Results presentation

for the year ended 31 December 2020

Leading digital solutions for Africa's progress


#WearItForMe
MTN
MTN Group
Results presentation
for year ended 31 December 2020

Disclaimer

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The impacts of COVID-19 present material uncertainties in our operating environment and could pose additional risks to MTN's business, financial position and liquidity position. Details relating to these risks have been outlined in our trading updates, half year results as well as FY 20 results release and in this FY 20 results presentation.

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Agenda
1 Operational review
2 Financial review
3 Strategy update
4 Looking ahead
MTN
3

Operational review

Ralph Mupita | Group President and CEO

Leading digital solutions for Africa's progress

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Highlights

Solid financial performance despite challenging trading conditions

+11,9%* *Service revenue* **R170,1bn**	**+31,0%*** *Data revenue* **R48,7bn**	**+23,9%*** *Fintech revenue* **R13,5bn**
+13,4%* *EBITDA* **R81,3bn**	**+0,9pp*** *EBITDA margin* **45,3%**	**+51,5%** *Adjusted HEPS* **877 cps**
16,0%^ *(capex intensity)* *Capex* **R28,6bn**	**Net debt/EBITDA** *Holdco* **2,2x** *Group* **0,8x**	**+117,1%** *Operating free cash flow* **R28,3bn**

ROE +4,0pp *to* ***17,0%***

2020 final dividend suspended

**Constant currency information after adjusting for the impact of proforma adjustments*
^IAS 17 capex: excludes capex attributable to right-of-use (RoU) assets
All subscriber numbers in this presentation are compared to end December 2019 unless otherwise stated

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Dividends and dividend policy update

*Committed to **faster de-leveraging & de-risking** of the Holdco balance sheet | Remain **focused on capturing exciting growth** opportunities*

Suspension of 2020 final dividend

- Final dividend for 2020 suspended
- In context of previous communication & uncertainties around:
  - Cash upstreaming from Nigeria
  - Timing of ARP proceeds
  - COVID-19 impacts

Suspension of dividend policy

- Current dividend policy suspended in light of uncertainties mentioned
- Anticipate that a revised medium-term policy will be set/communicated with 2021 annual results in March 2022

2021 dividend guidance

- Anticipate paying a minimum ordinary dividend of:
  - At least 260cps for the 2021 financial
  - Paid as a final dividend, no interim dividend
- Board may return cash to shareholders as a special dividend or share buybacks

Guided by our disciplined capital allocation framework

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Progress against our medium-term guidance

KPI	Target	Performance
Service revenue	Group: Double-digit growth	11,9%*
	South Africa: Mid-single-digit growth	1,6%
	Nigeria: Double-digit growth	14,6%*
EBITDA margins	Improving margins	+0,9pp* to 45,3%
Group capex intensity	Reducing intensity	16,0% from 17,3%
Holdco leverage	≤ 2,0x	2,2x
Asset realisation	> R25 billion	R4,3bn^
Adjusted ROE	Improving to > 20% from 11,5% in 2018	17,0%

*Constant currency information after adjusting for the impact of proforma adjustments

^ Excludes R8,8bn proceeds from ATC Tower associate sales. Includes BICS cash proceeds, completed in February 2021

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COVID-19

Prioritising our people, customers & network | Efficiency & liquidity focus | Accelerated digitalisation

	Impacts	Managing the crisis	Future focus
Social (our people & communities)	• Economic slowdown • Lockdowns • Health & wellbeing	• Y'ello Hope • Work from home • Safety measures	• Agile working • Support to staff & communities • $25m donated in support of AU's vaccination programme
Commercial (including our customers)	• Affordability pressure • Lower transactions • Shift from voice to data	• Digital channels ramped up • Zero-rated sites & discounts on MFS • Innovative offerings - University deals	• Accelerated digitalisation • Stimulate usage • Home connectivity
Network & supply chain	• Site rollout delayed • Data payload surges • Supply chain disruption	• Focus on resilience & capacity • Capacity investments/spectrum • Built 12-month buffer	• Resumption of rollout • Modernisations/spectrum • Supply chain management
Funding & liquidity	• Cash upstreaming delayed • Currency volatility • Volatile capital markets	• Built financial resilience • Cash conservation & liquidity headroom • 2020 refinancing completed	• ARP readiness for execution • Cash upstreaming from Nigeria • Reducing leverage & US$ debt

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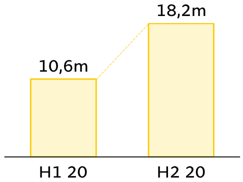
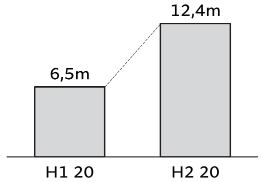
H1 vs H2 performance

The Group delivered a strong H2 | Data growth eased in H2 as spending habits shifted

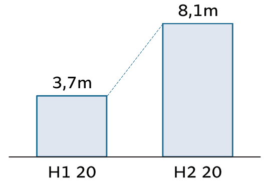
Subscriber net adds
Strong recovery in H2



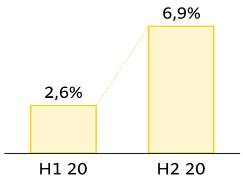
Active data users net adds
Accelerated shift to data



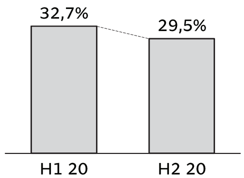
MoMo users net adds
"Cashless in Covid" – strong momentum



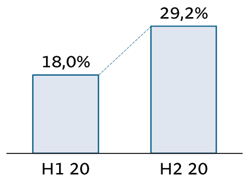
Voice revenue
Pressure eased in H2



Data revenue
Strong growth eased in H2



Fintech revenue
Accelerated adoption



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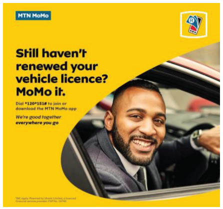
South Africa

Sustained momentum in underlying turnaround – resilient consumer business & double-digit EBU growth

Market context

- Weaker economy impacts consumer spending | Alleviated by TERS# benefit
- COVID-19 effects | Awarded temporary spectrum
- Wholesale impact from Telkom | Cell C Phase 2 roaming agreement



Key activities

- Solid prepaid & postpaid execution | Enhanced distribution & CVM, uptake of data first offers
- EBU progress sustained, boosted by work-from-home & university deals
- Invested R7,2bn^ in the network

Solid results

- All retail business segments delivered solid growth and momentum
- Data traffic up 79%
- Best quality network

