



Airtel Africa plc

Sustainability Report 2026

Unlocking opportunities
through responsible growth



Transforming lives

Airtel Africa plc

Our purpose of **transforming lives** is at the heart of everything we do.

Airtel Africa is a leading provider of telecommunications and mobile money services, with operations in 14 markets in sub-Saharan Africa. We provide an integrated offer to our customers, including mobile voice and data services as well as mobile money services both nationally and internationally.

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About this report

Airtel Africa plc presents its Sustainability Report 2026, which sets out our environmental, social and governance (ESG) performance for the financial year 1 April 2025 to 31 March 2026. The report provides a transparent and balanced overview of our sustainability approach, including our key achievements, challenges and priorities, and outlines how we create long-term value for our business, customers and the communities we serve.

Governance, oversight and approvals

This report has been prepared under the direction of Airtel Africa's head of sustainability, with oversight from the Sustainability Committee and has been reviewed and approved by the Audit and Risk Committee (to which the Sustainability Committee reports), the Executive Committee (ExCo) and the Board of directors.

Reporting standards and frameworks

This report has been prepared in accordance with the Global Reporting Initiative (GRI) standards, reflecting GRI's nine reporting principles of accuracy, balance, clarity, comparability, completeness, sustainability context, timeliness, verifiability and stakeholder inclusiveness. We also align our disclosures with relevant external frameworks and guidance, including GSMA recommendations for the telecommunications sector and the Task Force on Climate-related Financial Disclosures (TCFD).

- > See our [GRI disclosures index](#)
- > See [Annual Report and Accounts 2026](#) for our TCFD disclosure

Scope and boundaries

This report covers Airtel Africa's operations across its 14 markets: Nigeria; East Africa markets (Kenya, Malawi, Rwanda, Tanzania, Uganda and Zambia); and Francophone Africa markets (Chad, the Democratic Republic of the Congo, Gabon, Madagascar, Niger, Republic of the Congo and the Seychelles). We report on our direct operations and our approach to supply chain management. Where data is disclosed on a Group-wide basis this is separately noted in the GRI disclosure index. In some instances, information may be limited due to data availability. Where this occurs, we continue to strengthen our systems and processes to enhance future disclosures.

Materiality and stakeholder engagement

This report focuses on Airtel Africa's material ESG topics, identified through a structured double materiality assessment conducted in 2024/25. The assessment incorporated input from a broad range of stakeholders, including employees, investors, regulators, customers, local communities, media and NGOs. This process ensures that our reporting and management focuses on the ESG issues most relevant to both our business and our stakeholders. Further details on our material topics and management approach are provided within this report.

Data collection and assurance

We continue to enhance our data collection, management and verification processes to improve the accuracy and reliability of reported information. This work is overseen by the Sustainability Committee and the Audit and Risk Committee (ARC). While this report has not been subject to external assurance, we're progressing towards independent verification of selected sustainability indicators in future reporting cycles.

Our commitment to responsible business

Airtel Africa recognises its responsibilities in areas including climate change mitigation, environmental protection, corporate governance, human rights and community development. We report our progress against the United Nations Sustainable Development Goals (UN SDGs) and remain committed to upholding the ten principles of the United Nations Global Compact. Oversight of our sustainability commitments is embedded within our governance framework, including supervision by the Sustainability Committee, Audit and Risk Committee and the Board of directors.

- > See more information about [Our contribution to the UN SDGs](#)

Airtel Africa at a glance

Connecting communities and accelerating progress

Transforming lives

Our purpose is to transform the lives of millions of people living and working across Africa. Our network and services provide the foundation for digital and financial inclusion, enabling people to connect with each

other as well as access information, markets and services that were previously out of reach. We believe that access to reliable connectivity is more than a service, it's a powerful enabler of opportunity, inclusion and long-term economic growth.

Providing essential services and connecting the unconnected across Africa

We provide voice, data and mobile money services for customers and enterprises across 14 countries in our three regions: Nigeria, East Africa and Francophone Africa. Demand for our services is supported by a young, fast-growing population who continue to seek digital and financial inclusion.

183.5 million
total customers (+10.5%)

84.2 million
data customers (+14.8%)

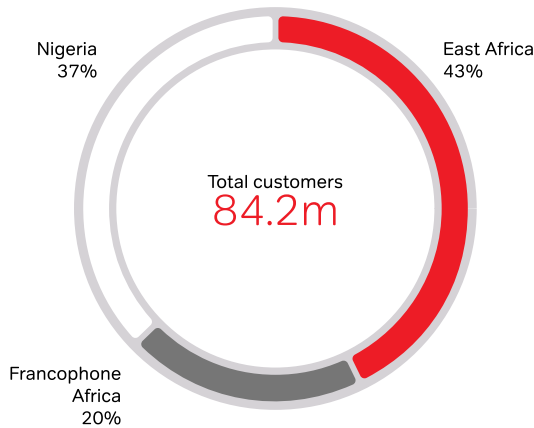
54.1 million
Airtel Money customers (+21.3%)

\$196bn
Airtel Money total processed value (+35.2% in constant currency)

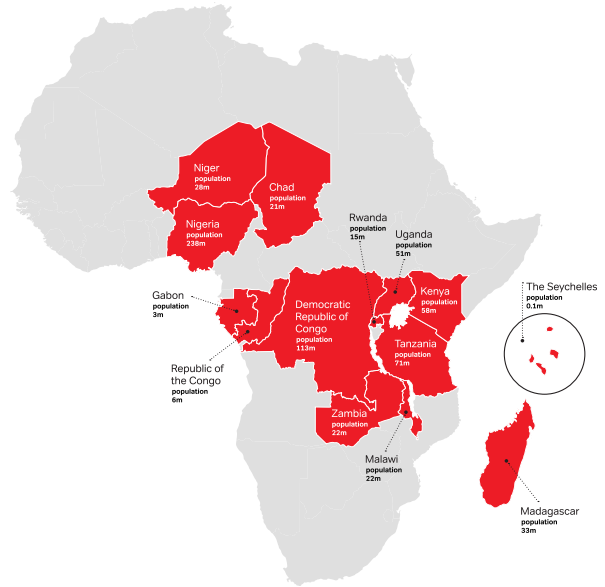
1st or 2nd
largest operator in 13 markets

78 million
increase in addressable population (>15 years) by 2031

Data customers by region



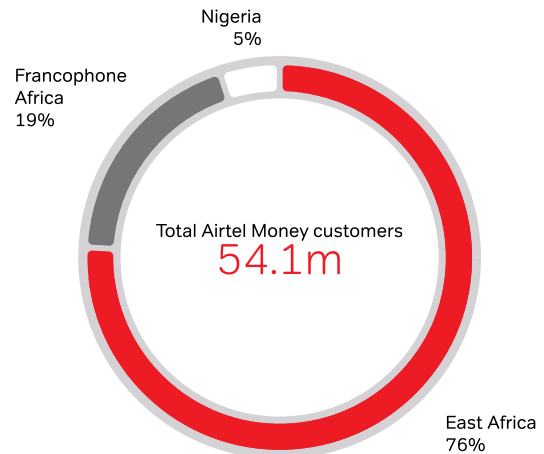
East Africa: Kenya, Malawi, Rwanda, Tanzania, Uganda, Zambia
Francophone Africa: Chad, Democratic Republic of the Congo (the DRC), Gabon, Madagascar, Niger, Republic of the Congo, the Seychelles



Footprint population: 679 million

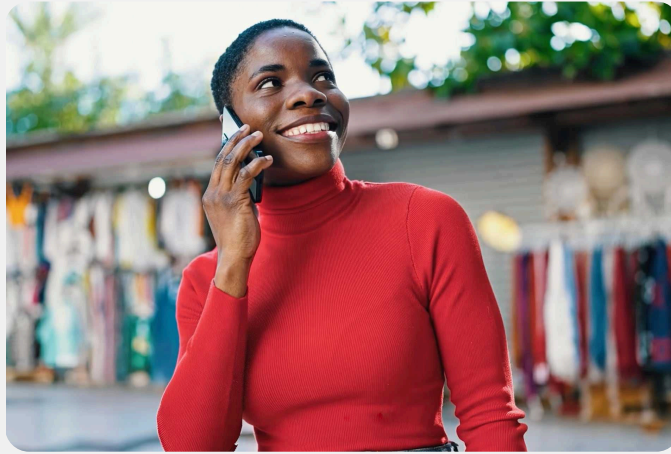
(Source: UN population prospectus 2024, population data for 2025)

Airtel Money customers by region



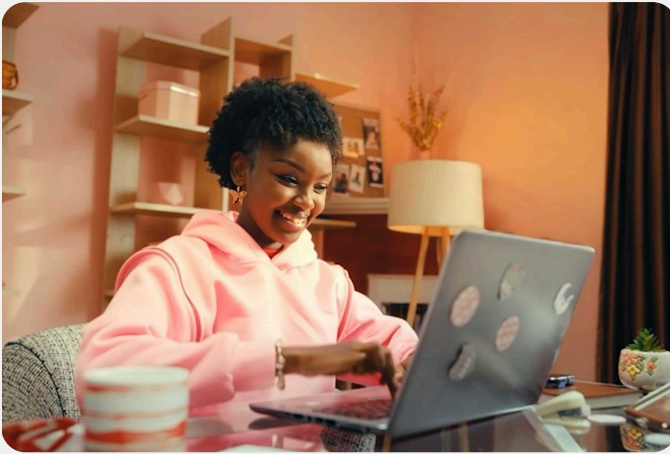
Our services

We operate a vertically integrated telecommunications business, providing essential services in 14 vibrant sub-Saharan markets.



Voice

Including pre- and post-paid wireless voice services, international roaming and fixed-line telephony services



Data

Including 4G, 5G, home broadband, fibre and data centres



Mobile money

Including digital wallet payment systems, microloans, merchant services, savings, insurance and international money transfers

Market environment across our footprint

Our 14 markets across sub-Saharan Africa are home to one of the world's youngest populations, with a large and growing share under the age of 25. This demographic presents a significant opportunity for innovation and economic growth.

However, many communities still face challenges, such as limited infrastructure and low levels of digital and financial inclusion. We're helping to address these gaps by expanding connectivity and digital financial services, enabling more people to access opportunities. Through these efforts, we're empowering people, advancing equality and supporting sustainable economic development across the continent.

Nigeria

	2025/26	2024/25
Nigeria		
Population (m)	238	233
GDP (\$bn)	290	252
Median age	18.1	17.9
Mobile customers (m)*	179	165
Unique mobile penetration (%)	53%	52%
Smartphone penetration (%)	64%	58%

East Africa

	2025/26	2024/25
Kenya		
Population (m)	58	56
GDP (\$bn)	136	119
Median age	20.0	19.8
Unique mobile penetration (%)	54%	54%
Smartphone penetration (%)	62%	56%

	2025/26	2024/25
Malawi		
Population (m)	22	22
GDP (\$bn)	15	12
Median age	18.1	17.8
Unique mobile penetration (%)	37%	36%
Smartphone penetration (%)	52%	49%

	2025/26	2024/25
Rwanda		
Population (m)	15	14
GDP (\$bn)	16	15
Median age	19.9	19.7
Unique mobile penetration (%)	40%	39%
Smartphone penetration (%)	39%	34%

	2025/26	2024/25
Tanzania		
Population (m)	71	69
GDP (\$bn)	87	79
Median age	17.5	17.4
Unique mobile penetration (%)	47%	46%
Smartphone penetration (%)	34%	32%

	2025/26	2024/25
Uganda		
Population (m)	51	50
GDP (\$bn)	66	57
Median age	16.9	16.7
Unique mobile penetration (%)	45%	44%
Smartphone penetration (%)	43%	42%

	2025/26	2024/25
Zambia		
Population (m)	22	21
GDP (\$bn)	29	25
Median age	17.9	17.7
Unique mobile penetration (%)	42%	42%
Smartphone penetration (%)	58%	53%

Market environment across our footprint continued

Francophone Africa

	2025/26	2024/25
Chad		
Population (m)	21	20
GDP (\$bn)	22	21
Median age	15.8	15.7
Unique mobile penetration (%)	31%	30%
Smartphone penetration (%)	46%	43%
DRC		
Population (m)	113	109
GDP (\$bn)	93	77
Median age	15.8	15.8
Unique mobile penetration (%)	34%	33%
Smartphone penetration (%)	40%	36%
Gabon		
Population (m)	3	3
GDP (\$bn)	21	21
Median age	21.5	21.5
Unique mobile penetration (%)	62%	61%
Smartphone penetration (%)	71%	70%
Madagascar		
Population (m)	33	32
GDP (\$bn)	20	18
Median age	19.2	19.0
Unique mobile penetration (%)	45%	44%
Smartphone penetration (%)	57%	53%

	2025/26	2024/25
Niger		
Population (m)	28	27
GDP (\$bn)	22	20
Median age	15.6	15.4
Unique mobile penetration (%)	32%	31%
Smartphone penetration (%)	45%	42%
Republic of the Congo		
Population (m)	6	6
GDP (\$bn)	16	15
Median age	18.6	18.4
Unique mobile penetration (%)	35%	34%
Smartphone penetration (%)	59%	52%
The Seychelles		
Population (000)	133	130
GDP (\$bn)	2	2
Median age	34.3	34.0
Unique mobile penetration (%)	74%	73%
Smartphone penetration (%)	86%	85%

Source:

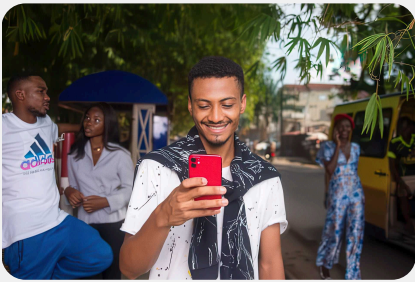
- Population and median age: World population prospectus (2024)
- GDP: IMF World Economic Outlook (April 2026)
- Mobile customers: Basis published regulatory reports
- Unique mobile and smartphone penetration: GSMA Intelligence report

ESG highlights

Scaling opportunity across Africa

In 2025/26, we continued to expand connectivity, accelerate financial inclusion and invest responsibly across our 14 markets. As demand for data and digital finance increases in fast-growing economies, we're strengthening the infrastructure and systems that underpin long-term inclusive development.

Our ESG priorities are embedded within our strategy. By delivering reliable networks, secure financial services and disciplined environmental management, we create sustainable value for customers, communities and shareholders.



Building resilient digital infrastructure

Reliable connectivity underpins economic participation and national resilience. We continue to expand coverage, increase access to our services in rural areas and invest in network quality.

Network expansion

40,378

total infrastructure sites (37,117 in 2024/25)

We continue to invest in network capacity, improve quality and geographic reach while providing access to our digital services in rural areas by rolling out over 3,250 new sites (2,550 in 2024/25).

Population coverage

81.9%

(81.2% in 2024/25)

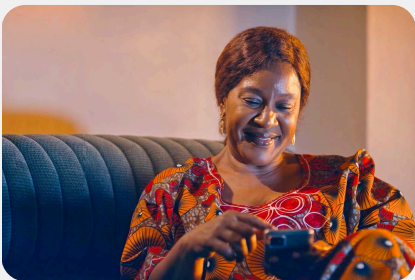
We're increasing population coverage by extending our network footprint, enabling more communities to access reliable voice, data and digital services.

Total customers

183.5 million

(+10.5%)

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.



Expanding inclusive digital and financial participation

We are committed to ensuring that connectivity leads to meaningful participation. By expanding access to digital and financial services, we help ensure that more people can adopt, use and benefit from the opportunities created by an increasingly connected economy.

Bridging the digital divide

84.2 million

data customers (73.4 million in 2024/25)

Growing smartphone adoption and improved network quality are enabling more customers to access data services and participate in the digital economy.

Increasing financial inclusion

54.1 million

Airtel Money customers (44.6 million in 2024/25)

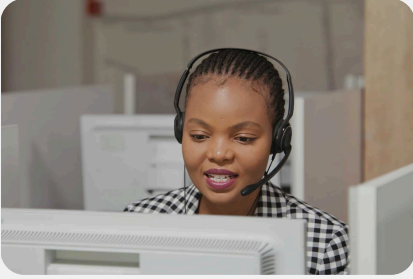
We're expanding access to secure, affordable financial products and services through Airtel Money, enabling more individuals and businesses to participate in formal financial systems.

Addressing the digital gender divide

44.1%

Airtel Money women customers (44.2% in 2024/25)

We're breaking down gender barriers to connectivity and accelerating female financial empowerment by expanding access to secure, affordable financial products and services through Airtel Money.



Enabling skills, jobs and economic mobility

By expanding connectivity across our ecosystem, we're strengthening employment opportunities, opening access to education and empowering individuals and businesses to participate more fully in the digital economy.

Creating employment opportunities

2.4 million

Airtel Money agents (1.7 million in 2024/25)

Our expanding agent network creates income opportunities and supports local economies, while extending access to essential financial products and services across our footprint.

Strengthening gender balance

29.9%

women in our workforce across the Group (29.2% in 2024/25)

We continue to strengthen gender balance across our workforce, supporting inclusive talent development and creating a more balanced and representative organisation.

Providing access to digital education

3,296

schools connected to the internet free of charge (2,176 in 2024/25)

Providing free access to the internet for schools and supporting digital learning through the [Airtel Africa Foundation](#)



Reducing the environmental impact of our operations

As our operations continue to grow, we remain focused on improving efficiency while reducing our environmental footprint. Through targeted initiatives and responsible resource management, we're minimising the environmental impact of our activities while supporting sustainable business growth.

Optimising energy solutions

390

infrastructure sites converted to on-grid power in 2025/26 (500 converted in 2024/25)

We're converting off-grid sites to on-grid power supply to reduce the reliance on diesel generators, lowering operational cost and carbon emissions.

Improving energy efficiency

9.1 million

Litres of diesel saved

By reducing reliance on diesel and increasing the use of lower-carbon energy sources we're improving efficiency and directly addressing our key sources of operational emissions.

Promoting the circular economy

94%

total generated waste recycled (93% in 2024/25)

We're increasing recycling and reuse of materials across our operations to minimise waste and reduce the environmental impact of our activities.

Letter from the Board



Annika Poutiainen
Board member and Airtel Africa's sustainability champion

Access to reliable communications and financial services is increasingly fundamental to participation in modern life. As Board champion for sustainability, I'm inspired by the role Airtel Africa plays in widening access to these essential services across its markets.

Sub-Saharan Africa is home to one of the world's youngest populations. I firmly believe this represents one of the greatest opportunities of our time. When people are able to connect and participate more fully in the economy, the impact extends far beyond individuals to families, communities and entire societies.

At the heart of this progress is infrastructure. Continued investment in network expansion is extending coverage deeper into underserved and rural areas, creating the foundations on which opportunity can grow. As the business expands, more people are brought within reach of communication and financial services that can change everyday life. What gives me confidence is that this progress is not accidental – it is built into how the business is designed to grow.

I have seen how improved access can shift what is possible. In areas that were previously underserved, greater connectivity allows people to stay in touch, access information and participate more actively in economic life. These changes are often gradual but their impact can be profound and lasting.

That progress is further strengthened when people are able to manage and move money more easily. For many, access to simple, secure financial tools brings greater resilience and independence, enabling individuals and small businesses to plan ahead with more confidence.

Access to knowledge and skills is an important part of this broader picture. As connectivity improves, it opens new ways for young people to learn, develop capabilities and prepare for the future. In a region defined by its youth, this has the potential to shape long-term outcomes for individuals and communities alike.

Through The Airtel Africa Foundation, this impact is extended further with targeted programmes developed to support those who remain furthest from opportunity. By focusing on education, financial capability and digital skills, the Foundation complements the reach of the business and helps ensure that progress is inclusive and sustained.

From a Board perspective, there is a strong and consistent focus on ensuring that sustainability remains fully embedded in how the business operates and grows. The Board, supported through its committees, regularly reviews progress against key priorities, and maintains oversight of how the business manages evolving risks, including those related to climate. This provides assurance that sustainability is not treated as a separate agenda but as an integral part of decision-making and long-term value creation.

“
Airtel Africa's growth is creating real opportunity.
Access to connectivity, financial products and education can unlock the potential of a young and ambitious continent.”

As Airtel Africa continues to grow, it's equally important that this is done responsibly. Operating across diverse environments brings challenges, particularly in relation to energy and resource use. The company continues to strengthen its approach, working to balance expansion with careful stewardship.

I have enormous confidence in the commitment of the people behind the business. Across all markets, there is a strong sense of purpose and responsibility, reflected in the way teams engage with customers and communities.

As I step down from the Board, I remain optimistic about the future – for the business and for Africa as a whole. The opportunity to support a young and dynamic continent is significant. By continuing to extend access and invest in capability, Airtel Africa is helping to unlock potential at scale and contribute to a more inclusive and resilient future. I would also like to take this opportunity to express my gratitude to the Board of Airtel Africa for their unwavering support, guidance and encouragement throughout my tenure. I am truly appreciative of their commitment and the trust they have placed in me over the years which has made my journey with Airtel Africa both rewarding and memorable.

➤ [See more about The Airtel Africa Foundation](#)

Chief executive officer's Q&A



“
In a continent as dynamic and diverse as Africa, the needs are significant, but so is the potential. And it's our responsibility to ensure that as we grow, we're creating meaningful value for the people and communities we serve.
 ”

Sunil Taldar

Chief executive officer, Airtel Africa plc

With one of the youngest populations in the world and fast-growing demand for digital and financial services, Africa is entering a pivotal chapter in its development. Airtel Africa is uniquely placed to help shape this future – not only by providing critical infrastructure but by championing the aspirations of the continent's people.

Sunil Taldar, chief executive officer of Airtel Africa plc, reflects on the company's role in accelerating inclusive growth, building a customer-first culture, and delivering sustainable impact through our operations and The Airtel Africa Foundation.

Q1.

Sub-Saharan Africa is in a period of rapid digital growth – how is Airtel Africa helping to ensure this growth is inclusive and sustainable?

Sub-Saharan Africa is at a pivotal moment. Demand for connectivity, data and mobile financial services is growing fast – the opportunity that come with it is extraordinary. However, I believe growth that leaves people behind has little value. This is why we focus on making sure our services are reliable, affordable and accessible to all – connecting the unconnected and bridging the digital divide.

This focus guides our investment decisions. In 2025/26, we deployed over 3,250 new infrastructure sites, which have now reached a total of 40,378 sites and around 81,900 km of connecting fibre across the African continent. We increased 4G population coverage by 1.2% to reach 75.6% in 14 markets. And we grew our Airtel Money agent network to 2.4 million people. These agents are the connection between our services and communities that have been underserved for generations.

What I admire about our business is that commercial growth and our corporate purpose pull in the same direction. Every new customer we connect, every Airtel Money account we open, is also a step forward for digital and financial inclusion across sub-Saharan Africa.

Q2.
How does Airtel Africa's strategy translate into real impact for customers and communities?

Our strategy is built on the simple belief that long-term success comes from delivering consistent value to our customers. When people have a reliable, seamless experience, they're more likely to adopt digital and financial services and keep using them. That's what drives inclusion in practice. It's not just about access – it's about providing services people trust on the continent where approximately 70% of the population remains offline, representing the largest usage gap globally, driven by barriers, such as high smartphone costs, low digital literacy and limited rural infrastructure¹.

The numbers in this report tell part of the story. Our data customer base has grown to 84.2 million as of 31 March 2026. Daily average data traffic has increased by 48.5% to 22 petabytes per day and 5G is now live across six markets. It's clear that our customers are using our network more regularly, and for more things than ever before.

But the example I find most compelling is Airtel Money. We served over 54 million customers in 2025/26, with \$196bn in transactions processed. These are people building financial security, often for the first time. That's how we transform lives.

¹ Source: GSMA Intelligence

Q3.
What role does sustainability play in how Airtel Africa operates and grows as a business?

Sustainability is embedded in how we operate. I'll share an example of how the right environmental decision can also be the right business decision.

As of 31 March 2026, we converted over 950 infrastructure sites from off-grid to on-grid power. This conversion has cut emissions and reduced costs, meaning we can reinvest in expanding coverage and improving quality. Business performance and environmental responsibility reinforce each other. We see that pattern again and again.

We're also strengthening our approach to sustainability reporting, with a clear focus on data quality and transparency, and working towards independent assurance on our KPIs. For us, sustainability isn't a separate agenda – it's built into how we create value.

Q4.
Partnerships are central to Airtel Africa's approach. Why is collaboration so important – and what makes a partnership genuinely effective?

Collaboration is at the heart of how we create impact at scale. When we combine the power of our network connectivity and reach with the expertise of organisations that share our purpose, the effect is transformative.

Our partnership with Mastercard means customers can now make international payments directly from their mobile phones – without a traditional bank account – opening up global e-commerce to millions of people for the first time. Through our agreement with SpaceX, Starlink's 'direct-to-cell' technology will allow us to reach communities in the most remote areas, where installing physical network infrastructure simply isn't feasible. And through The Airtel Africa Foundation's collaboration with UNICEF, thousands of schools across 13 markets are now connected to the internet, with millions of children accessing free digital learning platforms.

What makes these partnerships work is alignment of purpose – a shared conviction that Africa's people deserve access to connectivity, financial services and education. When that belief is genuine on both sides, the results follow.

Sunil Taldar
Chief executive officer

Impact at scale

Our services transform lives and livelihoods across Africa

We operate in some of the world's fastest growing markets. Reliable connectivity and accessible financial services are essential for economic growth.

Transforming lives

Airtel Africa is **positively** impacting Africa's future

Bridging the **digital divide**

We're expanding reliable and affordable connectivity so that more people can connect with each other, access information and services, trade and transact.

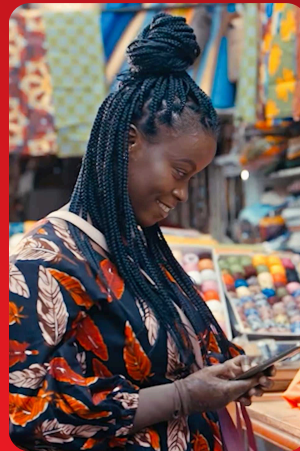
Read '**Bridging the digital divide**'



Driving **financial inclusion**

We're providing secure digital financial services that strengthen resilience, independence and economic participation.

Read '**Driving financial inclusion**'



Powering **livelihoods and employment**

We enable income generation and entrepreneurship through our developing agent ecosystem and across our workforce.

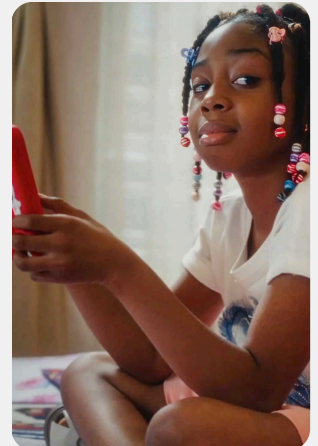
Read '**Powering livelihoods and employment**'



Supporting **social development**

We invest in infrastructure that underpins national resilience, public services and long-term inclusive growth.

Read '**Supporting social development**'



Bridging the digital divide

Expanding access so more people can participate in the digital economy

Inclusive growth begins with access. Without reliable connectivity, participation in modern economic and social life is limited. Our work supports the extension of digital infrastructure into underserved and rural communities, reduces barriers to adoption and ensures that connectivity is accessible, affordable and meaningful.

When network access expands, the impact is immediate and tangible. Farmers can access pricing information before travelling to market. Students can use online learning tools. Healthcare information becomes more accessible. Small traders can communicate with suppliers and customers in real time. Connectivity strengthens resilience, supports inclusion and opens pathways to opportunity.

In 2025/26, our network coverage reached 73.1% of the rural population within our footprint. And as access increases, adoption follows. Our total data customer penetration reached 45.9%, reflecting growing engagement with digital services across our markets. Smartphone penetration rose by 4.7%, enabling broader use of internet-enabled services and digital platforms. The recharge-selling outlets (RSOs) strengthen 'last mile' access, providing local points of support that help customers stay connected while also sustaining micro-enterprise activity.

By combining rural expansion, device adoption and accessible distribution, we're helping ensure that connectivity translates into meaningful digital participation – forming the foundation for financial inclusion and enterprise growth.



SDG 9: Industry, innovation and infrastructure



SDG 10: Reduced inequalities

Rural population coverage

Percentage of rural population coverage
Aligned with **UN SDG9:** Industry, innovation and infrastructure

(%)



4G coverage

Percentage of sites with 4G coverage
Aligned with **UN SDG9:** Industry, innovation and infrastructure

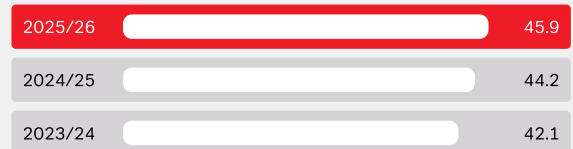
(%)



Data customer penetration

Percentage of customers using data services
Aligned with **UN SDG9:** Industry, innovation and infrastructure

(%)



Smartphone penetration

Percentage of customers using smartphones
Aligned with **UN SDG10:** Reduced inequalities

(%)



Recharge-selling outlets (RSOs)

Total number of key retail channels across our footprint
Aligned with **UN SDG10:** Reduced inequalities

(m)



Driving financial inclusion

Turning connectivity into financial resilience and economic opportunity

Access to connectivity creates opportunity, which is translated into financial resilience and sustainable growth through the provision of digital financial services. These services allow our customers to better manage risk, handle income volatility and invest with confidence in their futures.

Across our markets, many people remain underserved by traditional banking systems. Airtel Money provides a secure and accessible alternative that supports everyday transactions and longer-term financial stability. Customers use our services to receive remittances, pay school fees and access short-term loans. For small businesses, digital payments reduce the reliance on physical cash, lowering security risks, while providing greater visibility and control over cashflow. For families, savings and overdraft facilities help manage unexpected expenses.

In 2025/26, we served over 54 million Airtel Money customers with an annual total processed value (TPV) of \$196bn, reflecting the central role digital finance plays in local economies. Mobile money customer penetration increased to 29.5% as more of our customers accessed services for the first time.

Women represented 44.1% of our Airtel Money customer base, highlighting the role digital finance plays in supporting greater female economic independence and participation.

By embedding secure, accessible financial tools into everyday life, we're strengthening economic resilience and enabling broader participation in formal economic systems.



SDG 5: Gender equality



SDG 8: Decent work and economic growth



SDG 10: Reduced inequalities

Airtel Money customers

Total number of registered and active users
Aligned with UN SDG10: Reduced inequalities

	(m)
2025/26	54.1
2024/25	44.6
2023/24	38.0

Airtel Money transactions

Total processed value in Airtel Money ecosystem
Aligned with UN SDG10: Reduced inequalities

	(\$bn)
2025/26	195.9
2024/25	136.5
2023/24	112.3

Airtel Money customer penetration

Percentage of mobile money customer penetration
Aligned with UN SDG8: Decent work and economic growth

	(%)
2025/26	29.5
2024/25	26.8
2023/24	24.9

Airtel Money women customers

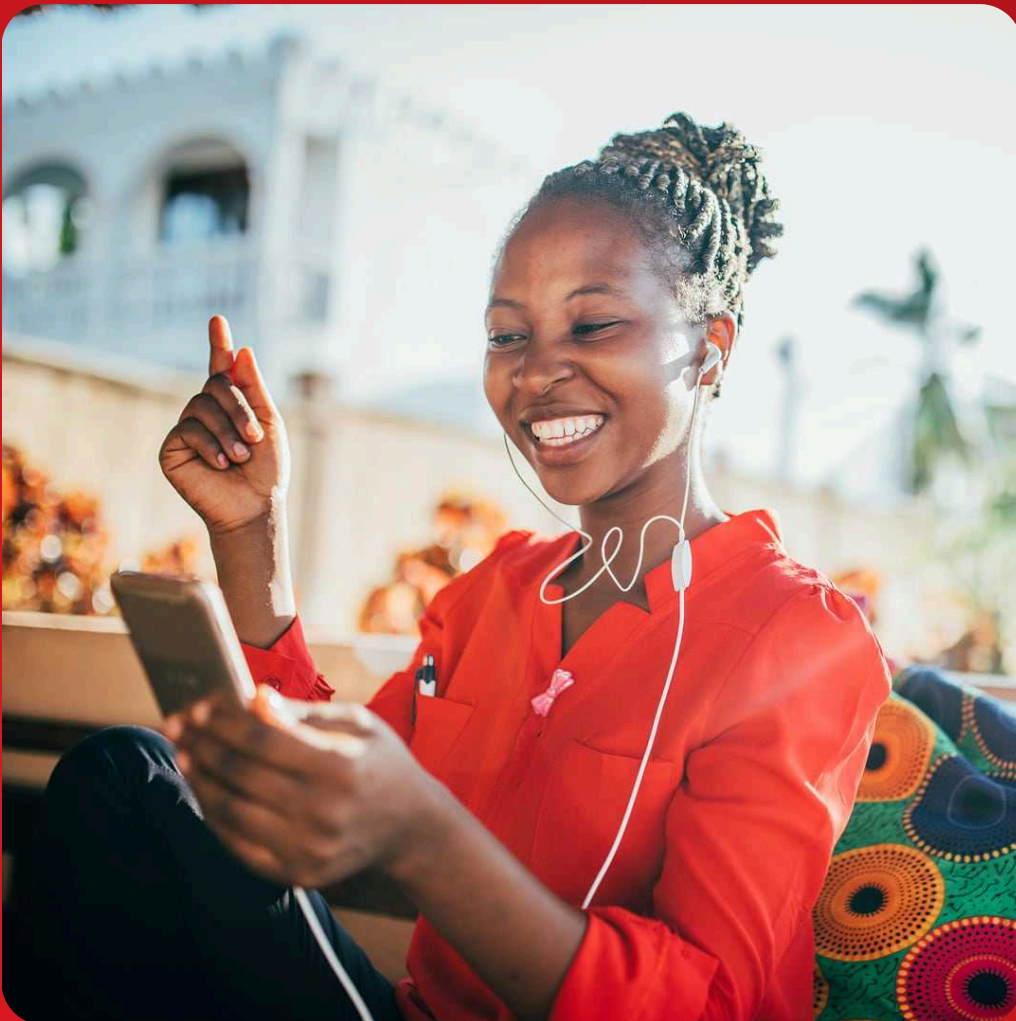
Percentage of Airtel Money women customers
Aligned with UN SDG10: Reduced inequalities

	(%)
2025/26	44.1
2024/25	44.2
2023/24	38.3

Driving financial inclusion

Driving financial inclusion in Tanzania

Through Airtel Money's products, services and growing agent network, we are turning connectivity into financial inclusion and economic opportunity



Building financial inclusion at scale in Tanzania

When people can save, borrow and transact safely, they can build more secure futures. In Tanzania, Airtel Money's growth is driven by scale, relevance and trust.

