 2022 and \$36m for the prior period. It also excludes one-time exceptional revenue of \$20m relating to a settlement in Niger in the year ended 31 March 2021

3 Voice revenue includes inter-segment revenue of \$2m in the year ended 31 March 2022. Excluding inter-segment revenue, voice revenue was \$592m in the year ended 31 March 2022

4 Mobile money revenue post intra-segment eliminations with mobile services was \$98m in the year ended 31 March 2022 and \$74m in the prior period

5 Operating exceptional items in prior period includes exceptional revenue relating to a one-time settlement in Niger for \$20m partially offset by one-off cost of \$6m in Francophone Africa

Our market

Across all our businesses, usage has increased materially, showing how fast the communities we serve are digitising and embracing mobile services. Our customer base grew by 15.9%, data users grew by 21.3%, and mobile money users grew by 21.8%.

The continuing demand for our services is clear. More than 170 million people live in our Francophone Africa segment*, which is made up of Chad, Democratic Republic of the Congo, Gabon, Madagascar, Niger, Republic of the Congo, and the Seychelles. Currently only around 58% of this population*, which has a median age of 16.2*, is reached by mobile services. That means there's a great opportunity to expand network coverage, win more customers, and help drive local economies by increasing people's access to the digital economy and finance services.

This year, we expanded our fibre optic coverage across our portfolio and built essential metro fibre networks in Niamey, Niger, and N'Djamena, Chad. We also implemented extensive intercity fibre projects in the Democratic Republic of the Congo to enhance our network resilience. Altogether, 384 coverage and capacity sites were added across our Francophone markets, and in Malé, the capital of the Seychelles, we commissioned a modern data centre, contributing to the transformation of a tourism-based economy badly impacted by the Covid-19 crisis.

Our performance was also supported by a continued increase in our retail distribution points, reaching 760,000+, an increase of 47% over the last two years.

As a result of our continued investment in infrastructure as well as the digitalisation and expansion of our distribution channels, our partnerships with communities and governments have grown, making Airtel Africa an essential contributor to the societies we serve.

Our performance

Underlying revenue grew by 17.2% both in reported currency and in constant currency. This growth was largely driven by DRC, Chad, Niger and Gabon. The slight currency devaluation of the Central African franc was offset by appreciation in the Seychelles rupee.

Voice underlying revenue grew by 10.0% in constant currency, driven by customer base growth of 15.9% partially offset by voice ARPU decline of 7.9%. The ARPU decline was mainly driven by reductions in international call revenue and local incoming call revenue (the latter due to changes in local interconnect rates in Gabon, Niger and Republic of the Congo). The customer base growth was driven by expansion of both network coverage and distribution infrastructure.

Data revenue grew by 31.0% in constant currency, supported by both customer base growth of 21.3% and data ARPU growth of 1.3%. We continued to expand our 4G network (65.3% of sites now on 4G) and data network coverage, and we enhanced our distribution infrastructure supporting further growth of the data customer base. 30.5% of the Francophone Africa customer base now use data services. 4G data usage contributes 64.1% of total data usage and 44.8% of data users were 4G customers. Data usage per customer was 2.4 GB per month (up 23.1% on the prior year) while 4G data usage per customer reached 4.5 GB (up 3.4%).

Mobile money revenue grew by 29.6% in constant currency, driven by both customer base growth of 21.8% and mobile money ARPU growth of 5.2%. The mobile money ARPU growth was driven by an increase in the transaction value per customer of 8.3%, now at \$422 per customer per month. Expansions of our exclusive distribution network and the number of agents helped us to grow the mobile money customer base by 21.8%.

Underlying EBITDA grew by 27.6% with a margin of 41.0%, an improvement of 332 basis points in reported currency and 337 basis points in constant currency. This underlying EBITDA growth was driven by both revenue growth and increased efficiency in operating expenses.

Operating free cash flow was \$339m, up 23.1% in constant currency, due to the expansion in underlying EBITDA.

* Source: World Bank report (2021)

Transforming lives spotlight

Driving digital, financial and social inclusion by empowering disabled people in Madagascar

Claude Rasolonjanahary, better known by the name 'Bonne Réflexion', has been working with Airtel Africa as an exclusive retailer for over ten years. Based in Antsirabe, Madagascar, he helps us serve our customers by selling SIM cards and recharges and handling Airtel Money transactions from his Airtel Africa kiosk.

Claude, who has a mobility impairment, uses his income from his work for us to support his wife, who is blind, and their son.

'Bonne Réflexion' said: "Thanks to Airtel Africa, I have a decent job to support my family, and am empowered to contribute to my community".



Mobile services



“

Customers need to be able to connect and access our services, so for both voice and data our performance improvements rely on our strategic focus on network expansion and excellent distribution. This year, along with continued investment in the quality and capacity of our network, we increased our exclusive retail footprint by 44.2% year-on-year.

Ashish Malhotra
Chief sales and marketing officer

”

Meeting growing customer demand through **connection, distribution, and transparent products.**

Underlying revenue

\$4,294m

Reported currency 19.6%
Constant currency 22.0%

Underlying EBITDA

\$2,077m

Reported currency 26.8%
Constant currency 29.7%

Operating profit

\$1,348m

Reported currency 35.5%
Constant currency 39.0%

Voice ARPU

\$1.6

Reported currency 5.9%
Constant currency 8.0%

Data ARPU

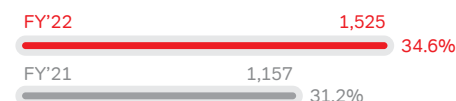
\$2.9

Reported currency 16.1%
Constant currency 18.6%

Underlying revenue – Voice (\$m)



Underlying revenue – Data (\$m)



Growth % in constant currency

Summarised statement of operations

Description	Unit of measure	Year ended		Reported currency change %	Constant currency change %
		Mar-22	Mar-21		
Underlying revenue¹	\$m	4,294	3,592	19.6%	22.0%
Underlying EBITDA	\$m	2,077	1,639	26.8%	29.7%
Underlying EBITDA margin	%	48.4%	45.6%	276 bps	286 bps
Depreciation and amortisation	\$m	(697)	(654)	6.5%	8.4%
Operating exceptional items ²	\$m	(32)	14	–	–
Operating profit	\$m	1,348	995	35.5%	39.0%
Capex	\$m	621	580	7.1%	7.1%
Operating free cash flow	\$m	1,456	1,059	37.6%	42.6%
Operating KPIs					
Mobile voice					
Voice revenue	\$m	2,358	2,083	13.2%	15.4%
Customer base	million	128.4	118.2	8.7%	
Voice ARPU	\$	1.6	1.5	5.9%	8.0%
Mobile data					
Data revenue	\$m	1,525	1,157	31.8%	34.6%
Data customer base	million	46.7	40.6	15.2%	
Data ARPU	\$	2.9	2.5	16.1%	18.6%

1 Mobile service revenue after intersegment eliminations was \$4,290m in the year ended 31 March 2022 and \$3,587m in the prior year. Underlying revenue for Mobile service excludes one-time exceptional revenue of \$20m relating to a settlement in Niger in the year ended 31 March 2021

2 Operating exceptional items of \$32m in the year ended 31 March 2022 consist 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 settlement of agreed historical spectrum fees in one of the Group's subsidiaries. The prior year operating exceptional items include exceptional revenue on account of a one-time settlement in Niger amounting to \$20m, partially offset by one-off costs of \$6m in Francophone Africa

Our market

Demand for mobile services in all our markets remains strong, and we continued to grow our customer base in 2021/22 by connecting more people, offering transparent voice and data products that meet their needs, and growing our distribution network so that more customers can access our services effectively and efficiently. Customer growth of 8.7% this year has meant we're now connecting 128.4 million subscribers across our 14 markets.

We see clear opportunities for further growth. Our markets are characterised by growing populations of aspirational, price-conscious consumers, who are actively looking for ways to connect with each other, with engaging content, and with opportunities in the local and global economy.

Customers need to be able to connect and access our services, so for both voice and data our performance improvements rely on our strategic focus on network expansion and excellent distribution. This year, along with continued investment in the quality and capacity of our network, we increased our exclusive retail footprint by 44.2% year-on-year.

Handset ownership and telecom penetration continue to build, feeding demand for our voice services, and enabling us to expand our customer base despite some headwinds from Know Your Customer requirements in markets, including Nigeria, Kenya and Rwanda. Our voice ARPU grew by 8.0% compared to 2020/21, 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 50% to Airtel Africa's consolidated revenue in 2021/22.

Our leadership in 4G in most markets is an important driver for our data performance, as smartphone ownership continues to grow across sub-Saharan Africa. Our 4G base increased to almost 20 million, growing by 34.8% in 2020/21. We'll continue to invest in our 4G network, which supports the digital inclusion ambitions of our sustainability strategy at the same time as creating further opportunity for growth.