 # Temporary Employer/Employee Relief Scheme
^ IAS 17 capex: excludes capex attributable to right-of-use (RoU) assets

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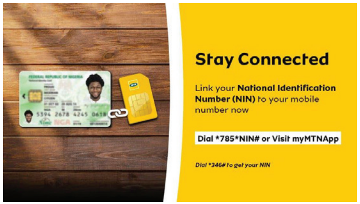
Nigeria

Strong operational and commercial performance | Data momentum sustained

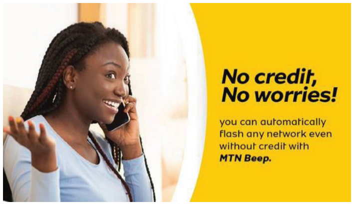
Market context

- Macro pressures | Oil & FX volatility | COVID-19 effects
- Increase in value-added tax
- Introduction of additional customer registration requirements | Suspension of new SIM sale and activations



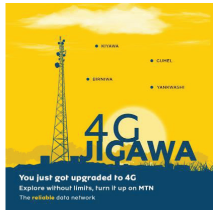
Key activities

- Expanded customer acquisition touchpoints, rural telephony initiatives and revamped offers
- Increased 4G/smartphone penetration | Scaling of MoMo agent network & driving activity
- Renegotiated IHS tower lease agreement for long-term benefit



Solid results

- +12,2m subs | +7,3m active data users | +126,5% data traffic
- ~60% 4G population coverage | 45,9% smartphone penetration of base
- +280k registered MoMo agents | +4,1m MoMo users



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Regional operational review

All regions performed well | WECA turnaround completed | Business model resilient

SEAGHA^

+18,7%*
service revenue

+29,3%*
data revenue

- MTN Ghana solid results - double-digit growth in data and fintech
- MTN Uganda solid | MTN Rwanda & MTN Zambia growing in double digits
- Strong data growth across all opcos

WECA

+8,8%*
service revenue

+22,6%*
data revenue

- Service revenue growth continues to outstrip inflation
- MTN Côte d'Ivoire positive net adds for 8 consecutive months
- MTN Cameroon service revenue growth supported by double digit growth in data, fintech and digital

MENA

+27,2%*
service revenue

+51,2%*
data revenue

- Sustained growth in challenging conditions
- MTN Syria and MTN Sudan service revenue double-digit growth underpinned by voice and data revenue
- MTN Irancell JV continued strong operating performance

* Constant currency
^ Effective 1 January 2021, MTN Ghana became part of the group's WECA region. From that date, SEAGHA region became known as the Southern and East Africa (SEA) region

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MTN asset realisation programme (ARP) & portfolio transformation

~R4,3bn delivered of R25bn plan

	E-commerce portfolio	Tower Co investments	Localisation & other	Pan-African focus
Progress to date	• Jumia - R2,3bn	• ATC Ghana & Uganda tower associates - R8,8bn	• BICS - R1,8bn • MTN Zambia - R178m • aYo - increasing shareholding to 75%^	• Committed to process of divesting 75% stake in MTN Syria
Future focus	• Continue to explore exit options for remaining assets in 'Digital group' - MEIH - IIG	• IHS - R27,2bn • Exploring SA tower sale and leaseback	• Nigeria, further 14% sell-down • Ghana, further 12,5% sell-down • Rwanda listing by introduction • Uganda localisation	• Exit the Middle East in an orderly manner over the medium-term • Exploring Ethiopia opportunity

Steady progress on ARP, slowed by market volatility
> R25bn targeted over the medium term

Simplifying the portfolio & focusing on Pan-African strategy

^ MTN has concluded an agreement to increase our shareholding in aYo to 75% and will consolidate it in future once regulatory approvals are obtained

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Environment, Social and Governance

Good progress in ESG, but more to achieve | Commitment to net zero emissions by 2040 | Driving digital & financial inclusion

Eco-responsibility

7 AFFORDABLE AND CLEAN ENERGY | 12 RESPONSIBLE CONSUMPTION AND PRODUCTION | 13 CLIMATE ACTION

47%
average reduction in **absolute emissions (tCO2e)** for scope 1, 2 and 3 by 2030 and net-zero by 2040

77,6%
average reduction in **energy consumption** per subscriber by 2030

1 330
sites powered by **renewable energy**

Sustainable Societies

5 GENDER EQUALITY | 8 DECENT WORK AND ECONOMIC GROWTH

32,9%
average reduction in data tariff, bringing down the **cost to communicate**

US$152 billion
value of MoMo transactions, advancing **financial inclusion**

33%
female representation at Board and 29% at senior management level^

Governance

16 PEACE, JUSTICE AND STRONG INSTITUTIONS

Stakeholders

79%*
increase in reputation and **trust with stakeholders**

Ranked 7th of telecommunications companies on 2020 Ranking **Digital Rights** Index – greatest overall improvement

10 284
ethics e-learning modules completed by staff

Economic value-added

8 DECENT WORK AND ECONOMIC GROWTH | 10 REDUCED INEQUALITIES | 17 PARTNERSHIPS FOR THE GOALS

>R50 billion
expenditure on networks in support of fixed investment in our markets

>R30 billion
tax contribution to host nations fiscus

~5 million
strong **distribution agent network**, promoting enterprise and employment

^ Includes incoming GCFO, announced in December 2020
** Based on annual Reputation Index Survey*

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Financial review

Sugen Perumal | Acting Group Chief Financial Officer

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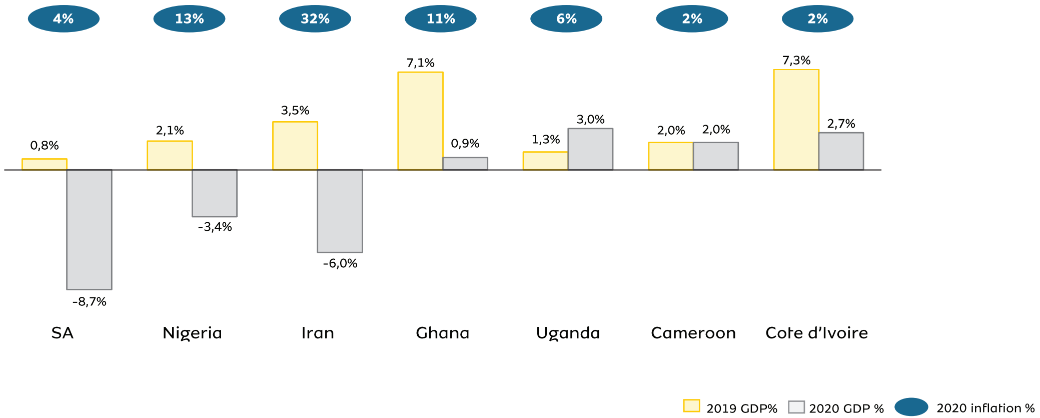
Economic landscape of our larger markets