The foundation for this is the provision of credit and savings products that are designed to meet the everyday needs of our customers who are supported by our growing network of agents. As of 31 March 2026, we have 349,000 Airtel Money agents working with customers across the country which is 26.4% more than in the previous year. And, through targeted partnerships, we're opening economic opportunities to farmers, traders, women entrepreneurs and families who've never had access to finance before.

Empowering communities through financial access

For many Tanzanians, particularly in rural communities, financial services have long been out of reach. But that is changing. An example of this is our partnership with the Tanzania Social Action Fund (TASAF) in which Airtel Money facilitates the disbursement of welfare payments to underserved households. This partnership relies on our extensive agent infrastructure and ensures that more people are able to access funding directly into their accounts. To date, we have helped the TASAF disburse the equivalent of \$3.7m in welfare payments to families that need it most.

Savings that build real security

Our Kikoba product digitises Tanzania's trusted community savings model, giving groups the security and transparency that cash can't provide. In 2025/26, active savings groups grew 85% to over 70,700. Total collections reached an equivalent of \$4.1m — a 184% increase year on year — and assets under management grew 98%.

49.5%

women Airtel Money customers in Tanzania
(+1.9% vs 2024/25)

349,000

Airtel Money agents in Tanzania
(+26.4% vs 2024/25)

Credit that opens doors

Kamilisha, our flagship mobile overdraft product, gives people the financial flexibility they need. Whether that is to manage day-to-day expenses, cover school fees or manage unexpected costs. In 2025/26, issued loans grew by 63% and disbursement value rose by 98%, with 5.7 million customers now able to access credit – evidence of rapidly growing trust in digital credit.

Empowering women to lead

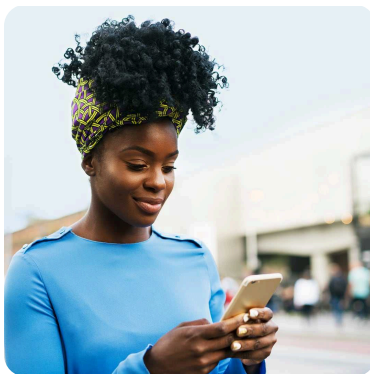
In Tanzania, 49.5% of Airtel Money customers are women, among the highest across the Group, and up from 47.7% from the previous reporting year. This has been achieved through targeted initiatives, including an impact lending programme designed specifically to address the challenges faced by women-led small and medium sized enterprises in Tanzania. In addition, our women's financial literacy and inclusion programme, launched in partnership with I&M Bank in 2025, is giving women the knowledge and confidence to thrive.

Building financial inclusion and resilience at scale in Tanzania

Expanding merchant network to drive customer engagement



Improving financial flexibility through credit products



Empowering Tanzanian women through financial literacy



Powering livelihoods and employment

Enabling income generation and entrepreneurship across communities and markets

Sustainable employment and livelihoods drive long-term prosperity.

Across our markets, many individuals operate within informal or micro-enterprise economies. Reliable connectivity and digital payments allow businesses to trade more efficiently, reach new customers and reduce operational risk. Our distribution ecosystem plays a central role in this.

In 2025/26, we supported more than 2.4 million Airtel Money agents. These agents are small business owners embedded within their communities. For many, Airtel Money provides a steady income stream and a pathway into formal enterprise activity.

Gender balance reached 29.9%, reflecting continued progress in building a more inclusive workforce. Within our organisation, we delivered over 655,900 total training hours to strengthen skills and long-term employability.

By enabling enterprises, investing in skills and strengthening distribution networks, we help build more resilient local economies that create opportunities beyond our immediate customer base.



SDG 8: Decent work and economic growth



SDG 5: Gender equality

Airtel Money agents

Total number of Airtel Money agents improving accessibility for our customers
Aligned with UN SDG8: Decent work and economic growth

Year	Agents (m)
2025/26	2.4
2024/25	1.7
2023/24	1.4

Airtel Money activating outlets

Building our unique distribution network to drive digitisation
Aligned with UN SDG8: Decent work and economic growth

Year	Outlets (000)
2025/26	521
2024/25	392
2023/24	364

Gender balance at Airtel Africa

Percentage of women in our workforce
Aligned with UN SDG5: Gender equality and UN SDG8: Decent work and economic growth

Year	Percentage (%)
2025/26	29.9
2024/25	29.2
2023/24	28.3

Supporting social development

Investing in infrastructure, institutions and long-term resilience

Livelihoods and enterprise depend on strong national foundations. We contribute to the infrastructure, fiscal strength and institutional resilience that underpin inclusive development.

In 2025/26, our capital expenditure was \$884m, an increase of 31.9% on last year. This strengthens network reach, reliability and capacity. Modern digital infrastructure supports public services, economic diversification and long-term competitiveness across our markets.

Reliable connectivity underpins access to public information and emergency communication. In times of crisis, resilient networks provide critical lifelines. Over time, sustained investment strengthens national digital ecosystems and supports inclusive growth.

We also contributed \$2bn through direct and indirect economic contributions, supporting public services and broader economic development across our markets. Responsible fiscal contribution supports governments in delivering healthcare, education and essential infrastructure – extending our impact beyond telecommunications.

We align our governance and reporting practices with recognised international frameworks, reinforcing transparency and accountability. Strong governance builds trust and supports long-term partnerships.

Through sustained infrastructure investment, fiscal contribution and responsible operations, we help build stronger institutions and more resilient societies.

Capex investments

Capital expenditure (capex) in 2025/26

Aligned with UN SDG8: Decent work and economic growth and UN SDG9: Industry, innovation and infrastructure

	(\$m)
2025/26	884
2024/25	670
2023/24	737

Direct and indirect contributions

Total direct and indirect contributions to support public services and economic development as of 31 March 2026

Aligned with UN SDG9: Industry, innovation and infrastructure

	(\$bn)
2025/26	2.0
2024/25	1.7
2023/24	1.7



SDG 4: Quality education



SDG 8: Decent work and economic growth



SDG 9: Industry, innovation and infrastructure

The Airtel Africa Foundation

Contributing to a thriving and inclusive Africa through development programmes for underserved communities



Mission and strategic focus

Established in 2024, The Airtel Africa Foundation is the philanthropic arm of Airtel Africa, operating across 14 countries. The Foundation's mission is to transform lives through four core pillars: financial inclusion, education, environmental sustainability and digital inclusion ('FEED').

Read more in 'Mission and strategic focus'



Programmes and highlights

The Airtel Africa Foundation supports initiatives across 14 markets promoting sustainable development and inclusive growth. Programmes focus on expanding access to education, strengthening digital capabilities and improving economic opportunity in communities where barriers to learning, connectivity and financial inclusion remain significant.

Read more in 'Programmes and highlights'



Partnerships

The Foundation works closely with local teams and partners to deliver initiatives for inclusive learning, building skills for the future and unlocking opportunity for women and young people.

Read more in 'Partnerships'

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Through the Foundation, we are committed to transforming lives by tackling the structural barriers that limit opportunity across Africa. By advancing financial empowerment, education, digital inclusion and environmental protection, we aim to equip young people and communities with the tools to build a more inclusive and prosperous future.

”

Olusegun Ogunsanya

Chair, The Airtel Africa Foundation

Mission and strategic focus

Transforming the lives of people and communities

The Foundation's vision is to contribute to a thriving and inclusive Africa, with a particular focus on underserved communities and those furthest from opportunity. Africa's population is young and rapidly growing, presenting enormous potential but also significant challenges. Many of these young people lack the tools they need to progress, including digital skills, STEM education and financial literacy.

The Foundation's programmes are designed to help close these gaps and create enabling environments in which individuals and communities can prosper.

How the Foundation operates

The Foundation adopts a pan-African strategy that is implemented locally through Airtel Africa's OpCos and partners. This model enables the Foundation to scale proven interventions while tailoring delivery to local contexts, partner capabilities and national development priorities. Its programmes span education and livelihoods, reaching underserved and disadvantaged communities with practical solutions designed to expand impact and evolve over time. The Foundation is fully funded by Airtel Africa with a percentage of revenue from our 14 OpCos.

Governance and oversight

The Foundation operates independently and is governed by a Council which oversees its strategy and approves the annual budget in tandem with the guardian. Financial oversight is provided by the guardian who is the chief financial officer (CFO) of Airtel Africa. The Council members are Airtel Africa UK Limited and Bharti Airtel International (the Netherlands) (BAIN).

The Council has delegated most of the day-to-day activities to the Airtel Africa Charitable Foundation Committee, chaired by Olusegun Ogunsanya. The committee is responsible for programme delivery, funding allocation and ensuring clear accountability across all operations.

Where programmes are delivered in alliance with partners, the Foundation maintains clear roles and responsibilities for each partnership with ongoing oversight to monitor progress, share learnings and optimise impact. This approach prioritises transparency and a collective commitment to community outcomes.



Transforming lives in action

Equipping young women with digital skills for global careers

In 2025, the Foundation launched 'Tech for her', a free, five-week online training programme that equips young women with high-demand digital skills. The programme, launched in Kenya, Uganda and Zambia in partnership with Tertiary DNS, focuses on areas including cybersecurity, data analytics and Linux administration preparing participants for tech-related job opportunities globally.

The programme intentionally reserves 30% of seats for women in rural areas and 40% for applicants from low-income households. The first cohort in Kenya, Uganda and Zambia trained 300 young women aged 18 to 35.

Programmes and highlights

The Airtel Africa Foundation fellowship

The Airtel Africa fellowship, which creates a pipeline of tech talent by providing full STEM scholarships to meritorious young Africans from low-income backgrounds, has now expanded beyond its initial cohort of ten students at IIT Madras in Zanzibar. The Airtel Africa tech fellowship strategy is anchored in the Foundation's FEED agenda (financial inclusion, education, environmental sustainability and digital inclusion), advancing its commitment to empowering Africans. The fellowship utilises targeted investment in youth capabilities, expanded access to education and strengthened pathways to meaningful employment to cultivate a new generation of tech leaders.

As of 31 March 2026, the Foundation has funded 257 scholarships across Malawi, Nigeria, Tanzania, the DRC and Uganda.

Financial inclusion and economic empowerment

Financial inclusion is a cornerstone of economic empowerment. Across Africa, millions of people, particularly women and those in rural communities, remain excluded from formal financial systems. Without access to savings, credit or digital money services, they cannot fully participate in the economy or build resilience against shocks.

The Foundation's Financial inclusion programmes focuses on foundational literacy and early enterprise support, particularly for women and youth. The goal is to empower one million Africans through financial literacy programmes.

School adoption programme

The School adoption programme focuses on transforming learning environments through infrastructure development and systems strengthening. With a budget of approximately \$3m in 2025/26, the Foundation approved renovation of more than 50 schools, and is set to support more schools in the next financial year.

As of 31 March 2026, the Foundation has completed renovations of two schools in Niger, with five almost completed in Zambia. In addition, it has broken ground on five schools in the DRC, ten each in Nigeria, Malawi and Uganda as well as two schools each in Chad, Tanzania, Gabon and Seychelles. Additional school renovation initiatives are planned for Kenya, the Republic of the Congo, and Madagascar in 2026/27.

Digital inclusion with a focus on women and youth

The Foundation's digital inclusion programme is designed to expand access to digital skills, tools and opportunities for Africa's youth, with a strong focus on women and underserved communities. Through support for digital learning hubs and fully sponsored professional technology training, the programme equips young people with in-demand skills, promotes digital and financial literacy and enables participation in the growing digital economy to support inclusive and sustainable economic transformation.



Transforming lives in action

The Airtel Africa Foundation fellowship programme in Uganda

In 2025/26, in Uganda, after a rigorous selection process that attracted over 300 applications, 20 high-achieving students were awarded fully funded, four-year scholarships, representing a total investment of more than 3.85bn Ugandan shillings (equiv. \$1m). The comprehensive package covers tuition, accommodation and stipend. It provides each student with a laptop, data packages and access to a formal mentorship programme with industry leaders.

This holistic support removes financial barriers and provides the guidance needed for academic and career success. The 20 fellows, all from disadvantaged backgrounds, are now pursuing degrees in essential technology fields. Beyond individual transformation, the programme is directly addressing Uganda's tech skills gap by creating a pipeline of highly skilled professionals who will contribute to the nation's digital economy.

Partnerships

Collaboration in action

Partnerships are central to how The Airtel Africa Foundation creates lasting impact. By working with governments, multilateral organisations, academic institutions and local partners, the Foundation combines connectivity, scale and market presence with specialist expertise to address complex social challenges. Collaboration enables the Foundation to extend its reach, deepen impact and ensure the programmes are sustainable over the long term.

Many of the issues the Foundation aims to address, including digital exclusion, gaps in learning outcomes and limited financial access, require collective action. Partnerships help to reach communities that would otherwise be hard to serve, bring together technical knowledge and ensure that the programmes align with national and regional development priorities.

Partnership with UNICEF for quality access to education

The \$57m five-year partnership with UNICEF, launched in 2021, remains one of the most significant digital learning collaborations on the continent. It demonstrates how combining digital infrastructure with UNICEF's education expertise drives systemic change.

In 2025/26, through the work of the Foundation and UNICEF, 1,028 new schools were connected to the internet in 13 markets. This builds on the partnership's cumulative achievement of connecting 3,296 schools to date.

A total of 64 platforms are zero rated across 13 countries as of 31 March 2026 so that thousands more learners can access learning resources without data costs. The Foundation has also seen to it that more than 38,800 teachers were trained during the year in utilising digital tools and resources. These educational outcomes are tracked over time to measure the role of the programmes in improving children's education.

Key performance indicators (KPIs)

2.1 million

schoolchildren who have accessed the internet and online educational platforms in 2025/26

3,296

schools connected to the internet (since the start of the UNICEF partnership)

38,800+

teachers trained in 2025/26

64

government-approved online educational programmes zero rated

Partnerships for digital skills

The Foundation works with a diverse range of global, regional and local partners to expand access to digital skills and support participation in the digital economy. These collaborations bring together organisations such as the International Telecommunication Union (ITU), national institutions and local delivery partners across our markets, including the Rwanda Information Society Authority (RISA), Cisco Systems and American Tower Corporation (ATC). Together, these partnerships focus on equipping individuals with practical, in-demand digital capabilities while also strengthening local innovation ecosystems and supporting pathways to employment and entrepreneurship.

Through these partnerships, the Foundation supports a variety of approaches, including structured training programmes, innovation challenges and community-based learning initiatives. By embedding programmes within existing national frameworks and working closely with local institutions, these efforts are designed to deliver sustainable, long-term impact.



Transforming lives in action

Transforming learning environments in Zambia



In December 2025, The Airtel Africa Foundation broke ground on a major ZMK 12m investment (equiv. \$520,000) to upgrade five schools across five provinces in Zambia. Simultaneous groundbreaking ceremonies in Chipata, Mansa, Mongu, Mufulira and Solwezi marked the start of construction and refurbishment under the School adoption programme. The project, delivered in collaboration with the Ministry of Education and Zambia Open Community Schools, provides modern, safe learning spaces for thousands of students. This project combines modern classrooms with digital tools, creating better learning spaces for students.

 Transforming lives in action

Connecting classrooms to the internet through the DTC programme in Rwanda

In October 2025, the Airtel Africa Foundation joined forces with the International Telecommunication Union (ITU), the Rwanda Information Society Authority (RISA) and Cisco Systems through the Digital Transformation Centres (DTC) programme in Rwanda. This partnership aims to bridge the digital divide by providing free internet connectivity and digital skills training to underserved communities. The Foundation, through Airtel Rwanda, is equipping youth centres with routers, Wi-Fi and data packages at no cost, ensuring efficient rollout of training. Aligned with Rwanda's national 'Connect Rwanda' programme, this initiative aims to provide students, entrepreneurs and community members with the tools and training to participate in the digital economy, turning a connected classroom into a launchpad for opportunity.



 Transforming lives in action

Supporting young innovators in Zambia

The Airtel Africa Foundation partnered with the Zambia Information and Communications Technology Authority (ZICTA) as platinum sponsor of the ZICTA Innovation Programme, bringing together 100 young Zambian innovators to share their ideas and turn them into real businesses. This follows six years of Airtel Zambia's collaboration with ZICTA.

In 2025/26, the top innovator was **Siphiwe Sowi Munsaka** with her project 'KOLOSO', an innovative learning assessment platform designed to tackle Africa's foundational literacy and

numeracy crisis by providing reliable, real-time learning data to teachers and parents.

The top ten winners each received cash prizes to help start their projects, including a mentorship to turn their ideas into reality. By creating platforms where ideas can grow and businesses can emerge, The Airtel Africa Foundation is investing in the next generation of problem-solvers who will build a smarter, more connected Zambia.

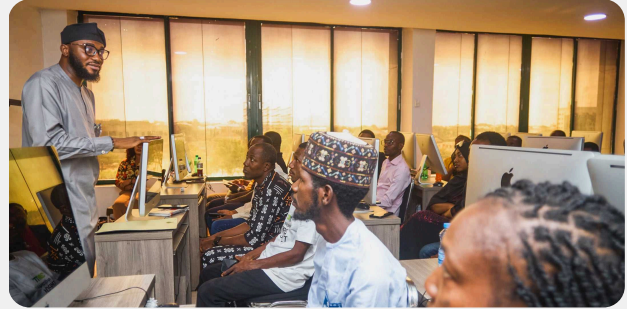
Technology for impact in action

Expanding digital opportunities through technology

In 2025, Airtel Nigeria deepened its commitment to digital inclusion through the 'NextGen by Airtel' and '3MTT (three million technical talent) fellowship', launched in partnership with the Federal Ministry of Communications, Innovation and Digital Economy. Designed to cultivate Nigeria's next generation of digital innovators, the programme expands the national 3MTT initiative by combining advanced technical training with mentorship and community engagement.

Delivered through 45 applied learning centres nationwide, the fellowship equips participants with practical skills in high-demand fields including software engineering, product design, data analytics and digital marketing. Fellows also benefit from masterclasses, hackathons and innovation challenges that strengthen creativity, collaboration and workplace readiness.

The initiative will train 25,000 young tech talents across 46 local government areas, spanning all 36 states and the Federal Capital Territory. By investing in skills development alongside digital infrastructure, Airtel Nigeria is helping to nurture a future-ready workforce and accelerate the country's digital economy.



“With the NextGen Fellowship under the 3MTT initiative, we're powering connectivity and reaffirming our belief that Nigeria's youth are the true architects of our digital future. We're creating real pathways for young Nigerians to learn, innovate and lead.

”
Dinesh Balsingh
 MD of Airtel Nigeria

Technology for impact in action

Airtel Nigeria wins best in technology for development at the 2025 SERAS Awards

Airtel Nigeria has been recognised with the 'Best in technology for development' award at the 2025 Sustainability, Enterprise and Responsibility Awards (SERAS) in Lagos, affirming the company's commitment to technology-driven social impact. The recognition highlights the successful execution of The Airtel Africa Foundation's vision in Nigeria, advancing digital inclusion and sustainable development.

Through initiatives such as its support for the 3MTT programme, training 25,000 young Nigerians across 46 local government areas, and the 'Reimagines education' partnership with UNICEF, which has connected almost one million schoolchildren in 1,268 schools to digital learning, Airtel Nigeria continues to expand opportunities through technology.

The award reinforces our long-term commitment to empowering communities and supporting national development.



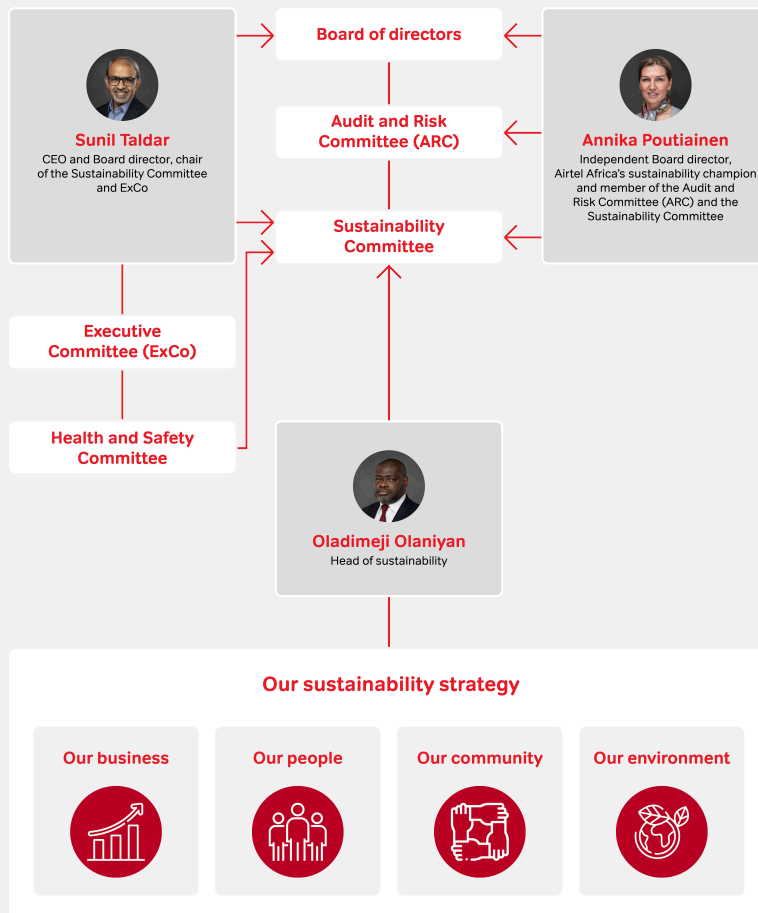
Sustainability governance

Our governance framework ensures that **our sustainability strategy is fully integrated across all areas** of the business.

A robust governance framework embeds our sustainability strategy across all areas of the business, ensuring accountability and supporting its long-term success

It provides clear oversight, defined responsibilities and accountability for the delivery of our commitments. It also helps us identify, monitor and mitigate ESG-related risks across our operations.

Sustainability governance structure



The Board of directors

The Board oversees sustainability strategy implementation and progress against commitments. It drives accountability through sustainability metrics, including non-financial remuneration measures. Receiving quarterly updates, it oversees climate-related risks and opportunities and reviews or approves actions.

Audit and Risk Committee

Through the ARC, the Board oversees the Group risk management framework, approves risk appetite and reviews principal, emerging and ESG-related risks. Risk governance is embedded across Group, OpCo and functional levels, ensuring ownership of risks and their interaction.

Sustainability Committee

The Committee reviews, challenges and oversees approval and delivery of the sustainability strategy, including targets, stakeholder value and progress against commitments. With the Remuneration and Nomination Committees, it supervises culture, diversity, inclusion and employee engagement, and monitors community, environmental and safety performance. Chaired by the CEO, with the CFO as a member and ExCo attendees, it meets quarterly.

Executive Committee

ExCo supports the CEO in delivering strategy, allocating resources and managing operations. It monitors implementation of sustainability programmes across 14 OpCos and executes Group strategy through workstreams and targets.

Head of sustainability

Reporting to the CEO, the head of sustainability works with ExCo to embed the sustainability strategy, coordinate workstreams, support data and analysis, monitor progress and deliver sustainability reporting.

ESG policy governance framework

Our ESG policies provide the framework for managing sustainability risks and opportunities and embedding responsible practices. Developed by functions, working with legal and compliance, they align to regulation and recognised standards. Oversight sits with the Sustainability Committee and the Board. All policies are regularly reviewed and supported by internal controls and regular management reporting.

> See more about the Board of directors and committees in our [Annual Report and Accounts 2026](#)

Management oversight of business ethics

Upholding high standards of business ethics remains fundamental to our operations.

Oversight of our approach to upholding high standards of business ethics is led by the chief compliance officer (CCO), with accountability resting with the Board and the ARC. We continue to conduct periodic ethical risk assessments, including anti-bribery risk assessments, across our entire operations. During the year, employees were required to reaffirm their commitment to the Code of Conduct. Our disciplinary and consequence management policy ensures adequate measures are used to address any violation of the Group's Code of Conduct or Code of Business Ethics for partners and suppliers.

We have an independently managed whistleblowing mechanism which enables employees, suppliers and partners to report concerns confidentially. This allows the company to investigate and take corrective actions. The ARC receive quarterly reports of all complaints received and investigated through this whistleblowing channel. Through robust risk assessments, a clear Code of Conduct and a trusted whistleblowing framework, we ensure concerns can be raised and addressed with transparency and accountability.

- For more information about our Code of Conduct or Code of Business Ethics for partners and suppliers, visit www.airtel.africa

“

Strong ethical standards are central to how we operate.

”

Peter Odedina

Chief compliance officer

Managing ESG risks

At Airtel Africa, we have structured ESG risk identification and management processes in place. **ESG risks are integrated into our corporate decision-making.**

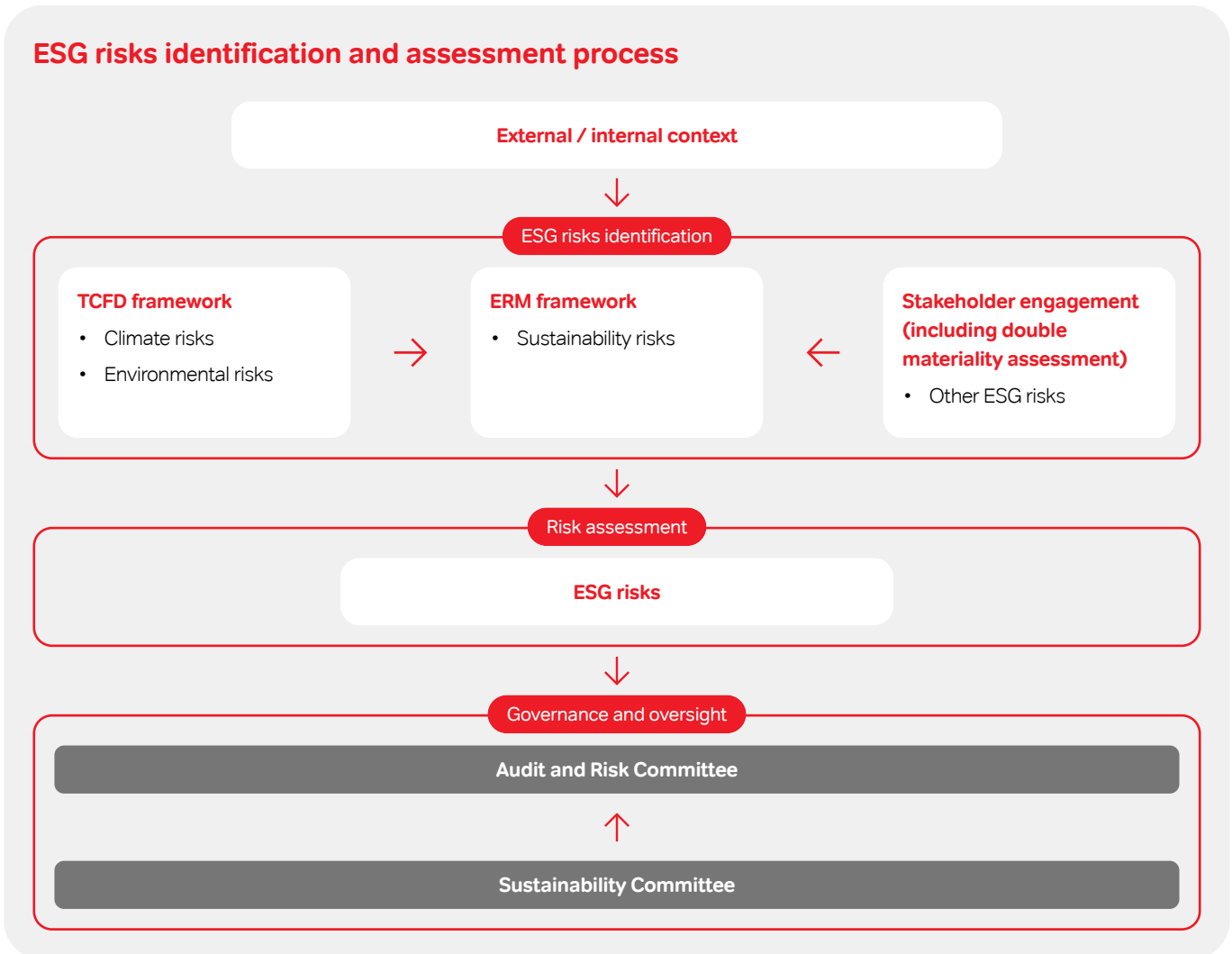
Our ESG risk assessment process

Our process for ESG risk identification and assessment aligns with the Group’s enterprise risk management (ERM) framework, which is uniformly applied across all our operating subsidiaries. The Board holds overall responsibility for managing ESG risks and maintains oversight through two of its committees: the ARC and the Sustainability Committee. The ARC oversees our risk management processes, including the assessment and mitigation of ESG risks, while the Sustainability Committee is responsible for implementing our sustainability strategy and various programmes and initiatives aimed at mitigating identified ESG risks.

Environmental and climate-related risk identification and assessments are conducted using the Task Force on Climate-related Financial Disclosures (TCFD) framework. To ensure our ESG risk identification and assessments align with stakeholder expectations, we regularly conduct materiality assessments to evaluate ESG risks deemed material by our stakeholder groups.

The integration of risks identified through our internal risk assessment and those surfaced through external stakeholder engagement ensures our ESG risk management process is robust. This, in turn, provides valuable input that shapes our overall sustainability strategy and approach.

➤ See more about Task Force on Climate-related Financial Disclosures (TCFD) in our [Annual Report and Accounts 2026](#)



Our transition and physical risks

Category	Risk type	Nature of impact
Transition risks	Customer pressure	Change in customer expectations regarding the Group's climate action leading to a decrease in sales negatively affecting revenues.
	New regulations	Introduction of carbon taxes in the Group's operating markets adversely impacting profitability.
	New regulations	Lack of credible action on climate change could result in increased stakeholder advocacy negatively impacting our operations, and in turn revenues.
	New regulations	Increase in energy prices for use in logistics, own sites and leased assets in the event carbon taxes are imposed, leading to an increase in cost.
	Shareholder/stakeholder advocacy	Increasing requirements for mandatory disclosures of climate performance and climate risks; possible inaction could lead to negative sentiments from customers, suppliers and lenders, leading to decreased revenues and/or increased cost.
	Reputation	Damage to brand reputation arising from a perceived lack of action on climate initiatives.
Physical risks	Flooding	Increase in frequency and severity of flooding attributed to rising sea levels and/or increases in rainfall could damage our infrastructure, such as data centres, office buildings and tower sites.
	Extreme weather events	Increase in frequency and severity of extreme weather events, such as tropical storms, cyclones and typhoons, could result in damage to our infrastructure.
	Heat	Increase in temperatures and the duration of high temperatures may result in increased cooling requirements for data centres and, consequently, increased operating costs in some of our markets.
	Business disruptions	Loss of revenue and productivity due to business disruptions attributed to climate-related physical events, such as cyclones, coastal and river flooding.