Our performance

Mobile services underlying revenue in reported currency grew by 19.6%, with constant currency growth of 22.0%, supported by growth in both voice and data services.

Voice underlying revenue grew by 15.4% in constant currency, supported by customer base growth of 8.7% and voice ARPU growth of 8.0%. The customer base growth was driven by expansion of our network and distribution infrastructure. The slowdown in customer base growth was due to the introduction of new SIM registration regulations in Nigeria. Excluding Nigeria, the customer base grew by 10.2%. In Nigeria, our customer base returned to growth in the second half of the year, adding a net 2.4 million customers for the full year. Voice minutes per customer reached 257 minutes per month, up by 9.8%, resulting in voice ARPU growth of 8.0%. Total network minutes increased by 17.3%.

Data revenue continued to be a key driver of growth, up by 34.6% in constant currency. This was driven by data customer base growth of 15.2% and data ARPU growth of 18.6%. Our continued investment in our network and expansion of our 4G network infrastructure helped us to expand our data customer base. 87.6% of our Group sites are now operating on 4G, compared with 76.5% in the prior year. 36.4% of our total customer base were data users, up from 34.3% in the prior year. 4G data usage per customer increased to 5.5 GB per month compared with 5.0 GB in the prior year. 4G data usage reached 5.9 GB per customer per month for Q4'22. Total data usage per customer reached 3.4 GB per month, up 31.0% from the 2.6 GB of the prior year. At the end of the year, 42.6% of the total data customer base were 4G data customers, up from 36.4% in the prior year. The increase in 4G data customer penetration has helped to drive data ARPU growth.

Data revenue contribution reached 32.3% of total Group revenue in the year, up from 29.8% in the prior year.

Transforming lives spotlight

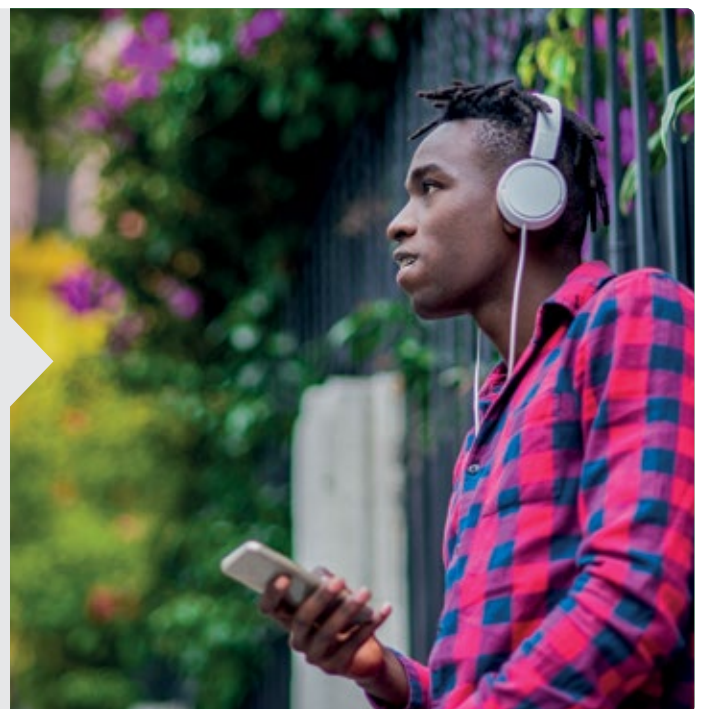
Partnering on great content for our customers: Airtel Nigeria and Spotify

People across our markets are hungry for content, and our data strategy seeks ways to partner with providers to give our customers access to digital resources that will entertain, excite, delight and reward them.

That's why Airtel Nigeria has partnered with the global audio streaming service, Spotify, and provides music lovers across Nigeria with daily complimentary data to access the Spotify platform.

Under the partnership, Airtel Nigeria's 44.4 million customers have uninterrupted access to the Spotify platform's 70 million songs without worrying about data costs or mobile internet plans, using complimentary data that can be used exclusively on the Spotify platform whenever they purchase data bundles.

It brings joy to our customers – and helps strengthen our position as the network of first choice for music, youth culture and innovation.



Airtel Money



“

We're expanding the scope of our services, creating increased 'use cases' and offering our customers a 'one stop shop' for all their financial needs. Across the region, mobile money is an increasingly important driver of economic growth.

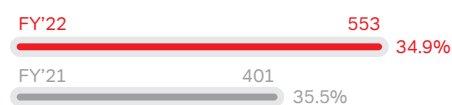
Vimal Kumar Ambat
CEO, Airtel Money

”

Airtel Money: a 'one stop shop' for all financial services.

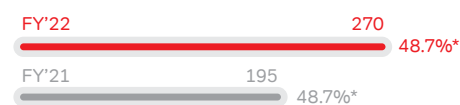
Underlying revenue	Underlying EBITDA	Operating profit	ARPU
\$553m	\$270m	\$256m	\$1.9
Reported currency 37.9% Constant currency 34.9%	Reported currency 38.1% Constant currency 34.2%	Reported currency 38.3% Constant currency 34.4%	Reported currency 14.7% Constant currency 12.2%

Underlying revenue (\$m)



Growth % in constant currency

Underlying EBITDA (\$m)



* Underlying EBITDA margin

Summarised statement of operations

Description	Unit of measure	Year ended		Reported currency change %	Constant currency change %
		Mar-22	Mar-21		
Revenue¹	\$m	553	401	37.9%	34.9%
Underlying EBITDA	\$m	270	195	38.1%	34.2%
Underlying EBITDA margin	%	48.7%	48.7%	5 bps	(27) bps
Depreciation and amortisation	\$m	(14)	(10)	34.8%	30.9%
Operating profit	\$m	256	185	38.3%	34.4%
Capex	\$m	25	32	(19.9%)	(19.9%)
Operating free cash flow	\$m	245	163	49.6%	44.8%
Operating KPIs					
Mobile money key KPIs					
Transaction value	\$m	64,436	46,009	40.1%	37.0%
Active customers	million	26.2	21.7	20.7%	
Mobile money ARPU	\$	1.9	1.7	14.7%	12.2%

1 Mobile money service revenue post inter-segment eliminations with mobile services was \$424m in the year ended 31 March 2022 and \$301m in the prior year

Our market

As part of our focus on the long-term growth of Airtel Money, we continue to prioritise assured float availability and the expansion of our distribution network of exclusive Airtel Money branches and kiosks, as well as our growing multi-brand agent network. At the same time, we're expanding the scope of our services, creating increased 'use cases' and offering our customers a one-stop shop for all their financial needs, including mobile wallet deposits and withdrawals, merchant payments, enterprise disbursements, international money transfer, and loans and savings. We also continue to explore partnerships that expand payment opportunities for customers, including with Terrapay, Thunes and MFS Africa for cross-border payments, and the expansion of the Airtel Money Mastercard Virtual Card to Zambia.

Having successfully set up mobile money services across other markets, we have a clear opportunity to replicate our model in Nigeria. In November 2021, we received approval in principle for a licence to offer payment services as a bank (PSB) independently. The PSB licence would allow us to accept deposits from individuals and small businesses, carry out payment and remittance services within Nigeria, and issue debit and prepaid cards among other activities set out by the Central Bank of Nigeria (CBN); we have completed and submitted the associated administrative requirements and now await full licence approval. In another development, in April 2022 the CBN awarded Airtel Mobile Commerce Nigeria Ltd a full 'super-agent' licence, allowing us to create an agency network to serve the customers of licensed Nigerian banks, payment service banks, and licensed mobile money operators in Nigeria, as described on page 23.

While the overall story is one of growth in mobile money services, we do face some challenges. In 2021, for example, Tanzania introduced a mobile money tax that increases prices on mobile money transactions, including sending, withdrawing, and transferring money. We believe this will have significant consequences for the mobile money ecosystem, as it will affect the supply chain pricing for value-added services.

Across the region as a whole, however, mobile money is an increasingly important driver of economic growth across all sectors. Economies are becoming cashless, consumer behaviour is changing, and larger businesses are finding it cheaper, faster and more convenient to make bulk payments direct to their employees or customers' mobile money

wallets. At the same time, mobile money is key to the financial inclusion of under- and un-banked people, creating access to basic financial services that would otherwise be unavailable to them, and helping to transform lives.

It remains our aim to explore the potential listing of our mobile money business, as described in the financial review on pages 76-79.