Our markets were impacted by weaker global growth, international trade tensions & commodity price volatility



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Items impacting reported results

Currencies

Increased volatility in exchange rates.
Rand weaker than naira,
Closed weaker against the dollar

Weaker average rand exchange rate

- Reported growth rates higher than constant currency rates
- Depreciation of the naira impacted Nigeria margins

Weaker closing rand exchange rate against the USD – some recovery in H2

- Impacting holdco net debt
- Foreign exchange losses of R4,5bn

Significant transactions

Disposal of assets
& assets held for sale

ATC tower companies

- Cash proceeds on disposal - R8,8bn
- Non-taxable profit recognised on disposal – R6,1bn

MTN Syria

- Classified as held for sale, recognised impairment loss on the remeasurement of the disposal group – R1,1bn

BICS

- Classified as held for sale, recognised impairment loss on the remeasurement of the disposal group – R397m

Holdco leverage

Nigeria upstreaming of cash

- Total dividends that have accrued to Group and yet to be upstreamed amount to N118,5 bn (approximately R4,2bn^)
- Negative impact on Holdco leverage

Changes in accounting policy & COVID-19 related impacts

- Recycling of FCTR disposal - FCTR released to retained income - R2,3bn increase, R831m in earnings (46 cents per share) but no impact on HEPS
- Provision for doubtful debts balance at R3,0bn (income statement impact of R2,2bn)
- Impairment of goodwill and investments (Yemen: R525m, Liberia: R308m; Guinea Bissau: R165m & MEIH: R67m)

^ Based on December 2020 closing rates

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Group income statement

Good operational results across most markets and improved operating leverage

(Rm)	**2020**	2019	% change reported	% change constant currency*
Revenue	179 361	151 460	18.4	10.9
Service revenue[1]	170 072	141 830	19.9	11.9
EBITDA before once-off items	76 692	62 922	21.9	**13.4**
Once-off items	4 619	1 307		
EBITDA	81 311	64 229	**26.6**	**13.4**
Depreciation, amortisation and goodwill impairment	(36 716)	(32 800)	11.9	4.0
Net finance cost[2]	(18 233)	(15 184)	20.1	13.8
Hyperinflationary monetary gain	1 582	787		
Share of results of associates and joint ventures after tax	1 142	705		
Profit before tax	**29 086**	**17 737**	**64.0**	
Income tax expense	(9 439)	(6 908)	36.6	
Profit after tax	**19 647**	**10 829**		
Non-controlling interests	(2 625)	(1 729)		
Attributable profit	**17 022**	**9 100**	**87.1**	
EPS (cents)	946	506	87.0	
HEPS (cents)	749	468	60.0	
Adjusted HEPS (cents)	877	579	51.5	
DPS (cents)	-	550		

Improvement driven by discontinuation of Jumia

HEPS benefited from non-operational items totaling 128 cents per share

[1] Service revenue excludes device and sim card revenue.| [2] Actual net finance cost includes unwind of interest on Nigeria fine (2020: R0m; 2019: R189m) | Constant currency view is shown at 2020 rates and excludes the impact of hyperinflation*
2020 is adjusted for the gain on disposal of ATC (R6 136m), loss on disposal of investment in Content Connect Africa (R7m), loss on remeasurement of disposal groups (Syria – R1 113m and BICS – R397m)
2019 is adjusted for gain on dilution of investment in Jumia (R1 039m), gain on disposal of Travelstart (R282m), unwind of interest on Nigeria fine (R211m) and tower profits (R23m)

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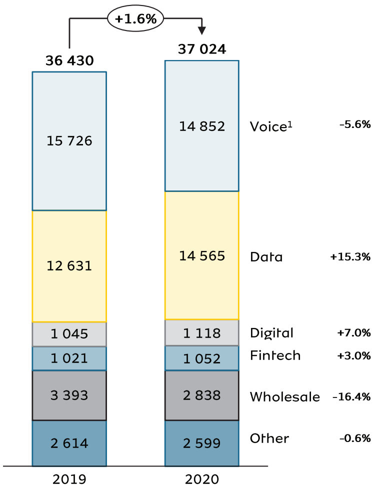
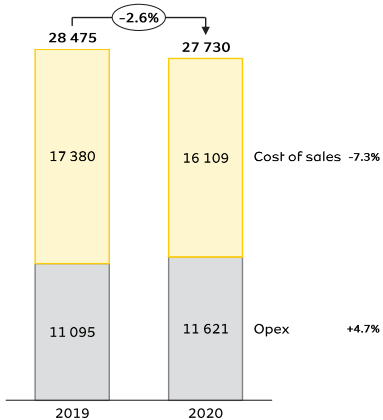
MTN South Africa

Strong data and digital growth | Telkom revenue impacts wholesale | Costs well controlled | Margin expansion

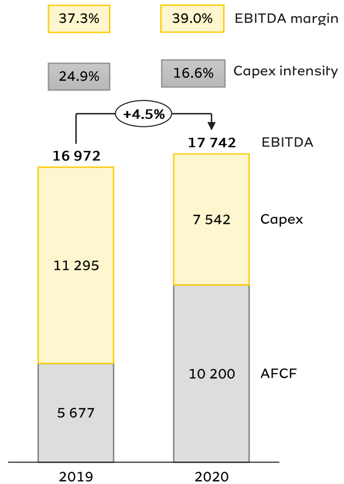
Service revenue



Expenses



EBITDA & capex



Capex intensity = Capex/ Total revenue | AFCF = EBITDA – Capex. Capex intensity under IAS 17 is 15,9% (2019: 16,6%)
[1] Outgoing voice revenue at -3.8%