Category	Risk type	Nature of impact
Opportunities	Enhanced market valuation	Improved ESG performance will have a positive effect on share price performance and investor perception
	Access to capital	Increased access to, and lower cost of, sustainable financing options
	Cost efficiency	Adopting renewable energy sources, such as solar and other environmentally friendly solutions, will enhance business processes
	Reputation	Improved company reputation will help us to attract and retain customers and employees, reducing customer acquisition and HR-related costs

Other ESG risks

Risk name	Description	Key actions
Data privacy and information security	Protecting the personal data of our customers, suppliers and employees is important in building and maintaining the trust of our stakeholders. This includes implementing robust information and cybersecurity controls to mitigate the risks of unauthorised or unlawful access to personal data. Cyber and information security threat is one of the Group's principal risks and is closely monitored by our Board of directors and executive management.	<ul style="list-style-type: none"> Strengthening of our privacy management controls across our operating markets in line with local legislation. Regular cybersecurity awareness and phishing exercises for all employees as part of our first line security defence. Continued enhancement to our defence-in-depth strategy through strengthening and governance review of key controls. Annual surveillance certification for ISO 27001 and ISO 22301 for the Group.
Responsible supply chain	<p>We uphold integrity and transparency in all our business practices, guided by strong ethical values and a commitment to sustainability. Our partners and suppliers play a crucial role in supporting these principles.</p> <p>Our Code of Business Ethics for partners and suppliers outlines the standards to which we hold ourselves accountable, as well as our expectations for the partners who do business with us. We cannot do business with partners who do not share our values of responsible supply chain practices, which are essential not only for business growth but also for the wellbeing of our stakeholders and the environment.</p>	<ul style="list-style-type: none"> Member of the Joint Alliance for CSR (JAC), an industry group focused on carrying out assurance reviews of ESG practices for common suppliers of member organisations. Ongoing due diligence screening of third parties and suppliers as part of the onboarding process. Annual recertification to our Code of Conduct and anti-bribery and corruption (ABAC) policy from our top 100 suppliers constituting 86% of our total spend.

Commitment to human rights

Respect for human rights underpins our operations and is embedded within our governance framework, policies and business practices.

Ethical business practices and human rights are material topics

We are committed to upholding the rights, dignity and wellbeing of our employees, partners, customers and the communities in which we operate. Human rights considerations are integrated into our risk management and supplier due diligence processes. Oversight for human rights is embedded within our broader governance structure and supported by the Board and its relevant committees. We're pleased to report that there were no recorded incidents of human rights relating to discrimination, indigenous rights, child labour, or forced labour during the reporting period 2025/26.

GRI framework

GRI 406 Non-discrimination 2016

GRI 406-1 Incidents of discrimination and corrective actions taken

GRI 407 Freedom of association and collective bargaining 2016

GRI 407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk

GRI 408 Child labour 2016

GRI 408-1 Operations and suppliers at significant risk for incidents of child labour

GRI 409 Forced or compulsory labour 2016

GRI 409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labour

GRI 412 Human rights assessment

GRI 412-1 Operations that have been subject to human rights reviews or impact assessments

GRI 412-2 Employee training on human rights policies or procedures

GRI 412-3 Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening

Data privacy

As part of our daily operations, we process and manage customer data and remain committed to handling this responsibly. It is our duty to ensure that all our actions are fair, transparent and comply with local laws:

- We fully acknowledge our responsibility in safeguarding our customers' personal data
- We employ industry-leading security systems to maintain world-class standards of data protection
- We monitor emerging cyber risks and strengthen our security framework through technology, training and risk management processes.

Supply chain management

Throughout our network of more than 2,700 partners and suppliers, we seek to maintain consistent standards of integrity and responsible business behaviour. We expect all third parties to uphold our principles of transparency and respect for human rights:

- To demonstrate our commitment to upholding human rights within our supply chain, we have a human rights clause as part of the contract signed by partners and suppliers
- Our vendors are required to follow our commitment to human rights and employment rights
- We conduct thorough due diligence before onboarding vendors and suppliers
- All our contracts require alignment with our Code of Conduct, including our commitments to diversity and inclusion, non-discrimination, freedom of association and collective bargaining, and zero tolerance for child or forced labour

Our people

With a workforce of over 4,500 full-time employees, we are committed to respecting and promoting human rights across our operations. We foster fair treatment, inclusivity and safe working conditions:

- We adhere to the labour laws in the countries where we operate
- We prioritise safe and conducive working conditions for our people
- We oppose slavery in any form, including zero tolerance of forced labour or child labour
- All employees must comply with our Code of Conduct and complete mandatory annual training – human rights training forms part of the onboarding requirements for new hires
- We treat our employees with care, and we respect their right to freedom of voice and association
- We promote equal opportunity and oppose discrimination in any form
- We recognise our employees' rights to collective bargaining and freedom of association

Ethical business practices and human rights are material topics**Health and safety**

The health and safety of our employees and contractors remains a priority. We are fully committed to maintaining a safe and secure working environment, ensuring that rigorous health and safety standards are upheld across all our operations:

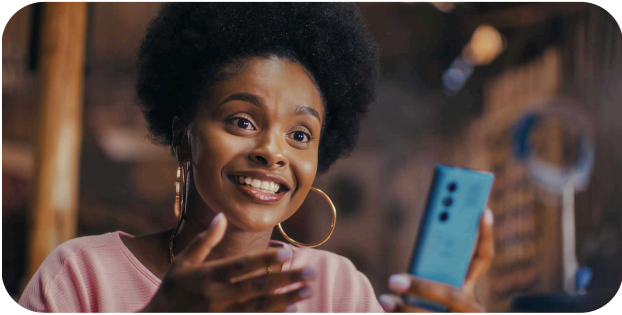
- We seek to operate in full compliance with all legislation pertaining to health and safety
- We've developed and implemented policies, procedures and training to ensure the highest standards of health and safety – for both our employees and contractors
- We maintain health and safety management systems and regularly assess potential risks
- We prioritise both the psychological and physical wellbeing of our people

Care for our local community and the environment

We recognise our responsibility to minimise adverse impacts on local communities and the environment. We prioritise our people and the environment, ensuring that the natural ecosystems in which our employees and customers live are protected and preserved.

- We actively seek to ensure our activities do not infringe on the rights of people in the communities in which we operate or negatively affect our communities
- We've developed a decarbonisation strategy aimed at reducing our carbon footprint and ensuring we meaningfully contribute to addressing climate change
- We continually explore and implement measures to manage the impact of our waste
- We recognise and seek to responsibly manage the natural resources used in our operations and day-to-day activities
- For more information about Code of Conduct or Code of Business Ethics for partners and suppliers, visit www.airtel.africa
- See our human rights policy, data privacy policy and other ESG-related policies as published on www.airtel.africa. These policies are also available for our people to access on our internal portal.

Sustainability strategy overview



Transforming lives through connectivity and inclusion is at the heart of our sustainability strategy

Our mission to transform lives is delivered through our commitment to bridging the digital divide, increasing financial inclusion, increasing access to education, cultivating a diverse and inclusive workforce and minimising our environmental footprint. Our strategy is built around four pillars – ‘Our business’, ‘Our people’, ‘Our community’ and ‘Our environment’ – each supported by clear goals, targets and commitments that guide our actions.

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By prioritising enhanced network service quality, strong data security and continuous improvements in supply chain management, we ensure that we operate responsibly and ethically.

We are committed to building an inclusive workplace, upholding ethical labour practices and safeguarding the health and safety of our employees. Through the expansion of our network, we're empowering communities by advancing digital and financial inclusion and increasing access to quality education. At the same time, we're working to reduce our environmental impact and strengthen environmental stewardship in support of a more sustainable future.

Advancing the UN SDGs and UN Global Compact Principles

We contribute to six of the United Nations Sustainable Development Goals (UN SDGs), addressing challenges such as gender equality, economic growth, industry, innovation and responsible consumption.

Our commitment is also reinforced through our alignment with the UN Global Compact's (UNGC) Ten Principles, which guide us in embedding human rights, labour standards, environmental responsibility and anti-corruption measures into our business practices.



SDG 4: Quality education – Through the provision of free internet access and supporting digital learning in schools, we're helping children build the literacy and digital skills they need to succeed. Our targeted support ensures that all students can access high quality educational resources.



SDG 5: Gender equality – Expanding our network into rural and underserved areas empowers more women to connect, learn and access the financial tools which support independence and family security. Within our own business, we are committed to creating a fair and inclusive culture where everyone – regardless of gender – can develop their careers and achieve their full potential.



SDG 8: Decent work and economic growth – Our mobile and financial services drive entrepreneurship and enable informal and small businesses to flourish. Across our operations, we prioritise local hiring and skills development, offering meaningful employment opportunities and supporting economic progress in the communities we serve.



SDG 9: Industry, innovation and infrastructure – Our expanding infrastructure – including resilient mobile networks, fibre and fintech platforms – supports inclusive access to digital services allowing customers to communicate, learn, trade and access financial services. Combined with strong data security and service reliability, we're building the digital foundations for long-term socio-economic resilience.



SDG 10: Reduced inequalities – We aim for our services to be inclusive, affordable and widely accessible – ensuring that everyone within our coverage footprint, regardless of income, gender, age or ability, can benefit from the digital economy and participate fully in society.



SDG 12: Responsible consumption and production – We are committed to operating responsibly by reducing energy use, improving efficiency and managing electronic waste. Through investments in renewable energy and emissions monitoring, we're working to minimise our environmental impact as we grow.

Our sustainability strategy

Our four sustainability pillars set out how we expand digital access, support our people and communities and manage our environmental impact as we grow.



Our business

We connect millions of people every day, and that connection must be secure, reliable and resilient. As we expand our network, more communities are coming within coverage. We continue to invest in our infrastructure and digital platforms so customers can rely on consistent service, wherever they live. We strengthen cybersecurity, protect customer data and work closely with our suppliers to uphold responsible standards across our value chain. By focusing on quality, resilience and reliability, we build lasting trust with customers, regulators and partners across our markets.

> We describe progress of this pillar in '[Our business](#)'

Goals

- > [Data security](#)
- > [Service quality](#)
- > [Supply chain management](#)

SDG alignment



Our people

Our people bring our purpose to life every day. Across our 14 markets, their talent, commitment and local insight underpin the services we deliver to our customers. We're creating a workplace where everyone feels respected, supported and able to grow. That means improving gender balance, investing in skills development and maintaining strong health and safety standards. We encourage collaboration, learning and open dialogue so colleagues can perform at their best. When our people thrive, we strengthen our culture, improve performance and create a more resilient business for the future.

> We describe progress of this pillar in '[Our people](#)'

Commitments

- > [Diversity and inclusion](#)
- > [Training and development](#)
- > [Healthy and safe work environment](#)
- > [Employee engagement](#)

SDG alignment



Our community

Connectivity opens doors to opportunity. By expanding digital inclusion, scaling mobile money and establishing impactful partnerships, we're helping more people participate in the digital economy and build secure futures. Through partnerships and the work of the Airtel Africa Foundation, we extend that impact to digital inclusion and education initiatives across our markets. Together, these efforts strengthen resilience, enhance digital skills and equip communities with tools to shape their own economic future.

> We describe progress of this pillar in '[Our community](#)'

Goals

- > [Digital inclusion](#)
- > [Financial inclusion](#)
- > [Access to education*](#)

* From 1 April 2025, this goal is fully managed through the Airtel Africa Foundation.

SDG alignment



Our environment

As we expand and modernise our network, we're working to reduce GHG emissions, improve energy efficiency and increase the use of cleaner energy solutions. We also continue to strengthen our approach to waste management and circularity. By managing our environmental impact carefully and improving operational efficiency, we support a more climate-resilient future while building a business that is fit for the long term.

> We describe progress of this pillar in '[Our environment](#)'

Goals

- > [Reduction of greenhouse gas \(GHG\) emissions](#)
- > [Environmental stewardship](#)

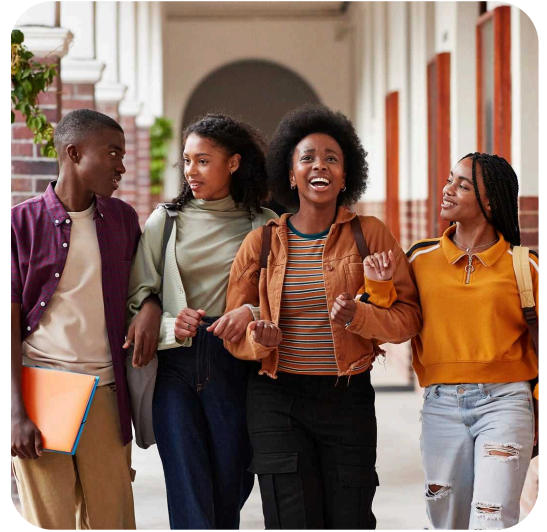
SDG alignment



Sustainability KPIs

Our sustainability goals and targets **address our most significant risks and opportunities, reduce our environmental impact and maximise positive outcomes** for individuals, families and communities.

Through disciplined management and transparent measurement of our performance, we ensure we deliver meaningful, lasting outcomes and contribute to a more sustainable and inclusive future.



Sustainability KPIs

Population covered by mobile network

81.9%

(81.2% in 2024/25)

Scope 1 and 2 emissions

136,133

tCO₂e
(134,021 in 2024/25)

Total energy consumption

457,691,861

kWh
(448,050,273 in 2024/25)

Gender balance

29.9%

(29.2% in 2024/25)

> For more information about operational and financial KPIs, see our [Annual Report and Accounts 2026](#)

“

Through the integration of ESG principles across our operations, we generate measurable impact and support meaningful change in the communities we serve.

”

Oladimeji Olaniyan
Head of sustainability

Material topics and how we manage them

Our commitment to transparent and comprehensive ESG reporting ensures **our approach reflects both our business priorities and our wider sustainability responsibilities.**

Understanding our material topics is fundamental to shaping our sustainability strategy, managing risks and identifying opportunities to create positive impact.

Our double materiality assessment

Our sustainability strategy is grounded in a double materiality assessment (DMA), undertaken in 2024/25 which identifies the environmental, social and governance (ESG) topics which are most significant to our business and stakeholders. The assessment evaluates materiality from two perspectives:

1. **Impact materiality** – the significance of our actual and potential impacts on society and the environment
2. **Financial materiality** – the extent to which sustainability-related risks and opportunities may influence our financial performance, resilience and long-term value creation

This dual lens ensures that our priorities reflect both our external impacts and our exposure to evolving regulatory, operational and market risks.

Methodology

Topic identification

A long list of potential ESG topics was developed through peer benchmarking, review of international standards, regulatory analysis and internal risk assessment.

Stakeholder engagement

We engaged a broad range of stakeholders across our 14 markets, including investors, regulators, suppliers, employees and community representatives. Engagement took place through interviews, surveys, management workshops and ongoing dialogue. Feedback informed the scoring of both impact and financial relevance.

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

Assessment and scoring

Each topic was assessed against defined criteria, ranked across an impact and a financial dimension and scored appropriately. The criteria applied included:

- Scale and severity of environmental or social impact
- Likelihood and magnitude of financial risk or opportunity
- Regulatory exposure
- Strategic alignment and stakeholder concern

Validation and oversight

The results were reviewed by senior management and validated by the ExCo and the Sustainability Committee, ensuring appropriate governance oversight.

Our material topics

New focus on our priority material topics

The insights from this assessment informed the creation of our double materiality matrix, which was approved by the Sustainability Committee. These findings have informed our sustainability-related activities in 2025/26, reinforcing our commitment to sustainable growth, risk resilience and long-term value creation.

Top three impacts

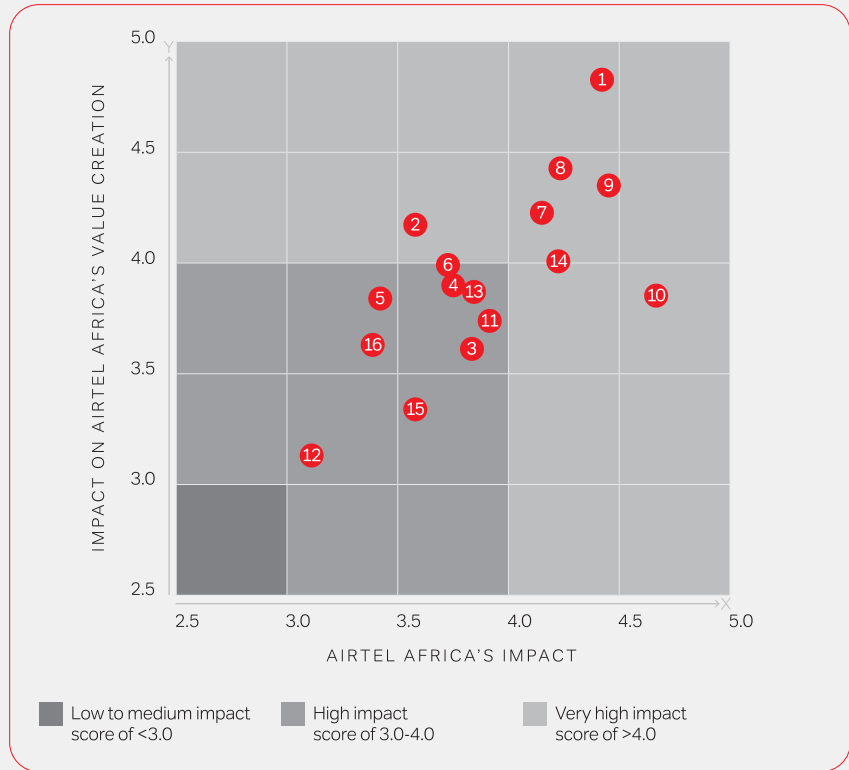
For business and financial value creation

- Data security
- Financial inclusion
- Service quality

For society and the environment

- Supply chain management
- Service quality
- Data security

Our double materiality matrix



- | | |
|---|--------------------------------|
| 1 Data security | 9 Service quality |
| 2 Corporate governance | 10 Supply chain management |
| 3 Diversity and inclusion | 11 Impact on local communities |
| 4 Ethical business practices and human rights | 12 Biodiversity |
| 5 Ethical labour management | 13 Health and safety |
| 6 Education and digital literacy | 14 Technological innovation |
| 7 Digital inclusion | 15 Water and waste management |
| 8 Financial inclusion | 16 Climate change |

How we manage our material topics

Governance and accountability

Material topics are embedded into our risk management processes and oversight is provided by the Sustainability Committee and the Audit and Risk Committee (ARC), with operational accountability delegated to the ExCo and relevant functional heads. Each material topic has defined ownership and is supported by relevant policies, internal controls and management reporting.

Integration into risk and strategy

Material ESG risks and opportunities are incorporated into our Group-wide risk management framework and reviewed through established governance channels.

Where appropriate, we establish formal targets and monitor progress of our commitments. In addition, we focus on continuous improvements supported by performance monitoring and year-on-year reporting.

Monitoring and transparency

Sustainability strategy performance is tracked through defined key performance indicators (KPIs), internal review processes and quarterly monitoring and regular progress to the ARC. We report transparently on our performance through our Sustainability Report and Annual Report and Accounts.

Through structured governance, risk integration and performance monitoring, we ensure that our material topics are actively managed as core components of our long-term strategy and value creation model.

Preparing for evolving regulatory and reporting requirements

At Airtel Africa, we actively monitor the evolution of regulatory reporting requirements for listed companies, assessing their implications for our business structure and future disclosures. This enables us to anticipate change and ensure we are well prepared for upcoming reporting cycles. As part of this approach, we have established a cross-functional workstream to support readiness for the adoption of:

- the European Union's European Sustainability Reporting Standards (ESRS), under the Corporate Sustainability Reporting Directive (CSRD)
- the International Sustainability Standards Board (ISSB) framework (IFRS S1 and S2) and United Kingdom Sustainability Reporting Standards (UK SRS)

These new regulatory frameworks place greater emphasis on data quality, internal controls, governance and external assurance. Aligning our sustainability governance with these upcoming regulatory requirements enables us to approach sustainability reporting holistically alongside financial reporting and risk management. To support these preparations, we conducted an additional double materiality assessment in 2025/26, the findings of which are informing our ongoing readiness activities.

We recognise that these emerging frameworks will enhance the consistency and comparability of ESG disclosures, supporting stakeholders in assessing company performance.

Our business



We are committed to providing **safe, reliable and resilient telecommunications services** that drive economic growth and development across Africa.

Our corporate purpose of transforming lives is supported by our ongoing efforts to expand and strengthen our network infrastructure and increase population coverage, particularly in hard-to-reach areas where millions of people remain underserved with limited or no access to financial services. Access to digital services empowers individuals, families and businesses to actively participate in the digital economy, fostering growth, stability and long-term prosperity across the continent. By embedding sustainability at the core of our business strategy, we're building a trusted, future-ready network that supports Africa's digital transformation while driving economic and social progress.

Through our focus on data security, service quality and supply chain management, we ensure our services remain resilient, secure and capable of delivering seamless connectivity. This enables access to digital and financial services, quality education, healthcare and other essential opportunities, strengthening economic resilience for communities across Africa.

How we address our high priority material topics

Data security

We protect customer data and privacy to maintain and strengthen consumer trust.

> [See Data security](#)

Service quality

We continuously improve network resilience and reliability to ensure seamless and uninterrupted connectivity.

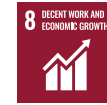
> [See Service quality](#)

Supply chain management

We are committed to upholding a responsible supply chain through monitoring ESG practices across our diverse base of vendors and suppliers.

> [See Supply chain management](#)

Supporting the UN SDGs



SDG 8: Decent work and economic growth – Our mobile and financial services drive entrepreneurship and enable informal and small businesses to flourish. Across our operations, we prioritise local hiring and skills development, offering meaningful employment opportunities and supporting economic progress in the communities we serve.



SDG 9: Industry, innovation and infrastructure – Our expanding infrastructure – including resilient mobile networks, fibre and fintech platforms – supports inclusive access to digital services allowing customers to communicate, learn, trade and access financial services. Combined with strong data security and service reliability, we're building the digital foundations for long-term socio-economic resilience.

Data security is a high priority material topic



Data security

Data security underpins trust in Africa's digital future

As Africa's digital economy accelerates, trust is the foundation that enables growth. Millions of customers rely on our networks, platforms and mobile money services every day. Protecting their information and ensuring the resilience of our systems is therefore not only a technical priority, but a strategic responsibility that underpins financial inclusion, enterprise growth and national development across our 14 markets.

Greater connectivity and rising mobile money usage bring enormous opportunity – but also expose customers and businesses to increasingly sophisticated cyber risks. AI-enabled fraud, ransomware, SIM-swap attacks and smishing are reshaping the threat landscape, while regulatory expectations around data privacy and retention continue to strengthen across our markets.

Against this backdrop, we see data security as a strategic enabler of trust. It protects our customers' data and money, and it underpins the resilience of national digital infrastructure. Our approach combines strong governance, internationally recognised standards, layered technical controls and a culture of shared accountability – ensuring that innovation and growth are matched by rigorous risk management.

Focus areas

Confidentiality

We protect customer, employee and partner information from unauthorised access through robust identity management, encryption, monitoring and layered security controls.

Integrity

We safeguard the accuracy and reliability of our systems and data, preventing unauthorised modification while maintaining visibility and rapid response capability.

Availability

We ensure our networks, platforms and services remain resilient and accessible, supported by business continuity planning and proactive infrastructure protection.

GRI framework

GRI 418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data



“

Our commitment to data security and privacy underpins the trust placed in us by customers, partners and regulators. We continually strengthen our security frameworks, proactively manage evolving risks and uphold rigorous standards to safeguard information and protect the integrity of our operations.

”

Prashant Nair

Chief information security officer

Our approach to managing data security

We manage data security through a structured Group-wide framework that combines governance, risk management, technology, culture and independent assurance. Security is embedded into our operating model and aligned to international best practice, ensuring consistent standards across all 14 operating companies (OpCos) while meeting local regulatory requirements.

Our data protection and privacy policy and standards

Our data protection and privacy policy sets out our commitment to fair, lawful and transparent processing of personal data. It applies to all subsidiaries and aligns with GDPR principles, covering accountability, data minimisation, privacy by design, consent management and data retention.

The policy governs how we collect, use and protect personal data for our customers, employees, suppliers and website users, setting out clear rights and mechanisms for raising concerns. Every subsidiary maintains a local data privacy policy for its jurisdiction.

In 2025/26, we refreshed our data retention schedule and embedded data privacy as a dedicated domain within our ISO 27001 review processes. We also conducted privacy impact assessments (PIAs) and data protection impact assessments (DPIAs) on critical applications.

Our integrated management systems are certified to ISO 27001:2022 and ISO 22301:2019, providing a disciplined foundation for risk management, resilience testing and continual improvement.

➤ For more information about our data protection and privacy policy statement, see www.airtel.africa/esg-policies

Risk management and control of the environment

Our risk management framework anticipates, detects and mitigates evolving threats across our networks, mobile money platforms and third-party ecosystems.

We operate a defence-in-depth model spanning identity and access management, network and perimeter security, application-layer controls, endpoint protection and real-time monitoring. During the year, we strengthened cloud-based distributed denial-of-service (DDoS) protection across all OpCos, migrated from legacy proxy environments to next-generation web proxy solutions, enhanced deep network visibility and expanded endpoint detection and response (EDR) capabilities across user devices and critical servers. Active directory monitoring and privileged access oversight were also enhanced to strengthen identity governance.

We conducted 5,526 external penetration tests during the year alongside structured internal testing. These assessments contributed to measurable reductions in threat exposure and strengthened remediation discipline.

We matured third-party risk management by completing a vendor categorisation exercise, strengthening contractual oversight, introducing assurance requirements for critical suppliers and reinforcing offboarding controls to ensure timely removal of access rights.

Training and awareness

People are as important as technology in keeping our systems secure. Data protection and privacy training is mandatory for all employees. Cybersecurity and data privacy training remain a core

component of our mandatory learning programmes. All employees are required to complete annual training covering information security, data protection, privacy principles and secure handling of data, ensuring they understand their role in safeguarding our networks, systems and customer information.

In 2025/26, we maintained 100% completion of all mandatory data security and cybersecurity training modules across the organisation. This training is reinforced through ongoing awareness initiatives, including phishing simulations, targeted communications and Group-wide campaigns, helping to embed a strong culture of shared accountability for data protection.

We extended training to third-party vendors and developed a Board awareness programme aligned to UK National Cyber Security Centre (NCSC) principles, ensuring leadership oversight is well-informed and active.

In April 2025, we ran an immersive ransomware simulation with ExCo at Group headquarters. The exercise tested incident response, cross-functional coordination and executive readiness – clarifying roles and strengthening accountability. We'll roll out similar exercises across our top six OpCos in the coming months. Cybersecurity insurance was also renewed with enhanced coverage.

We also launched a structured customer awareness programme in May 2025. GSM customers received SMS advisories and Airtel Money users were engaged via in-app notifications covering phishing, fraud and digital threats. This has now been established as a monthly programme and is helping to strengthen digital resilience and trust across the communities we serve.

Artificial intelligence (AI) and responsible innovation

At Airtel Africa, AI and digital solutions are transforming customer experience and operational efficiency in a secure, ethical and transparent manner. AI is embedded across the business to enable simpler, faster and more personalised interactions while streamlining core operations.

AI capabilities analyse large volumes of network, usage and service data to anticipate customer needs, reduce friction and enable proactive service. This is reflected in personalised offers, smarter routing and automated assistance, improving satisfaction, reducing wait times and optimising costs. Business processes are being digitally re-engineered to support faster, data-driven decision-making.

Responsible adoption is guided by defined AI governance principles, ensuring outputs are accurate, explainable and traceable. Employees are required to use approved tools, maintain confidentiality and follow data protection standards.

AI-related risks are managed through governance, security controls and monitoring, while AI-driven detection strengthens protection against spam, fraud and suspicious activity, ensuring secure, reliable services and sustained stakeholder value.

Operational resilience

Operational resilience is central to serving customers reliably – especially the millions who depend on Airtel Money for everyday financial transactions.

In 2025/26, we harmonised recovery objectives across OpCos, enhanced data centre security standards, introduced structured recovery handbooks and conducted monthly disaster recovery drills and annual tabletop exercises.

Governance

Strong governance ensures accountability at every level of the organisation.

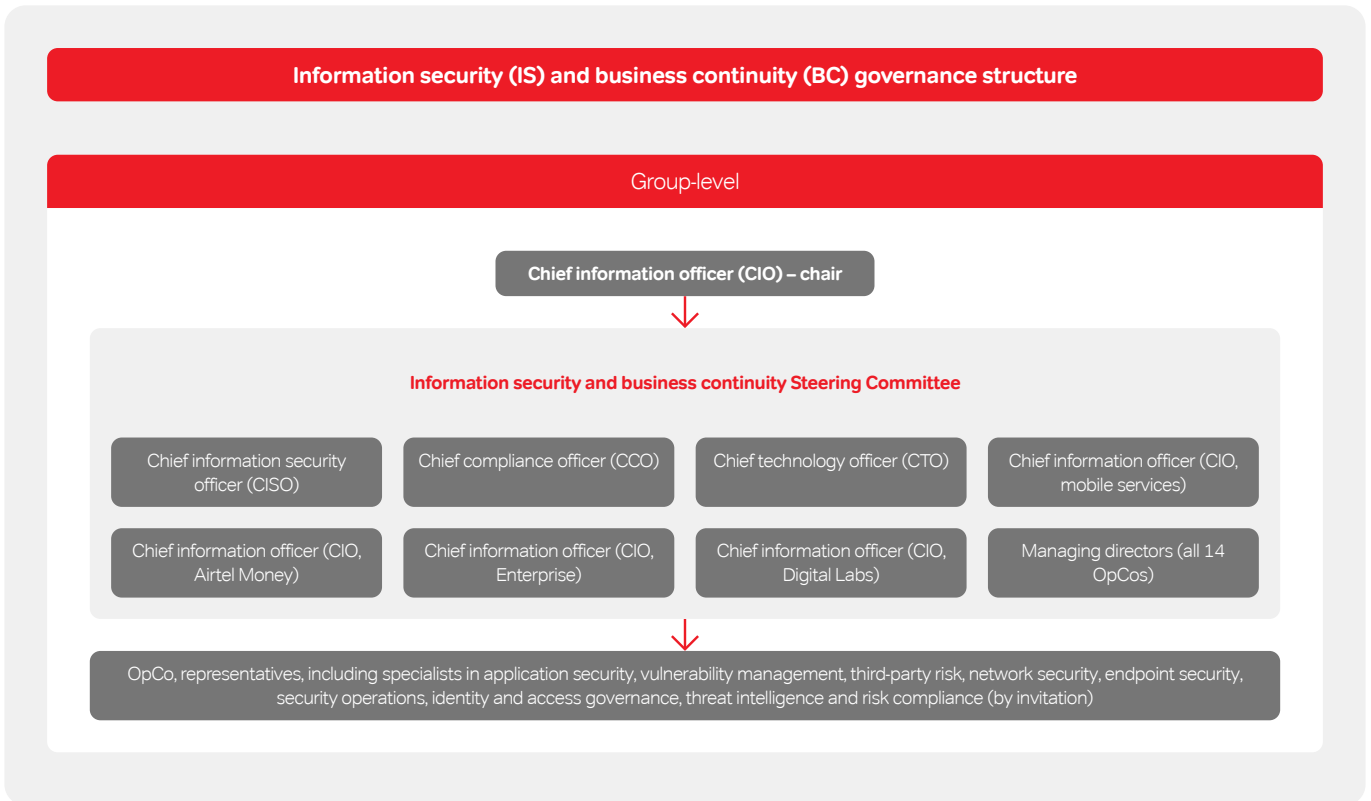
Group-level governance

The ARC oversees our data protection programme and approves policy updates. The Executive Risk Committee, chaired by the CEO, oversees cybersecurity risks. Both the chief compliance officer (CCO) and the chief information security officer (CISO) report formally to these committees, ensuring clear accountability from Board level through to OpCo teams.