Our performance

Reported currency mobile money revenue grew by 37.9% with a constant currency growth of 34.9%. The slowdown in mobile money revenue growth since July 2021 has been due to the implementation of levies by the Government of Tanzania on mobile money withdrawal and P2P transactions (subsequently revised downwards in early September 2021). Excluding Tanzania, revenue grew by 41.6% in constant currency. The constant currency revenue growth of 34.9% was driven by both customer base growth of 20.7% and ARPU growth of 12.2%. The mobile money customer base growth was due to the expansion of our distribution network, particularly our exclusive channels of Airtel money branches and kiosks. We continued to expand our mobile money portfolio through partnerships with leading financial institutions, and the expansion of our merchant ecosystem further strengthened our mobile money propositions. The increase in transaction value per customer to \$223 per month, up by 13.9%, led to mobile money ARPU growth of 12.2%.

Q4'22 annualised transaction value reached \$67.2bn in reported currency, with mobile money revenue contributing 12.0% of total revenue in the quarter.

The mobile money customer base grew by 20.7% to 26.2 million in the year. Mobile money customer base penetration reached 20.4%, an increase of 2 percentage points. The ARPU growth of 12.2% was largely driven by an increase in transaction values and higher contributions from cash transactions, merchant payments, P2P transfers and mobile service recharges through Airtel Money.

Underlying EBITDA was \$270m, up by 38.1% in reported currency, with a constant currency growth of 34.2%. The reported currency growth rate was higher than the constant currency growth rate due to appreciation in the Zambian kwacha. The underlying EBITDA margin for the year was 48.7%, broadly in line with the prior year.

Transforming lives spotlight

Harnessing the entrepreneurial spirit around us in Zambia

The people in our distribution network are an essential part of creating opportunity for us – and for themselves and those around them, as they fulfill their own entrepreneurial ambitions and create value in their communities.

Olivia Chichenga, founder and director of Glonet Connections Limited, has built her own successful business as a partner to our Airtel Money operations in Lusaka, Zambia – and her network of Airtel Money branches employs 12 people and provides opportunities for many more agents in the city.

Her success has come from doing things differently. She saw the opportunities for mobile money services in Zambia while she was a team leader at Airtel Zambia, and left with our blessing to found Glonet Connections. And she found what was a new niche at the time: opening her first Airtel Money branch in a thriving shopping centre, Waterfalls Mall in Lusaka. She now owns three Airtel Money branches and is looking to the future. As Olivia says, "the only thing standing in your way would be your mind; believe you can do it and just do it, it will not be easy, but it will be worth it."



Empowering entrepreneurs and supporting the organisations that drive Africa’s growth.



“

Internet penetration is rising across Africa and systems are even more connected as digital transformation is driving growth for organisations. We support SMEs and entrepreneurs across Africa with their end-to-end digital presence and a secure, reliable internet.

Luc Serviant
Group enterprise director

”

Our market

Airtel Business is our B2B offer, providing dynamic, reliable communications to support the enterprises that are helping to drive economic growth and opportunity across Africa.

We offer a comprehensive suite of business ICT (Information and Communication Technologies) and digital services, including mobile and fixed data services for major corporate offices, non-governmental organisations, government departments, diplomatic missions, start-ups and small- and medium-sized businesses (SMEs). We also offer conferencing and collaboration services, cloud and data centre co-location services, and mobile money services from Airtel Money.

By supporting our customers’ success, we’re helping them create value and unlock the possibilities of digitalisation in the wider economy. We’re also creating value for Airtel Africa: this year we have seen a significant growth in enterprise customer connections, fixed and mobile.

+35%

fixed data connections

+18%

enterprise mobile subscribers

Partnerships are a key focus for us. In November 2021 we agreed a new partnership with Cisco to provide secure internet access for SMEs, which will initially be available in Kenya, Uganda, Republic of the Congo and Madagascar before rolling out to the rest of our markets.

And in February 2022, Airtel Business signed a memorandum of understanding with Avaya Holdings Corp, to help organisations across the continent deliver better customer and employee experiences.

The agreement will see Airtel Business Africa empower its enterprise customers with the Avaya OneCloud™ AI-powered experience platform, which includes workstream collaboration, contact centre, unified communications, and a communications platform as a service solution.

Transforming lives spotlight

Serving Nigeria’s largest bank – and supporting its sustainable growth ambitions

Through Airtel Business we support major companies such as Access Bank, the largest bank in Nigeria and Africa’s leading bank by customer base, employing 28,000 people in its operations in Nigeria, sub-Saharan Africa and the United Kingdom, and at representative offices in China, Lebanon, India and the UAE.

Like us, Access Bank is committed to widening financial inclusion, and we’re proud to support its work for its 36 million customers through a business relationship that started in 2013. We provide over 240 domestic links to connect the offices and branches of the bank in Lagos, as well as eight international links to Sierra Leone, Ghana, the DRC, Gambia, South Africa, Botswana, Guinea Conakry, and Senegal. At the same time, we’re connecting 16,000 points of sale across Nigeria with machine-to-machine SIM cards.

“Through Airtel’s partnership in providing connectivity pan-Africa, we have been able to put smiles on the faces of our trusted customers through efficient banking and innovative solutions”.

Steve Obiago
Subsidiaries IT and Networks Head at Access Bank, Lagos

Airtel Africa Digital Labs

At the heart of our digitised strategy.

Airtel Africa Digital Labs is our in-house digital hub for developing and delivering technology platforms and digital products. We work with country teams across our 14 markets and draw on Airtel Africa's scale and market leadership to innovate technologies that enhance customers' experiences, drive financial inclusion, and harness the power of digitalisation. Our product development focus is wide-ranging: we work on analytics, platforms, digital consumer products, enterprise product engineering, and more.

One focus this year has been improving customer service, developing digitised systems that help our teams meet customers' needs faster through a unified customer dashboard called CS Fusion, which has brought service handling times at our shops or call centres down by 15% on average.

We also develop products to enhance customers' use of services such as Airtel Money. In November 2021, we launched our upgraded, secure and seamless Airtel Africa Developer Portal, which uses several Open APIs and solutions to integrate remote payments with Airtel Money wallets. We also launched new products to support collections, Airtel Money remittances, bundles purchases, and more. Our innovations are helping to shape customers' futures – and we see huge opportunities ahead as Airtel Africa continues to put digitalisation at the heart of its strategy.

Transforming lives spotlight

Airtel Africa Developer Portal: seamlessly expanding mobile money opportunities

Our upgraded Airtel Africa Developer Portal, launched in November 2021, is a further step in our drive to deliver innovative products that support customers and expand the mobile money eco-system.

The self-service portal helps startups, small- and medium-size enterprises and service providers to integrate with our Airtel Money platform to process payments for their goods and services – for example, by allowing merchants to collect Airtel Money payments and disburse into Airtel Money wallets. It is a single platform that can support customers across diverse markets which has been designed to meet customers' needs for data security – as well as meeting the requirements of regulators in each market.

The portal has already been adopted by over one thousand such partners – and, as of 31 March 2022, has helped them make close to 5 million payment transactions, supporting their financial ambitions, ease of payments for our customers and the growth of Airtel Money.



airtel africa
DIGITAL LABS



“

We're at the centre of creating the bold, problem-solving innovations that transform customers' experience. Digital Labs is helping to drive Airtel Africa's contribution to a digitised future for our customers, the economies in which we work, and for our business.

Neelesh Singh
Chief information officer

”

Chief financial officer's introduction to the financial review



“

The countries we operate in continue to present clear opportunities, both for our growth, and for our vision of enriching the lives of our customers. Our dynamic business model continues to deliver value to all our stakeholders.

Jaideep Paul
Chief financial officer

”

Underlying revenue

\$4,714m

Reported currency +21.3%
Constant currency +23.3%

Underlying EBITDA

\$2,311m

Reported currency +29.0%
Constant currency +31.2%

Operating profit

\$1,535m

Reported currency +37.2%
Constant currency +39.4%

Capex

\$656m

% change +6.9%

Basic earnings per share

16.8 cents

% change +86.5%

All financial numbers are in reported currency

Strengthening our balance sheet and seizing growth opportunities

The effective execution of our strategy resulted in a strong performance across all our regional segments and key services this year, enabling us to continue creating value for our stakeholders. We continued to deliver strong revenue growth and even stronger underlying EBITDA growth, with improved profitability coming from both scale benefits and increased efficiencies.

The countries we operate in continue to present clear opportunities, both for our growth, and for our vision of enriching the lives of our customers. Our markets remain underpenetrated in both mobile and mobile money services, and our strategy is delivering strong financial results while helping to bridge digital divides and drive financial inclusion.