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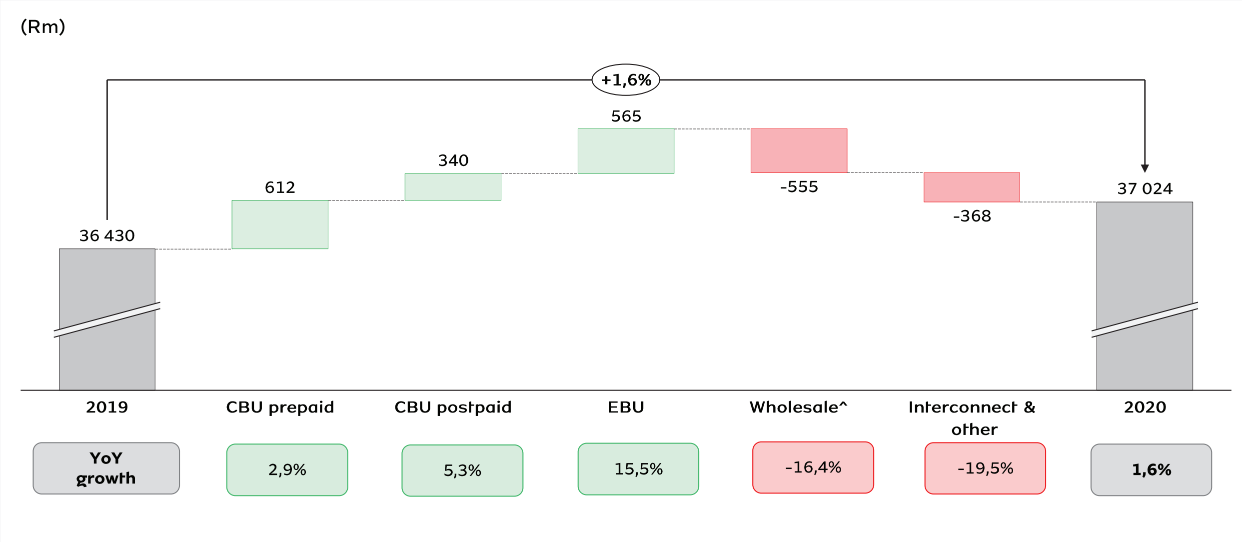
MTN South Africa service revenue

Strong consumer performance & double-digit enterprise growth, revenue from Cell C up 10% YoY despite cash basis of accounting



^ Excluding the impact of national roaming (both Cell C and Telkom), MTN SA would have recorded service revenue growth of 3,2%.
Unrecognised revenue from Cell C of R414m as at 31 December 2020

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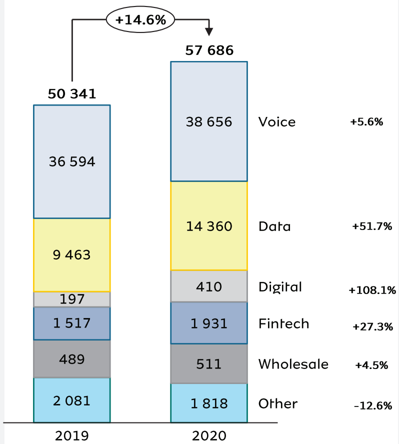
MTN Nigeria

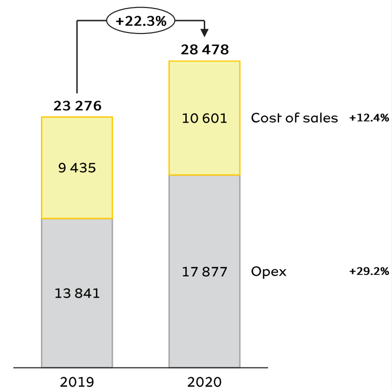
Data & digital drive strong service revenue | Margin impacted by accelerated 4G rollout & forex impacts on network costs

(Rm) constant currency

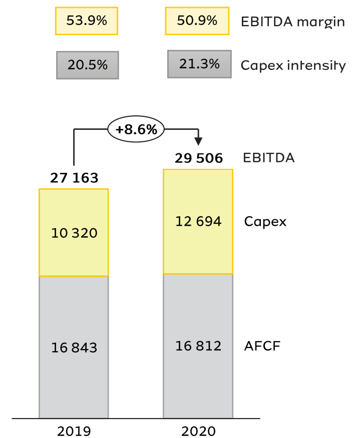
Service revenue



Expenses



EBITDA & capex



Capex intensity = Capex/ Total revenue. Capex intensity under IAS 17 is 17,3% (2019: 17,2%)
AFCF = EBITDA – Capex

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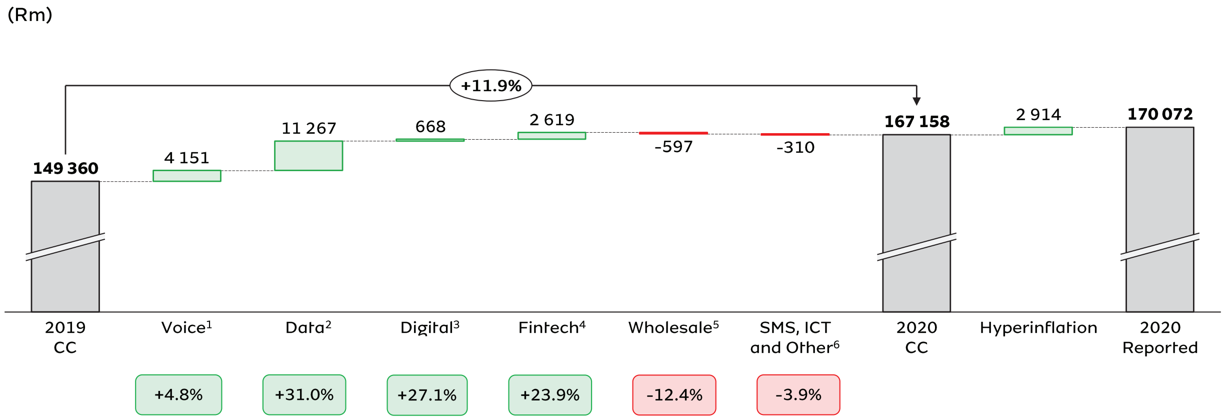
Group service revenue

Data, digital and fintech drive growth. H2 recovery in voice and a drag from wholesale



2019 CC and 2020 CC at constant currency
Group service revenue excludes device and sim revenue

[1] Comprises outgoing voice (which excludes international roaming and wholesale) and incoming voice (which includes local and international roaming and excludes wholesale) | [2] Includes mobile and fixed access data and excludes roaming and wholesale
[3] Includes rich media services, content VAS, eCommerce and mobile advertising | [4] Includes Xtratime and mobile financial services
[5] Includes domestic wholesale, voice, SMS and data, leased lines and BTS rentals | [6] Includes SMS, ICT and other service revenue not included in other categories

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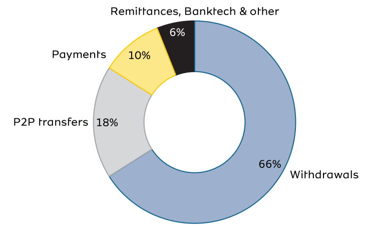
Fintech revenue

Fintech highlights (Rm)

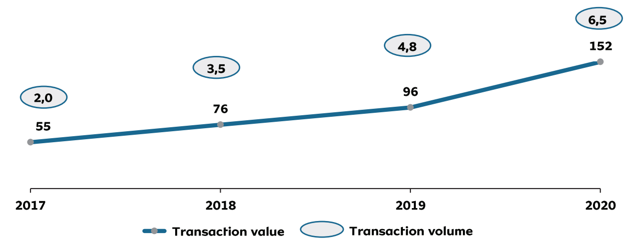
	2019	2020	
Revenue	10 126	13 540	+23,9%*
EBITDA^	4 282	6 347	+39,0%*
EBITDA margin	41,8%	46,8%	+5,0pp*
Capex	21	56	
AFCF	4 192	6 269	+49,6%

