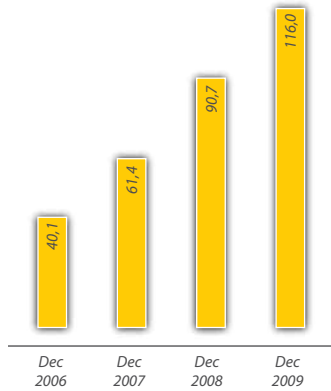


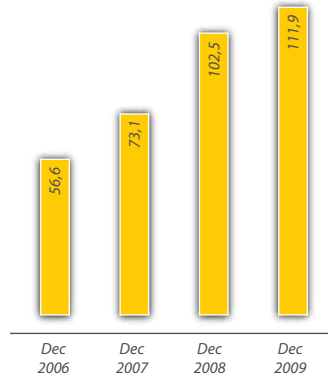
# Contents

- 2 *Group profile*
- 3 *Geographic footprint*
- 4 *Group structure*

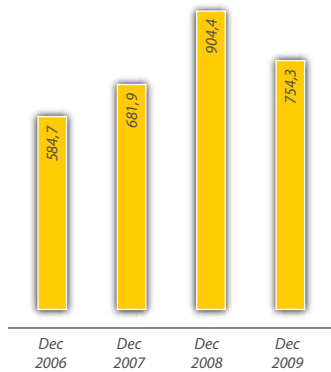
**Subscribers**



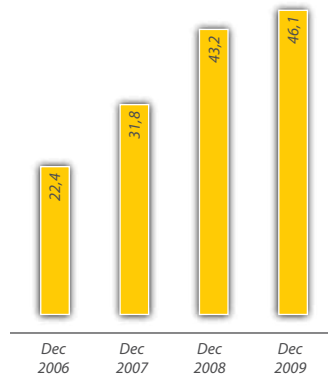
**Revenue (Rm)**



**Adjusted HEPS**



**EBITDA**



- 6 *Chairman's statement*
- 12 *Group directorate*
- 16 *Group executive committee*
- 20 *Group president and CEO's report*

- 26 *Group chief operating officer's report*
- 32 *South and East Africa region*
- 42 *West and Central Africa region*
- 58 *Middle East and North Africa region*

- 70 *Abridged sustainability report*
- 91 *Corporate governance report*
- 108 *Risk management and internal control*
- 114 *Glossary*

Group overview

Business review

Operational review

Sustainability review