Profit and loss snapshot

Description	Unit of measure	Year ended		Reported currency change %	Constant currency change %
		Mar-22	Mar-21		
Underlying revenue¹	\$m	4,714	3,888	21.3%	23.3%
Voice revenue	\$m	2,358	2,083	13.2%	15.4%
Data revenue	\$m	1,525	1,157	31.8%	34.6%
Mobile money revenue ²	\$m	553	401	37.9%	34.9%
Other revenue	\$m	407	347	17.4%	19.9%
Expenses	\$m	(2,413)	(2,107)	14.5%	16.4%
Underlying EBITDA³	\$m	2,311	1,792	29.0%	31.2%
Underlying EBITDA margin	%	49.0%	46.1%	294 bps	296 bps
Depreciation and amortisation	\$m	(744)	(681)	9.3%	11.3%
Operating exceptional items ⁴	\$m	(32)	14	–	–
Operating profit	\$m	1,535	1,119	37.2%	39.4%
Net finance costs ⁵	\$m	(403)	(423)	(4.6%)	
Non-operating exceptional items ⁶	\$m	92	–	–	
Profit before tax	\$m	1,224	697	75.6%	
Tax	\$m	(471)	(318)	48.2%	
Tax – exceptional items	\$m	2	36	–	
Total tax charge	\$m	(469)	(282)	66.3%	
Profit after tax	\$m	755	415	82.0%	
Non-controlling interest	\$m	(124)	(76)	62.9%	
Profit attributable to owners of the company – before exceptional items	\$m	602	308	95.9%	
Profit attributable to owners of the company	\$m	631	339	86.3%	

1 Revenue includes intra-segment eliminations of \$129m for the year ended 31 March 2022 and \$100m for the prior year. And it also excludes one-time exceptional revenue of \$20m relating to a settlement in Niger in the year ended 31 March 2021.

2 Mobile money revenue post intra-segment eliminations with mobile services was \$424m for the year ended 31 March 2022, and \$301m for the prior year.

3 Underlying EBITDA includes other income of \$10m for the year ended 31 March 2022, and \$11m for the prior year.

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. The prior year operating exceptional items includes exceptional revenue relating to a one-time settlement in Niger for \$20m, partially offset by one-off costs of \$6m in Francophone Africa.

5 Net finance costs in the year ended 31 March 2022 excludes a one-off cost of \$19m on prepayment of \$505m bonds in March 2022.

6 Non-operating exceptional items in the year ended 31 March 2022 include a gain of \$111m on the sale of telecommunication tower assets in the Group's subsidiaries in Tanzania, Malawi, Madagascar, and Rwanda, partially offset by costs of \$19m on prepayment of \$505m of bonds.

From a financial perspective, we continued our focus on four main objectives this year:

1. Growing our operating profitability

We continued to invest in improving our operating profitability by driving higher revenue growth and, through our focus on operating efficiencies, improving our underlying EBITDA flowthrough. Underlying EBITDA margin improved by 294 basis points to 49.0% and operating profit during the year grew by 37.2% in reported currency, with constant currency growth of 39.4%.

2. Improving our return on capital

We continually monitor our return on capital to ensure that our capex has been deployed efficiently and effectively. Telcoms is a capital-intensive business, so regular monitoring of our return on capital 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%, from 16.5% in the prior year.

3. Strengthening our balance sheet and improving leverage

Our short-term objective is to strengthen our balance sheet by continually reducing our debt at Holdco level, increase debt in our OpCos and reduce our leverage position. I am pleased we delivered on all 3 objectives. In the last 12 months, we repaid a \$915m bond when due in May 2021, and in March 2022 repaid \$505m bonds one year earlier than their March 2023 redemption date. We were able to make these repayments because of our increased cash generation, and by using the proceeds from Airtel Money minority investments and tower sales.

Our leverage position continued to improve (1.3x as of March 2022) driven both by EBITDA expansion and reducing our debt.

Finally, our balance sheet continued to be de-risked through a reduction of net debt and increased localisation of our debt into the OpCos, such that our gross OpCo debt of \$2,921m is now higher than our remaining HoldCo debt of \$1,000m. Going forward we will continue to focus on continuing strengthening our balance sheet.

4. Returns to shareholders

Our fourth financial objective was to enhance returns to shareholders over the medium- to longer-term.

During the year, the Board approved an upgrade to the progressive dividend policy, aiming to grow the dividend annually by a mid- to high-single-digit percentage from a new base of 5 cents per share for FY'22. We paid an interim dividend of 2 cents per ordinary share in December 2021. The Board recommended a final dividend of 3 cents per share and increase of 25% compared to the prior year.

Basic EPS was 16.8 cents, an improvement of 7.8 cents, up from 9.0 cents in the prior period.

Outlook

Our dynamic business model continues to deliver value to all our stakeholders, not just financially but by transforming lives in 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 and increase return to shareholders.

Jaideep Paul
Chief financial officer

10 May 2022

Performance highlights

- Reported revenue grew by 20.6% to \$4,714m and constant currency underlying revenue grew 23.3% for the year.
- Constant currency underlying revenue growth was strong in all regions: Nigeria up 27.7%, East Africa up 22.7% and Francophone Africa up 17.2%; and across all key services, with revenue in Voice up 15.4%, Data up 34.6% and Mobile Money up 34.9%.
- Underlying EBITDA of \$2,311m, grew by 29.0% in reported currency.
- Underlying EBITDA margin of 49.0%, increased by 294 basis points.
- Operating profit grew by 37.2% to \$1,535m in reported currency.
- Profit after tax grew by 82.0% to \$755m.
- Basic EPS of 16.8 cents, an increase of 86.5%. EPS before exceptional items of 16.0 cents (FY'21: 8.2 cents).
- Operating free cash flow of \$1,655m, up 40.5%, with net cash generated from operating activities up 20.7% to \$2,011m. Over the last twelve months the business has repaid nearly \$1.4bn of debt at Holdco as a result of strong cash upstreaming across its OpCos and proceeds from minority investments in mobile money and tower sales.
- Leverage ratio improved to 1.3x from 2.0x in the prior year, with \$1bn of debt now held at HoldCo (FY'21: \$2.4bn).
- Customer base of 128.4 million, up 8.7%, with increased penetration across mobile data (customer base up 15.2%) and mobile money services (customer base up 20.7%). NIN/SIM regulations in Nigeria impacted customer growth in H1, but then returned to strong growth, adding 4 million customers in Nigeria during H2'22.
- The Board recommends a final dividend of 3 cents per share, making total FY'22 dividend 5 cents per share (FY'21: 4 cents).

Financial review

GAAP measures

Revenue

Reported revenue grew by 20.6% to \$4,714m. The prior year benefited from a one-time exceptional revenue of \$20m relating to a settlement in Niger. Excluding this, revenue grew by 21.3% in reported currency and by 23.3% in constant currency. Constant currency growth of 23.3% was partially offset by currency devaluations, mainly in the Nigerian naira (5.6%) and the Malawian kwacha (7.2%), in turn partially offset by appreciation in the Ugandan shilling (4.1%) and Zambian kwacha (4.4%). Revenue growth for the year benefited from a weakened performance in the first quarter of the prior year during the peak period of Covid-19 restrictions across the region.

Underlying revenue (\$m)



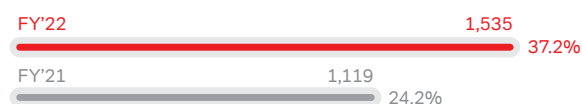
1 Revenue includes one-time exceptional revenue of \$20m relating to a settlement in Niger in the year ended March 2021

2 Growth % in reported currency

Operating profit

Operating profit grew by 37.2% to \$1,535m in reported currency as a result of strong revenue growth and improvements in operating efficiency across all our regions. Operating profit included a one-time cost of \$32m consisting of a \$12m provision for expected settlement of a contractual dispute in which one of Group's subsidiaries is a party, and \$20m costs relating to an agreement on historic spectrum fees in one of the Group's subsidiaries. This compared to the prior year which included a gain of \$20m for a one-time settlement in Niger, which was partially offset by one-off costs of \$6m in Francophone Africa. Excluding exceptional items, operating profit grew by 41.9%.