Monthly security reviews and Key Risk Indicators (KRIs) dashboards strengthen executive visibility, with formalised escalation pathways to OpCo managing directors.

OpCo-level governance

Each OpCo has a dedicated information security and business continuity working group, chaired by the managing director, responsible for implementing Group standards, monitoring remediation and ensuring regulatory compliance.



Policies updated and introduced in 2025/26

In 2025/26, we reviewed and strengthened several policies to reflect the evolving threat environment:

- Group information security policy (updated)
- Data protection and privacy policy (updated)
- Third-party risk management framework (updated)
- Password guidelines (updated)
- Audit management process (new)
- IS-BC management system cloud security policy (new)
- IS-BC management system responsible AI usage guidelines (new)
- Business continuity management policy (updated)
- IS-BC management system cybersecurity strategy (new)

Key performance indicators (KPIs)

5,526

external penetration tests
(1,478 in 2024/25)

30

ISO certifications across 14 OpCos
(30 in 2024/25)

58%

increase in number of security
applications and platforms
(44% in 2024/25)

0

successful breaches of our security
platforms
(0 in 2024/25)

Progress against our targets

Best tools and technologies

During the year, we rolled out cloud-based DDoS protection across all OpCos (completed June 2025), migrated to next-generation web proxy solutions, expanded EDR capabilities and deployed advanced deep file inspection with high availability (December 2025). Deep network visibility solutions were also rolled out and single sign-on portals launched in five OpCos.

In addition, we completed the enterprise-wide rollout of AI-based spam protection across 14 markets by December 2025, significantly reducing fraudulent and unsolicited communications and strengthening customer digital safety at scale.

Active security platforms grew by 58% year on year, from 64 to 101, with no end-of-life solutions remaining in operation.

Best security experts and security partners

We strengthened assurance capability through two key partnerships: SecGen for comprehensive telecoms security assessments (April 2025) and Xtelify for end-to-end security services and continuous threat monitoring (September 2025).

We also advanced third-party assurance expectations by introducing Systems and Organization Controls (SOC) 2 requirements for critical sub-service organisations and strengthening vendor governance processes, reinforcing accountability across our supply chain.

Security in software development processes

We embedded automated security testing for in-house mobile applications (October 2025), onboarding all relevant apps onto our enterprise testing platform and training development teams to remediate vulnerabilities – increasing coverage and accelerating remediation timelines.

Enhanced monitoring of directory services for privileged accounts was tightened and protections for critical financial platforms were reinforced, enhancing the ability to detect and respond to sophisticated threats.

360° awareness and data privacy certification programmes

Cybersecurity awareness month (October 2025) anchored our annual campaign, featuring three quizzes, three newsletters and leadership communications. Phishing simulations were conducted across all OpCos, and mandatory annual training was maintained for all employees and extended to third-party vendors.

Independent certification and assurance remained a core component. ISO 27001 and ISO 22301 certifications were maintained across all OpCos. We successfully completed the second surveillance audits for both standards, reaffirming the continued maturity of our Information Security Management System (ISMS) and Business Continuity Management System (BCMS). International Standard on Assurance Engagements (ISAE) 3402 / SOC 2 Type 1 assessments were successfully completed for the Group with Type 2 assessments underway.

Resilience of our processes to handle unforeseen circumstances

We strengthened our operational resilience across governance, technology and culture during the year. Our Group business continuity management policy was enhanced in September 2025 with clearer crisis governance, defined roles and refreshed recovery teams across OpCos. Business impact analyses and continuity plans were standardised, supported by harmonised Recovery Time Objective (RTOs) and Recovery Point Objective (RPOs) and structured recovery runbooks.

Monthly disaster recovery drills and annual tabletop exercises validated preparedness across simulated scenarios. These measures collectively demonstrate that our resilience is not a contingency – it is an operational discipline.

Looking ahead: our data security strategy for 2027-2032

As our current data security targets come to an end on 31 March 2026, our 2027–2032 strategy will address the security challenges of an increasingly AI-driven, cloud-native and interconnected digital landscape across sub-Saharan Africa. We will update on progress against our new targets in 2026/27.

Certification, assurance and independent validation

Independent certification and assurance reinforce the strength of our governance and control environment.

As of 31 March 2026, we held 30 ISO certifications across the Group and SmartCash PSB. We successfully completed ISAE 3402 / SOC 2 Type 1 for the Group with Type 2 assessments underway. SmartCash PSB Nigeria completed recertification to PCI DSS v4.0.1, demonstrating continued adherence to global payment security standards.

These certifications, combined with extensive penetration testing and independent external assessments, provide objective validation of our information security and business continuity frameworks. They strengthen confidence among customers, regulators, investors and partners that data security remains embedded at the heart of our strategy.



Data security in action

Data privacy and protection month

Our annual data privacy and protection awareness programme emphasises core privacy principles – lawful processing, consent, data minimisation and secure handling – across the whole organisation. In October this was further integrated with cybersecurity awareness month, extending its reach and reinforcing privacy as a key dimension of customer trust. Together, these campaigns help embed a culture where every employee understands their personal responsibility in protecting the information we hold.



Data security in action

Cybersecurity awareness month

Every October, our Group-wide cybersecurity awareness month campaign deepens understanding of cyber risks and promotes safe digital behaviour among employees and customers across all 14 markets. The 2025 campaign focused on practical education about common threats – phishing, malware and social engineering – as well as guidance on secure use of AI tools, password hygiene and device protection. Activities included e-learning, interactive quizzes, leadership mailers, phishing simulations and customer-facing communications. Tailored newsletters and quizzes were distributed Group-wide, significantly exceeding engagement targets.



Data security in action

Stress-testing to prepare our executive leadership for crisis management

In April 2025, we conducted an immersive cyber war game simulation with ExCo members at Group headquarters. Built around a realistic ransomware attack scenario, the exercise evaluated the effectiveness and speed of our incident response arrangements, tested cross-functional coordination under pressure and assessed the readiness of leadership to communicate, decide and act in a crisis.

The simulation strengthened executive preparedness, clarified roles and responsibilities and reinforced the governance structures needed to protect our customers and our business in the most challenging circumstances. We will roll out similar exercises across our top six OpCos, ensuring leadership readiness is embedded across the Group.

🔍 Service quality is a high priority material topic



Service quality

Reliable and high-quality network connectivity is essential for digital inclusion and economic growth

As one of Africa's leading telecommunications providers, we are committed to enhancing service quality to help transform lives. We continue to invest in infrastructure, technology and resilient systems to expand coverage, strengthen network performance and deliver seamless connectivity for individuals and businesses across our 14 markets.

Our focus areas

Accessibility

Rolling out new sites and modernising existing sites to increase the percentage of the population with seamless access to our services, targeting at least 88% of the population by 2030.

Delivery

Extending our latest technology and products to all customers, improving network quality and enhancing customer experience.

Reliability

Increasing fibre connections to sites and building disaster recovery capability to guarantee reliable connectivity.



We're accelerating innovation and automation to build an intelligent, future-ready network that drives long-term growth and customer value. Every step we take today is designed to build a more connected and empowered tomorrow.



Razvan Ungureanu
Chief technology officer

Our approach to managing service quality

In 2025/26, we continued to support our network's growth. We expanded our reach, improved service quality and enhanced operational resilience.

We expanded and modernised our network, advancing population coverage and improving service consistency across urban, semi-urban and rural areas. We proactively reoriented our core network strategy to address technology obsolescence, rising operating costs and evolving customer behaviour. This included replacing sunsetted legacy platforms with future-ready infrastructure and strengthening business continuity capabilities aligned with VoLTE (voice over long-term evolution) and 5G readiness.

We maintained a robust service quality assurance framework throughout the year. Our network operations centre provides 24/7 oversight, proactively addressing service disruptions through continuous real-time monitoring and advanced analytics. Customer feedback – gathered through call centre data, digital surveys and social media sentiment analysis – remains central to how we assess and respond to service quality risks.

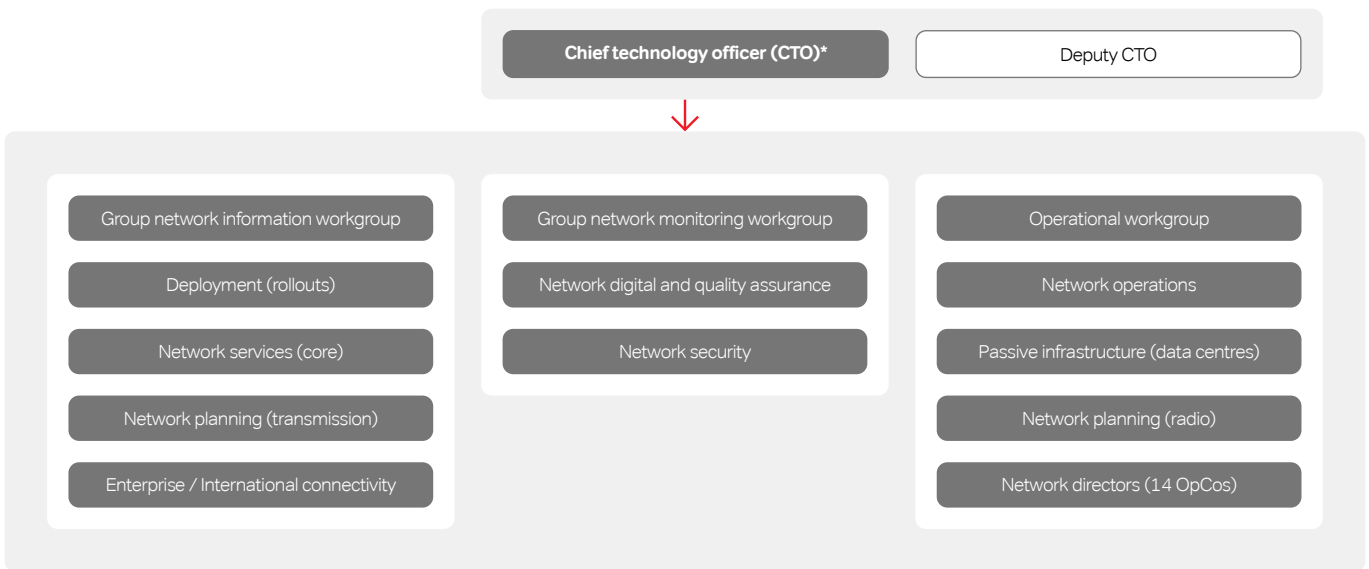
A resilient network is one that keeps people connected even when conditions become difficult – and that matters most when connectivity is a lifeline for communities across Africa. Operating across 14 markets, we navigate a wide range of challenges, from civil instability and extreme weather events to fuel supply constraints and restricted site access. In 2025/26, our business continuity plan (BCP) was applied in several markets to maintain service continuity, with teams deploying crisis-response protocols, diversifying fuel sourcing, reorganising field operations and strengthening security arrangements as the situation required. We also continued to invest in the structural resilience of our network: building near-site disaster recovery capabilities, adding domestic and international transmission routes, expanding data centre redundancy and introducing quarterly resilience testing across the Group. Together, these measures helped us maintain strong network availability across our footprint, even in the most demanding operating environments we faced during the year.

Governance

Our chief technology officer (CTO) oversees network performance and service quality, supported by network directors across our 14 OpCos. Our governance structure ensures clear accountability and strategic alignment:

- **Executive leadership** sets service quality targets and aligns them with the Group's business objectives
- **The Group information network team** covers network rollout, planning and optimisation, quality assurance, core services, enterprise connectivity and security
- **The Network Monitoring Committee** reviews key performance indicators (KPIs) monthly, quarterly and annually, assessing risks and recommending improvements
- **Operational teams** conduct continuous real-time monitoring using advanced analytics to predict and resolve network issues
- **Structured reporting and reviews** maintain transparency and drive improvements internally and externally
- **Independent audits and customer feedback** reinforce our commitment to high service quality and regulatory compliance

Governance structure for network (Group level)



*Member ExCo

This governance model ensures we remain agile, customer-focused and responsive to evolving industry developments. At OpCo level, local teams follow 12 standard operating procedures and policies – covering areas from network security to fault management – which are reviewed by the Executive Risk Committee on a quarterly basis.

Key performance indicators (KPIs)

81.9%

total population covered by network
(81.2% in 2024/25)

75.6%

4G coverage
(74.4% in 2024/25)

40,378

infrastructure sites
(37,117 in 2024/25)

26.5%

sites connected to fibre network
(25.0% in 2024/25)

81.7%

data centres connected to fibre network
(79.8% in 2024/25)

Progress update against our targets

We've made strong progress in 2025/26 by enhancing network infrastructure and extending reliable connectivity to more people than ever. As of 31 March 2026, 81.9% of the population across our markets had access to our network, with 75.6% enjoying 4G connectivity and 9.2% covered by 5G. Data consumption is growing rapidly: daily average data traffic reached 22 petabytes (PB) as of 31 March 2026, reflecting 48.5% growth during this reporting year, with 71% of that traffic running on 4G and 26% on 5G.

Enhancing our network quality and coverage

We deployed over 3,250 new infrastructure sites in 2025/26. So far, our cumulative fibre rollout reached 81,900 km as of 31 March 2026, with approximately 3,200 km deployed during the year. The proportion of radio sites connected to fibre grew from 25.0% to 26.5% year on year, and 81.7% of our data centres now have dual fibre connections. We also reached 82,425 fibre-to-the-home passes, an important milestone in fixed broadband delivery for our customers.

Rural coverage remained a particular focus. In 2025/26, we added over 800 new rural sites with several markets showing strong results, driven by network modernisation, continued fibre rollout, 5G and VoLTE deployment, including the rollout of our satellite geolocation tool.

Innovative service offerings

Our 5G rollout continued across six markets, rolling out 1,650 sites in 2025/26 to over 3,100 cumulative sites as of 31 March 2026. 5G now accounts for approximately 26% of total data traffic.

VoLTE (voice over long-term evolution), a technology that allows voice calls to be made over a 4G LTE network rather than older 2G/3G networks, was launched in 13 markets as of 31 March 2026. This allows our customers to use better audio quality compared to traditional calls as well as faster connectivity. During the reporting year, we also initiated trials of JAVA-based SIM-cards with wireless internet browser (WIB) capability, delivering enhanced 5G security, secure over-the-air updates and improved protection from spam calls – supporting our commitment to a safer digital experience for every customer.

Ensuring service reliability and resilience through network modernisation

We strengthened network resilience by introducing near-disaster recovery sites in several markets – Niger, Tanzania, the DRC, Rwanda and Zambia – and deploying remote core sites in Kenya, Nigeria, the DRC, Uganda and Zambia to bring data processing closer to customers and reduce dependency on long-distance transmission links. Legacy core platform exits and migration to cloud-native, AI-enabled architecture continued across our footprint.

Our data centre improvements also delivered meaningful energy efficiency gains. We reduced our average power usage effectiveness (PUE) from 2.24 to 1.77, a 21% improvement.

Network coverage

	Total sites	Sites on 4G	Sites on 5G
2025/26	40,378	39,770	3,116
2024/25	37,117	36,159	1,466
2023/24	34,534	32,800	1,034

Population coverage

	(%)
2025/26	81.9
2024/25	81.2
2023/24	80.4

4G coverage

	(%)
2025/26	75.6
2024/25	74.4
2023/24	70.7

Rollout of fibre connectivity to our infrastructure sites

	(%)
2025/26	26.5
2024/25	25.0
2023/24	22.3

Rollout of fibre connectivity to our data centres

	(%)
2025/26	81.7
2024/25	79.8
2023/24	80.3

**Service quality** in action

Improving network experience with the digital geolocation tool

As our network grows and demand from our customers evolves, ensuring consistent quality across every corner of every market becomes increasingly important. In 2025/26, we scaled the rollout of our digital geolocation tool, a deep-dive analytics platform that maps network performance at a granular 1km by 1km grid level, enabling our network teams to identify and address weak spots with far greater precision and speed.

This platform is now integral to our operations across 13 markets as we continue to scale the network to facilitate the growing needs of our customers. The platform is central to our gold-plating programme which targets more than 12,000 sites to enhance performance against 18 key metrics, including network availability, download speeds, call setup success rates, voice quality, call drop rates and more.

Every grid is monitored for performance, and the teams prioritise remediation according to a pre-set priority framework. The results are felt directly by customers: faster downloads for buffer-free browsing, fewer dropped calls and clearer voice quality.

Our resilient and reliable network allows our customers access to the digital world and keeps them connected to opportunity. Whether that's a student streaming educational content, a small business owner accepting a mobile money payment or a family calling a relative far away, a better network means a better everyday life.

**Partnerships** in action

Impactful partnerships for innovation

We rely on strong partnerships to extend coverage, enhance service quality and bring innovative solutions to our customers.

Infrastructure sharing and modernisation of our network

We progressed network-sharing agreements with Vodacom in Tanzania and the DRC, enabling faster rollouts, better site availability and improved customer experience. We also continued network-sharing programmes with MTN in Nigeria and Uganda while partnering with Nokia to implement a managed services operational model in Rwanda, aimed at improving network reliability and responsiveness.

Extending our services to hard-to-reach areas via satellite technology

Airtel Madagascar brought six rural sites online using OneWeb satellite technology, extending mobile service to remote villages where conventional tower deployment isn't practical. We also announced an agreement with SpaceX to use Starlink satellites to deliver mobile services in hard-to-reach areas, reducing no-signal zones and improving resilience during outages.

🔍 Supply chain management is a high priority material topic



Supply chain management

Our supply chain is central to everything we do

Our supply chain underpins our network performance, infrastructure resilience and the quality of the services that connect millions of people across sub-Saharan Africa.

Our focus areas

Enhanced due diligence

Continuously increasing the disclosures that we require of potential vendors throughout the onboarding process and before we award contracts.

Ongoing ESG compliance

We expect all suppliers to meet the standards set out in our Code of Conduct and our top 100 suppliers complete mandatory annual recertifications. In addition, as part of our ongoing partners' and suppliers' engagement programme (PSEP), we monitor the ESG standards, policies and controls that are in place across our supply chain.

GRI framework

GRI 204-1 Proportion of spending on local suppliers

GRI 308-1 New suppliers that were screened using environmental criteria

GRI 414-1 New suppliers that were screened using social criteria

GRI 407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk

GRI 408-1 Operations and suppliers at significant risk for incidents of child labour

GRI 409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labour

GRI 412-3 Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening

We work with more than 2,700 partners and suppliers, including original equipment manufacturers (OEMs), telecoms infrastructure providers (towercos), IT service providers, logistics partners and handset suppliers. Our top 100 vendors account for 85.6% of total procurement spend, reflecting the strategic importance of these relationships.

Within this ecosystem, at least 90% of sourcing is carried out through 357, partners which accounts for a significant proportion of total spend. This concentration enables focused engagement on sustainability priorities while creating the environment for robust risk management and long-term collaboration.

Given the infrastructure-intensive nature of our business and the geographies in which we operate, sustainability considerations within the supply chain are closely linked to energy security, climate transition, supplier resilience and responsible business conduct.



“

By leveraging strong partnerships with a concentrated supplier base, investing in renewable energy solutions and strengthening governance and risk management practices, we aim to build a supply chain that supports both business performance and positive environmental and social outcomes across the markets we serve.

”

Ramakrishna Lella

Chief supply chain officer

Our approach to supply chain management

We operate a hybrid procurement model, with both Group-level and OpCo-level teams working in close coordination. The Group-level supply chain function is responsible for policy and governance, strategic procurement, ESG compliance and performance monitoring across all operations. Local supply chain teams manage day-to-day supplier engagement and contract execution within each OpCo, enabling us to combine consistent global standards with the knowledge and flexibility needed to serve diverse local markets.

We use supplier segmentation to tailor our management approaches and monitor contract KPIs through internal dashboards. Performance across delivery, cost, ESG adherence and incident reporting is reviewed regularly at both Group and OpCo levels.

Our supplier onboarding follows a stringent due diligence process. Suppliers are onboarded via a dedicated procurement portal and are required to complete registration forms that are periodically updated. The process includes background checks, performance history and alignment with our Code of Business Ethics for partners and suppliers. All key suppliers must sign annual declarations of compliance with our Code of Conduct and our anti-bribery and corruption (ABAC) policy.

As part of our commitment to ethical business practices, all supplier contracts include a dedicated human rights clause. This sets clear expectations on the protection of human rights across our supply chain, explicitly prohibiting forced labour, child labour, discrimination and unsafe working conditions. Human rights compliance is a core condition of doing business with Airtel Africa, reinforcing our zero-tolerance approach to human rights violations.

We are committed to creating long-term, inclusive economic value across our markets. In 2025/26, 65% of our procurement spend went to local suppliers – continuing our strong focus on empowering local businesses, supporting job creation and strengthening national economies. By prioritising local sourcing, we reduce our environmental footprint through shorter supply chains and contribute to building resilient and sustainable communities in Africa.

Our governance framework is anchored in a robust suite of policies: the Code of Conduct, the Code of Business Ethics for partners and suppliers, ABAC policy, human rights policy and modern slavery statement. ESG compliance is monitored through our annual self-assessment questionnaire (SAQ) and third-party audits conducted via our membership of the Joint Alliance for CSR (JAC).

We also maintain a 24/7 independent whistleblowing mechanism, available to suppliers, customers and other third parties, through which any concerns relating to our supply chain can be raised confidentially and without fear of retaliation. In 2025/26, zero breaches were identified through this mechanism, the same as in 2024/25.

Beyond our formal governance cycle, we use industry events including the Mobile World Congress (MWC) in Barcelona and the Capacity Middle East conferences to deepen engagement with suppliers and stay at the forefront of emerging practices in responsible supply chain management. These forums complement our annual ESG roundtable, site visits and regular supplier audits.

➤ For more information about our Code of Conduct, the Code of Business Ethics for partners and suppliers, ABAC policy, human rights policy and Modern Slavery Statement, visit www.airtel.africa

Membership of the Joint Alliance for CSR (JAC)

To enhance oversight across our supply chain, we participate in the Joint Alliance for CSR (JAC), a collaborative telecoms industry initiative that facilitates independent supplier audits and shared access to audit outcomes.

This risk-based approach enables more efficient identification and management of potential ESG risks within the supply chain, particularly for high-impact vendors.

In 2025/26, in tandem with other JAC members we completed 5 supplier audits, enabling us to identify potential gaps, assess risk exposure and engage constructively with suppliers to drive continuous improvement. From audits conducted in previous years, we successfully closed 66% of outstanding corrective actions, strengthening governance frameworks and operational controls across our value chain.

Governance

Supply chain management is overseen at the Group level by our chief supply chain officer (CSCO), who reports directly to the chief executive officer and is a member of the ExCo. CSCO provides updates to the Board periodically, reports regularly to the Audit and Risk Committee and attends the Sustainability Committee which meets quarterly. This structure ensures that supply chain sustainability is anchored in our risk management and strategic planning frameworks.

Structured governance processes support responsible sourcing practices across all our operations. During the reporting year, we strengthened contractor governance by embedding environmental, health and safety (EHS) requirements into contractual obligations. All contractors, vendors and third parties are required to comply with our environment and social management system (ESMS) and applicable national regulations. These provisions are binding across our OpCos, subsidiaries and affiliates, ensuring consistent standards across all operations.

The requirements focus on three key areas:

1. **Health, safety and security.** Contractors must conduct risk assessments prior to project implementation, comply with national health, safety and security (HSS) regulations, appoint senior safety sponsors and ensure the safe use of certified equipment. Regular inspections, incident reporting within defined timelines and accountability for subcontractors are mandatory.
2. **Environmental management.** Contractors are required to establish systems for identifying and mitigating environmental risks, comply with environmental regulations and monitor performance in energy, water and waste management. Serious environmental incidents and community grievances must be reported promptly through defined mechanisms.
3. **Social management.** Contractors must uphold fair treatment, non-discrimination and equal opportunity, comply with labour laws, protect vulnerable workers and strictly prohibit forced or child labour.

Labour rights and working conditions

We have not identified any operations or suppliers at significant risk in relation to freedom of association and collective bargaining, child labour or forced or compulsory labour. These standards are embedded in our Code of Business Ethics for partners and suppliers, our contractual requirements and our annual supplier certification process.

Key performance indicators (KPIs)

<p>5</p> <p>audits of shared suppliers completed in 2025/26 (7 audits of shared suppliers were completed by JAC members in 2024/25)</p>	<p>66%</p> <p>percentage of corrective action plans (CAPs) closed following supplier audits</p>	<p>55%</p> <p>Annual ESG survey response rate from the top 100 suppliers (75% in 2024/25)</p>	<p>0</p> <p>breaches identified through whistleblowing mechanism (0 in 2024/25)</p>
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Progress update against our targets

During the reporting period, we made continued progress in strengthening supply chain resilience and sustainability performance. A key priority has been addressing the energy challenges associated with telecoms infrastructure across markets where grid availability remains limited. During the period, we supported the connection of 390 additional infrastructure sites to national grids, bringing the total number of grid-connected sites to over 21,500 sites across our network footprint.

We also continued working with tower companies and infrastructure partners to expand solar power installations and battery storage solutions across infrastructure sites. These initiatives support emissions reduction, improve operational resilience and reduce exposure to diesel price volatility.

Supply chain resilience was also strengthened through proactive supplier engagement and forward procurement planning. This enabled us to maintain continuity of operations during periods of global shortages affecting SIM cards and electronic components. The Group also supported the development of local sourcing ecosystems, including the localisation of SIM-card manufacturing in Kenya and Nigeria, improving supply chain resilience while reducing transportation-related emissions.

Energy management and climate transition in the supply chain

Energy availability and reliability represent one of the most significant sustainability challenges across our network infrastructure. A substantial proportion of our network sites operate in regions with limited or unreliable grid access, resulting in continued reliance on diesel fuel for power generation. This exposes the business and its suppliers to fuel price volatility, supply shortages and higher greenhouse gas emissions.

We work closely with tower companies and infrastructure partners to progressively reduce diesel dependency. During the reporting period, the Group supported initiatives that enabled the connection of approximately 390 additional infrastructure sites to national grids,

increasing the total number of grid-connected sites to over 21,500 out of a portfolio of over 40,300 sites as of 31 March 2026.

Recognising that grid expansion alone will not resolve energy challenges, we are actively supporting renewable energy solutions across our supply chain. This includes contractual commitments with towercos to deploy solar power solutions at scale, alongside requirements that new sites be designed with lower energy intensity and reduced reliance on diesel generators.

Where the Group retains ownership of sites, large-scale solarisation programmes are underway in selected markets, converting infrastructure sites to solar and battery-based power systems.

We acknowledge that full transition to renewable energy across all sites will require sustained investment and collaboration over multiple years, particularly for sites owned by third-party tower companies. We continue to engage suppliers on commercially viable transition pathways while prioritising energy efficiency, battery deployment and reduced generator usage in the interim.

Supply chain resilience and resource management

Global supply chain disruptions in recent years have underscored the importance of proactive planning and diversification for critical components. We have strengthened our approach to supply chain resilience by maintaining close engagement with key suppliers, monitoring global market developments and holding strategic inventory for high-impact items.

During periods of global shortages and price volatility affecting SIM-cards and electronic components, we maintained continuity of operations through forward planning and active supplier collaboration. The Group has also supported the development of local and regional sourcing ecosystems, including the localisation of SIM card manufacturing in Kenya and Nigeria, which enhances resilience while reducing transportation-related emissions.

Looking ahead, as the business continues to digitise customer interactions and migrate towards eSIM technology over the medium term, we expect a gradual reduction in dependence on physical SIM cards. This transition will contribute to lower material use and reduced waste generation across the value chain, reinforcing both our environmental commitments and our ambition to keep the cost of connectivity as low as possible for the people we serve.

Operating responsibly in challenging environments

Operating across multiple markets in sub-Saharan Africa inevitably involves exposure to geopolitical, security and social risks. From a supply chain perspective, these risks can affect vendor access to sites, maintenance activities and logistics operations.

We recognise these realities and adopt a pragmatic, people-first approach. Suppliers and contractors are never required to operate in locations where their safety cannot be ensured, and security-related decisions are always taken with the wellbeing of our employees and partners as the primary consideration.

Environmental stewardship and biodiversity

The potential environmental and biodiversity impacts of supply chain activities, particularly those related to fibre rollout and civil works, are actively managed through careful planning and adherence to local regulations. Network expansion is typically aligned with existing infrastructure corridors, such as roads and urban developments, which limits disturbance to undeveloped or ecologically sensitive areas.

We do not deploy fibre-optic cable in protected areas such as national parks, and access considerations are central to route planning, ensuring that infrastructure can be maintained without creating new environmental pressures. As a result, biodiversity impacts associated with our supply chain activities are generally limited and localised.

Our procurement contracts also include e-waste management clauses to promote responsible recycling and disposal of network equipment, consistent with our broader commitment to environmental stewardship across the value chain.

We are pleased to report that no negative environmental impacts in the supply chain were formally reported in 2025/26. We continue to develop our internal data collection systems to strengthen our ability to identify, monitor and disclose supply chain environmental performance in future periods.

Responsible sourcing, human rights and supplier governance

We are committed to responsible sourcing and respect for human rights across our supply chain. Given the diverse regulatory and socio-economic contexts in which our suppliers operate, we apply a governance-led approach focused on clear expectations, robust contractual safeguards and participation in recognised industry initiatives.

All key vendors are required to adhere to our Code of Business Ethics for partners and suppliers, which includes provisions on labour standards, ethical business practices and compliance with applicable laws. Contracts incorporate dedicated human rights clauses and modern slavery provisions, and these requirements have been progressively strengthened in line with our evolving ESG framework.

Responsible minerals sourcing

We recognise that the network equipment and devices within our supply chain contain materials, including tin, tungsten, tantalum and gold, that may originate from conflict-affected or high-risk areas. We take this responsibility seriously.

Through our membership of the Joint Alliance for CSR (JAC), we benefit from a collaborative framework for responsible minerals sourcing that is specifically designed for the telecoms sector. This collective approach enables members to monitor supply chains, support responsible sourcing decisions and engage equipment manufacturers on their own minerals' due diligence processes. It is recognised by ESG rating agencies as a meaningful mitigation of conflict minerals exposure within our industry.



Supply chain management in action

ESG self-assessment questionnaire (SAQ) results

The ESG self-assessment questionnaire remains a key mechanism for assessing supplier sustainability performance across environmental, social and governance topics. The results provide valuable insights into supplier maturity levels and help identify areas for improvement and collaboration across the value chain. In 2025/26 we continued active engagement with our top 100 suppliers, 55% of whom responded to our annual ESG SAQ in February 2026.

General sustainability commitments and policies

73%

have an ESG framework or policy

96%

have a Code of Conduct or a Code of Ethics

45%

have publicly committed to sustainability through their policies or sustainability reporting

60%

have ESG collaborations with stakeholders that have encouraged innovation, improved operational resilience or created new business opportunities

Environmental

67%

track energy consumption and conduct on-site energy audits

83%

utilise renewable energy (e.g., solar energy) or any transitional fuels such as natural gas or hydrogen

47%

measure scope 1, 2 and/or 3 GHG emissions

20%

have developed and published decarbonisation strategy or roadmap to net zero

39%

have implemented water management policy or procedures

20%

have been directly or indirectly affected by extreme weather events

53%

have an environmental, energy management or other relevant certifications (e.g., ISO 14001, ISO 50001, etc.)

Social

98%

provide health and safety training to employees

96%

have policies that prohibit workplace harassment

90%

conduct annual health and safety audits

69%

invest in community development projects

61%

have implemented grievance mechanisms for local communities

94%

promote diversity and inclusion among their employees, including gender, ethnicity and disability representation

54%

perform ESG or human rights due diligence for subcontractors

Governance

98%

have anti-bribery and corruption policies and procedures

44%

require suppliers to publicly disclose ESG data

90%

have business continuity or disaster recovery plans

56%

monitor the ESG performance of their suppliers

65%

screen their respective supply chains for sanctions, export control, cyber or geopolitical risks that could potentially affect operations

55%

have invested in AI-ready systems and infrastructure to enhance operational efficiency and overall performance


Supply chain management in action

Annual ESG roundtable with our top tier partners

In February 2026, we hosted our third annual ESG roundtable with top-tier partners and suppliers. The forum is a key element of our responsible supply chain programme, designed to strengthen collaboration, accelerate decarbonisation efforts and enhance operational resilience across our value chain.

The roundtable provides a platform for sharing practical insights, aligning expectations and scaling best practices on climate action and responsible business conduct. During this year's session, we shared progress on our ongoing initiatives to reduce greenhouse gas (GHG) emissions from our operations and reinforced our expectation that partners demonstrate clear commitment to decarbonisation within their own activities.