Mobile Money

Fintech revenue contribution by services offered



Transaction value (US$ bn) and volume (bn)



* Constant currency
^ Pro forma view based on direct attribution of costs

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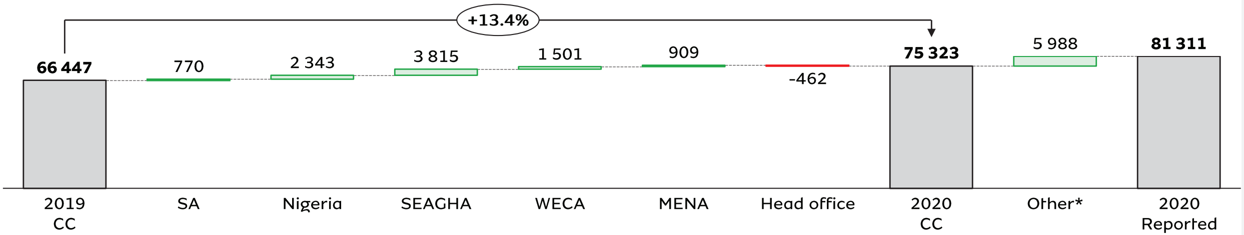
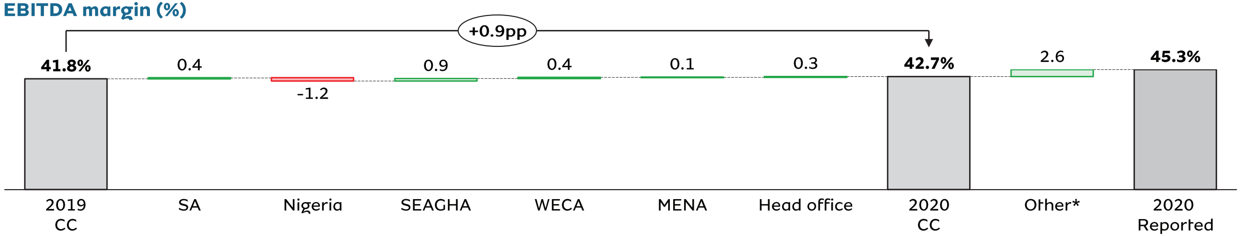
EBITDA

Focus on cost drives margin improvement

EBITDA (Rm)



EBITDA margin (%)



** Other includes the gain on disposal of tower companies (R6.1bn), loss on disposal of investment in Content Connect Africa (R7m), impairment on remeasurement of disposal groups (Syria and BICS) – R1 510m and hyperinflation*

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Finance costs

Group leverage improving and Holdco leverage stable

(Rm)

Finance costs	2020	2019
Net interest paid	7 149	6 922
Finance costs - leases	6 547	5 709
Interest unwind on Nigeria fine	-	189
Net forex losses	4 537	2 364
Net finance cost	**18 233**	**15 184**
Average cost of debt[1]	**7.8%**	**8.7%**

Forex losses / (gains)	2020	2019
Head offices[2]	658	1 018
South Africa	537	(50)
South Sudan	877	481
Zambia	367	197
Yemen	526	89
Sudan	1 108	178
Other	464	451
Net forex losses	**4 537**	**2 364**

Leverage

Group (Rm)	2020	2019
Cash and cash equivalents	(46 567)	(26 360)
Interest bearing liabilities	96 248	94 280
Net debt	**49 681**	**67 920**
Group leverage[3]	**0.8**	**1.2**

Holdco	2020	2019
Cash and cash equivalents	(26 640)	(11 135)
Interest bearing liabilities	63 922	66 448
Net debt	**43 282**	**55 313**
Adjusted Holdco leverage[4]	**2.2**	**2.2**

[1] Average cost of debt is calculated excluding the impact of finance lease obligations
[2] Net forex loss in head offices has been offset by the realised foreign exchange gain from a long-term receivable due from the Netherlands group (R2.1bn)
[3] Group leverage = Group net debt / EBITDA adjusted for hyperinflation and tower profits
[4] Adjusted Holdco leverage = Holdco net debt (including GlobalConnect) / SA EBITDA + cash upstreaming

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Adjusted HEPS

Rand depreciation, good operational performance and improved contribution of profits from associates & JVs

(Rcents)	**Reported 2020**	Reported 2019	change %
Attributable earnings / (loss) per share	**946**	**506**	**87.0**
Impairment of goodwill, PPE and associates	61	39	
Impairment loss on remeasurement of disposal groups	84	-	
Gain on dilution / disposal of investment in JV	(341)	(74)	
Other	(1)	(3)	
Basic headline earnings / (loss) per share	**749**	**468**	**60.0**
Nigeria fine interest	-	8	
Hyperinflation (excluding impairments)	(30)	13	
Impact of foreign exchange (gains) and losses[1]	168	78	
(Reversal) / Recognition of the time value loss recognized on the Iran receivable	(10)	12	
Adjusted headline earnings per share (excluding non-operational items)	**877**	**579**	**51.5**

[1] *Includes the impact of forex from Irancell operations (2020: 16c loss; 2019: 9c (gain))*

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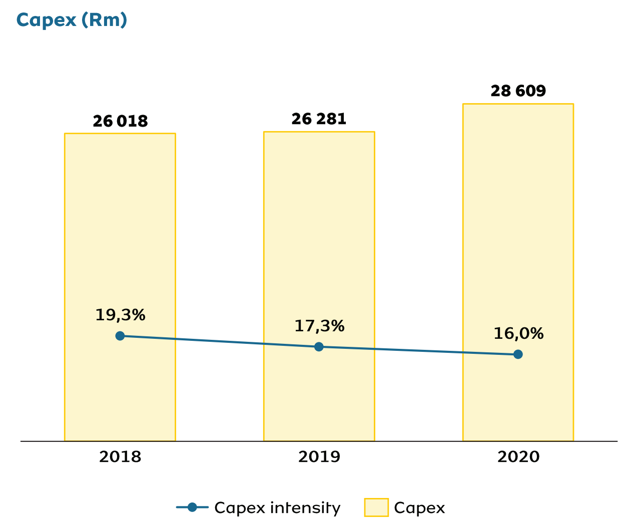
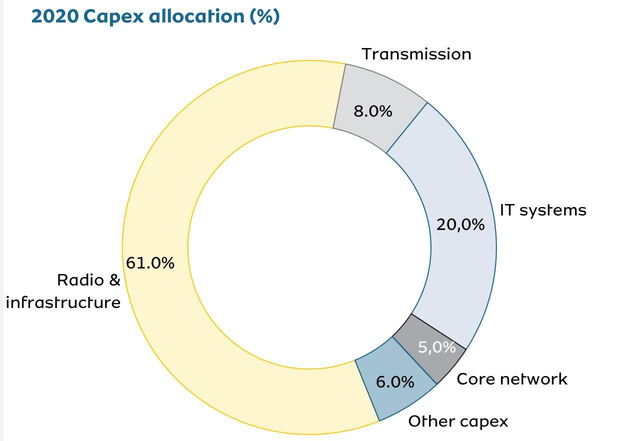
Capex