Operating profit (\$m)

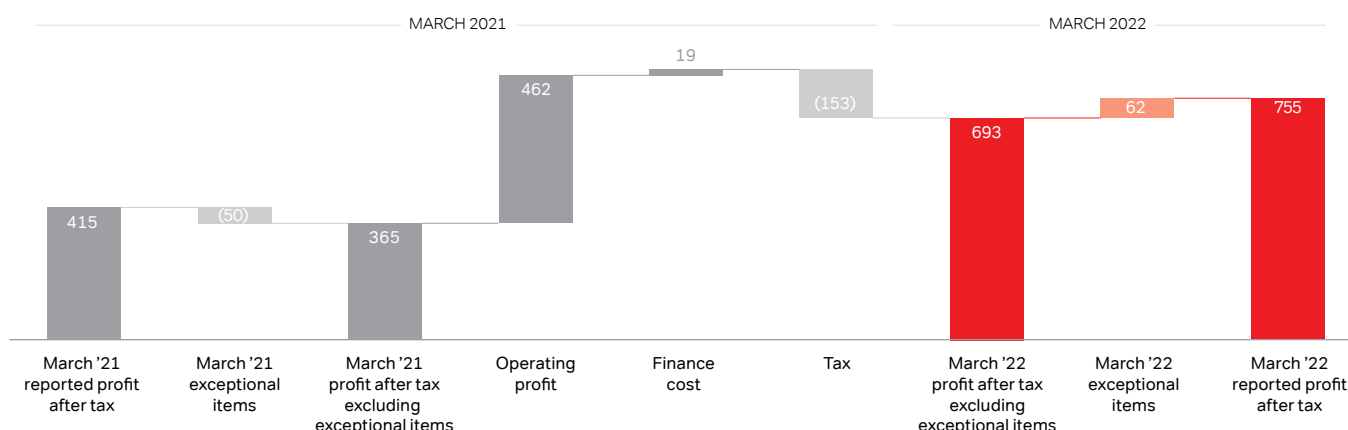


Growth % in reported currency

Net finance costs

Net finance costs were broadly flat, as lower foreign exchange and derivative losses, higher interest income and a one-time \$12m gain in other finance charges as a result of the reversal of an interest provision in one of our operating entities were offset by a one-off cost of \$19m for the applicable premium paid on the early repayment of the \$505m bonds in March 2022. Additionally, interest costs were also broadly flat as lower interest costs on our reduced market debt were offset by an increase in interest costs on lease liabilities.

Profit after tax (\$m)



The Group effective interest rate increased to 5.6% compared to 4.9%, largely driven by repayment of the EUR750m bond in May 2021, which carried a lower-than-average coupon, and due to higher local currency debt at the OpCo level. In line with our strategy to continue to reduce foreign currency debt at Holdco, we also repaid \$505m bonds in March 2022, one year earlier than their March 2023 redemption date. One-off costs of \$19m, including applicable premium, have been recorded under non-operating exceptional items, while the Group will save an aggregate of c.\$26m on interest payments from the early redemption.

Taxation

Total tax charges were \$469m, an increase of \$187m, driven by higher operating profit and withholding tax on dividends by subsidiaries. The prior year also benefited from the recognition of a deferred tax credit of \$36m in Tanzania.

Profit after tax

Profit after tax increased by 82.0% to \$755m. This increase was mainly led by higher operating profits and stable net finance costs which more than offset the associated increase in tax charges. Exceptional gains were also \$12m higher than the prior year.

Basic EPS

Basic EPS climbed to 16.8 cents, an improvement of 7.8 cents (+86.5%) from 9.0 cents in the prior year. This increase was mainly due to higher operating profits which more than offset increased tax charges and higher non-controlling interests (due to higher profit contributions in OpCos with minority shareholdings, new minority shareholdings in Airtel Money partially offset by lower minority interests in Airtel Nigeria as a result of the successful share buy-back).

Net cash generated from operating activities

Net cash generated from operating activities was \$2,011m, an increase of 20.7% from \$1,666m in the prior period. The increase was largely driven by higher profit before tax of \$527m, which was partially offset by higher tax payments on the increased profits and withholding tax on dividends by subsidiaries. Over the last twelve months the business has repaid nearly \$1.4bn of debt at Holdco as a result of strong cash upstreaming across its OpCos and proceeds from minority investments in mobile money and tower sales.

Alternative performance measures

Underlying revenue

Underlying revenue in constant currency grew by 23.3%, driven by both customer base growth of 8.7% and ARPU growth of 15.4%. The slowdown in customer base growth was due to the introduction of new SIM registration regulations in Nigeria. Excluding Nigeria, the customer base grew by 10.2%. In Nigeria, our customer base returned to growth in the second half of the year, adding a net 2.4 million

customers for the full year. At the end of the year our total customer base was 128.4 million, an increase of 10.2 million. ARPU growth of 15.4% was driven by all our key services: with data contributing 7.7%, voice contributing 4.3%, mobile money contributing 2.7%, and the balance coming from other revenue, which was marginally impacted in Q4 from the loss of tower sharing revenues relating to towers sold during the year.

Revenue growth was recorded across all our regions and key services. Underlying revenue in Nigeria grew by 27.7%, in East Africa by 22.7%, and in Francophone Africa by 17.2%. Voice revenue grew by 15.4%, data revenue grew by 34.6% and mobile money revenue grew by 34.9% in constant currency.

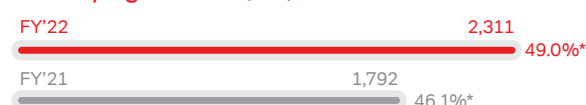
Underlying EBITDA

Underlying EBITDA was \$2,311m, an increase of 29.0% in reported currency and of 31.2% in constant currency. Growth in underlying EBITDA was led by revenue growth and supported by improved operating efficiencies. The underlying EBITDA margin improved by 294 basis points in reported currency to 49.0%.

Foreign exchange had an adverse impact of \$58m on revenue, and \$26m on underlying EBITDA, as a result of devaluations of the Nigerian naira and the Malawian kwacha, in turn partially offset by appreciations of both the Ugandan shilling and the Zambian kwacha.

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 \$43m on revenues, \$26m on underlying EBITDA and \$21m on finance costs. Our largest exposure is to the Nigerian naira, for which a 1% devaluation would have a negative impact of \$18m on revenues, \$11m on underlying EBITDA and \$7m on finance costs.

Underlying EBITDA (\$m)



* EBITDA margin %

Tax

The effective tax rate was 39.0% compared to 43.2% in the prior period, largely 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

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 historic spectrum fees in one of the Group's subsidiaries. The prior period operating exceptional items

includes exceptional revenue on account of a one-time settlement in Niger amounting to \$20m, partially offset by a one-off cost of \$6m in Francophone Africa.

Non-operating exceptional items in the year ended 31 March 2022 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 cost of \$19m including applicable premium paid on the early repayment of \$505m bonds in March 2022.

Exceptional tax benefit of \$2m recognised in the year mainly relate to the provision for the contractual dispute in which one of the Group's subsidiaries is a party, and the \$36m in the prior year relates to deferred tax credit recognition in Tanzania.

EPS before exceptional items

EPS before exceptional items almost doubled to 16.0 cents, up by 96.0% (+7.8 cents) from 8.2 cents in the prior year. This increase was mainly due to higher operating profits which more than offset the increased tax charges and higher non-controlling interests (due to higher profit contributions in OpCos with minority shareholdings, new minority shareholdings in Airtel Money partially offset by lower minority interests in Airtel Nigeria as a result of the successful share buy-back).

Description	UoM	March 2022
Weighted average shares outstanding 2021	m	3,758
Weighted average shares outstanding 2022	m	3,754
March 2021 EPS before exceptional items	\$ cents	8.2
Exchange	\$ cents	(0.3)
Operating profit (constant currency)	\$ cents	12.7
Net finance charges	\$ cents	0.5
Derivatives and Forex gain/(loss)	\$ cents	0.2
Finance charges (excluding derivatives and Forex)	\$ cents	0.3
Tax	\$ cents	(4.2)
Others*	\$ cents	(0.9)
March 2022 EPS before exceptional items	\$ cents	16.0

* Others includes a change in minority shareholder PAT and profit/(loss) on joint ventures

Operating free cash flow

Operating free cash flow increased by 40.5% to \$1,655m, as higher underlying EBITDA more than offset increased capital expenditure. Capital expenditure in the prior year was slightly lower due to logistical challenges as a result of the pandemic.

Strategic investment and asset monetisation

We received a minority investment of \$550m from four investors in Airtel Mobile Commerce B.V. The Rise Fund invested \$200m, Mastercard \$100m, Qatar Holding LLC (QIA) \$200m and \$50m from Chimera Investment LLC.

Tax

Description	Unit of measure	Year ended March 2022			Year ended March 2021		
		Profit before taxation	Income tax expense	%	Profit before taxation	Income tax expense	%
Reported effective tax rate	\$m	1,224	469	38.3%	697	282	40.5%
Adjusted for:							
Exceptional items	\$m	(60)	2		(14)	36	
Foreign exchange rate movements for non-DTA operating companies and holding companies	\$m	50	-		42	-	
One-off adjustment and tax on permanent difference	\$m	(12)	(2)			(5)	
Effective tax rate	\$m	1,202	469	39.0%	725	313	43.2%

Financial review continued

Additionally, the sale of towers in Tanzania, Malawi and Madagascar resulted in total gross proceeds of \$284m, out of which \$240m has been received so far from the first closing of tower sales. We also continue to pursue further potential sales of our tower assets in Chad and Gabon.