Our partners shared concrete examples of how sustainability is being embedded into operations and supplier management. Helios Towers outlined how it is transforming tower operations using real-time data, automation and advanced analytics while maintaining service quality and

minimising environmental impact. ZTE reported progress against its decarbonisation targets, achieving significant reduction in scope 1, 2 and 3 emissions between 2021 and 2025, alongside a remarkable improvement in product energy efficiency as a result of several years of continuous effort. These improvements directly support the reduction of our own scope 3 emissions profile. Nokia shared how sustainability and resilience are embedded into its supplier management approach, including rigorous due diligence processes, responsible minerals sourcing and ongoing supplier performance monitoring to uphold ethical and environmental standards throughout its supply chain.

Collectively, these discussions reinforce transparency, build shared capability and support coordinated action towards a more resilient, lower-carbon supply chain. By working closely with our partners, we aim to drive measurable progress on climate goals while strengthening the long-term sustainability of our operations and the broader ecosystem in which we operate.





Supply chain management in action

Partnering with ATC to deploy **renewable energy solutions** to towers

We continue to expand our lease agreement with American Tower Corporation (ATC) via continued site deployment and colocations across Kenya, Nigeria, Niger and Uganda. This long-term partnership goes beyond network expansion as it reflects our commitment to powering sustainable growth and aligning our operations with national energy transition priorities.

Additionally, we are working closely with ATC to accelerate the rollout of renewable energy solutions across our tower infrastructure, with a particular focus on Nigeria. By reducing our reliance on diesel, we're lowering

both carbon emissions and operating costs while strengthening the resilience of our network. This initiative delivers tangible benefits for our customers: improved energy reliability translates directly into enhanced network uptime, especially in rural and underserved areas where consistent connectivity is critical to advancing digital and financial inclusion.

As of 31 March 2026, we've deployed 'green' energy solutions across more than 1,600 sites, marking a significant step forward in embedding sustainability into our infrastructure and operations.



ATC values its partnership with Airtel Africa and supports efforts to expand digital connectivity in a more sustainable way across the continent. Together, we recognise the importance of reducing emissions while building resilient infrastructure for the future.



Marek Busfy
SVP and CEO of ATC Africa



Our people



At Airtel Africa, our people are at the centre of everything we do

We continue to build a high-performing, values-led culture that provides development opportunities and supports ambition. By nurturing talent, promoting equality and investing in continuous development, we're creating a workforce equipped for the future.

Our long-standing commitments guide how we attract, support and develop talent across the organisation:

- [Diversity and inclusion](#)
- [Training and development](#)
- [Healthy and safe work environment](#)
- [Employee engagement](#)

Together, these commitments create a workplace culture that values capability, integrity and collaboration – and enables our people to deliver excellent service to customers.

Alignment with the UN Sustainable Development Goals (UN SDGs)

Our people strategy is focused on building a fair, diverse and inclusive workplace. We empower colleagues to grow, develop and lead, while ensuring their rights, safety and wellbeing are respected across all our operations.



SDG 4: Quality education – By investing in training, digital capability and leadership development, we support our people to develop the skills required to thrive in an evolving digital economy. And through internship programmes, we contribute to broader workforce readiness and increased graduate employment opportunities.



SDG 5: Gender equality – We are committed to creating a fair and inclusive culture where everyone – regardless of gender – can develop their careers and reach their full potential. Our gender balance initiatives, inclusive hiring practices and leadership development programmes support women's access to senior roles across the Group.



SDG 8: Decent work and economic growth – Our mobile and financial services drive entrepreneurship and enable informal and small businesses to flourish. Across our operations, we prioritise local hiring and skills development, offering meaningful employment opportunities and supporting economic progress in the communities we serve.

GRI framework

GRI 2-7 Employees

GRI 2-25 Processes to remediate negative impact

GRI 2-26 Mechanisms for seeking advice and raising concerns

GRI 2-30 Collective bargaining agreements

GRI 401-1 New employees hires and employee turnover

GRI 401-3 Parental leave

GRI 407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk

Ethical labour management is a material topic

We uphold the highest ethical labour management standards, ensuring fair treatment, competitive compensation and a safe work environment for all our people. In addition to transparent hiring and promotion policies, grievance and whistleblowing mechanisms and an 'open door' culture, we adhere to all national and international labour regulations.

“

Sustainable business performance begins with our people. We continue to build a high-performing, values-led culture where continuous learning and excellent execution drive results. Our focus on people ensures we remain resilient, competitive and create long-term value across our OpCos.”

”

Rogany Ramiah

Chief human resources officer



Our approach to HR management

We have a structured approach to people management designed to support long-term growth, organisational resilience and the effective management of workforce-related risks and opportunities.

Operating across 14 markets means navigating diverse labour environments, evolving regulatory requirements and increasing competition for skilled digital talent. During the reporting year, we continued to strengthen talent development, succession planning and leadership capability to ensure we have the skills required to support the next phase of growth. Where localised disruptions occurred, including extreme weather events in some markets, our business continuity planning and flexible working arrangements enabled us to sustain people-focused programmes without material impact on workforce stability.

Technology is also transforming the way we manage and support our people. We have expanded digital HR platforms, including 'Airtel works' and Salesforce mobile applications, to automate core processes such as recruitment, performance management, payroll and learning delivery. These tools enable management and frontline teams to connect in real time, improving efficiency and the employee experience.

AI-enabled tools support candidate screening, workforce analytics and personalised learning through our digital learning platform – Percipio, helping employees access development opportunities more easily while enabling our HR teams to focus on higher-value strategic work.

Workplace concerns are monitored and addressed through whistleblowing and grievance mechanisms, resolution tracking and feedback channels including town halls where our people are encouraged to put questions to our management teams. These reinforce a culture of accountability and continuous improvement. Our values – Alive, Inclusive and Respectful – underpin our approach to leadership, decision-making and employee engagement across all operating companies.

In 2025/26 our voluntary attrition rate was 8.2%, which is 2.2% lower than the previous year due to improved leadership visibility and employee engagement, focused capability development and market-specific remuneration interventions.

Governance

At Board level, several committees oversee HR matters. The Audit and Risk Committee (ARC) assesses risk and ensures issues arising from whistleblowing and anonymous feedback channels are closed. The Sustainability Committee provides oversight of gender balance, and health and safety. The Remuneration Committee reviews reward frameworks, gender balance-related KPIs and the alignment between people outcomes and performance objectives. The Nominations Committee oversees succession planning and leadership development.

Our 'Employee connect' sessions allow Board members to engage directly with employees across different regions, providing a regular channel for employees to share their perspectives with the highest level decision makers responsible for providing effective leadership of Airtel Africa. The HR Committee, operating at both Group and OpCo levels, meets quarterly to review policies, employee engagement and talent management. Regular meetings between the CEO and the chief HR officer ensure that workforce risks are monitored and addressed across the Group, with key metrics discussed at ExCo level.

Annual Group and OpCo talent councils focus on leadership development, succession planning and pipeline strength for critical and senior roles. Regular Ethics Committee meetings reinforce our commitment to ethical business conduct across the workforce.

All employees complete mandatory annual training on ethical standards, including anti-bribery and corruption (ABAC) and the Code of Conduct, to strengthen compliance and workplace integrity. Employee engagement surveys are conducted by Willis Towers Watson every two years. Our open-door policy and anonymous whistleblowing channel support our governance framework.

We measure performance through key metrics including gender balance, investment in training and development, employee engagement survey scores and health and safety indicators.

Remediating potential negative impact

We are committed to fostering a transparent, accountable and ethical workplace through a robust internal grievance resolution process. Employees can raise concerns confidentially or anonymously through our ombudsperson hotline and email. All concerns are acknowledged within 48 hours, with investigations conducted discreetly by HR, compliance, internal audit, finance and other relevant teams as necessary. We strictly prohibit retaliation against anyone who raises a concern and encourage open communication channels with the full support of the CEO.

We regularly review and amend our policies, implement preventive measures through the health and safety management system and offer employee assistance programmes for professional support with work-related issues. The effectiveness of our grievance mechanisms is measured through our open-door policy, employee engagement surveys and analysis of whistleblowing and grievance reports.

HR policies

Policy	Internal/external	Objective
Equal opportunity statement	Internal and external	Reinforcing our commitment to diversity and inclusion
Diversity and inclusion	Internal	Ensuring we're an employer of choice with a diverse and inclusive environment and a culture of high performance, wellbeing, skills enhancement and coaching
Grievance mechanism	Internal	Providing a structured approach to addressing employees' concerns
Health and safety policy	Internal	Promoting workplace wellbeing and injury prevention
Occupational health and safety policy statement	External	Demonstrating our commitment to maintaining safety in the workplace
Parental leave policy	Internal	Ensuring our people's parental leave is aligned to national regulations
Recruitment and selection policy	Internal	Ensuring a fair and merit-based hiring process
Sexual harassment policy	Internal	Creating a safe working environment, free from harassment for all

> For more information about our external policies, visit www.airtel.africa

Key performance indicators (KPIs)

25.8%

gender balance in our leadership in 14 OpCos (28.5% in 2024/25)

36.3%

gender balance of our Board members (25% in 2024/25)

\$2.23m

total investment into training and development programmes (\$1.86m in 2024/25)

655,907

total learning hours in 2025/26 (+54% vs 2024/25)

39

nationalities in our workforce (40 in 2024/25)

0.51

total recordable injury frequency rate (TRIFR) (0.53 in 2024/25)

Diversity and inclusion is a material topic



Diversity and inclusion

Diversity and inclusion are fundamental to our culture

We ensure equal opportunities for all our people and a workforce that reflects the diverse communities we serve. Through gender balance, cultural representation and inclusive hiring, we continue to strengthen our talent pipeline, drive innovation and create a dynamic and respectful work environment.

Our focus areas

Talent acquisition

We're focused on talent acquisition, retention and growth to enhance performance and create a vibrant and welcoming workplace for all.

Gender balance

We're building a diverse workforce, deepening inclusivity within our culture.

Career opportunities

We continue to support women into senior leadership positions through various programmes which nurture female talent and underscore our broader commitment to gender equality.

GRI framework

GRI 405-1 Diversity of governance bodies and employees

Advancing gender balance

We recognise that every person at Airtel Africa has the potential to make a unique contribution, and we're developing a culture which respects and celebrates diversity in all its forms. Gender balance allows us to create a more balanced workplace and strengthen our leadership pipeline while helping us develop a future-ready workforce across all business functions.

The proportion of women employees continues to grow from 29.2% in 2024/25 to 29.9% as of 31 March 2026. This consistent progress reflects our ongoing commitment to inclusive hiring, internal promotion and targeted development for women across our markets. We're pleased to report that several OpCos exceeded 30% female representation across their respective workforce as a result of visible executive sponsorship, alignment of gender goals to leadership's performance objectives and dedicated local inclusion initiatives.

Talent slates are reviewed for diversity before hiring and promotion decisions are made. Gender balance is tracked through structured talent councils and succession planning processes, with regular reporting to the Executive Committee (ExCo) and the Board providing the visibility needed to drive accountability. The chief human resources officer provides regular updates to the Board on the progress of diversity and inclusion initiatives across the Group.

Furthermore, in 2025/26, mandatory manager training on inclusion, leadership and unconscious bias has been rolled out across the organisation, reinforcing behaviours that support fairness and opportunity for all employees.

Gender balance in leadership

Strengthening gender balance across leadership remains a key priority as we continue building a high-performing and inclusive organisation. Women represented 25.8% of ExCo roles across our OpCos as of 31 March 2026. We continue to embed diversity considerations into succession planning, talent reviews and leadership development programmes to ensure progress continues across all markets. Personal objectives and annual bonus targets for the ExCo during the year include a 10% weighting on ESG gender balance metrics to increase women representation across the Group.

➤ See Remuneration Report in the [Annual Report and Accounts 2026](#)

We're pleased to report that 47 women were appointed to senior positions across our OpCos and Group functions during the year, reflecting continued progress in strengthening female representation in leadership roles.

Many senior women candidates were recommended for promotion after completion of our flagship leadership development programme. Over 40% of participants in the programme were women during the year, strengthening a diverse future leadership pipeline and ensuring women have direct access to the development pathways that lead to senior roles.

As of 31 March 2026, 36.3% of our Board members were women. The Board and Nominations Committee continue to monitor gender balance as part of the Board succession process, ensuring that the composition of the Board reflects the breadth of skills, experience and perspectives required to support the Group's long-term strategy.

Cultural and national diversity

Our workforce reflects the diversity of the markets and communities we serve: 39 nationalities are represented across the organisation, demonstrating that Airtel Africa's culture and employment opportunities are globally competitive and inclusive.



Diversity and inclusion in action

Enhancing gender balance across our markets

Our commitment to inclusion is most visible in the programmes our people lead and champion across our markets.

In Zambia, Airtel Divas is a dedicated programme to identify, recognise and develop high-performing women across commercial teams. These initiatives reflect our belief that when we invest in women, we invest in the resilience and future of our business.

In Kenya, the Girls4Girls mentorship programme pairs senior women leaders with early-career professionals, building leadership skills and professional confidence from the ground up. Since its inauguration in 2023/24, 31 young women professionals completed the mentorship programme as of 31 March 2026.

We continue to develop our Group-wide talent exchange programme which enables employees from across our 14 OpCos to gain cross-market experience, transfer skills and contribute to business growth. In 2025/26, women represented 22% of participants in the programme, reflecting our continued commitment to advancing gender diversity. Initiatives like this reinforce knowledge-sharing and professional development while fostering a culture of inclusion and global collaboration.



Diversity and inclusion in action

Celebrating International Women's Day

On International Women's Day 2026, we reinforced our commitment to empowering women as drivers of economic growth and business performance. Under the theme 'Give to gain', we celebrated our mentorship, leadership and talent development initiatives to support high-performing women across our markets.

On the day, we combined Group-wide activities with in-market initiatives, including leadership-led town halls and a pan-African spotlight series celebrating women across Airtel Africa. These efforts strengthened our inclusive culture while supporting the progression of women into leadership roles.

In a region where gender equality remains closely linked to economic development, our continued investment in women's empowerment is helping to expand opportunity, strengthen communities and support sustainable, long-term growth.





Training and development

We're dedicated to delivering **best practice training and development** opportunities for all our people

We're committed to providing high-quality training and development opportunities that enable our people to build relevant skills, grow their careers and contribute to the long-term success of the business. As our products and services continue to evolve, we invest in developing the technical, digital and leadership capabilities required to support performance, strengthen customer experience and operate effectively in increasingly complex and fast-moving markets.

GRI framework

GRI 404-1 Average hours of training per year per employee

GRI 404-2 Programmes for upgrading employee skills and transition assistance programmes

GRI 404-3 Percentage of employees receiving regular performance and career development reviews

Functional and technical capability

In 2025/26, targeted functional training was delivered across priority areas including engineering, network operations, digital services, cybersecurity, finance, risk management and customer experience. These programmes are designed to ensure our employees have the technical expertise required to design, operate and maintain networks and digital platforms while supporting business resilience and growth.

Training is delivered through a combination of structured programmes, on-the-job learning and digital platforms. Our internal learning platform, Percipio, enables consistent access to high-quality training across all markets, supports flexible, hybrid learning and improves training participation and completion rates. This approach allows us to scale capability development efficiently while ensuring alignment to local market needs.

In 2025/26, our people completed 655,907 hours of learning, a 54% increase from the previous year, reflecting our continued investment in building skills and capabilities across the business.

Strengthening our leadership capability

Strong leadership is critical to delivering excellent customer experience and sustainable performance. During the year we continued the rollout of a Group-wide leadership and people manager development programme designed to strengthen management capability across the organisation. The programme focused on practical leadership skills including team management, decision-making, performance coaching and inclusive leadership. It was designed to support both new and experienced managers, strengthening consistency in how teams are led and developed across Airtel Africa.

As of 31 March 2026, more than 86% of managers had completed leadership and people management training.

Building data and digital capability

As we continue to evolve into a more agile organisation, strengthening our data and digital capability is a key priority. The ability to translate data into actionable insight is critical to improving decision-making, optimising performance, and delivering a consistent customer experience across our markets. In 2025/26, we accelerated the rollout of data literacy programmes, equipping employees across all functions with foundational skills in data analysis and interpretation. This included a structured Excel upskilling programme, complemented by broader digital learning pathways covering data analytics and related tools. Engagement was strong, with 78% of employees completing Excel skill assessments, establishing a clear baseline. More than 4,000 employees enrolled in data analytics courses, with over 1,200 completing Excel training, strengthening practical analytical capability across the organisation.

Developing our HR specialists and managers

Continually developing our HR specialists and people managers to be at the top of their profession is central to our ability to support the business effectively. HR teams and managers undertake regular training in labour law, employee relations and regulatory compliance across our markets.

Continuous professional development is also supported through external courses, internal academies and monthly peer learning forums that bring our people leadership teams together to share knowledge and best practice.

Compliance and governance training

Mandatory training programmes continue to support strong governance and ethical business practices. All employees complete annual training on key areas, including the Code of Conduct, information security and health and safety. These programmes reinforce a culture of accountability while ensuring employees understand the policies and standards that guide responsible business conduct across our operations. In 2025/26, we achieved 100% completion across all key compliance training programmes, demonstrating strong organisational commitment to ethical standards and regulatory compliance.



Training and development in action

Preparing Kenya's graduates for the workplace

“

Through our internship programme, we equip Kenya's graduates with practical skills and experience, creating employment pathways, strengthening our talent pipeline and supporting long-term economic growth across the country.

”

Ashish Malhotra

Managing director, Airtel Kenya

Youth unemployment is one of the most pressing socio-economic challenges across many African markets. In Kenya alone, approximately 50,000 students graduate from universities each year*, yet fewer than 40% successfully transition into formal employment. A lack of practical workplace experience and professional skills remains a significant barrier.

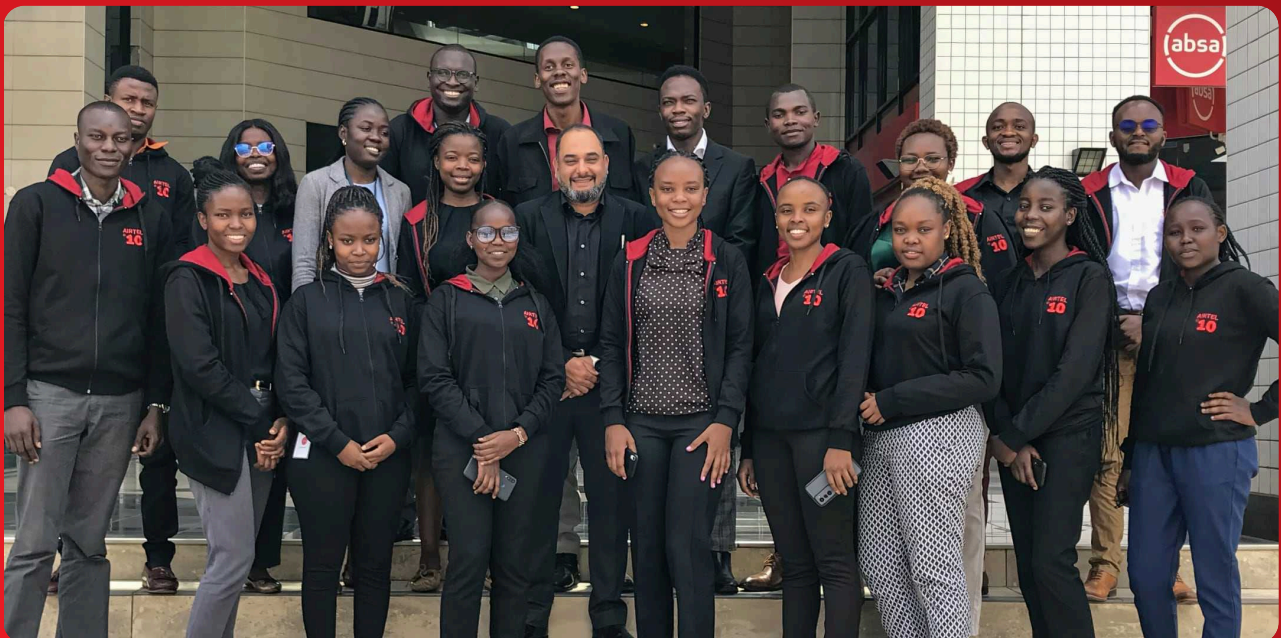
In 2025/26, Airtel Kenya launched a structured early-career internship programme designed to bridge this gap – equipping graduates with the technical, professional and behavioural skills required to thrive in a modern corporate environment.

The programme provided structured training, mentorship and hands-on experience to 169 interns across a range of business functions. Participants worked alongside experienced leaders on meaningful, real-world initiatives that contributed directly to business performance – from developing next-generation bulk messaging platform proposals (CPaaS) and contributing to integrated risk management systems, to optimising network site performance through data-driven insights.

As a result, 62% of graduates who successfully completed the internship were offered permanent roles or graduate trainee positions, strengthening Airtel Kenya's internal talent pipeline while creating real employment pathways for young professionals.

The impact extends beyond the organisation. By offering structured workplace exposure and career pathways, Airtel Kenya is contributing to enhanced employability and reduced graduate unemployment across the country.

* Source: The Commission for University Education, Kenya





Training and development in action



Developing global talent for a brighter future



By investing in global talent and fostering cross-market collaboration, we're building a new generation of leaders equipped to drive innovation, share knowledge and create a more connected, resilient and sustainable future across all our markets.



Rogany Ramiah

Chief human resources officer

Alongside leadership training, we continue to invest in initiatives that accelerate the development of high-potential talent and strengthen collaboration.

In 2025/26, we launched our Africa-India global talent accelerator programme – a flagship initiative designed to rapidly develop internal talent and build future-ready leadership capabilities. The four-month programme reflects our commitment to investing in people, strengthening global collaboration and aligning talent development with business priorities.

The programme focuses on enhancing technical, commercial and leadership capabilities through immersive, project-based assignments and exposure to large-scale market operations within Airtel India. Five high-performing employees from sales, marketing and Airtel Business functions across Kenya, Nigeria, the Democratic Republic of Congo and Uganda took part in this year's cohort. Each participant was paired with a 'buddy' in Airtel India to facilitate knowledge transfer and cultural integration, with progress monitored through monthly reviews and structured check-ins.

Following completion, participants will return to their respective OpCos where they actively cascade knowledge, best practices and insights into their teams – multiplying the impact of the programme across the organisation and strengthening our global leadership pipeline.

Health and safety is a material topic



Healthy and safe work environment

Providing a **safe and healthy working environment** for all employees is a fundamental priority in our operations

Our teams work in a wide range of environments – from offices and retail outlets to network infrastructure sites and field operations across 14 markets. Maintaining strong health and safety standards helps ensure our people can perform their roles safely while delivering reliable services to the customers and communities who depend on us.

We continue to promote a culture in which safety is embedded into everyday decision-making. Employees are encouraged to identify and report risks, share lessons learned and participate in initiatives that strengthen workplace safety at every level of the organisation.

Key activities

- Comprehensive fire drills and emergency training across our operations enhance our preparedness for, and response to, emergencies.
- Medical roadshows offer wellness check-ups and follow-up consultations with licensed medical professionals.
- Enhanced medical and life insurance across our OpCos ensures our employees have access to best-in-class and competitive benefits.

GRI framework

GRI 403-1 Occupational health and safety management system

GRI 403-2 Hazard identification, risk assessment and incident investigation

GRI 403-3 Occupational health services

GRI 403-4 Worker participation, consultation and communication on occupational health and safety

GRI 403-5 Worker training on occupational health and safety

GRI 403-6 Promotion of workers' health

GRI 403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships

GRI 403-8 Workers covered by occupational health and safety management system

GRI 403-9 Work-related injuries

Health and safety management system

Our health and safety management system provides a structured framework for identifying, managing and mitigating workplace risks across our operations. Our approach is guided by Group-wide policies that establish minimum standards across all operating companies, supported by local procedures aligned with national labour regulations and occupational health requirements in each market. Our framework is also informed by international best practice, including the IFC Performance Standards and the World Bank's environmental and social framework.

Risk assessments are conducted regularly across operational sites and office environments, to identify potential hazards and implement appropriate mitigation measures. These assessments inform safety procedures, training requirements and operational controls designed to reduce risk and protect our people.

Our occupational health and safety policy applies to both on-roll and off-roll employees, ensuring broad and inclusive protection. During the year, we strengthened our management of contractor health and safety by developing dedicated contractor safety procedures and increasing the frequency of site inspections, reinforcing a shared culture of safety across our extended workforce.

Health and safety performance is reported regularly to the Sustainability Committee and ARC as well as to the ExCo and the Board, enabling senior oversight and timely intervention where improvements are needed.

We also maintain reporting channels that allow employees and contractors to raise concerns or incidents promptly, with corrective actions tracked to resolution.

Training and awareness

Training and awareness are central to maintaining strong health and safety standards across our operations. We provide structured training programmes for employees and contractors to ensure that environmental, health and safety risks are understood and managed effectively. These programmes combine Group-level guidance with role-specific training and practical operational safeguards, helping embed a culture of safety across our 14 markets.

Building the capacity of our environmental, health and safety (EHS) system at OpCo level

We continue to strengthen the governance and oversight of our environmental and social management system (ESMS) by building the capacity of the Health and Safety Committees across our 14 operating companies (OpCos). These committees play an important role in monitoring environmental, health and social risks, supporting compliance with Group policies and ensuring consistent implementation of safety standards across diverse regulatory environments.

In 2025/26, we delivered targeted training programmes designed to enhance knowledge, reinforce best practice and strengthen operational oversight of EHS risks.

1. General EHS training

In 2025, a comprehensive training programme was delivered to Environmental, Health and Safety Committee members across all OpCos. The programme provided a strong foundation in environmental management and workplace safety, alongside guidance on relevant reporting frameworks and governance requirements.

The training covered a number of core areas including:

- Risk management practices
- Accident and incident investigation procedures
- EHS reporting requirements
- Road safety measures

In total, 155 committee members completed this programme, strengthening the Group's ability to identify risks, investigate incidents and promote safe working practices across operational environments.

2. Specialised EHS training

Recognising the specific risks associated with telecommunications infrastructure operations, we also delivered a specialised programme for teams responsible for TowerCo and FibreCo operations. This training focused on higher-risk operational activities and reinforced safeguards required to maintain strong environmental, health and safety standards. Key topics included:

- Safe practices for working at heights
- Confined space operations
- Electrical safety protocols

The programme also emphasised the importance of environmental impact assessments and performance reporting, supporting greater accountability and transparency in operational risk management.

Through these initiatives, we continue to strengthen the capability of our Health and Safety Committees to oversee and implement our ESMS effectively.

Operational safety training

Employees and contractors working in operational environments receive role-specific safety training to ensure they understand potential hazards and the procedures required to manage them effectively. Training covers a range of contexts relevant to our operations, including motorbike defensive driving for field teams, working at height for engineers, electrical safety and emergency response procedures.

Regular health and safety drills are conducted across our operations to reinforce preparedness.

Employee wellbeing

We continue to invest in employee wellbeing programmes across our OpCos, recognising that healthy, supported people are central to a high-performing organisation. Our wellbeing benefits cover access to comprehensive medical care, including enhanced health insurance across our OpCos, medical roadshows that bring wellness check-ups and consultations with licensed professionals directly to employees, and employee assistance programmes covering both physical and mental health. These initiatives are complemented by wellbeing awareness campaigns tailored to the needs of employees in each operating market.

Our total recordable injury frequency rate (TRIFR) for 2025/26 was 0.51 (0.53 in 2024/25), reflecting our continued focus on improving workplace safety standards across our operations.



Employee engagement

Meaningful employee engagement is the foundation of a motivated and high-performing workforce

We continue to connect with our people through open communication, celebrate their achievements and provide platforms for collaboration and feedback. Our aim is for every employee to feel informed, valued and able to contribute to our purpose.

Listening to our people

We maintain open communication channels across the Group, including town halls, leadership forums and digital communication platforms that enable employees to connect with leadership and stay informed about business priorities. Senior leaders regularly visit OpCos and engage directly with teams, helping to reinforce transparency and ensuring employee perspectives are reflected in decision-making.

Our 'Employee connect' programme gives independent non-executive directors a regular opportunity to meet with our people across 14 OpCos via virtual channels. This initiative strengthens the relationship between our people and the Board, ensuring that the voices of our people are heard at the highest level of the organisation. Through structured sessions and informal interactions, our people share ideas, discuss challenges and gain insight into key strategic priorities.

Our strong open-door culture is reinforced by formal feedback channels, including confidential grievance processes and the anonymous whistleblowing mechanism, through which employees can speak up safely. Feedback gathered through these channels is translated into targeted action plans at Group and OpCo level to strengthen workplace practices and improve the employee experience.

➤ See our Grievance mechanism on www.airtel.africa/ESG_policies

Recognition and performance culture

Recognition programmes play an important role in reinforcing positive behaviours and celebrating the contribution of our people. Our 'target crusher' challenge, designed for the frontline commercial teams, rewards exceptional performance and reinforces customer focus. Engineering awards recognise teams who maintain critical IT infrastructure to the highest standards. The 'My ideas' platform encourages employees to submit innovative solutions to business challenges, fostering cross-functional collaboration and creative thinking.

These initiatives, along with OpCo-led programmes and quarterly recognition events at our town halls, help build a sense of shared purpose, especially through the 'I am Airtel' initiative – reinforcing our culture and our commitment to creating an organisation our people are proud to be part of.

Employee engagement survey

Our employee engagement survey is conducted every two years to provide deeper insight into employee experience and organisational culture. Results of these surveys provide valuable insights into workplace morale and areas for improvement. We have been encouraged by growing engagement with recent surveys and strong results in culture metrics such as collaboration, customer focus and diversity, and we've developed action plans to address identified areas for enhancement. The next survey is scheduled for 2026/27. Results will be reviewed at both Group and OpCo levels, with action plans developed to address areas for improvement and further strengthen engagement across our workforce.



Employee engagement in action

Leadership engagement across our markets

In February 2026, our CEO Sunil Taldar visited the Republic of the Congo and Kenya, connecting directly with employees and reinforcing the shared purpose that drives our growth across the continent.

In our Brazzaville offices, Sunil met with colleagues across the business, recognising their role in expanding connectivity and digital services in the country. During his visit, he joined teams in Bacongo to mark the opening of a new Airtel shop, celebrating the frontline employees who bring our services closer to customers every day. Through open discussions with our people, Sunil highlighted how their commitment and innovation are helping to support digital transformation in the Republic of the Congo.

Later in the month, Sunil met our people at Airtel Kenya in Nairobi to discuss the market's strategic role and future growth. In town hall-style conversations and team engagements, he shared updates on major investments, including East Africa's largest data centre and new connectivity partnerships, and recognised the dedication of employees delivering impact across connectivity and digital financial services.

These visits demonstrate the importance of visible leadership and direct engagement with employees, reinforcing our culture of openness, collaboration and shared ambition to transform the lives of our customers across Africa.



Employee engagement in action

Improving employee experience through digital HR platforms

During 2025/26, we expanded the digital HR platforms, enabling employees to access learning content, HR services and performance tools through a single digital environment. 'Airtel works' and the salesforce mobile application allow management and frontline teams to connect in real time, ensuring consistent communication and enabling learning and development content to be delivered at scale. Managers benefit from workforce insights and analytics that support faster, better-informed decisions.

AI-enabled tools are helping to streamline recruitment processes, including candidate screening and learning recommendations, while personalised learning pathways through Percipio ensure employees can access the development opportunities most relevant to their roles.

These innovations help us deliver a more efficient and responsive employee experience across diverse operating environments while enabling our HR teams to focus on the strategic work that will build a stronger, more capable organisation for the long term.

Our community



Empowering communities and enabling inclusive growth

We believe meaningful transformation begins within communities. Our role extends beyond connectivity: it is about unlocking access to learning, enterprise and opportunity. We are committed to advancing inclusion while empowering individuals and communities to realise their full potential in an increasingly digital world.

Through our programmes and initiatives, we strive to create opportunities for individuals, families and communities, reduce inequality and create lasting social impact. By strengthening education, expanding access and promoting inclusion, we enable people to learn, grow and actively participate in the digital and financial economy.

How we address our priority material topics

Digital inclusion

Digital inclusion is at the heart of empowering communities and individuals to forge brighter futures.

› [See Digital inclusion](#)

Financial inclusion

Financial inclusion is key to driving equality and economic growth in our markets.

› [See Financial inclusion](#)

Access to education

We are committed that more children than ever have access to high-quality educational resources so they can reach their full potential.