Focus on capacity & resilience | Acceleration in H2 as supply chains improved





sites rolled out	2020	2019
3G	3 342	5 795
4G	8 354	10 895

Excludes ROU assets

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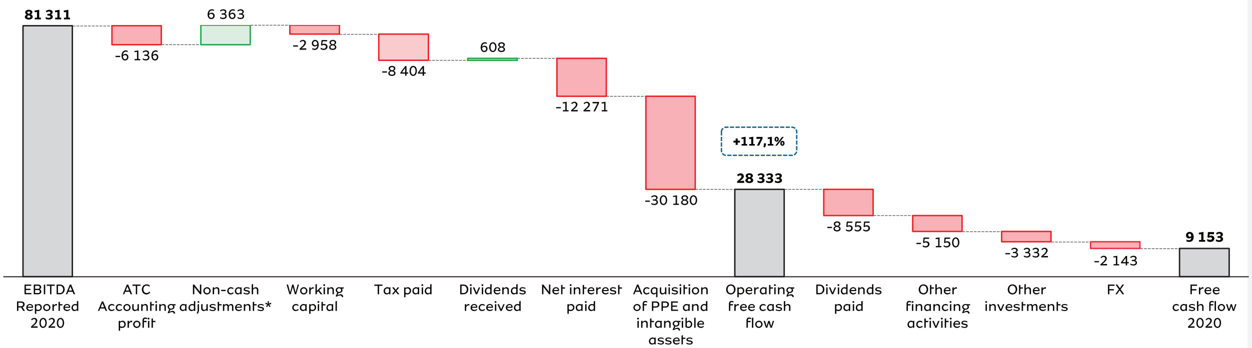
Statement of cashflows

Operating FCF increases 117,1%, benefitting from positive operating leverage and liquidity management



** Non cash adjustments include: impairment loss on remeasurement of disposal groups, provisions and impairments on trade receivables and contract costs*

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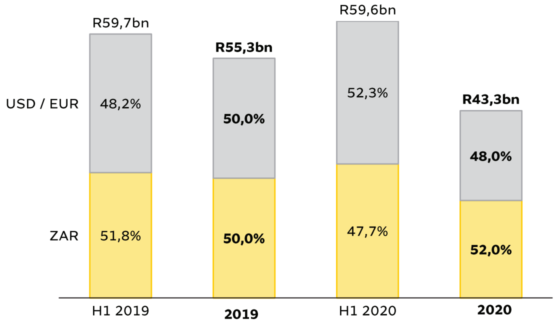
Holdco net debt

Net debt reduced | Improved debt mix | Stable Holdco leverage – target medium-term mix at 60% in ZAR facilities



	H1 2019	2019	H1 2020	2020
Group leverage	1,4x	**1,2x**	1,1x	**0,8x**
Holdco leverage	2,3x	**2,2x**	2,7x	**2,2x**

Upstreaming of R8,7bn

MTN Nigeria: R286m

Liquidity headroom of R41,0bn

Cash : R16,4bn
Undrawn committed facilities: R24,6bn

Debt reduction and optimisation of mix remain priorities

- Continued solid operational performance and cashflow generation
- Focus on cash upstreaming from the markets
- Committed to R25bn medium-term ARP, slowed by market volatility
- Liquidity and liability management

Committed to accelerated de-leveraging of Holdco balance sheet

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Statement of financial position

Improved cash position drives overall increase in other current assets, IHS valued at R27,2bn

(Rm)	**2020**	2019	% change
Right-of-use assets	46 156	44 984	2.6
Other property, plant and equipment	100 576	98 312	2.3
Intangible assets and goodwill	39 069	36 866	6.0
Other non-current assets	49 365	45 867	7.6
Mobile Money deposits	27 679	15 315	80.7
Other current assets	82 081	60 129	36.5
Non-current assets held for sale	4 016	838	*NM*
Total assets	**348 942**	**302 311**	**15.4**
Total equity	**106 225**	**86 100**	**23.4**
Interest-bearing liabilities	96 249	94 280	2.1
Lease liabilities	49 481	46 327	6.8
Mobile Money payables	28 008	15 315	82.9
Other liabilities	67 895	60 289	12.6
Non-current liabilities held for sale	1 084	-	100.0
Total equity and liabilities	**348 942**	**302 311**	**15.4**

Closing rates are utilised when translating balance sheet items
All variances less than -200% or greater than +200% is shown as not meaningful (NM)

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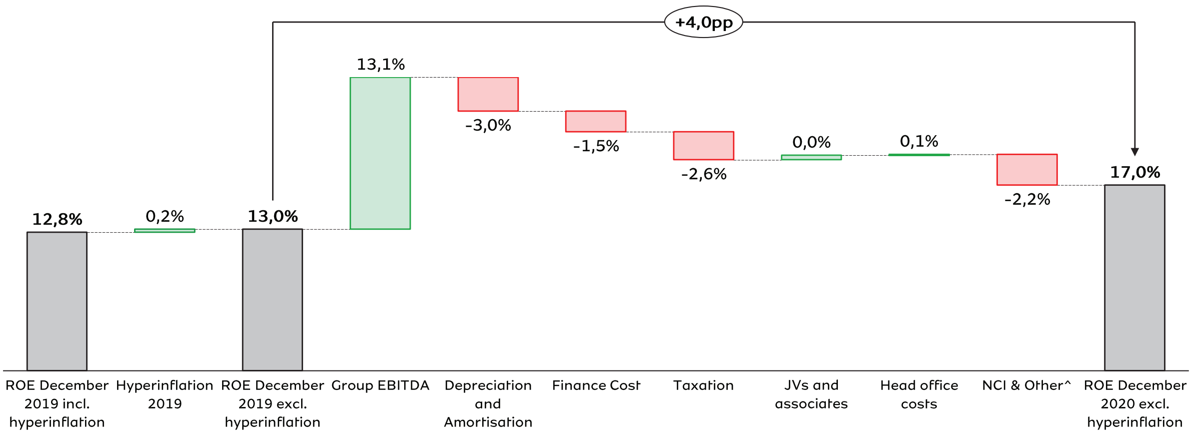
Improving returns