Leverage and balance sheet measures

Leverage (net debt to underlying EBITDA) improved to 1.3x at 31 March 2022, from 2.0x at 31 March 2021, largely driven by increased cash generation, expansion in underlying EBITDA and receipts of \$550m from mobile money minority investments. Our balance sheet continued to be de-risked through a reduction of HoldCo debt (now \$1bn, down from \$2.4bn in the prior year) and increased localisation of our debt into the OpCos, such that our gross OpCo debt of \$2,921m (including lease obligations) is now significantly higher than our HoldCo debt of \$1,000m.

Description	March 2022		March 2021	
	\$m	Underlying EBITDA	\$m	Underlying EBITDA
Foreign currency	1,657	0.7x	2,870	1.6x
Holdco	1,000	0.4x	2,388	1.3x
OpCos	657	0.3x	482	0.3x
Local currency	604	0.3x	452	0.3x
OpCos	604	0.3x	452	0.3x
Less: cash and cash equivalents	980	0.4x	1,069	0.6x
Net debt, excluding lease obligations	1,281	0.6x	2,253	1.3x
Lease obligations	1,660	0.7x	1,277	0.7x
Net debt, including lease obligations	2,941	1.3x	3,530	2.0x

Net cash generated from operating activities

Particulars	March 2022 \$m	March 2021 \$m	Change \$m
Underlying EBITDA	2,311	1,792	519
Other non-cash items	(38)	(7)	(31)
Operating cash flow before changes in working capital	2,273	1,785	488
Change in working capital	31	76	(45)
Net cash generated from operations before tax	2,304	1,861	443
Income tax paid	(293)	(195)	(98)
Net cash generated from operating activities	2,011	1,666	345

Net debt bridge

Particulars	March 2022 \$m	March 2021 \$m
Net cash generated from operating activities	2,011	1,666
Cash capex (tangible)	(717)	(645)
Cash capex (intangible)	(22)	(270)
Cash interest	(351)	(302)
Repayment of lease liabilities	(251)	(208)
Dividend paid to non-controlling interests	(48)	(9)
Subtotal (a)	622	232
Dividend to Airtel Africa plc shareholders	(169)	(169)
Acquisition of non-controlling interest	(164)	(7)
Increase in mobile money wallet balance	(64)	(139)
Proceeds from sale of tower assets	251	-
Proceeds from sale of shares to non-controlling interests	550	-
Others	(13)	(12)
Subtotal (b)	391	(327)

Particulars	March 2022 \$m	March 2021 \$m
Addition of lease liabilities	(651)	(359)
Repayment of lease liabilities	251	208
Foreign exchange on borrowings and cashflows	(24)	(37)
Subtotal (c)	(424)	(188)
Net debt (increase)/decrease d= a+b+c	589	(283)
Opening net debt	3,530	3,247
Closing net debt	2,941	3,530

Purchase of intangible assets

Purchase of intangible assets of \$22m includes \$10m payment for an additional licence in Kenya. Previous year amount of \$270m mainly includes licence renewals in Nigeria for \$182m and \$65m in Uganda.

Dividend paid to shareholders

During the year, the Board approved an upgrade to the progressive dividend policy, aiming to grow the dividend annually by a mid- to high-single-digit percentage from a new base of 5 cents per share for FY'22.

Final dividend payment of 2.5 cents per ordinary share for year ended 31 March 2021 was paid during the year and an interim dividend payment of 2 cents per ordinary share.

The Board recommended a final dividend of 3 cents per share for year ended 31 March 2022.

Proceeds from sale of shares to non-controlling interests

In line with the Group's pursuit of strategic investment in our mobile money business, we received a minority investment of \$550m from four investors in Airtel Mobile Commerce B.V. – refer to Note 5(g) of consolidated statement of financial position as set out on page 178 for details.

Proceeds from sale of tower assets

With the focus on an asset-light business model and on its core subscriber-facing operations, the Group has received proceeds of \$251m from the sale of tower assets in Tanzania, Malawi, Madagascar and Rwanda. Refer to Notes 5(c) to 5(f) of consolidated statement of financial position as set out on page 177-178 for details.

Acquisition of non-controlling interest

During the year Airtel Networks Limited ('Airtel Nigeria'), a subsidiary of Airtel Africa plc, completed the buy-back of 8.22% non-controlling interest (out of an existing 8.26%) from minority shareholders for a consideration of \$163m (including directly attributable transaction costs). Refer to Note 5(h) of consolidated statement of financial position on page 178 for details.

Foreign exchange on borrowings and cash flows

Foreign exchange on borrowings and cash flows primarily represents loss on account of restatement of EUR bonds due to appreciation of euro against US dollar.

Financial information by service

We provide performance data for our mobile voice and data services and Airtel Money in our business review on pages 68-71.

Financial information by market

We provide performance data for each of our markets in our business review on pages 62-67.

Consolidated statement of financial position

The consolidated statement of financial position is set out on page 163. 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 by \$171m to \$2,403m. This was due to capital expenditure of \$646m linked to continued investment in network assets, which was partially offset by \$418m of depreciation and sale of the tower assets.

Right of use assets

Right of use assets increased by \$310m to \$1,109m. The increase of \$539m was due to the capitalisation of the present value of telecommunication towers taken on long-term lease (including additional sale and lease back in four markets), partially offset by \$211m of depreciation.

Deferred tax assets (net)

Deferred tax assets decreased by \$92m mainly due to utilisation of deferred tax assets in Airtel Nigeria on account of improved taxable profits.

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 \$73m.

Total equity and liabilities

Total equity

Total equity increased by \$296m to \$3,649m. This was linked to the \$755m profit for the period, partially offset by \$169m dividend to shareholders of Airtel Africa, the \$164m impact of the buy-back of an 8.22% non-controlling interest in Airtel Nigeria and \$76m dividend to minority shareholders in subsidiaries.

Borrowings

Gross borrowings (including short-term borrowings) reduced by \$684m to \$3,932m. This was largely due to repayment of a \$915m bond which was due in May 2021 and prepayment of \$505m bonds one year earlier than their March 2023 redemption date, offset by an increase in lease liabilities by \$383m and the drawdown of an external loan. Net debt of the Group as of 31 March 2022 was \$2,941m.

Non-current liabilities

Non-current liabilities (excluding borrowings) increased by \$592m. This was largely due to the recording of a put option liability at the present value of the expected buy-back amount relating to investments by the Rise Fund and Mastercard into AMC B.V.

Current liabilities

Current liabilities (excluding borrowings) increased by \$168m to \$1,964m. This was largely due to a \$64m increase in mobile money wallet balance, consistent with the growth in mobile money cash as described above and a \$47m increase in current tax liabilities (net). Further details of the Group's liquidity position and going concern assessment are shown on page 166, Note 2.2 of the financial statements.

Dividends

The Board has recommended a final dividend of 3 cents per ordinary share for the year ended 31 March 2022. The proposed final dividend will be paid on 22 July 2022 to all ordinary shareholders who are on the register of members at the close of business on 24 June 2022.

We will announce more details in due course. We paid an interim dividend of 2 cents per ordinary share in December 2021.

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	1-88
	Business model and KPIs	24, 17
	Principal risks and mitigation	83-86
Environmental matters	Our 2021/22 sustainability strategy update	43-58
	Principal risks and mitigation: compliance to legal requirements, KYC and quality of service, non-compliance, internal controls and compliance	83-86
Our people	Principal risks and mitigation: leadership succession planning, internal controls and compliance	83-86
	Chair's statement; company vision and values	12, 24
	Directors' report	123-127
	Stakeholder engagement: 'Our people'	27
Social matters	Principal risks and mitigation: Covid-19	83
	Directors' report	123-127
	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	84
	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	123-127, 111
	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



“

We proactively manage our risk framework, because assessing and managing risk underpins day-to-day working across Airtel Africa, as well as supporting our key operating and financial decisions.

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 operating companies 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 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 operating company (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 a number of functions within the business.