› [See Access to education](#)

Supporting the UN SDGs

Our community programmes and initiatives are designed to unlock opportunity, reduce inequality and deliver positive social impact. We focus on enhancing education, access and inclusion – enabling people to learn, grow and fully participate in the digital and financial economy.



SDG 4: Quality education –

Through the provision of free internet access and supporting digital learning in schools, we're helping children build the literacy and digital skills they need to succeed. Our targeted support ensures that all students can access high-quality educational resources.



SDG 5: Gender equality –

Expanding our network into rural and underserved areas empowers more women to connect, learn and access financial tools that support independence and family security. Within our own business, we are committed to creating a fair and inclusive culture where everyone – regardless of gender – can develop their careers and achieve their full potential.



SDG 8: Decent work and economic growth –

Our mobile and financial services drive entrepreneurship and enable informal and small businesses to flourish. Across our operations, we prioritise local hiring and skills development, offering meaningful employment opportunities and supporting economic progress in the communities we serve.

Digital inclusion is a material topic



Digital inclusion

Access to digital services is a key driver of economic empowerment, education and financial inclusion across Africa

At Airtel Africa, we are committed to expanding network coverage, increasing smartphone penetration, and ensuring that digital services are accessible and affordable for all. By investing in infrastructure, innovative payment solutions and strategic partnerships, we're enabling millions to participate in the digital economy.

Our focus areas

Rural penetration

Increasing the penetration of mobile telephony in rural areas – a vital first step towards digital inclusion. For people to buy, use and understand their devices and digital services they must have access to local agents and support.

Affordable products

Ensuring we offer, and continue to develop, a range of attractive and affordable options for our customers.

Payment solutions

Expanding and developing convenient payment solutions for our customers so that they're able to access digital services as and when they need to.

GRI framework

GRI 203-1 Infrastructure investments and services supported

GRI 203-2 Significant indirect economic impacts

“

Digital inclusion is the key to economic growth. It unlocks access to information, digital education, healthcare and financial services which, in turn, have the power to create employment and reduce poverty.

”

Rohit Marwaha

Chief marketing and sales officer

Our approach to managing digital inclusion

We work across our 14 markets developing digital platforms, building a network of agents, increasing smartphone penetration and expanding home broadband (HBB) into urban, semi-urban and rural areas.

By extending our network coverage, we ensure seamless access to digital and financial services for millions of customers. Through our digital platform, MyAirtel, we connect with customers who may otherwise remain beyond the reach of our employees and agents. Through our spam alert services, we actively protect our customers against fraud, helping to build the trust that's essential to lasting digital participation.

Our work is guided by our digital inclusion strategy and our financial inclusion roadmap which is aligned to all regulatory requirements.

Governance

Digital inclusion at Airtel Africa is led by the chief marketing and sales officer with support from cross-functional teams overseeing network expansion, customer engagement and financial inclusion. Our governance structure works as follows:

Sales and distribution are responsible for expanding retail outlets, onboarding agents and facilitating activation of digital services.

Marketing (voice and data) drive the rollout of data and voice products aimed at data customer acquisition and scaling digital inclusion.

Home broadband (HBB) manage residential internet services and fixed-wireless access (FWA) while providing seamless connectivity, bundling home broadband with mobile plans to enhance customer value and reduce churn.

Branding is responsible for developing and maintaining our brand identity, ensuring consistent messaging across all customer touchpoints while playing a key role in building loyalty, simplifying complex offerings and enhancing the overall customer experience in a competitive market.

Revenue and performance is responsible for ensuring network, voice and data services operate efficiently, maximising revenue, identifying and mitigating service gaps, while maintaining compliance and supporting accurate financial reporting.

Key performance indicators (KPIs)

84.2 million

data customers
(+14.8% vs 2024/25)

73.1%

population covered in rural areas
(+0.9% vs 2024/25)

1.8 million

recharge-selling outlets
(1.9 million in 2024/25)

49.5%

smartphone penetration
(+4.7% vs 2024/25)

Progress update against our targets in 2025/26

Rolling out retail and support centres for new users in rural settings

Bringing our network within reach is only the first step. Customers also need local points of support where they can access help and learn how to use our services.

In 2025/26, we continued to expand our distribution footprint across urban, semi-urban and rural areas. Our total data customer base grew by 14.8% year on year, reaching 84.2 million data customers. A key driver of this was the 32.8% increase in the number of outlets. As of 31 March 2026, we have more than 520,000 outlets across 14 markets.

Furthermore, this year, more than 46% of our new customers come from communities outside urban areas, and our rural customer-activating outlets grew to 208,000 as of 31 March 2026, up from 154,000 in 2024/25.

We also scaled our directly owned retail stores from 592 in 2024/25 to 741 in 2025/26, improving our service to high value customers and providing an opportunity to promote HBB. Our frontline sales teams are supported by data-led tools, including analytics, next-best-action recommendations and performance dashboards, to ensure seamless customer care at the point of purchase and beyond.

Increasing customer access to the full range of our digital services

Smartphones unlock the full breadth of our digital services but affordability remains the biggest barrier across our markets. Africa's smartphone penetration stands at around 32.9%, well below the global average of 68.3%[†]. This is why we focus on bringing 4G-enabled devices within the reach of more customers.

Across our customer base smartphone penetration reached 49.5% as of 31 March 2026, up from 44.8% in 2024/25, a meaningful step forward driven by a combination of network investment, partnerships with OEM handset manufacturers and targeted subsidy programmes.

In addition to smartphones, affordable and reliable home internet is becoming increasingly important for digital participation – for education, employment, financial services and daily life. We've continued to scale our HBB offering across all 14 markets this year, unlocking significant growth opportunities through our expanding 5G and fibre networks.

[†] Source: World Bank Findex, 2025

Our HBB customer base reached 0.9 million in 2025/26, representing growth of more than 85% on the previous year. We achieved this by significantly scaling up HBB sales and installation, expanding both our retail experience stores and our direct sales force in key urban areas.

We also fully digitised our sales and installation operations: from customer order through to installation, our processes are now end-to-end digital, improving both efficiency and customer experience. All new customers are onboarded via MyAirtel app, driving greater engagement from the moment of connection.

Promoting convenient payment solutions for 24/7 access to our digital services

Accessible, trusted payment solutions are essential to sustained digital participation. MyAirtel app is our primary platform for self-service, financial management and digital engagement across our 14 markets.

In 2025/26, we redesigned the app to deliver a simpler, more intuitive customer experience, integrating mobile money services so customers can manage self-recharge, make payments and access digital financial services from a single platform. As of 31 March 2026, transactions on MyAirtel app reached \$8.3 billion, an 80% increase compared to the previous year. We also reached 10.5 million monthly active users, with 30.4% of mobile money smartphone users using the MyAirtel app, up from 21.0% last year.

We continue to scale our spam alert services across our markets, blocking approximately 62 million fraudulent SMS messages per month in real time. Where customers don't trust digital services, they don't use them – and protecting our customers from fraud is inseparable from our commitment to digital inclusion.

Partnerships to drive digital inclusion

Partnership with SpaceX: Starlink Direct-to-Cell

In December 2025, we announced an agreement with SpaceX to introduce Starlink’s ‘Direct-to-Cell’ satellite connectivity across our markets. Under this agreement, Airtel Africa customers with compatible smartphones will be able to connect to our network in places that terrestrial coverage has yet to reach – a development that has the potential to fundamentally change what connectivity means in remote communities.

We are the first mobile network operator in Africa to offer this service. We believe it sets a new standard for network availability across our markets, and it reflects our commitment to closing the connectivity gap through every available means – not only infrastructure investment, but strategic partnerships that extend our reach beyond what towers alone can achieve.

OEM partnership: handset financing and subsidies

In response to the rising cost of mobile phones – driven in part by constrained chip supply – Airtel Africa has deepened its partnership with OEMs to make smartphone ownership more achievable for more customers. The programme offers two routes to access: a subsidised purchase option and a flexible financing plan.

Customers can purchase a 4G-enabled smartphone at a subsidised rate or enrol in a payment plan with a 15%–20% upfront payment and flexible daily, weekly or monthly instalments over 12 months. Through this partnership, we’ve also launched 4G-enabled smart feature phones with WhatsApp pre-installed in select markets, enabling connectivity for customers who are not yet ready for full smartphones.

The financing programme is available in Nigeria, Tanzania, Uganda and Zambia. Handset subsidies are available in the DRC, Madagascar, Nigeria, Tanzania and Zambia.

Data customers

	(m)
2025/26	84.2
2024/25	73.4
2023/24	64.4

Smartphone penetration

	(%)
2025/26	49.5
2024/25	44.8
2023/24	40.5

Home broadband (HBB) penetration*

	(%)
2025/26	1.1
2024/25	0.8
2023/24	0.8

* In 2025/26, HBB penetration includes retail and enterprise customers. Numbers are also restated for the previous reporting periods to reflect change in methodology.

Percentage of people in rural locations who can access our network

	(%)
2025/26	73.1
2024/25	72.2
2023/24	71.1



Digital inclusion in action

Driving smartphone penetration in the DRC

Smartphone affordability remains the single biggest barrier to digital inclusion across our markets and nowhere is this challenge more acute than in the DRC. This year, we've tackled it through a partnership with one of the leading handset manufacturers.

The project made 4G-enabled devices more accessible across Kinshasa and other key urban centres. The initiative supported the adoption of more than two million handsets, increasing smartphone penetration by 4.9% to 50.1% as of 31 March 2026.

In rural areas, where affordability pressures are greatest, we launched a handset subsidy programme offering 4G-enabled smart feature phones at \$20, which is the equivalent price of a basic feature phone. Around 30,000 handsets were sold through this programme in its first three months.

As a result of increased smartphone penetration, data customers in the DRC grew by 33% in 2025/26, reaching 8.3 million people by 31 March 2026.



“

Our reliable, uninterrupted, high-speed connectivity allows customers to access education, healthcare and to work remotely, which accelerates economic growth and fosters social inclusion.

”

Thierry Disonama

Managing director, Airtel DRC



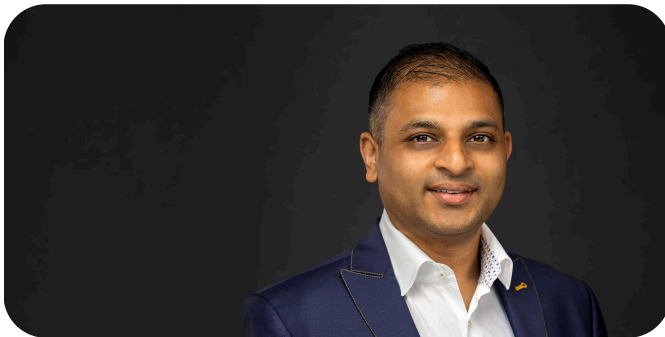
🔗 Financial inclusion is a high priority material topic



Financial inclusion

Through Airtel Money, we provide unbanked populations with financial tools that enable economic participation, security and growth

By expanding our digital payments ecosystem, strengthening partnerships and enhancing affordability, we're helping families and communities build financial resilience and secure their futures.



“

We expand affordable access to digital financial services, enabling millions to participate in the formal economy. Through trusted, secure and inclusive platforms, Airtel Money empowers individuals and small businesses to build resilience, unlock opportunity and advance a more digitally connected Africa.

”

Ian Ferrao
CEO, Airtel Money

Our focus areas

Affordability

Developing products and services that are tailored to the needs and income levels of the unbanked and underbanked population is crucial to our business. We provide our customers with transactional accounts enabling savings, payments, insurance and remittances or foreign exchange (FX) facilities. We've also established affordable lending programmes through multilateral partnerships. These offerings lower barriers to participation in the formal financial system and support everyday financial resilience.

Accessibility

We're focused on ensuring that our services and support are where customers need them to be. Through a wide and growing network of agents and partners, combined with mobile-first digital platforms, we extend access to financial services across urban, rural and underserved communities. Our investment in distribution channels and easy-to-access fintech ecosystems means that our customers can enjoy access to financial services wherever they are.

Awareness

We're working to empower our customers with the knowledge, tools and confidence they need to use financial products in a responsible way.

Our approach to managing financial inclusion

Financial inclusion is powered by mobile money. Through a digital-first approach, we expand access to affordable, secure and convenient financial services, including payments, savings, credit, insurance and remittances, especially for underserved and unbanked populations. Our focus is on removing longstanding barriers to financial access, enabling more people to participate in the formal economy and equipping them with the tools to build lasting financial resilience.

We take a cross-functional approach, integrating product development, customer engagement, pricing and regulatory compliance into a single strategy delivered across 14 markets. This is underpinned by risk management and compliance frameworks that address operational, technology and cybersecurity risks. The CEO of Airtel Money, supported by managing directors across OpCos, is responsible for delivering our financial inclusion targets, regulatory oversight and strategic execution.

Our product teams design offerings such as microloans, overdraft facilities, savings solutions, merchant payment services and international remittances. Our pricing and revenue functions safeguard affordability and alignment with national financial inclusion policies. Awareness initiatives promote take-up and contribute to financial literacy. We provide ongoing training to our people so they understand new products, digital services and distribution models enabling us to reach more customers, in more places, more effectively.

Governance

Governance of financial inclusion is led by the CEO of Airtel Money, with contributions from various functions:

- **Product development teams** design and implement financial solutions tailored to customer needs
- **Customer value management teams** focus on customer engagement, retention and digital adoption
- **Sales and distribution teams** expand agent networks, mobile money acceptance points and digital transaction platforms
- **Risk and compliance** ensures regulatory adherence and implements fraud prevention measures
- **Strategic partnerships** allow us to collaborate with financial institutions, fintech innovators and mobile money stakeholders to drive ecosystem growth
- **Data and analytics teams** monitor financial inclusion KPIs and assess impact on underserved populations

Through this structured governance model, we continue to drive sustainable financial inclusion at scale.

Compliance and trust

Building and maintaining customer trust requires robust compliance alongside the product and distribution work. In 2025/26, we continued to strengthen our compliance framework across all 14 OpCos, covering the following areas:

- **Data protection and security** – continued strengthening of customer data protection and information security controls, supported by ISO 27001 certification across our operations
- **Business continuity and resilience** – ongoing adherence to ISO 22301 business continuity management standards to ensure operational resilience and uninterrupted service delivery
- **Licensing and regulatory compliance** – maintenance of mandatory mobile money licences and regular engagement with financial and telecoms regulators across all operating markets
- **Agent network oversight** – enhanced supervision of the Airtel Money agents' network, including onboarding, training and monitoring, to ensure compliance with regulatory, AML and consumer protection requirements
- **KYC, AML and transaction monitoring** – application of robust know your customer (KYC) and anti-money laundering (AML)/counter-terrorism financing frameworks, including risk-based and alternative identification approaches where permitted, and continuous monitoring of domestic and international transactions to mitigate fraud and financial crime risks

These commitments reflect our belief that accessible financial services must also be secure. Customers in our markets, many of whom are using formal financial tools for the first time, need to know their money is safe. Our compliance programme is therefore as much about inclusion as it is about risk management.

Key performance indicators (KPIs)

54.1 million

Airtel Money customers
(+21.3% vs 2024/25)

29.5%

mobile money customer base penetration
(26.8% in 2024/25)

\$3.1

average revenue per user
(+12.9% vs 2024/25)

2.4 million

Airtel Money agents
(+39.1% vs 2024/25)

\$332

transaction value per customer per month in reported currency
(\$273 in 2024/25)

Progress update against our targets

Ongoing technological advances, improved network coverage and rising smartphone adoption have expanded access to digital financial services. The growing number of Airtel Money customers and increased adoption of mobile money for everyday payments and transfers reflect increasing trust in the platforms we've built. Wider acceptance of digital payments among governments, businesses and merchants has also accelerated the shift away from cash, deepening participation in the formal economy. In addition, our sustained investment in secure, reliable and trusted platforms has enabled a strong foundation for scaling financial inclusion across all our markets in 2025/26.

Deepening the digital payments ecosystem

Expanding and deepening the digital payments ecosystem remained a core priority in 2025/26. We increased our non-exclusive agent base by 39%, strengthening last-mile access and expanding the number of locations where customers can make digital payments for everyday goods and services.

We also enhanced the Airtel Money ecosystem by broadening use cases to drive customer engagement, reflecting strong demand for mobile money products and services while growing customer confidence in our credit products. In parallel, we accelerated our digital-first strategy to support product innovation and increased smartphone adoption across our markets.

We continued to scale high-frequency use cases, including person-to-person transfers, bill payments, recharges, merchant payments and cross-border remittances, and deepened payment ecosystem integration to make digital transactions an everyday default rather than an occasional choice.

Driving economic empowerment and gender inclusion

Financial inclusion is one of the most powerful levers for advancing women's economic empowerment. Women across our markets are disproportionately excluded from formal finance. They are more likely to run informal businesses, have limited collateral and face barriers to accessing traditional banking. We're working to change that.

As of 31 March 2026, 44.1% of our Airtel Money customers were women, reflecting continued progress in reaching female customers across our footprint. In December 2025, we launched a targeted impact lending programme for women-led small and medium enterprises (SMEs) in Tanzania. The programme addresses the specific barriers that women entrepreneurs typically face including limited collateral, thin credit files and restricted access to traditional banking channels. During 2025/26, 55 women SME customers were selected for the initial cohort and supported through targeted communication campaigns and a 20% incremental credit limit on Kamilisha, our flagship overdraft loan product.

During the reporting period, loans were issued under the programme, amounting to TZS 6bn (equiv. \$2.3m) in value. Women participating in the programme demonstrated 2% better repayment performance than the rest of our customer base. This is due to strengthened financial awareness and tailored education. It is important as better repayment rates open the door to larger credit limits and a longer-term relationship with the formal financial system.

Promoting household savings through innovative deposit products

Saving together is a deeply rooted practice across many of our markets. Community savings groups – where members pool regular contributions to help each other reach personal, family or business goals – have long provided a safety net for households that formal financial institutions have often failed to reach. In Tanzania, our Airtel Vikoba initiative digitises this trusted, familiar model, bringing the security, transparency and convenience of mobile money to savings groups that have traditionally operated entirely in cash.

Airtel Vikoba enables group members to make structured digital deposits towards shared or individual goals, and to build a cushion against unexpected expenses. Members can save towards anything – from school fees and medical costs to small business investment. Over 2025/26 the number of active savings groups using Airtel Vikoba grew by 70% and total savings held in Vikoba accounts increased by 124% year on year. Growth of this scale demonstrates that there is a clear need for accessible, structured savings tools.

Significantly, more than 60% of Airtel Vikoba users are women. This reflects the product's relevance to a customer group that has historically been underserved by formal finance, and reinforces our commitment to advancing women's economic empowerment across our markets. For many of these customers, Airtel Vikoba represents their first meaningful engagement with a structured savings product – a genuinely important step towards longer-term financial resilience.

Partnerships for growth

Partnerships continue to play a vital role in extending our financial inclusion reach. In 2025, Airtel Money transitioned from foundational partnerships to scaled execution, deepening collaborations that advanced global payments, financial inclusion, and merchant ecosystem expansion across priority markets.

Building on earlier infrastructure investments, partnerships with Mastercard and Network International enabled the rollout of virtual card capabilities in Tanzania, Uganda and Zambia, allowing customers to transact at over 100 million Mastercard-accepting merchants globally. This materially enhanced cross-border payment functionality and positioned Airtel Money as a credible enabler of international commerce.

In parallel, Airtel Money expanded access to embedded credit through partnerships with Standard Bank in Malawi and Rawbank in the Democratic Republic of Congo, launching wallet-integrated consumer overdraft products. These solutions ensure transaction continuity during liquidity gaps, support responsible short-term credit access, and reinforce Airtel Money's financial inclusion objectives.

To accelerate merchant acceptance and monetisation, Airtel Money partnered with Axieva Inc. to deploy the Airtel Money Merchant Platform, launched in Tanzania (September 2025) and Uganda (March 2026). The platform delivers a unified, scalable merchant solution with digital onboarding, QR payments, real-time processing, and advanced reporting, strengthening merchant acquisition, operational efficiency, and regional scalability.

AI and digital innovation

We continued to harness artificial intelligence (AI) and digital solutions to advance inclusion and improve the customer experience. Increased MyAirtel app penetration remained a priority, with self-recharge, digital payments and self-service capabilities enabling customers to transact more independently and confidently. AI-driven tools supported faster onboarding, smarter KYC management and more intuitive in-app interactions, while also improving internal efficiency through automated transaction monitoring, risk controls and customer support processes. Together, these capabilities are enabling a simpler, more inclusive and more scalable digital financial services platform.

Airtel Money customers

Total number of registered and active users
Aligned with UN SDG10: Reduced inequalities

	(m)
2025/26	54.1
2024/25	44.6
2023/24	38.0

Airtel Money customer penetration

Percentage of mobile money customer penetration
Aligned with UN SDG8: Decent work and economic growth

	(%)
2025/26	29.5
2024/25	26.8
2023/24	24.9

Airtel Money transactions

Total processed value in Airtel Money ecosystem
Aligned with UN SDG10: Reduced inequalities

	(\$bn)
2025/26	195.9
2024/25	136.5
2023/24	112.3

Airtel Money women customers

Percentage of Airtel Money women customers
Aligned with UN SDG10: Reduced inequalities

	(%)
2025/26	44.1
2024/25	44.2
2023/24	38.3

Supporting vulnerable communities through social protection

We work alongside government organisations and non-profit partners to support financial access for vulnerable communities, including through social cash transfer programmes.

In Malawi and Zambia, Airtel Money facilitated major bulk disbursements, channelling government social cash transfers directly to beneficiaries. In Tanzania, our partnership with the Tanzania Social Action Fund (TASAF) enabled government-to-person digital disbursements of Tanzanian shillings (TZS) 1.8bn (equiv. \$0.7m), improving the reach, efficiency and transparency of social welfare payments to underserved communities.

Financial inclusion in action

Bringing financial inclusion to Tanzania's farmers



Across rural Tanzania, many smallholder farmers operate largely in cash-based systems that limit their access to secure payments, savings and broader financial services. In 2025/26, we took a decisive step to change this.

Through targeted workshops in Morogoro and Mtwara, we worked directly with agricultural marketing cooperative societies (AMCOS) and their members to promote the safe, practical use of mobile money for receiving crop payments. The sessions focused on building digital confidence and demonstrating the ease and security of wallet-based transactions. In total, 213 AMCOS were engaged, with an average of 86 registered farmers each, and 7,074 farmers received digital disbursements during the reporting period.

The results have been significant. Year-on-year disbursement value grew by approx. 330%, with volumes nearly 3.4 times higher than in the previous reporting year.

By formalising agricultural income flows, we're reducing the risks associated with cash handling, increasing transparency and enabling farmers to access a broader suite of services – savings, credit and transfers – that can help them manage income more effectively and build long-term financial resilience.

🔗 Education and digital literacy are material topics



Access to education

At Airtel Africa, we are committed to transforming lives through **access to quality education.**

By leveraging our connectivity infrastructure and forming strategic partnerships, we aim to provide students and teachers with the tools they need to succeed in a digital world. Through The Airtel Africa Foundation's landmark partnership with UNICEF, we continue to drive digital literacy and improve access to learning resources across our 14 markets.

Key performance indicators (KPIs)

1,028

schools connected to internet in 2025/26 through the UNICEF partnership

3,296

schools connected to the internet since the start of the UNICEF partnership

➤ For full details of the Airtel Africa Foundation's education programmes – see the [Airtel Africa Foundation](#) section

Millions of children across our 14 markets still lack reliable access to the internet and the digital learning tools they need to thrive. Improving that remains one of our most important responsibilities – and one of our most meaningful opportunities to transform lives.

Since we established our sustainability strategy in 2021, access to education has been a high-priority material topic, reflecting both the scale of need across the communities we serve and the unique role our connectivity infrastructure can play in meeting it.

In 2024, we established The Airtel Africa Foundation as a dedicated vehicle for delivering long-term social impact – including all of our programmes that increase access to education across the continent. The Foundation delivers key elements of this goal, including our landmark partnership with UNICEF.

Governance

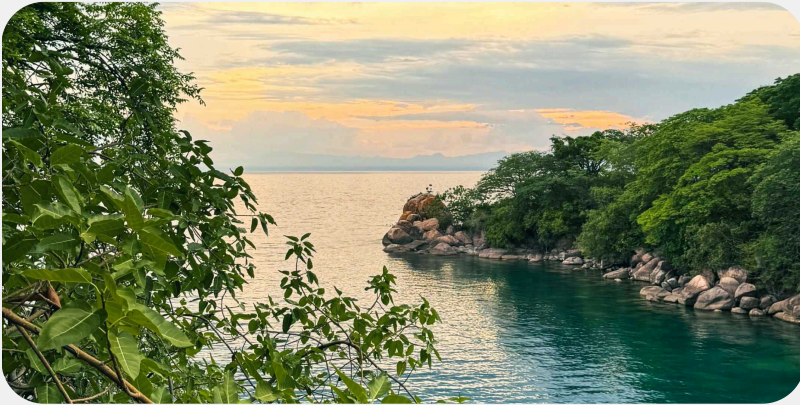
The Foundation is independently governed by a Council and Committee, with financial oversight from its guardian, ensuring transparent programme delivery and partnership accountability.

➤ For full details of the Airtel Africa Foundation's governance – see the [Airtel Africa Foundation](#) section

Progress in 2025/26

The Airtel Africa Foundation is responsible for setting, monitoring and reporting against its own performance indicators for access to education programmes. In a collaborative approach, Airtel Africa supports the identification of communities where connectivity can unlock access to digital learning, providing the infrastructure that underpins delivery. The Foundation independently evaluates programme performance and shares insights with Airtel Africa, ensuring clear governance boundaries while maintaining a shared focus on expanding access to education.

Our environment



Powering growth responsibly while advancing environmental sustainability

Our environmental commitment is driven by purposeful action and clear ambition. As we expand, we aim to do so responsibly, reducing our footprint, adopting renewable energy and supporting a climate-resilient future. Like digital and financial inclusion, environmental sustainability has the power to transform lives by shaping healthier communities, stronger economies and more resilient societies.

Access to clean energy, efficient resource use and reduced environmental impact can improve livelihoods, protect public health and create new economic opportunities. For underserved and vulnerable communities, sustainable practices can enhance access to essential services, reduce exposure to environmental risks and support long-term wellbeing. By integrating sustainability into our business strategy, we continue to drive inclusive growth while safeguarding natural resources for future generations.

We acknowledge our responsibility to safeguard the environment while expanding our network services and coverage. Through management of our emissions intensity and responsible resource management, we continue contributing to a greener, more resilient future for Africa.

How we address our priority material topics

Reduction of greenhouse gas (GHG) emissions

Deploying energy efficient solutions and supporting our journey towards a 2050 net zero ambition.

➤ [See Reduction of greenhouse gas \(GHG\) emissions goal](#)

Environmental stewardship

Developing and implementing programmes to replace damaging materials, expanding recycling schemes and raising employees' awareness of the need to protect natural resources.

➤ [See Environmental stewardship goal](#)

Supporting the UN SDGs

We recognise our responsibility to protect the environment while enabling digital progress. From emissions reduction to resource stewardship, we are embedding sustainability into everything we do to build a greener, more resilient future for Africa.



SDG 12: Responsible consumption and production

– We are committed to operating responsibly by reducing energy use, improving efficiency and managing electronic waste. Through investments in renewable energy and emissions monitoring, we're working to reduce our environmental impact as we grow.

Climate change is a material topic



Reduction of greenhouse gas (GHG) emissions

Reducing emissions through energy efficiency and cleaner power

Our near-term target is, by 2032, to reduce our scope 1 and 2 carbon emissions intensity by 62% from our baseline and continue rolling out engagement programmes with our partners and suppliers to reduce our scope 3 emissions.

Our focus areas

Investing in resilient, energy-efficient infrastructure

We're strengthening the resilience and efficiency of our network through targeted infrastructure investments, including hybrid power solutions and advanced energy management systems. Operating in markets with underdeveloped power grids and increasing exposure to climate-related disruptions, we prioritise energy optimisation and robust network design to maintain service continuity.

As we expand our footprint in sub-Saharan Africa, we embed energy efficiency and environmental considerations into new deployments, reducing energy intensity, improving cost efficiency and supporting reliable, long-term operational performance.

Advancing decarbonisation through partnerships

We're accelerating emissions reduction by deepening collaboration across our value chain, recognising that key emissions drivers, particularly diesel dependency, are influenced by structural energy constraints. By working closely with infrastructure partners and energy providers, we're scaling the adoption of hybrid and renewable energy solutions and improving access to lower-carbon power sources.

This partnership-led approach enables more efficient energy use, reduces GHG emissions and supports sustainable network growth at scale.

GRI framework

305-1 Direct (scope 1) GHG emissions

305-2 Energy indirect (scope 2) GHG emissions

305-3 Other indirect (scope 3) GHG emissions

305-4 GHG emissions intensity

305-5 Reduction of GHG emissions

Our commitment to reducing our environmental impact and focus areas

We are committed to continuing with our ambitious and comprehensive approach to minimising environmental impact by reducing the GHG emissions associated with our operations as well as across our supply chain. Our decarbonisation strategy is embedded within our long-term commitment to sustainable growth, energy efficiency and optimisation in our 14 sub-Saharan markets.

Our journey towards a net zero future

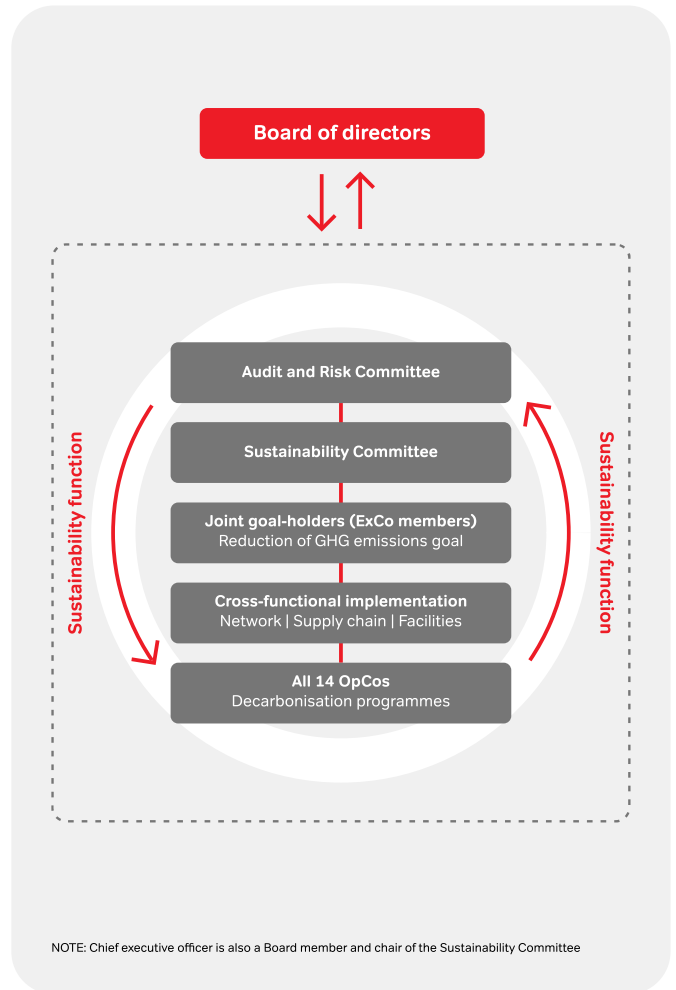
We regularly update 'Our journey towards a net zero future' which sets out the detailed roadmap to reduce GHG emissions across our operations and supply chain. The document outlines our strategic approach to decarbonisation, including the near-term target of a 62% reduction in scope 1 and 2 emissions intensity* by 2032. It also provides updates on energy efficiency measures, hybrid infrastructure deployment, restatement policy, scope 3 methodology as well as our partner and supplier engagement programme (PSEP) to reduce scope 3 emissions in our value chain.