4,0pp improvement in ROE, underpinned by solid operational performance



^ Non-operational items largely attributable to movements directly in equity (-1.5%)

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Strategy update

Ralph Mupita | Group President and CEO

Leading digital solutions for Africa's progress

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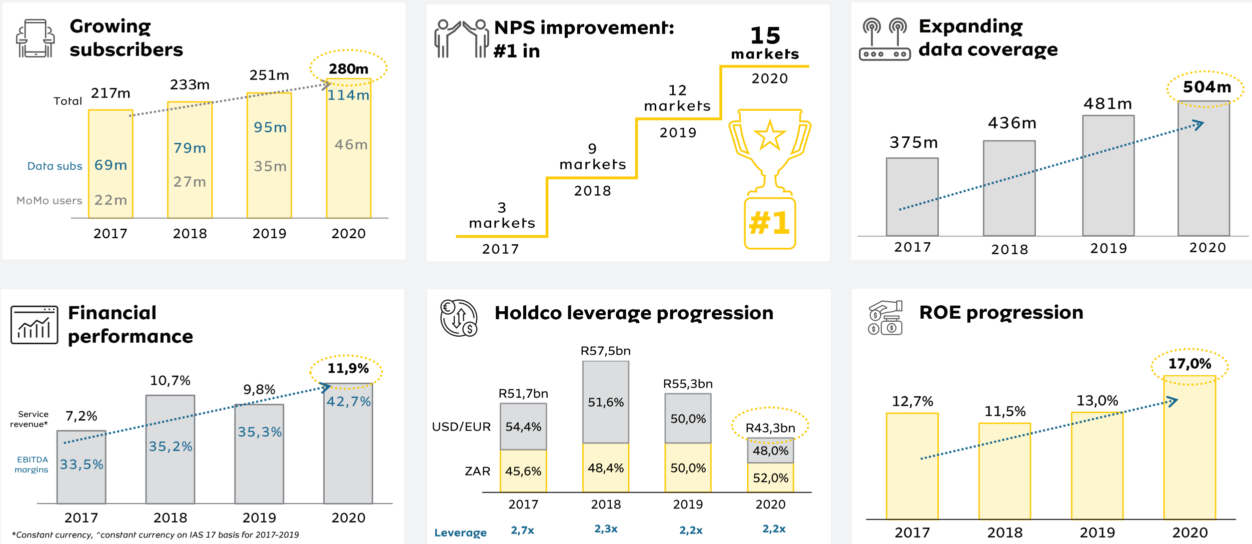
The journey of progress over the last 4 years

A foundation of commercial and operational excellence



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Strategic repositioning

The case for change

Challenges:

- Reducing the Group's risk profile
- US dollar debt level at Holdco

Opportunities:

- Take advantage of the **short window of opportunity** to win in digital services as customers come online for the first time
- The global operating environment is shifting in the wake of COVID19 – **de-globalization & digital acceleration**
- MTN is well positioned to **partner** with nation states in socio-economic progress
- **Reveal and crystalize** value

Ambition 2025

Belief statement:
Everybody deserves the benefits of a modern connected life

Strategic intent:
Leading digital solutions for Africa's progress

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5 growth platforms, underpinned by Africa's largest connectivity network

MoMo	ayoba			CHENOSIS
FinTech solutions	**Digital services**	**Enterprise services**	**Network as a service (NaaS)**	**API marketplace**

One network. One API Layer. One data lake.

FinTech solutions	Digital services	Enterprise services	Network as a service (NaaS)	API marketplace
• Payments • Lending • Insurance • Saving • m-commerce	• Messaging • Social media • User generated content • Advertising	• Unified Comms • IOT • Cloud • SD-WAN	• Open mobile • Fixed as a service • Edge and DC • Cloud communication	• Aggregate • Exchange • Monetise

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Ambition 2025 | Framing our strategic priorities

Belief statement	"Everybody deserves the benefits of a modern connected life"
Strategic intent	Ambition 2025: "Leading digital solutions for Africa's progress"

2025 strategic priorities

- Build the **largest** & most **valuable platforms**
- Drive **industry-leading** connectivity operations
- Create **shared value**
- Accelerate portfolio **transformation**

Vital enablers	Leading customer experience	Best talent, culture & future skills	Value based capital allocation	ESG at the core	Technology platforms second to none
Values	Leadership	Integrity	Relationships	Innovation	Can-Do

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MTN

Strategic priorities

Priorities	Objectives	MTN today	Ambition 2025
Build the **largest** & most **valuable platforms**	• From a 'product' to 'platform' play offering 1st & 3rd party products/services • Avenues to accelerate growth, e.g. selective partnerships co-investors • Fintech | Digital | Enterprise | NaaS | API marketplace	• **46,4m** MoMo users • **5,5** million ayoba users • NaaS **only** in SA	• **100m** MoMo users • **100m** ayoba users • **#1** NaaS platform
Drive **Industry-leading** connectivity operations	• Maintain leading connectivity position • Accelerate South Africa and Nigeria earnings growth • Drive expense efficiency programme	• **114,3m** active data users • SA margin of **39,0%** & Nigeria margin of **50,9%** • Achieved efficiencies of **~R2,0bn** in 2020	• **200m** active data users • SA margin of **40-42%** & Nigeria margin of **53-55%** • Target further expense efficiencies of **>R5bn^**
Create **shared value**	• Step-change in ESG positioning of the Group • Broad-based ownership and inclusion across markets • Sentiment shift through stakeholder management efforts	• **Average** ESG ratings • **Localisations** in progress • Reputation Index, **79%**	• **Top quartile** ESG ratings • Broad-based **ownership and inclusivity** achieved • Reputation Index ≥ **75%**
Accelerate portfolio **transformation**	• Execute on ARP & reduction of leverage • Middle East exit | Selective expansion in SSA • Structured to reveal value of infrastructure assets and platforms	• ARP proceeds of **R4,3bn^^** • Holdco leverage at **2,2x** • Infrastructure assets & platforms **embedded** in the core connectivity operations	• ARP proceeds **>R25bn** • Holdco leverage between **≤ 1,5x** • Structural **separation** of infrastructure assets and platforms

^ Over three years, off 2020 base
^^ Excludes the R15bn achieved to March 2020

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Investment case - A compelling Africa growth story

Africa's leading and scale connectivity and infrastructure business

- # 1 or # 2 subscriber share in all our markets
- "Second to none" and well-invested networks
- Enterprise, wholesale and infrastructure sharing opportunities

Well-positioned for the long-term

- Digital acceleration of Africa
- Portfolio optimisation to enhance risk/ return profile
- Exposing value in infrastructure assets and platforms