Group Executive Risk Committee

The 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 Committees

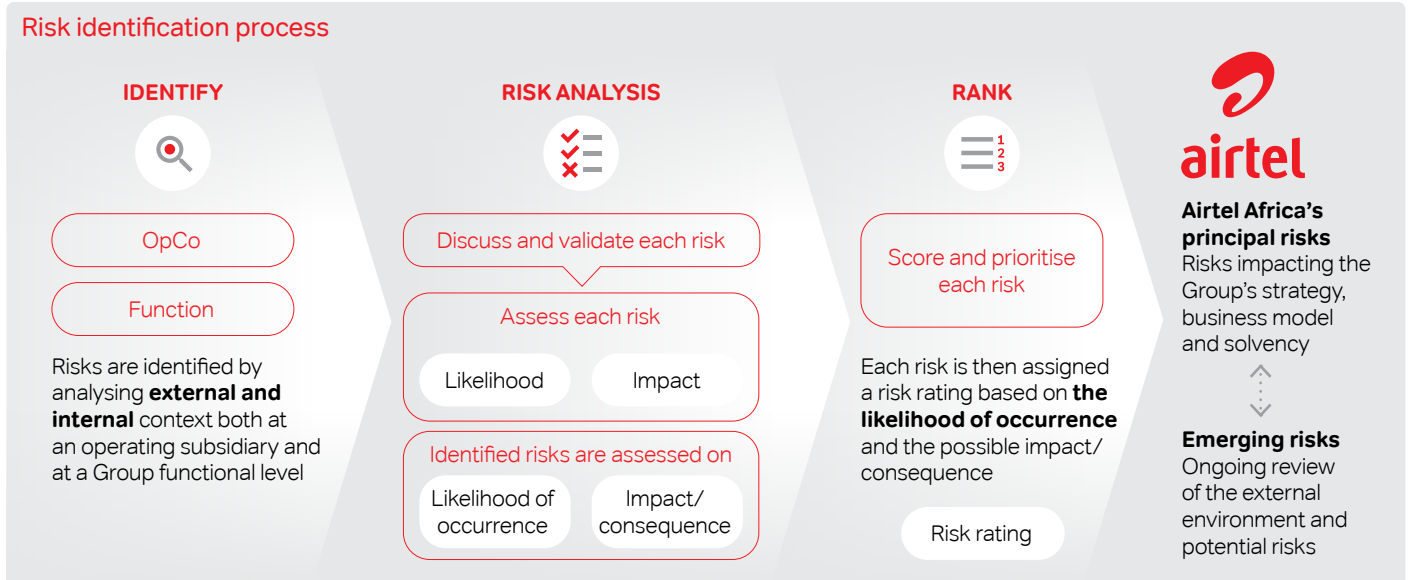
The Group executive functional heads are responsible for identifying and mitigating risks across the Group within their functional area. They are responsible for embedding risk management within operational business processes. The Group’s risk register is created from risks identified either by the Group 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.



Our risk appetite framework

During the year, the Board approved the Group’s risk appetite framework and statement. The risk appetite framework 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.

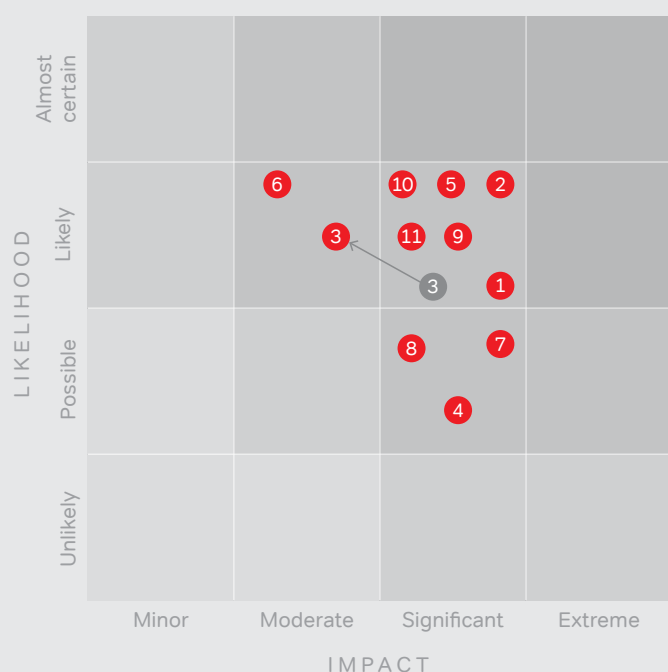
Managing our risk continued

How we classify our risks

We classify our risks using the categorisation methodology shown below. Our risk classification allows for a consistent approach for risk identification and communication across the Group.

Category	Description	Philosophy/approach	Reference in heat map
Strategic risks	These are risks arising from changes in our external business environment such as macro-economic 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 3
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.	4 5 6 7 8 9
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.	10
Governance and compliance risks	Risks affecting our ability to comply with our legal, regulatory and governance obligations	Airtel Africa is committed to complying with laws and regulations in the jurisdictions where it operates and averse to violations of its legal or regulatory obligations.	11

Risk heat map (residual risks)



Strategic risk

- 1 Adverse competition and market disruption
- 2 Digitalisation and innovation
- 3 Covid-19 (FY'22)
- 3 Covid-19 (FY'21)

Operational risk

- 4 Technology obsolescence
- 5 Cyber and information security threats
- 6 Increase in cost structure
- 7 Leadership succession planning
- 8 Internal controls and compliance
- 9 Network resilience and business continuity

Financial risk

- 10 Exchange rate fluctuations and availability of foreign currency for repatriation

Governance and compliance risk

- 11 Non-compliance to legal and regulatory requirements

Currently, all the principal risks are within our risk appetite.

Principal risks and mitigation

Strategic risks

Description of risk	How we mitigate this risk	Risk appetite	Risk owners
RISK — 1 Adverse competition and market disruption 			
<p>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.</p>	<ol style="list-style-type: none"> Ongoing monitoring of competitive landscape and competitor activities Driving penetration of bundle offerings to lock in customers, increase affordability and reduce churn The continued growth of our Airtel Money business and the increased penetration of our GSM customers using Airtel Money services helps to increase customer 'stickiness' on our network Simplifying customer experience through self-care and other apps, including customer touchpoints 	Open	Sales and distribution director and head of marketing and home broadband
RISK — 2 Digitalisation and innovation 			
<p>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.</p>	<ol style="list-style-type: none"> Rollout of digital apps and self-care channels to simplify customer experience Focus of Airtel Africa Digital Labs on developing cutting edge digital solutions to address customer needs and solve complex problems using the latest technologies Simplifying our core IT systems and integration capabilities to allow for faster deployment of new products and services and integration with third-party applications 	Open	Chief information officer
RISK — 3 Covid-19 			
<p>Covid-19 continues to be both a healthcare crisis and a major disruptor in the lives of people and the economic activities of businesses and governments across the world. The pandemic has underlined how critical telecoms are to the countries in which we operate, and throughout the crisis we have maintained our services as well as supporting communities, including by coordinating medical relief with respective governments. While the pandemic has shown the continued resilience of our operating model, we continue to monitor the evolution of the pandemic to prevent any negative adverse impact on the Group's ability to operate its business effectively.</p>	<ol style="list-style-type: none"> The Group's business continuity plans ensure minimal disruption in our abilities to provide critical telecom services The Executive Committee maintains oversight of the Group OpCo crisis management teams The Group's operations continue to adopt a flexible work-from-home policy Digital self-care channels through which customers can access the company's products and services and resolve basic customer queries 	Cautious	Chief executive officer
RISK — 4 Technology obsolescence 			
<p>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.</p>	<ol style="list-style-type: none"> Refreshing our IT infrastructure with a focus on cloud technology Network modernisation project involving upgrades to our core (mobile switching) and packet (mobile data) networks 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 	Flexible	Chief technology officer and chief information officer

Key to our strategic pillars







-  Win with network
-  Win with distribution
-  Win with data
-  Win with mobile money
-  Win with cost
-  Win with people

Principal risks and mitigation continued


Operational risks

Description of risk	How we mitigate this risk	Risk appetite	Risk owners
RISK — 5 Cyber and information security threats 			
<p>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 cyber-crime 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.</p>	<ol style="list-style-type: none"> 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 	<p>Averse</p>	<p>Chief information officer</p>
RISK — 6 Increase in cost structure 			
<p>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. We need to continually re-evaluate our operating model and cost structure to identify innovative ways to optimise our costs and improve profitability.</p>	<ol style="list-style-type: none"> 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 	<p>Flexible</p>	<p>Chief supply chain officer</p>
RISK — 7 Leadership succession planning 			
<p>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's 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.</p>	<ol style="list-style-type: none"> 1 Defined functional and leadership development plans for critical roles 2 Ongoing identification of high-potential employees for talent development 3 Long-term incentive arrangements to encourage employee retention and alignment to long-term company objectives 	<p>Cautious</p>	<p>Chief human resources officer</p>
RISK — 8 Internal controls and compliance 			
<p>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.</p>	<ol style="list-style-type: none"> 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 	<p>Averse</p>	<p>Chief financial officer</p>


Key to our strategic pillars

 Win with network
  Win with distribution
  Win with data
  Win with mobile money
  Win with cost
  Win with people

Operational risks continued

Description of risk	How we mitigate this risk	Risk appetite	Risk owners
RISK — 9 Network resilience and business continuity 			
<p>Our ability to provide unparalleled 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, willful 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.</p>	<ol style="list-style-type: none"> 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 	Cautious	Chief technology officer and chief information officer

Financial risks

Description of risk	How we mitigate this risk	Risk appetite	Risk owners
RISK — 10 Exchange rate fluctuations and availability of foreign currency for repatriation 			
<p>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 constrains our ability to fully benefit at Group level from strong cash generation by those OpCos.</p>	<ol style="list-style-type: none"> 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 5 Ongoing review of asset monetisation opportunities for the reduction of foreign currency denominated loans at the HoldCo 	Flexible	Chief financial officer

Governance and compliance risks

Description of risk	How we mitigate this risk	Risk appetite	Risk owners
RISK — 11 Non-compliance to legal and regulatory requirements 			
<p>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. We are required to comply with Know Your Customer, anti-money laundering, anti-bribery and corruption, sanctions, data privacy, quality of service and other laws and regulations. A failure to comply could lead to unanticipated regulatory penalties and sanctions or tax levies, as well as damage to our reputation.</p>	<ol style="list-style-type: none"> 1 Instituting various policies across the Group to comply with legal requirements in jurisdictions where we operate 2 Continuing engagement with regulators and 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 	Averse-cautious	Chief legal officer and chief regulatory officer

Key to our strategic pillars

-  Win with network
-  Win with distribution
-  Win with data
-  Win with mobile money
-  Win with cost
-  Win with people

Principal risks and mitigation continued

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. We're committed to analysing our climate-related risks and readiness and to working towards the disclosure recommendations of the Task Force for Climate-related Financial Disclosures (TCFD), as described on pages 52-58.