* tCO₂e/MW of installed capacity

➤ For more information about our decarbonisation strategy, see '[Our Journey Towards a Net Zero Future](https://www.airtel.africa)' published on www.airtel.africa

Governance

- **Board of directors** oversees the Group's climate targets and decarbonisation strategy for long-term sustainable value creation. It sets the strategic direction for emissions reduction, ensures alignment with the Group's purpose and risk framework, and embeds climate considerations in business decisions. The Board monitors progress and holds management accountable through sustainability metrics, including non-financial performance measures in our remuneration policy. An independent director serves as Board sustainability champion and Sustainability Committee member.
- **Audit and Risk Committee (ARC)** oversees climate-related risks, controls and disclosures, including the quality and assurance of GHG emissions data and metrics, and monitors the integration of climate risks into the Group's risk management framework, informed by regular updates from the Sustainability Committee.
- **Sustainability Committee** supports the Board in overseeing the development and delivery of the Group's climate-related targets and decarbonisation strategy. It's chaired by the CEO, who is also a Board member, and meets quarterly. The committee reviews progress against our GHG emissions reduction objectives, monitors climate-related risks and opportunities and ensures alignment with the Group's broader sustainability and risk management frameworks. The committee provides regular updates to the ARC, enabling integrated oversight of climate-related risks, controls and disclosures.
- **Joint goal-holders** are responsible for delivering the Group's decarbonisation strategy and overseeing its implementation across all 14 markets. Accountability for the GHG emissions reduction target sits jointly with the chief technology officer (CTO), who oversees network performance and service quality, and the chief supply chain officer (CSCO), who leads supply chain management. Cross-functional teams drive execution while operating under the strategic direction of the CTO and CSCO. This governance structure embeds climate accountability across the organisation, ensuring clear ownership, effective delivery and consistent progress against our emissions reduction commitments.
- **The sustainability function** is responsible for embedding the Group's decarbonisation strategy across all business operations. Lead by the head of sustainability, it coordinates climate-related workstreams across functions and markets, collects and analyses GHG emissions and energy data and supports accurate and transparent reporting in sustainability disclosures. Additionally, the function develops, implements and monitors environmental programmes, ensuring progress against climate-related targets and alignment with the Group's long-term decarbonisation objectives.



- For more information about our Board composition and committees' structure, visit www.airtel.africa/corporate-governance
- For more information about our environmental policy and carbon accounting methodology, visit www.airtel.africa/sustainability
- See [Managing our ESG risks](#)

Key performance indicators (KPIs)

136,133

tCO₂e
scope 1 and 2 emissions
(+1.6% vs 2024/25)

457,691,861

kWh
energy consumption
(+2.2% vs 2024/25)

20%

reduction in emissions intensity
(vs 2022 baseline)

21%

reduction of PUE in MSCs
(vs 2022 baseline)

Our emissions profile: scope 1, 2 and 3

Scope 1 and 2 GHG emissions come directly from owned assets and purchased energy

In 2025/26, our scope 1 and 2 emissions increased by 1.6% compared to 2024/25. Despite the substantial growth in our business as we continue to expand our network infrastructure, the growth in emissions has been constrained by our continued investment in network modernisation and renewable energy solutions deployed across our footprint. As a result, the increase in emissions was significantly lower than it would have been otherwise and improved on the 4.3% increase recorded in the previous year. Our challenge remains to continue reducing the reliance on diesel-based solutions given the unreliable and, in many cases, unavailable electricity grid infrastructure.

External challenges during the year impacted our ability to reduce carbon emissions intensity at the pace we had anticipated. In Chad, due to continued challenges with grid availability we have had to continue to rely on diesel generators to maintain service reliability across the network. This, alongside the continued expansion of our network in Chad, has resulted in a 1.5% increase in diesel consumption in Chad over the previous reporting period.

Notwithstanding these challenges, we continue to advance the deployment of renewable energy solutions and more efficient technologies across our markets, reinforcing our commitment to decoupling network growth from emissions and improving operational efficiency over time.

Scope 3 emissions

For our scope 3 emissions data, which requires collection and verification from external partners, we're only able to report this with a lag of one year to ensure our scope 3 data has been subjected to reasonable internal verification. This is in line with our internal processes to ensure our reported data is fully checked and verified.

- In 2024/25, representing 85% of the total GHG emissions footprint, our scope 3 emissions amounted to 741,777 tCO₂e. These emissions are largely linked to leased assets and capital expenditure. This is in line with the prior year (87%)

- Of our scope 3 emissions, approximately 79% arose from category 8 (upstream leased assets) which is due to our equipment hosted on leased tower sites. Furthermore, 9% of our scope 3 emissions relate to our capital expenditure and form part of category 2 (capital goods)
- The remaining scope 3 emissions were split between other categories which constituted 12% of our total footprint

We continue to engage with our partners and suppliers to reduce our impact on the environment.

Updated methodology and restatement of our scope 3 emissions

In 2025/26, we undertook a comprehensive review of our methodology for calculating scope 3 emissions, incorporating updated emissions factors to enhance accuracy and alignment with best practice. As a result, our 2024/25 scope 3 emissions have been calculated using this revised approach and amounted to 741,777 tCO₂e.

In line with our recalculation and restatement policy, the updated methodology has been applied retrospectively, resulting in the restatement of scope 3 emissions for prior years where the impact was deemed material. Therefore, in 2023/24, our scope 3 emissions have been recalculated and restated from 891,182 tCO₂e to 714,707 tCO₂e.

- For more information, see TCFD section of [Annual Report and Accounts 2026](#).

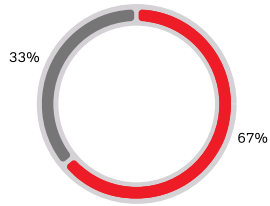
Our scope 1, 2 and 3 emissions

	Measure	2023/24	2024/25 (prior year)	2025/26 (current year)
Scope 1 emissions	tCO ₂ e	82,871	89,869	88,675
Scope 2 emissions (by location)	tCO ₂ e	45,632	44,151	47,458
Total scope 1 and 2 emissions	tCO ₂ e	128,503	134,021	136,133
Scope 3 emissions	tCO ₂ e	714,707	741,777	n/a*
Total	tCO ₂ e	843,210	875,797	
Energy consumption	kWh	434,373,723	448,050,273	457,691,861

* Scope 3 emissions for 2025/26 will be published with a lag of one year

Total scope 1 and 2 emissions in 2025/26
(tCO₂e)

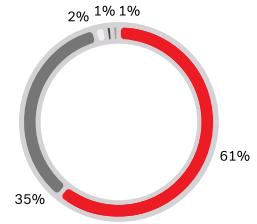
- Scope 1
- Scope 2



Emissions scope	Total emissions (tCO ₂ e)
Scope 1	88,675
Scope 2	47,458
Total scope 1 and 2 emissions	136,133

Total scope 1 and 2 emissions by source in 2025/26
(tCO₂e)

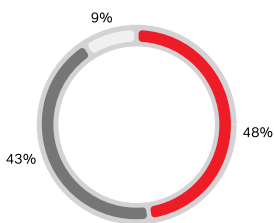
- Diesel (facilities)
- Electricity
- Diesel (fleet)
- Petrol (fleet)
- Refrigerants



Source	Total emissions (tCO ₂ e)
Diesel (facilities)	83,230
Diesel (fleet)	3,129
Petrol (fleet)	1,466
Electricity	47,458
Refrigerants	850
Total emissions by source	136,133

Total scope 1 and 2 emissions by activity in 2025/26
(tCO₂e)

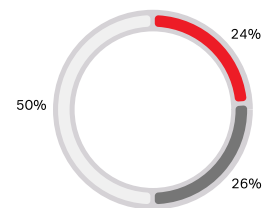
- Owned towers
- Data centres
- Other assets



Assets	Total emissions (tCO ₂ e)
Owned towers	65,631
Data centres	57,965
Other assets (buildings, shops, fleet)	12,537
Total	136,133

Total scope 1 and 2 emissions by region in 2025/26
(tCO₂e)

- Nigeria
- East Africa
- Francophone Africa



Regions	Total emissions (tCO ₂ e)
Nigeria	30,572
East Africa	32,828
Francophone Africa	72,733
Total emissions by region	136,133

Update on progress

Balancing hybrid and renewable energy for sustainable operations in our markets

In 2025/26, we advanced our strategy to balance hybrid and renewable energy sources, strengthening energy resilience while reducing environmental impact. A key achievement was the modernisation of our tower infrastructure, with 390 sites connected to the grid, significantly lowering reliance on diesel and improving operational efficiency. Alongside this, we expanded the deployment of hybrid energy solutions across selected sites to optimise energy use and enhance reliability.

We've prioritised the upgrade of legacy systems, including generators and cooling technologies, to improve efficiency and reduce emissions. Extensive audits and on-site assessments of our passive infrastructure informed targeted modernisation plans, supported by increased capital investment now underway.

To further support both operational efficiency and environmental sustainability, we're expanding the rollout of lean sites in our markets. For example, Airtel Nigeria is advancing digital inclusion while reducing environmental impact through fibre rollout and deployment of lean sites, an efficient, lower-carbon alternative to traditional macro infrastructure. Fibre improves network performance and uptime, while lean sites optimise energy use and reduce diesel reliance, guided by geolocation analytics to target high-demand areas. This approach expands connectivity in underserved rural communities and enhances service quality in urban centres. Lean sites also deliver strong efficiencies, with approximately 40% lower capex and opex around 10% of macro sites. In 2025/26, over 200 lean sites were deployed in Nigeria, increasing uptime in off-grid locations by 21%. Reduced fuel consumption lowers GHG emissions, supporting sustainable, scalable growth.

Improving energy efficiency also continued with our programme of installing 176 new lithium-batteries in 2025/26 (1,411 in 2024/25). This further enabled the use of cleaner, renewable energy and reduces our reliance on fossil fuel.

Our approach also focuses on innovation in data centre design, integrating energy-efficient technologies and reducing waste through smarter infrastructure planning. In parallel, we're exploring alternative energy sources, including premium grid connections, gas-powered generation and renewable options.

Notably, in the Seychelles, increased adoption of solar energy has delivered strong results, with surplus power fed back into the grid. We're also progressing discussions on power purchase agreements (PPAs) in Nigeria to access lower-emission energy from gas-fired plants. In 2025/26, we continued to focus on deploying solar power solutions with installation across 1,040 new sites. This includes new sites on solar; existing sites upgraded with new solar installations and energy service company (ESCO) model sites in Chad.

Together, these initiatives reflect our commitment to building a more efficient, diversified and sustainable energy ecosystem. By reducing reliance on diesel and increasing the use of lower-carbon and grid-based power, our decarbonisation strategy directly targets our primary sources of scope 1 and scope 2 emissions. This approach is expected to deliver a meaningful reduction in emissions intensity, even as we continue to expand our network and connect more people to the digital economy.

9.1 million

litres
reduction of diesel consumption in
2025/26

Optimising data and mobile switching centres (MSCs)

In 2025/26, we continued to focus on consolidating and right-sizing equipment, optimising physical space and enhancing the efficiency of cooling systems. These operational improvements contributed to a further 21% reduction in power usage effectiveness (PUE)* from baseline as of 31 March 2026. This translated into improved energy efficiency and additional energy savings of 1,983,000 kWh during the reporting year, building on the 8,390,000 kWh achieved in the prior period, representing a 23.6% year-on-year improvement.

Reduction of power usage effectiveness (PUE)

	(PUE)
2025/26	1.77
2024/25	1.80
2023/24	1.94

* Power usage effectiveness (PUE) or power unit efficiency is a ratio that describes energy efficiency.



Reduction of greenhouse gas (GHG) emissions in action

Accelerating renewable energy through solar innovation in the Seychelles

In April 2025, we commissioned a 71 kWp grid-tied solar photovoltaic system at our Seychelles data centre, marking a significant milestone in our transition to renewable energy. Comprising 159 high-efficiency solar panels and 65 kW inverter capacity, the system delivers an estimated 7,828 kWh of clean energy monthly, contributing 8% of the facility's annual electricity demand.

This initiative has already avoided 43 tonnes of CO₂ emissions, advancing our decarbonisation ambitions while supporting the Seychelles' national sustainability commitments for 2030*. Designed for

efficiency, the grid-tied configuration enables seamless integration with the national grid, optimising solar use without the need for battery storage.

Beyond environmental impact, the project delivers strong financial returns. As a scalable model, the Seychelles deployment demonstrates how renewable energy can drive both sustainability and operational efficiency across our markets.

* These include reducing overall GHG emissions by 26.4% (compared to business as usual) by 2030, enhancing renewable energy adoption and protecting the Seychelles' seagrass and mangrove ecosystems.



Partnerships in action

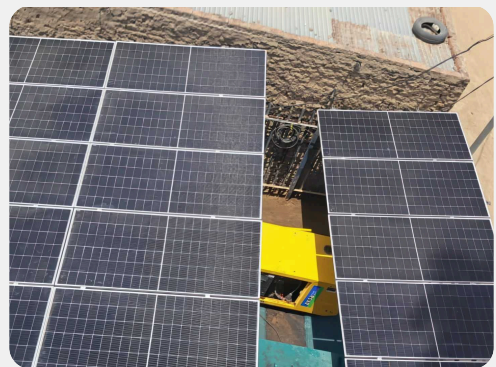
Scaling sustainable energy solutions in Chad through the ESCO model

We're scaling our decarbonisation programme in Chad through the rollout of an energy service company (ESCO) model, enabling the transition of tower infrastructure from diesel to solar-hybrid and renewable energy solutions.

Under this model, partners finance, deploy and operate energy infrastructure through long-term service agreements. This reduces capital intensity, improves cost predictability and mitigates fuel supply risks, particularly in remote areas. The shift to solar-hybrid energy is also critical in addressing operational challenges during the rainy season when flooding can isolate nearly 50% of our sites for several weeks, making refueling difficult. By reducing reliance on diesel, this transition strengthens service continuity and ensures more resilient connectivity for the communities we serve.

As of 31 March 2026, progress includes the migration of 244 out of 484 sites across key regions, with full transition expected in 2026/27 as part of our broader network modernisation programme.

By accelerating the adoption of cleaner energy solutions, we're reducing emissions, improving network resilience and delivering more reliable connectivity in a constrained energy market while aligning with regulatory expectations for hybrid energy adoption in Chad.



Partnerships in action

Powering connectivity sustainably in partnership with Helios Towers

Reliable energy access remains a critical challenge across many parts of sub-Saharan Africa, particularly in rural and remote areas where even grid-connected telecom towers often depend on diesel generators to maintain uptime. Addressing this structural constraint is central to both our operational resilience and our decarbonisation ambitions.

In partnership with Helios Towers, we're accelerating the transition to hybrid energy solutions across key markets, including Tanzania, Madagascar and the Democratic Republic of the Congo. By increasing access to grid power and integrating renewable and hybrid technologies, we're reducing diesel dependency while strengthening the reliability of our network infrastructure.

This collaboration is delivering tangible results. Lower fuel consumption is driving a reduction in carbon emissions while improved energy stability enhances service continuity for customers in underserved communities. As of 31 March 2026, hybrid power systems have been deployed across 65% of Helios Towers' sites leased to Airtel Africa in these markets (29% in 2024/25).

This partnership demonstrates how strategic collaboration across the value chain can unlock scalable solutions to complex energy challenges.



“ This partnership demonstrates how sustainable infrastructure can deliver both lower carbon outcomes and greater digital inclusion, helping connect underserved communities while advancing our shared decarbonisation ambitions.

” **Ravi Suchak**
Group head of external affairs, sustainability and public policy, Helios Towers

Water and waste management is a material topic



Environmental stewardship

We remain **dedicated to minimising waste, conserving natural resources and embedding sustainable practices throughout our operations**

Guided by our environmental and social management system (ESMS), we track our performance and align our practices with international standards. Through targeted initiatives, we monitor our water consumption, minimise non-hazardous waste and work towards eliminating hazardous waste across our operations. Together, these efforts strengthen our environmental performance and support our long-term commitment to responsible and sustainable operations.

Our focus areas

Elimination of hazardous waste from our operations

We continue to eliminate hazardous waste, particularly lead from batteries, by adhering to stringent disposal regulations and partnering with suppliers and accredited disposal firms.

Reduction in non-hazardous waste

We remain committed to the reuse and recycling of non-hazardous waste throughout our operations, expanding our waste management schemes and increasing our procurement of reusable and recyclable products and materials.

Protection of natural resources

We don't consume or pollute significant amounts of water through our operations. We take a proactive approach to water conservation, including integrating water-saving systems in all new and refurbished office buildings and applying occupancy-based estimation methods to measure consumption where meters aren't yet installed.

GRI framework

GRI 306-4 Waste diverted from disposal

GRI 306-5 Waste directed to disposal

GRI 301-2 Recycled input materials used

GRI 303-3 Water withdrawal

GRI 303-4 Water discharge

GRI 303-5 Water consumption



Environmental stewardship is a commitment to future generations. Through responsible waste management, accelerated energy efficiency and dedicated conservation efforts, we're not only reducing our environmental footprint but also helping to shape a more resilient and sustainable Africa.



Ramakrishna Lella
Chief supply chain officer

Our approach to managing environmental stewardship

Through our ESMS, we monitor waste disposal, track resource use and assess environmental risks. We work closely with suppliers and vendors to ensure they adhere to our environmental and social performance standards. Our procurement contracts include e-waste management clauses to promote responsible recycling and disposal of network equipment.

Over the reporting period, we've embedded environmental and social management requirements for contractors into agreements with original equipment manufacturers (OEMs) and high-risk contractors and suppliers. Five TowerCos, four OEMs and six FibreCos have had their contracts updated with these requirements, ensuring consistent monitoring and reporting throughout our value chain. All high-risk contractors are required to comply with applicable national laws and our ESMS. This includes health, safety, environmental and social performance standards, risk assessments, and timely reporting of serious incidents.

Governance

Environmental stewardship is managed by our supply chain, network and sustainability functions, with oversight from senior leadership at both Group and OpCo levels. Our governance structure includes:

- **Supply chain and procurement teams** – ensure responsible sourcing, hazardous waste management and vendor compliance with environmental standards
- **Network and technology teams** – implement energy efficiency measures and phase out hazardous materials in operations
- **Sustainability and compliance teams** – oversee implementation of the ESMS, monitor environmental key performance indicators (KPIs) and ensure alignment with international standards
- **Facilities teams in our OpCos** – manage waste separation, recycling initiatives and awareness campaigns within our offices and retail outlets

Regular audits and compliance checks help ensure that our environmental policy is effectively implemented across all 14 OpCos.

KPIs

822.2

tonnes of total waste generated in 2025/26
(14.6% reduction vs 2024/25)

770.5

tonnes of total waste recycled in 2025/26
(13.6% reduction vs 2024/25)

531.7

tonnes of network equipment recycled in 2025/26
(17.5% reduction vs 2024/25)

125.0

megalitres of water consumption in 2025/26
(3% reduction vs 2024/25)

Progress update against our targets in 2025/26

Eliminating hazardous waste

We continued to make progress this year in reducing and eliminating hazardous waste. The replacement of lead-acid batteries with lithium-ion batteries is ongoing, with 116 end-of-life batteries replaced during the year. All end-of-life equipment continues to be disposed of through licensed vendors in each market. Our key OEM partners – Nokia, Huawei, ZTE and Ericsson – have reaffirmed their commitment to our material take-back scheme, ensuring end-of-life network equipment is reused, repaired, recycled or responsibly disposed. In 2025/26, a total of 532 tonnes network waste was recovered, reused or recycled with no electronic waste sent to disposal. The approach we have built into our operations aligns with a tightening of regulations in Kenya and Nigeria on battery and e-waste management.

Reducing non-hazardous waste through responsible consumption

We've made meaningful progress this year in specific markets and waste categories, particularly around general office waste and paper usage and waste.

The elimination of single-use plastic cups from our offices and headquarters has been extended to 80% of retail shops across all OpCos. We're actively monitoring the rollout to prevent regression. We're on track to fully embed this initiative in all shops across our footprint in 2026/27.

In Kenya, through our partnership with Taka Taka Solutions, 86% of the waste generated at our Parkside headquarters in Nairobi is now collected and recycled. A total of 14,310kg of waste was recycled during 2025/26, saving 25,071 tonnes of CO₂.

As a business we use a significant amount of paper, so managing and reducing this remains a priority. Over the last 12 months, we've made significant progress in reducing printing across our operations through online document sign-off, contract management tools and digital workflow processes. These changes have reduced paper used for contract printing by 80%, a transformation that is now embedded into the way we work, rather than treated as a standalone initiative. And in Malawi, our collaboration with International Conservation and Cleanup Management achieved a recycling rate of over 80% of paper waste generated within our main office buildings. Rather than sending that waste to landfill, we're repurposing it as raw material for manufacturing products including egg trays, organic manure and tissue paper – a strong example of circular economy principles in practice. In total, 30,931kg of paper was recycled in Malawi during 2025/26.

While we are making strong progress in key areas, we recognise the challenges that remain. Across some of our markets, technological limitations and the absence of strong regulatory enforcement make it difficult to manage certain waste categories consistently. As a result, our target to eliminate all non-hazardous waste by 31 March 2026 has not been fully achieved. We're actively working to close this gap, exploring new recycling partnerships and aiming to expand our circular economy activities in the year ahead.

Total waste generated in 2025/26*



Waste category	Tonnes
Waste directed to disposal (landfill or incineration)	51.8
Waste diverted from disposal (recycled and reused)	770.5
Total	822.22

* This data does not include India, the Netherlands, UAE, UK and Channel Islands.
 Note: Electronic waste collected by the original equipment manufacturers (OEMs) or certified waste recycle operators for reuse, recycling and/or material recovery. Only disposed waste is recorded and reported. Any waste held in our warehouses temporarily in not included (e.g., batteries and any other electronic waste scheduled for disposal).

Waste generated by type in 2025/26



Waste category	Tonnes
Hazardous waste (network waste and batteries)	531.7
Non-hazardous waste	290.5
– paper, cardboard and wood	105.4
– construction metals (kiosks, etc.)	0.0
– other waste* (general office mix)	185.1
Total	822.2

* Other waste category includes mixed office building waste, such as pruned tree branches and other soil debris.

Water management

We do not consume or pollute significant amounts of water through our operations, but we take proactive management seriously. In 2025/26, we established conservation controls across offices and facilities. These include integrated water-saving systems – such as automatic flushing and push-on taps in all new and refurbished office buildings – and formalised a standardised measurement methodology across all 14 OpCos.

Our primary sources of water are municipal supplies and boreholes. Water consumption is measured using utility bills or meter readings where meters are installed. For water discharge, all cleaning water is channelled to municipal or local government wastewater sewer lines and classified as effluent discharge. In 2025/26, our total water discharged was 122.5 megalitres.

Chad, Kenya, Niger and the Seychelles are water-stressed zones within our operations, and we are strengthening our water management activities in these markets accordingly. We run awareness campaigns and display conservation signage in strategic locations across our offices to engage colleagues in responsible water use.

Looking ahead, we plan to introduce smart meters in our main facilities, starting with head offices and regional offices, to enable more accurate data collection. With reliable data in place, we aim to establish formal water consumption targets from 2026/27.

Energy efficiency and renewable energy

Energy costs across sub-Saharan Africa have risen sharply, driven by global fuel volatility and reduced rainfall affecting hydropower generation. This increases reliance on diesel and pushes operating costs up. Managing these pressures effectively is central to our environmental strategy.

Over the course of the reporting period, we've achieved a 95% lighting efficiency Group-wide and more than 50 new retail shops have been fitted with 100% LED lighting. Our facilities in Kenya, Nigeria, Tanzania, the Seychelles, Uganda and Zambia now use only energy-saving bulbs, and motion sensors are being installed as standard in all new facilities. In Zambia, where reduced rainfall has affected hydropower availability and national grid instability remains a significant challenge, 33 retail stores have transitioned to hybrid renewable energy sources to maintain operations. This resulted in the stores using 21% less energy than the previous year. These are practical, market-level responses to a continent-wide challenge.

Building the capability to sustain this progress is equally important. In 2025/26, 46 facilities managers received specialist training in digital transformation for facility management, covering data-driven solutions for optimising energy operations and digital approaches to advancing net zero energy access across African cities and industries.

Environmental and social management system

Our ESMS progressed significantly in 2025/26, with a focus on deepening implementation, strengthening contractor oversight and building internal capacity.

ESMS implementation reviews were carried out in Rwanda and the DRC in November 2025, with follow-up on identified gaps completed in January 2026. Contractor inspections – covering fibre installations and tower activities – were also conducted in Kenya and the DRC in June 2025. As part of the supplier onboarding process, new suppliers are now required to provide information on their environmental, health, safety and social policies, ensuring alignment with our sustainability and compliance objectives.

ISO 14001:2015 certification

This was a significant achievement this year. Following a certification audit conducted by TÜV Rheinland, an international certification body, from January 2026, two of our head office locations and four of our OpCos are now officially certified to **ISO 14001:2015** – the international standard for environmental management systems. The certification journey began in April 2025 with the formation of a dedicated cross-functional workgroup, ensuring representation from across OpCos and functions. It included specialist training for 57 implementers and 48 internal auditors, comprehensive documentation to align our processes with ISO standards, Group-wide awareness sessions and rigorous internal audits ahead of the external assessment. Our next step is to expand certification to all remaining OpCos in 2026/27.

ISO 14001:2015 certification received for:

Airtel Africa Services (UK) Limited- Dubai Branch

Airtel Mobile Management Services FZ-LLC (previously Airtel Mobile Commerce B.V. (Dubai Branch))

Airtel Networks Nigeria

Airtel Networks Kenya

Airtel Uganda

Airtel Congo (RDC) S.A

Biodiversity and responsible environmental management

We're increasing our focus on biodiversity, ensuring our operations are aligned with responsible environmental management. In collaboration with GSMA and industry partners, we continue to engage with emerging research on the impact that the telecoms sector has on biodiversity, with findings expected to inform future sustainability initiatives.

The latest GSMA report stresses the urgent need for the mobile industry to address biodiversity loss, noting that the accelerating decline of ecosystems and species threatens global stability. While telecoms operations can negatively impact biodiversity through infrastructure expansion and development, energy consumption and resource extraction, the industry also has unique opportunities to contribute positively.

By leveraging digital innovation such as biodiversity monitoring tools, wildlife tracking and conservation apps, and by fostering partnerships with NGOs, governments and communities, telecoms operators can play a vital role in protecting nature. Integrating internet of things (IoT), AI and connectivity into climate tech solutions further aligns biodiversity protection with climate resilience, positioning the mobile industry as both a responsible actor and an enabler of global conservation efforts.

Looking ahead, we plan to leverage these findings to refine and strengthen its sustainability strategy, with a particular focus on advancing biodiversity conservation practices in 2026/27.

Eliminating open waste burning

Efforts to address open waste burning in Africa are advancing. In Kenya and Malawi, air quality monitoring projects and waste recycling programmes are contributing to improved environmental conditions. We continue to participate in the multi-stakeholder initiative to end open burning across the continent, working alongside the Climate and Clean Air Coalition (CCAC), ICLEI (Local Governments for Sustainability), local governments and Engineering X, drawing on expertise and case studies from across the continent.

In November 2025, the initiative was registered under the UNFCCC Cooperative Climate Initiatives by non-state actors. This recognises that corporate climate action is integral to global progress beyond government commitments and is a clear example of how businesses can contribute to local climate solutions, particularly in reducing emissions and improving community health.



Environmental stewardship in action

Enhancing **access to clean water** in Kenya

Kenya faces significant water scarcity, with only 15% of the country's water resources fully developed. In Northern Kenya, where rainfall is unpredictable and droughts are frequent, access to clean water remains one of the most pressing challenges for communities and livelihoods.

In August 2025, more than 450 households in Marsabit town, Northern Kenya, gained access to safe, clean and reliable water following the completion of the Karantina water project – a borehole initiative implemented by the Kenya Red Cross Society and funded by Airtel Money Kenya. Beyond drilling the borehole, the project included the construction of masonry tanks, extension of pipelines, building of watering troughs and kiosks, and the installation of prepaid meters to ensure sustainable water management for both households and livestock. The partnership also rehabilitated four water sources in Bendera, Lojorin, Loltulele and Loosuk in Samburu County, bringing the total number of households benefiting from improved water access across Northern Kenya to over 1,950.



“ We trust that this borehole will be a source of health, opportunity and dignity for this community. Our commitment is not only to enable seamless financial transactions but also to empower communities.

”
Anne Kinuthia-Otieno
 Managing director, Airtel Money Kenya



Cultural embedding in action

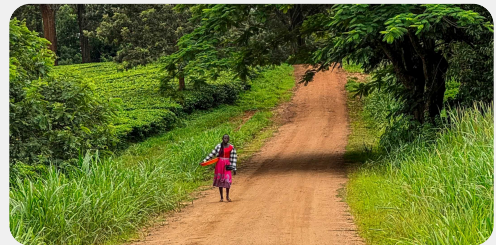
Driving **everyday impact** across our workforce and communities

Environmental stewardship is embedded across Airtel Africa's operations, supporting our ambition to grow responsibly while reducing our environmental impact. Alongside investments in energy efficiency and lower-carbon infrastructure, we continue to engage employees and communities to translate our commitments into practical, local action.

During the year, we marked key global moments to reinforce awareness and encourage participation. On World Earth Day, we highlighted the role of operational efficiency measures, including the transition to on-grid and solar-hybrid solutions and ongoing infrastructure upgrades – in reducing emissions and energy consumption.

On World Environment Day, activities across our markets focused on land restoration, waste management and reducing plastic pollution. Employees in the DRC participated in training on sustainable waste management and recycling, while teams in Kenya planted more than 1,500 trees to support local conservation efforts. In Zambia and Nigeria, employee-led clean-up initiatives targeted plastic waste in local markets, complemented by awareness campaigns promoting responsible disposal practices. In Nigeria, these efforts also included the distribution of reusable bags to encourage reduced reliance on single-use plastics, alongside e-waste collection initiatives delivered in partnership with specialist recycling partners.

These initiatives demonstrate how coordinated local action, supported by employee engagement, contributes to our broader environmental goals – reinforcing a culture where everyday decisions support long-term sustainability.



“ Small actions across our markets create lasting impact: protecting our planet, restoring nature and building a more sustainable future for all.

”
Oladimeji Olaniyan
 Head of sustainability

GSMA metrics

The following table constitutes our 2025/26 disclosures based on currently available data in accordance with GSMA's recommendations.

GSMA indicators	Disclosures/comments
GSMA-ENV-01 Science-based targets	We're not yet in the position to apply for SBTi validation of our scope 1, 2 and 3 emissions targets. We continue to advance the implementation of our decarbonisation strategy and prepare for SBTi validation of our climate-related targets.
GSMA-ENV-02 Scope 1, 2 and 3 emissions	
GSMA 1.2a Scope 1 and 2 GHG emissions	136,133 tCO ₂ e
GSMA 1.2b Scope 3 GHG emissions	741,777 tCO ₂ e in 2024/25 (for our scope 3 emissions data, which requires collection and verification from external partners. We're only able to report this with a lag of one year to ensure our scope 3 data has been subjected to reasonable internal verification) See Reduction of GHG emissions, Sustainability KPIs and ESG data
GSMA-ENV-03 Energy consumption	
GSMA 1.3a Total energy consumption	457,691,861 kWh
GSMA 1.3b Network energy consumption	414,945,175 kWh
GSMA 1.3c Network energy mix	300,926,368 kWh (diesel) 114,018,807 kWh (electricity) See Reduction of GHG emissions, Sustainability KPIs and ESG data
GSMA-ENV-04 Materials repaired or reused	
GSMA 1.4a Network equipment repaired or reused	We repair and reuse our network equipment in some of our OpCos, however we do not track this data with sufficient accuracy in 2025/26
GSMA 1.4b Handsets and other customer premises equipment (CPE) repaired or reused	This information is not available for 2025/26
GSMA-ENV-05 Waste generated	
GSMA 1.5a Total waste generated (tonnes) per 1GB	0.000000098 tonnes per GB (equals 0.098 grams per GB)
GSMA 1.5b Network waste (tonnes) per 1GB	0.000000063 tonnes per GB (equals 0.063 grams per GB)
GSMA 1.5c Handset and other CPE (tonnes) per 1GB	n/a (see 1.4b)
GSMA 1.5d All other waste (tonnes) per 1GB	0.000000035 tonnes per GB (equals 0.035 grams per GB) See Environmental stewardship and ESG data
GSMA-ENV-06 Materials recycled	
GSMA 1.6a Network waste recycled	531.7 tonnes See Environmental stewardship and ESG data
GSMA-INC-01 Population covered by mobile network	
GSMA 2.1 Percentage of population covered by operator's mobile network	81.9% See Sustainability KPIs
GSMA-INC-02 Device and subscription affordability	
GSMA 2.2a Cost of the most affordable smartphone, as percentage of monthly GDP per capita	12.3% (vs 13.8% in 2024/25)
GSMA 2.2b Average cost of 1GB of data, as percentage of monthly GDP per capita	0.0619% (vs 0.0827% in 2024/25)
GSMA-INC-03 Digital skills programmes	
GSMA 2.3 Number of people (excluding employees) who have completed a basic, intermediate or advanced digital skills training programme (as per ITU definition*), divided by total subscribers	Plans are in place to collect and disclose this data

GSMA indicators	Disclosures/comments
GSMA-INT-01 Customer data incidents	
GSMA 3.1a Number of data breaches, per million subscribers	No incidents to report in 2025/26
GSMA 3.1b Percentage of data breaches involving PII	
GSMA 3.1c Number of customers affected, per million subscribers	
GSMA 3.1d Number of regulatory actions for data protection violations (e.g., marketing-related complaints, data breaches), per million subscribers	
GSMA-INT-02 Digital rights policy	
GSMA 3.2 Digital rights policy Is there a policy specifically covering digital rights protection and transparency, privacy, freedom of expression, government mandates to shut down or restrict access, and/or government requests for data? (yes/no)	Yes. See our data protection and privacy policy statement published on www.airtel.africa/ESG-policies
GSMA-INT-03 Online safety measures	
GSMA 3.3 Do you have controls or programmes in place to improve online safety for children and other vulnerable groups? (yes/no)	Yes. For more information, visit www.airtel.africa
GSMA-SUP-01 Sustainable procurement policy	
GSMA 4.1a Do you have a sustainable procurement policy in place?	Yes. See our 'Code of Business Ethics for partners and suppliers', as published on www.airtel.africa/ESG-policies
GSMA 4.1b If yes, how many of the following elements does it cover? (a) organisational governance, (b) human rights, (c) labour practices, (d) environment, (e) fair operating practices, (f) consumer issues, (g) community involvement and development.	Our Group policies cover a, b, c, d, e, f, g.
GSMA-SUP-02 Supplier assessments	
	Not disclosed in 2025/26

* The International Telecommunication Union (ITU) definition for digital literacy: **basic** (foundational tasks, such as using a keyboard/touchscreen, managing files, sending emails and searching the web, **intermediate** (professional use of spreadsheets, creating digital content and evaluating technology) and **advanced** (specialist competencies, such as programming, data analysis and working with AI and/or machine learning.)