Platforms accelerating growth

Fintech

API market place

ayoba

NaaS

Enterprise

Exciting demographic opportunity

- Fast growing youthful population
- Low data, fintech and digital adoption
- Partner in socioeconomic development of our regions

Attractive return profile

- Platforms accelerating growth
- Attractive cashflow and ROE profile
- Accelerated deleveraging of Holdco balance sheet

Enhanced risk and regulatory framework

Disciplined capital allocation

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Capital allocation framework

1 Organic growth
Well-invested networks and platforms | Improving capex intensity

2 Stabilise leverage
Rebalancing the mix to have rand debt making up at least 60% of Holdco net debt

3 Return cash to shareholders through dividend
Anticipate paying a minimum ordinary dividend of 260cps for FY21

4 Selective mergers and acquisitions
Opportunities aligned to the investment case, subject to strict risk and financial criteria

5 Share repurchases or special dividends
Only considered when other capital allocation priorities have been met

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Enhanced medium-term guidance

KPI	Previous target	Enhanced target
Service revenue	Group: Double-digit growth South Africa: Mid-single-digit growth Nigeria: Double-digit growth	Group: Low to mid teens growth South Africa: Mid-single-digit growth Nigeria: Mid teens growth
EBITDA margins	Improving margins	–
Group capex intensity	Reducing intensity	–
Accelerate fintech platform growth	–	>20% service revenue contribution
Holdco leverage	≤ 2,0x	≤ 1,5x
Asset realisation	> R25 billion	> R25 billion
Adjusted ROE	Improving to > 20%, from 11,5% in 2018	> 20%

More detail on the strategy to be unpacked at capital markets day in early June '21

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Looking ahead

Ralph Mupita | Group President and CEO

Leading digital solutions for Africa's progress

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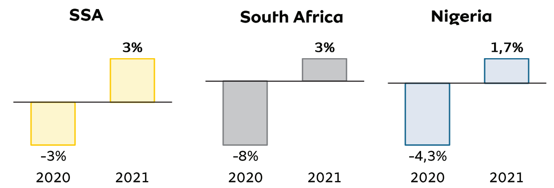
Macro context into 2021

Economic outlook

GDP



Source: IMF

COVID-19

- Emerging from 2nd wave of infections, potential for 3rd wave?
- AU securing vaccines through COVAX facilities, with 670m doses secured for 2021
- Infections as reported of 2,7m, deaths of 71k as at 28 February 2021^
  - 2,6%^ case fatality rate vs 2,2% global case fatality rate

Source: John Hopkins (excludes Réunion and Western Sahara). ^SSA

Currencies & commodities

	2020	2021F
Average rand/US$:	R16,46/$	R15,23/$
Average naira/US$:	N382,28/$	N445,55/$
Brent crude oil US$:	$41,3/bbl	$50,0/bbl

Source: IMF, Bloomberg (as at 26 Jan 21)

Mobile & digital acceleration

- **800m** people in SSA still not connected to mobile internet
- SSA mobile internet users to grow to **475m** by 2025 from **272m** in 2019
- SSA smartphone penetration to grow to **65%** by 2025 from **50%** in 2020

Source: GSMA

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2021 priorities

… as we continue to manage COVID-19 uncertainties

- Accelerate SA & Nigeria growth
- Position infrastructure assets & fintech for accelerated growth and value unlock
- Progress with ARP, cash upstreaming and portfolio transformation
- Maintain “second to none” network position | R29,1bn capex planned for 2021
- Resolve complex litigations
- Progress with net zero initiative and other ESG objectives

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Conclusion

Key take-aways

1 **Very strong operational and financial results delivered in a challenging macro**
- *29m subscribers added in the year to reach a total of 280m*
- *Adjusted HEPS up 52% | ROE up 4pp to 17% | Operating cashflow up 117% to R28,3bn*

2 **Business resilience under COVID-19 pandemic pressures**
- *Networks remain well-invested with R28,6bn of capex in 2020*
- *Headroom in network to accommodate exponential growth in data traffic of >110% in 2020*

3 **Near-term focus on faster de-leveraging of Holdco**
- *Minimum ordinary dividend of 260cps anticipated for FY 2021*
- *Medium-term dividend policy deferred until March 2022*

4 **Ambition 2025 strategy announced**
- *Value unlock of infrastructure assets and platforms*
- *Medium-term guidance enhanced*

5 **Accelerating demand for digital services in Sub-Saharan Africa**
- *800m people remain unconnected to the internet*
- *MTN capex envelope of R29bn for 2021*

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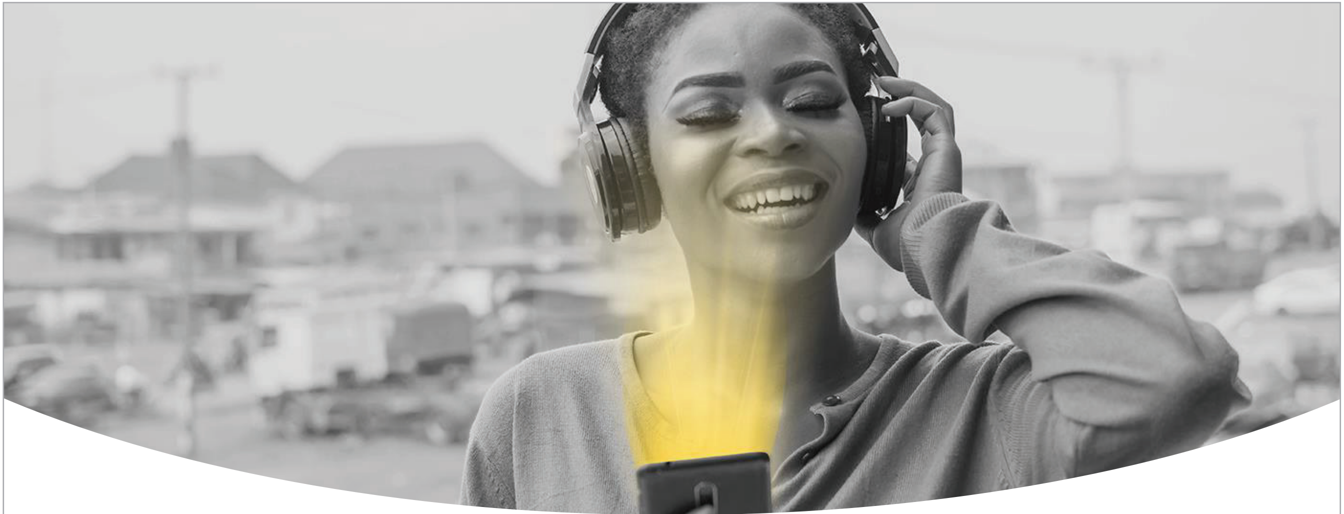

Thank you

#GoodTogether

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