Our ambition is to achieve net zero GHG emissions ahead of the 2050 deadline set out in the Paris Agreement as part of our sustainability strategy, described on pages 43-58.

“

Our risk management framework gives our Board and Executive Committee a clear line of sight over risks and uncertainties and enables informed decision making.

Peter Odedina
Chief compliance officer

”

Key development in principal and emerging risks within the financial year

Based on risk reviews conducted during the financial year, the following changes occurred in the Group's emerging risks from the last financial year:

Risk	Changes
Post-Brexit regulatory environment	This was removed as an emerging risk after our review of the situation following Brexit, given the fact that the Group's operating subsidiaries are located outside the UK and EU. We will continue to monitor this risk.
Covid-19	The potential impact/consequence of this principal risk was assessed as reducing from significant to moderate (see the 'heat map' on page 82), since the company has developed capabilities to effectively manage and adapt its operations to cope with disruptions attributed to the pandemic.
Exchange rate fluctuations and availability of funds for repatriation	On 4 February 2022, Airtel Africa announced that its 100% owned subsidiary, Bharti Airtel International (Netherlands) B.V., had elected to redeem all of its 5.125% guaranteed senior notes due in 2023 (Notes), aggregating to \$504,915,000, on 4 March 2022 (Redemption date), ahead of its maturity in March 2023. In addition to the outstanding principal, the redemption price will include settlement of all outstanding accrued interest up to the redemption date, plus the applicable make-whole premium in accordance with the terms of the Notes. This early redemption aligns with the continuation of our pursuit of a reduction of external foreign currency debt at the Group level.
Adverse competition and market disruption	On 4 November 2021, Airtel Africa's subsidiary Smartcash Payment Service Bank Limited (Smartcash) was granted approval in principle to operate a payment service bank (PSB) business in Nigeria. On 14 November 2021, Airtel Africa's subsidiary Airtel Mobile Commerce Nigeria Ltd was granted approval in principle by the Central Bank of Nigeria to operate as a super-agent in Nigeria. The super-agent licence is distinct from the PSB licence. Under the super-agent licence, we are able to create an agent network that can service the customers of licensed Nigerian banks, payment service banks and licensed mobile money operators in Nigeria. Final approval of the super-agent licence is subject to the Group satisfying certain standard conditions.
Digitalisation and innovation	To further strengthen our digitalisation drive and provide seamless solutions to our customers, the Airtel Africa Digital Labs team was further expanded with the launch of Airtel Africa Digital Labs in Nigeria during the year. The Airtel Africa Digital Labs team is our dedicated technology arm focused on building and scaling technology platforms and digital products that impact customers' lives and fundamentally transform the way we operate. The team is focused on solving complex problems using latest technologies through innovative new product development spanning analytics, platforms, digital consumer products and enterprise product engineering. This allows us to improve productivity as an organisation, while providing a more seamless digital experience to our customers. For more information about Digital Labs, see page 73.
Leadership succession planning	Airtel Africa plc opened a new office in Dubai, adding to its existing administrative office locations in Nairobi, London, Amsterdam and Delhi. The Executive Committee will operate out of the new office which provides for significantly improved connectivity and enhanced cooperation with our 14 operating markets across Africa and with our other administrative offices. This new office location not only provides the Group with access to an expanded pool of global talents cutting across Europe, the Middle East and Africa but also provides flexibility in our talent acquisition and retentions processes.

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 test 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 current visibility of the tenure of our financing arrangements
- the design and payout of the management incentive plan.

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 arrangement 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 focusses on Group's liquidity plan and design/payout of management incentive plan being the core elements of long-term viability assessment.

In assessing the Group's prospects, the directors considered 5G cellular network potential in the markets where the Group operates. The Group's first endeavor is to secure spectrum for 5G launch and roll out 5G network in key markets. Given the relatively low 4G customer penetration in the countries where it operates, the Group will continue to focus its strategy to expand its data service 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.

Our communities continued to face health and economic challenges linked to Covid-19 and the omicron variant. Over the past two years of the pandemic, the Group has developed capabilities to effectively

Board's assessment

Assessment period

The viability assessment is based on our current business model (see pages 24-25 of this report), a three-year prospect horizon, and our strategy (see pages 31-42).

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 80-86. 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 analyses 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.

manage and adapt its operations to cope with varying levels of disruptions attributed to the virus. The Covid-19 pandemic made clear that mobile technology, and mobile money in particular, has a huge role to play in keeping people connected, delivering vital financial support and providing safe, no-contact ways to pay for food, electricity and other life essentials.

Despite the significant challenges the business faced during the course of the pandemic, our operating model proved to be resilient to the social and economic impact brought by Covid-19. However, we have continued to give specific consideration to the impact of Covid-19 on our cash flows with sensitivities performed, including possible incremental revenue decline, an unanticipated increase in costs, including additional tax and regulatory levies, currency devaluation and availability of foreign currency for repatriation to the Group.

Further, notwithstanding the possible impacts of Covid-19, 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.

The company ended the year in a strong financial position. Net cash generated from operating activities increased by 20.7% in the last 12 months to \$2bn, and our net debt to EBITDA ratio continued to improve to 1.3x at the end of this financial year. Our cash balances, in conjunction with \$587m 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. \$1.4bn of bonds. EUR750m (\$915m) bond was repaid when due in May 2021, and in March 2022 we repaid \$505m USD bond one year earlier than its March 2023 redemption date. We were able to make these repayments because of our increased cash generation, and by using the proceeds from Airtel Money minority investments and tower sales. Post these repayments, only \$1bn of long-term bonds will remain outstanding for the Group, with maturity falling in May 2024.

Our long-term viability statement continued

The key risks considered in the stress tests, keeping in mind the demographical and sectoral dynamics along with their potential negative impacts, are detailed here:

Stress tests done	Link to principal risks and uncertainties	Description
Slowdown in revenue growth	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Non-compliance to legal and regulatory requirements 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	<ul style="list-style-type: none"> Exchange rate fluctuation and availability of foreign currency for repatriation to the Group 	<p>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.</p> <p>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.</p>
Covid-19 impact	<ul style="list-style-type: none"> Uncertainties arising out of Covid-19 pandemic 	<p>Covid-19 continues to be a healthcare crisis and a major disruptor in the lives of people and the economic activities of businesses and governments across the world. The pandemic has underlined how critical telecoms are to the countries in which we operate, and throughout the crisis we have maintained our services while supporting communities, including by coordinating medical relief with respective governments.</p> <p>Telecom operators have, therefore, continued to enjoy recognition as essential service providers. This helped us keep our networks open and people and service providers connected.</p> <p>We have carried out extensive scenario analysis looking at the possible negative effect of the outbreak on the business via a possible reduction in revenue growth and a possible increase in operating expenses.</p>

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, including the possible impact of Covid-19, 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 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 2022 and signed on its behalf by:

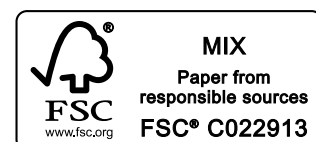
Olusegun Ogunsanya
Chief executive officer

10 May 2022

Designed and produced by **Friend**
www.friendstudio.com

Print **Pureprint Group**

This report has been printed on Amadeus Silk which is FSC® certified and made from 100% Elemental Chlorine Free (ECF) pulp. The mill and the printer are both certified to ISO 14001 environmental management system. The report was printed by a CarbonNeutral® printer.





airtel

Airtel Africa plc

53/54 Grosvenor Street
London W1K 3HU
England

airtel.africa