ESG data

Our ESG data is reported on a consolidated basis, aligned with the financial reporting perimeter unless otherwise stated.

Human resources†

GRI 2-7

Breakdown of employees by gender

	2025/26	2024/25
Number of male permanent (on-roll) employees	3,163	3,011
Number of female permanent (on-roll) employees	1,349	1,242
Total number of permanent employees (on-roll)	4,512	4,253
Number of male temporary (off-roll) employees	14,035	5,294
Number of female temporary (off-roll) employees	7,760	2,805
Total number of temporary (off-roll) employees	21,795	8,099
Number of male employees (on-roll and off-roll)	17,198	8,305
Number of female employees (on-roll and off-roll)	9,109	4,047
Total number of employees (on-roll and off-roll)	26,307	12,352

†Permanent employees' includes all full-time employees. †Temporary employees' includes all off-roll short-term contract employees. †Total number of employees' is a sum of both permanent and temporary employees.

GRI 2-8

Workers who are not employees

See GRI 2-7 above.

GRI 2-30

Employees covered by collective bargaining agreements

	2025/26	2024/25
Percentage of total employees covered by collective bargaining agreements (on-roll employees)	19%	20%

We respect the legal rights of our employees to join trade unions and labour organisations.

We ensure compliance with applicable local laws does not discriminate based on an employee's decision to join a labour organisation.

GRI 201-3

Defined benefit plan obligations and other retirement plans

We manage pension schemes of our employees under the regulations of relevant jurisdictions in each OpCo.

Diversity of governance bodies and employees†

GRI 405-1

Breakdown of employees by age

	Under 30 years old	30-50 years old	Over 50 years old	Total
2025/26				
Executive management	0	108	58	166
Managers	48	1,761	343	2,152
Administrative	338	1,715	141	2,194
Total	386	3,584	542	4,512
2024/25				
Executive management	0	114	45	159
Managers	31	1,607	289	1,927
Administrative	330	1,722	115	2,167
Total	361	3,443	449	4,253

GRI 405-1

Breakdown of employees by employee category and gender

	Male	Female	Total
2025/26			
Executive management	126	40	166
Managers	1,603	549	2,152
Administrative	1,434	760	2,194
Total	3,163	1,349	4,512
2024/25			
Executive management	117	42	159
Managers	1,451	476	1,927
Administrative	1,443	724	2,167
Total	3,011	1,242	4,253

GRI 405-2

Ratio of basic salary and remuneration of women to men

Not disclosed.

GRI 401-1

New employee hires and employee turnover

New hired employees by gender

	2025/26	2024/25
Female	243	210
Male	460	396
Total	703	606

New hired employees by age group

	2025/26	2024/25
Under 30 years	159	141
30-50 years old	520	450
Over 50 years old	24	15
Total	703	606

Employee turnover* by gender (%)

	2025/26	2024/25**
Female	8.6%	10.1%
Male	7.6%	10.3%
Total	7.9%	10.2%

Employee turnover* by age group (%)

	2025/26	2024/25
Under 30 years	11.9%	21.9
30-50 years old	7.9%	9.5
Over 50 years old	4.8%	6.7
Total	7.9%	10.2%

† Data refers to Group-wide metrics.

* The turnover rate is calculated by dividing total employee exits by headcount as of 31 March 2026.

** Data related to 2024/25 employee turnover by gender has been corrected following a calculation error.

GRI 401-2**Benefits provided to full-time employees that are not provided to temporary or part-time employees**

Among the benefits provided to on-roll employees are pension contributions, life insurance, medical insurance and handset benefits. For off-roll employees, life and medical insurance is provided by their direct employer (third-party entities).

GRI 401-3**Parental leave****Number of employees that were entitled to parental leave (by gender)**

	2025/26	2024/25
Female	1,349	1,242
Male	3,163	3,011
Total	4,512	4,253

Number of employees that took parental leave (by gender)

	2025/26	2024/25
Female	56	50
Male	169	141
Total	225	191

Number of employees who returned to work after parental leave ended (by gender)

	2025/26	2024/25
Female	61	50
Male	162	138
Total	223	188

Number of employees who returned to work after parental leave ended and were still employed 12 months after their return to work (by gender)

	2025/26	2024/25
Female	42	41
Male	110	122
Total	152	163

GRI 402-1**Minimum notice periods regarding operational changes**

There is a two-month notice period for on-roll employees and one month for off-roll employees. At the request of an employee, the notice period may be extended.

GRI 404-1**Average training hours (by gender)**

	Total annual training hours	Number of employees**	Average training hours
2025/26			
Female	456,083.3	9,109	50.1
Male	199,824.0	17,198	11.6
Total	655,907.3	26,307	24.9
2024/25			
Female	165,282	4,047	40.8
Male	261,111	8,305	31.4
Total	426,393	12,352	34.5

Average training hours by employee category

	Total annual training hours	Number of employees**	Average training hours
2025/26			
Executive management*	1,902.5	166	11.5
Managers	161,733.5	2,152	75.2
Administrative	492,271.3	23,989	20.5
Total	655,907.3	26,307	24.9

2024/25

Executive management*	2,697.0	159	17
Managers	43,190.0	1,927	22.4
Administrative	380,506.0	10,266	37.1
Total	426,393.0	12,352	34.5

* Group and OpCo-level Executive Committees, excluding country managing directors.

** On-roll and off-roll employees.

Note:

1. Data is based on our online self-learning platform as well as instructor-led trainings.

GRI 404-3**Percentage of employees receiving regular performance and career development reviews**

All on-roll employees participate in our performance assessment process annually.

Environment**GRI 306-3****Waste composition, tonnes**

	Waste generated	Waste diverted from disposal	Waste directed to disposal
2025/26			
Hazardous waste (network waste and batteries)	531.7	531.7	0
Non-hazardous waste (food waste, plastics, paper, etc.)	290.5	238.7	51.8
Total	822.2	770.4	51.8
2024/25			
Hazardous waste (network waste and batteries)	606.0	606.0	0
Non-hazardous waste (food waste, plastics, paper, etc.)	357.0	286.2	70.8
Total	963.0	892.2	70.8

GRI 306-4

Waste diverted from disposal (tonnes)

	Onsite	Offsite	Total
2025/26			
Hazardous waste			
Preparation for reuse	0	14.1	14.1
Recycling	0	517.6	517.6
Other recovery operations	0	0	0
Total	0	531.7	531.7

Non-hazardous waste (other waste, including office mix)

Preparation for reuse	0	110.3	110.3
Recycling	0	128.4	128.4
Other recovery operations	0	0	0
Total	0	238.8	238.8
Total waste prevented	0	238.8	238.8

	Onsite	Offsite	Total
2024/25			
Hazardous waste			
Preparation for reuse	0	0	0
Recycling	0	626	626
Other recovery operations	0	0	0
Total	0	626	626

Non-hazardous waste (other waste, including office mix)

Preparation for reuse	0	266	266
Recycling	0	0	0
Other recovery operations	0	0	0
Total	0	266	266
Total waste prevented	0	266	266

GRI 306-5

Waste by disposal operation (tonnes)

	Onsite	Offsite	Total
2025/26			
Hazardous waste			
Incineration (with energy recovery)	0	0	0
Incineration (without energy recovery)	0	0	0
Landfilling	0	0	0
Other disposal operations	0	0	0
Total	0	0	0

Non-hazardous waste (other waste, including office mix)

Incineration (with energy recovery)	0	0	0
Incineration (without energy recovery)	0	51.8	51.8
Landfilling	0	0	0
Other disposal operations	0	0	0
Total	0	51.8	51.8

	Onsite	Offsite	Total
2024/25			
Hazardous waste			
Incineration (with energy recovery)	n/a	n/a	n/a
Incineration (without energy recovery)	n/a	n/a	n/a
Landfilling	n/a	n/a	n/a
Other disposal operations	n/a	n/a	n/a
Total	n/a	n/a	n/a

Non-hazardous waste (other waste, including office mix)

Incineration (with energy recovery)	0	0	0
Incineration (without energy recovery)	0	70.8	70.8
Landfilling	0	0	0
Other disposal operations	0	0	0
Total	0	70.8	70.8

GRI 301-1, 301-2

Materials used by weight or volume
Not applicable.

GRI 301-3

Reclaimed products and their packaging materials
Not applicable.

GRI 302-1

Energy consumption

	2025/26	2024/25
	457,691,861	448,050,273
	kWh	kWh

GRI 303-3

Total water withdrawal from all areas* (megalitres)

	Freshwater (≤1,000 mg/L total dissolved solids)	Other water (>1,000 mg/L total dissolved solids)
2025/26		

Municipal and borehole	122.5	0
Third-party water (drinking water)	2.5	0
Total	125.0	0

2024/25		
Municipal and borehole	126.0	0
Third-party water (drinking water)	2.4	0
Total	128.4	0

* Data is estimated due to the absence of metering at most facilities and the use of shared washrooms and water points. Estimates are calculated based on office seating capacity, applying an assumption of 50 litres per person per day over 23 working days per month.

All reported water consumption is classified as freshwater (≤1,000 mg/L total dissolved solids). Data excludes the UK & Channel Islands, the U.A.E., India and the Netherlands.

GRI 303-3**Total water withdrawal from all areas with water stress* (megalitres)**

	Freshwater (≤1,000 mg/L total dissolved solids)	Other water (>1,000 mg/L total dissolved solids)
2025/26		
Municipal and borehole	36.5	0
Third-party water (drinking water)	0.9	0
Total	37.4	0
2024/25		
Municipal and borehole	43.17	0
Third-party water (drinking water)	0.88	0
Total	44.1	0

* Data is estimated due to the absence of metering at most facilities and the use of shared washrooms and water points. Estimates are calculated based on office seating capacity, applying an assumption of 50 litres per person per day over 23 working days per month.

All reported water consumption is classified as freshwater (≤1,000 mg/L total dissolved solids). Data excludes the UK & Channel Islands, the U.A.E., India and the Netherlands.

GRI 303-4**Total water discharge* (megalitres)**

	Freshwater (≤1,000 mg/L total dissolved solids)	Other water (>1,000 mg/L total dissolved solids)
2025/26		
Municipal sewer systems	122.5	0
2024/25		
Municipal sewer systems	126.0	0

GRI 303-4**Total water discharge from all areas with water stress, megalitres***

	Freshwater (≤1,000 mg/L total dissolved solids)	Other water (>1,000 mg/L total dissolved solids)
2025/26		
Municipal sewer systems	37.4	0
2024/25		
Municipal sewer systems	44.1	0

* All wastewater is discharged into municipal or local government sewerage systems.

GRI 303-5**Total water consumption (megalitres)**

	Freshwater (≤1,000 mg/L total dissolved solids)	Other water (>1,000 mg/L total dissolved solids)
2025/26		
Municipal and borehole	122.5	0
Third-party water (drinking water)	2.5	0
Total	125.0	0
2024/25 (baseline)		
Municipal and borehole	126.0	0
Third-party water (drinking water)	2.4	0
Total	128.4	0

GRI 303-5**Total water consumption in areas with water stress (megalitres)**

	Freshwater (≤1,000 mg/L total dissolved solids)	Other water (>1,000 mg/L total dissolved solids)
2025/26		
Municipal and borehole	36.5	0
Third-party water (drinking water)	0.9	0
Total	37.4	0
2024/25		
Municipal and borehole	43.2	0
Third-party water (drinking water)	0.9	0
Total	44.1	0

GRI 305-1**Direct (scope 1) GHG emissions, tCO₂e****GRI 305-2****Energy indirect (scope 2) GHG emissions, tCO₂e**

	2025/26	2024/25
Scope 1 emissions	88,675	89,869
Scope 2 emissions (location-based)	47,458	44,151
Total scope 1 and 2 emissions	136,133	134,021

GRI 305-3**Other indirect (scope 3) GHG emissions*, tCO₂e**

	2024/25	2023/24
Scope 3 emissions	741,777	714,707

* Scope 3 emissions for 2025/26 will be published with a lag of one year.

GRI 305-4**GHG emissions intensity, percentage (%)**

	2025/26	2024/25
Total emissions intensity (from baseline)	20%	14%

GRI 305-5**Reduction of GHG emissions, percentage (%)**

	2025/26	2024/25
Total reduction of scope 1 and 2 GHG emissions	1.6%	4.3%

NOTE: In 2025/26, our scope 1 and 2 emissions increased by 1.6% compared to 2024/25.

Responsible supply chain management

GRI 204-1

Proportion of spending on local suppliers

	2025/26	2024/25
Proportion of procurement budget spent on local suppliers	65%	70%

GRI 308-1

New suppliers screened using environmental criteria

We're currently screening all our vendors against economic sanctions databases and require all suppliers to abide by the Code of Business Ethics for partners and suppliers.

GRI 308-2

Negative environmental impacts in the supply chain and actions taken

There were no negative impacts in supply chain related to the environment in 2025/26. This is based on the formally reported cases only.

GRI 408-1

Operations and suppliers at significant risk for incidents of child labour

No suppliers have been identified with significant risk for child labour in 2025/26.

GRI 409-1

Operations and suppliers at significant risk for incidents of forced or compulsory labour

No suppliers have been identified with significant risk for forced or compulsory labour in 2025/26.

GRI 414-1

New suppliers screening using social criteria

New suppliers are screened against social criteria, including ethical labour practices, as part of our supplier onboarding process. Social criteria are included into the standard procurement contracts with suppliers sign to comply with our requirements and standards.

All suppliers and vendors are required to adhere to our Code of Business Ethics for partners and suppliers as published on www.airtel.africa.

GRI 414-2

Negative social impacts in the supply chain and actions taken

Not disclosed.

Health and safety

GRI 403-9(a)

Work-related injuries (employees)

	2025/26	2024/25
The rate of fatalities due to work-related injury (per 1,000,000 hours worked)	0.12	0
The rate of high-consequence work-related injuries (per 1,000,000 hours worked)	0	0
The rate of recordable work-related injuries (per 1,000,000 hours worked)	0.51	0.53

GRI 403-9(b)

Work-related injuries (non-employees)

Not disclosed.

Governance†

GRI 206-1

Legal actions for anti-competitive behaviour, anti-trust and monopoly practices

	2025/26	2024/25
Number of legal actions pending or completed during the reporting period regarding anti-competitive behaviour and violations of anti-trust and monopoly legislation in which the organisation has been identified as a participant. See below for details.	5	4
Main outcomes of completed legal actions, including any decisions or judgements. See below for details.	0	0

2025/26

- In February 2024, the Common Market for Eastern and Southern Africa (COMESA) Competition Commission launched an investigation under case number CCC/ACBP/A21/07/01/2023 to determine whether agreements between American Tower Corporation and Airtel Africa plc amount to prohibited business practices contrary to COMESA Regulations. In January 2025, a notice of withdrawal of complaint was submitted by Atlas Tower Group (Complainant) to the Commission. The investigation by the Commission is still ongoing as issuance of the notice of withdrawal is not sufficient to cease the investigation and we are awaiting the outcome of the investigations.
- In July 2023, the High Court – Lilongwe (Malawi) issued its decision in favour of Airtel Malawi plc in the case number 798 of 2021 – Airtel Malawi plc versus Competition and Fair-Trading Commission with respect to alleged unfair trading practices by Airtel Malawi. The parties appealed the decision before the Supreme Court of Appeal of Malawi. The Director of Public Prosecutions (DPP) issued a notice of intention to commence criminal investigations against Airtel Malawi based on the 2023 High Court judgment where the High Court had referred the matter to the DPP for criminal investigations. Airtel was able to subsequently obtain an order of stay against the judgment. Airtel Malawi has formally written to the DPP informing them of the existing stay.
- In 2023, following issuance of notification for an intended commission review, four retail distribution partners filed complaints with the Competition Authority of Kenya (CAK) alleging abuse of buyer power on the part of Airtel Kenya. Airtel Kenya filed High Court Judicial Review Case No. E195/2023 challenging the jurisdiction of the CAK, considering there exists a dispute resolution process provided for under contract and the dispute is purely commercial. On 3 October 2024 a ruling was delivered where the High Court held that Airtel should have challenged the CAK investigation at the Competition Appeals Tribunal rather than refer the same to the High Court for judicial review. Airtel Kenya has filed an appeal against the ruling.
- In 2021, a betting company filed a complaint with the Zambia Competition Consumer Protection Commission (CCPC) against Airtel Mobile Commerce Zambia Limited (AMCZ) on account of alleged discriminatory pricing. The CCPC investigated the matter and in December 2022 found that AMCZ had abused its dominant position by unfairly increasing the charges and applying dissimilar prices to equivalent transactions within the betting portfolio. The Commission fined AMCZ 3% of its 2019 revenue for the alleged breach. AMCZ appealed, and the matter is currently before the CCPC Tribunal and is yet to be determined.

5. In 2025, Providing System, distribution contract with Airtel DRC since 2017 covering the zone of the city of Likasi in the Democratic Republic of Congo claims that it has built up a customer base linked to its business, which is now being diverted by Airtel DRC by acting as a competitor through Airtel Money agents. Providing System claims damages on the basis of the alleged unlawful diversion of customers with a view to inducing them to enter into contracts with it as independent and competing distributors, the alleged disruption and disorganisation of the claimant's commercial distribution network and an alleged abusive exploitation of a situation of economic dependence. The matter is pending before courts.

GRI 205-3

Confirmed incidents of corruption and actions taken

	2025/26	2024/25
Total number of confirmed incidents when contracts with business partners were terminated or not renewed due to violations related to corruption.	0	0
Public legal cases regarding corruption brought against the organisation or its employees during the reporting period and the outcomes of such cases.	0	0

Communities†

GRI 203-1

Infrastructure investments and services supported (\$m)

	2025/26	2024/25
Investment in community services and infrastructure	6.3	1.2
Financial contribution to UNICEF (13 countries, excl. the Seychelles)	0	1.5
Total	6.3	2.7

GRI 411-1

Incidents of violations involving rights of indigenous peoples
There are no reported incidents of violations involving rights on indigenous people.

GRI 413-1

Operations with local community, impact assessments and development programmes

We actively engage with local communities across our 14 OpCos, guided by the stakeholder engagement policy which ensures a consistent and structured approach to community engagement. All operations are supported by established grievance mechanisms, governed by our community grievance mechanism policy published on www.airtel.africa.

For infrastructure rollouts, we conduct environmental impact assessments (EIAs) which are complemented by structured stakeholder engagement to identify and mitigate potential impacts on neighbouring communities which is also reflected in our community grievance mechanism.

In addition, we implement community development programmes focused on advancing digital access, financial inclusion and education. Further information on our approach to community engagement and development initiatives can be found on the [Airtel Africa Foundation](http://airtel.africa/foundation) website.

	2025/26
Number of complaints received	3
Number of complaints resolved	2
Number of complaints unresolved / escalated*	1
Number of repeat grievances	1

* Unresolved and/or escalated complaints will continue to be addressed in 2026/27.

GRI 413-2

Operations with significant actual and potential negative impacts on local communities

We have not identified any significant actual or potential negative impacts on local communities across our OpCos during the reporting period.

† Data refers to Group-wide metrics.

GRI disclosures index

GRI Statement of Use

This report has been prepared in accordance with the GRI Standards (2021). The reporting period covers 1 April 2025 to 31 March 2026 and includes Airtel Africa's operations across its 14 markets. Where data is disclosed on a Group-wide basis, this is clearly indicated in the GRI disclosures index, which also provides detailed references to the specific disclosures made in line with the GRI standards. Some information requirements could not be provided due to limited data availability. However, we continue to work towards improving data availability and enhancing our reporting process.

GRI standard	Disclosure	Location in the report/comment	Omission		
			Requirement(s) omitted	Reason	Explanation
GRI 2: General disclosures 2021	2-1 Organisational details	Airtel Africa at a glance Annual Report and Accounts 2026 – see 'Corporate governance'			
	2-2 Entities included in the organisation's sustainability reporting	About this report			
	2-3 Reporting period, frequency and contact point	Sustainability reporting is aligned with the financial reporting: 1 April to 31 March. Also see General shareholders section for communication addresses in the Annual Report and Accounts 2026			
	2-4 Restatements of information	'Our journey towards a net zero future' is published on www.airtel.africa			
	2-5 External assurance	No external assurance conducted during this reporting period.	All requirements	Information incomplete	Airtel Africa will consider obtaining external assurance at a future date
	2-6 Activities, value chain and other business relationships	Airtel Africa at a glance Supply chain management Annual Report and Accounts 2026 – see 'How we engage with our stakeholders' in the Governance Report			
	2-7 Employees	Our people ESG data			
	2-8 Workers who are not employees	ESG data			
	2-9 Governance structure and composition	Sustainability governance Annual Report and Accounts 2026 – see Governance Report			
	2-10 Nomination and selection of the highest governance body	Annual Report and Accounts 2026 – see Governance Report			
	2-11 Chair of the highest governance body	Annual Report and Accounts 2026 – see Governance Report			
	2-12 Role of the highest governance body in overseeing the management of impacts	Sustainability governance Annual Report and Accounts 2026 – see Governance Report			
	2-13 Delegation of responsibility for managing impacts	Sustainability governance Annual Report and Accounts 2026 – see Governance Report			
	2-14 Role of the highest governance body in sustainability reporting	Sustainability governance Annual Report and Accounts 2026 – see Governance Report			
	2-15 Conflicts of interest	Annual Report and Accounts 2026 – see Governance Report			
	2-16 Communication of critical concerns	Annual Report and Accounts 2026 – see Governance Report			
	2-17 Collective knowledge of the highest governance body	Annual Report and Accounts 2026 – see Governance Report			

GRI standard	Disclosure	Location in the report/comment	Omission		
			Requirement(s) omitted	Reason	Explanation
	2-18 Evaluation of the performance of the highest governance body	Annual Report and Accounts 2026 – see Governance Report			
	2-19 Remuneration policies	Annual Report and Accounts 2026 – see the Directors' remuneration report			
	2-20 Process to determine the remuneration	Annual Report and Accounts 2026 – see the Directors' remuneration report			
	2-21 Annual total compensation ratio	We will not be disclosing our pay ratio for this reporting period.	All requirements	Not applicable	Quoted companies with more than 250 UK employees are required to report each year on the difference in pay between their CEO and their UK employees. Airtel Africa is outside the scope of this requirement given its small number of UK employees; we will not be disclosing our pay ratio for this reporting period.
	2-22 Statement on sustainable development strategy	Our sustainability strategy			
	2-23 Policy commitments	ESG policies			
	2-24 Embedding policy commitments	Sustainability governance			
	2-25 Processes to remediate negative impacts	Our people ESG data			
	2-26 Mechanisms for seeking advice and raising concerns	See 'Community grievance mechanism' on www.airtel.africa			
	2-27 Compliance with laws and regulations	ESG risk management Annual Report and Accounts 2026 – see 'Our compliance with the UK Corporate Governance Code'			
	2-28 Membership associations	Annual Report and Accounts 2026 – see 'How we engage with our stakeholders' section in the Governance Report			
	2-29 Approach to stakeholder engagement	Annual Report and Accounts 2026 – see 'How we engage with our stakeholders' section in the Governance Report			
	2-30 Collective bargaining agreements	ESG data			

High-priority material topics

GRI standard	Disclosure	Location in the report/comment	Omission		
			Requirement(s) omitted	Reason	Explanation
GRI 3: Material topics 2021	3-1 Process to determine material topics	Material topics and how we manage them			
	3-2 List of material topics	Material topics and how we manage them			
	3-3 Management of material topics	Material topics and how we manage them			

Data security

GRI standard	Disclosure	Location in the report/comment	Omission		
			Requirement(s) omitted	Reason	Explanation
GRI 3: Material topics 2021	3-3 Management of material topics	Data security			
GRI 418: Customer privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	Data security There were no significant breaches reported during the reporting.			

Service quality

GRI standard	Disclosure	Location in the report/comment	Omission		
			Requirement(s) omitted	Reason	Explanation
GRI 3: Material topics 2021	3-3 Management of material topics	Service quality			

Transparency and reporting

GRI standard	Disclosure	Location in the report/comment	Omission		
			Requirement(s) omitted	Reason	Explanation
GRI 3: Material topics 2021	3-3 Management of material topics	About this report			

Financial inclusion

GRI standard	Disclosure	Location in the report/comment	Omission		
			Requirement(s) omitted	Reason	Explanation
GRI 3: Material topics 2021	3-3 Management of material topics	Financial inclusion			

Supply chain management

GRI standard	Disclosure	Location in the report/comment	Omission		
			Requirement(s) omitted	Reason	Explanation
GRI 3: Material topics 2021	3-3 Management of material topics	Supply chain management			
GRI 204: Procurement practices 2016	Disclosure 204-1 Proportion of spending on local suppliers	ESG data			
GRI 308: Supplier environmental assessment 2016	308-1 New suppliers that were screened using environmental criteria	Not disclosed	All requirements	Information unavailable/incomplete	We are in the process of developing an internal data collection system to cover this disclosure in future reporting periods
	308-2 Negative environmental impacts in the supply chain and actions taken	Not disclosed	All requirements	Information unavailable/incomplete	We are in the process of developing an internal data collection system to cover this disclosure in future reporting periods
GRI 408: Child Labor	GRI 408-1 Operations and suppliers at significant risk for incidents of child labor	ESG data			
GRI 409: Forced or Compulsory Labor 2016	GRI 409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	ESG data			
GRI 414: Supplier social assessment 2016	414-1 New suppliers that were screened using social criteria	ESG data			
	414-2 Negative social impacts in the supply chain and actions taken	Not disclosed	All requirements	Information unavailable/incomplete	We are in the process of developing an internal data collection system to cover this disclosure in future reporting periods

Digital inclusion

GRI standard	Disclosure	Location in the report/comment	Omission		
			Requirement(s) omitted	Reason	Explanation
GRI 3: Material topics 2021	3-3 Management of material topics	Digital inclusion			

Ethical labour management

GRI standard	Disclosure	Location in the report/comment	Omission		
			Requirement(s) omitted	Reason	Explanation
GRI 3: Material topics 2021	3-3 Management of material topics	Our people			
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	ESG data			
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Among the benefits provided to full-time employees (on-roll) are pension contributions, life insurance, medical insurance and handset benefit. However, for off roll employees, life and medical insurance is provided by their direct employer (a third-party entity).			
	401-3 Parental leave	ESG data			
GRI 402: Labour/management relations 2016	402-1 Minimum notice periods regarding operational changes	There is a two-month notice period for on-roll employees and one month for off-roll employees. At the request of an employee, notice period may be extended.			
GRI 404: Training and education 2016	404-1 Average hours of training per year per employee	ESG data			
	404-2 Programs for upgrading employee skills and transition assistance programs	Training and development			
	404-3 Percentage of employees receiving regular performance and career development reviews	All our on-roll employees are covered by the regular performance reviews. ESG data			

Education and digital literacy

GRI standard	Disclosure	Location in the report/comment	Omission		
			Requirement(s) omitted	Reason	Explanation
GRI 3: Material topics 2021	3-3 Management of material topics	Airtel Africa Foundation			

Health and safety

GRI standard	Disclosure	Location in the report/comment	Omission		
			Requirement(s) omitted	Reason	Explanation
GRI 3: Material topics 2021	3-3 Management of material topics	Healthy and safe work environment ESG data			
GRI 403: Occupational health and safety 2018	403-1 Occupational health and safety management system	Healthy and safe work environment ESG data			
	403-2 Hazard identification, risk assessment, and incident investigation	Healthy and safe work environment ESG data			
	403-3 Occupational health services	Healthy and safe work environment ESG data			
	403-4 Worker participation, consultation, and communication on occupational health and safety	Healthy and safe work environment ESG data			
	403-5 Worker training on occupational health and safety	Healthy and safe work environment ESG data			
	403-6 Promotion of worker health	Healthy and safe work environment ESG data			
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Healthy and safe work environment ESG data			
	403-8 Workers covered by an occupational health and safety management system	All employees are covered by our occupational health and safety management system.			
	403-9 Work-related injuries	Healthy and safe work environment ESG data			

Impact on local communities

GRI standard	Disclosure	Location in the report/comment	Omission		
			Requirement(s) omitted	Reason	Explanation
GRI 3: Material topics 2021	3-3 Management of material topics	ESG data			
GRI 411: Rights of indigenous peoples 2016	411-1 Incidents of violations involving rights of indigenous peoples	ESG data			
GRI 413: Local communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	Impact at scale ESG data See also 'How we engage with our stakeholders' in the Annual Report and Accounts 2026			
	413-2 Operations with significant actual and potential negative impacts on local communities	ESG data			

Diversity and inclusion

GRI standard	Disclosure	Location in the report/comment	Omission		
			Requirement(s) omitted	Reason	Explanation
GRI 3: Material topics 2021	3-3 Management of material topics	Diversity and inclusion Annual Report and Accounts 2026 – see Governance Report			
GRI 405: Diversity and equal opportunity 2016	405-1 Diversity of governance bodies and employees	ESG data Annual Report and Accounts 2026 – see Governance Report			
	405-2 Ratio of basic salary and remuneration of women to men	Not disclosed	All requirements	Information incomplete/unavailable	We are in the process of establishing internal data collection processes to cover this disclosure in future reporting periods

Ethical business practices and human rights

GRI standard	Disclosure	Location in the report/comment	Omission		
			Requirement(s) omitted	Reason	Explanation
GRI 3: Material topics 2021	3-3 Management of material topics	Commitment to Human rights			
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	There were no confirmed incidents of discrimination during the reporting period. Our commitments towards non-discrimination by any basis are outlined in our Commitment to Human rights			
GRI 407: Freedom of association and collective bargaining 2016	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	Not disclosed			
GRI 408: Child labour 2016	408-1 Operations and suppliers at significant risk for incidents of child labour	ESG data			
GRI 409: Forced or compulsory labour 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labour	ESG data			
GRI 412: Human rights assessment	GRI 412-1 Operations that have been subject to human rights reviews or impact assessments	We conduct environmental and social impact assessments for our greenfield centres and other network infrastructure	All requirements	Information unavailable/incomplete	We do not currently collect data on number or percentage of operations subject to human rights reviews or assessments
	GRI 412-2 Employee training on human rights policies or procedures		All requirements	Information unavailable/incomplete	We do not currently collect data on human rights training
	GRI 412-3 Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	All Airtel Africa suppliers are contractually committed to comply with Airtel Africa's Code of Business Ethics for partners and suppliers which includes labour and human rights clauses.			
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	Annual Report and Accounts 2026 – see 'Managing our risk'			
	205-2 Communication and training about anti-corruption policies and procedures	Annual Report and Accounts 2026 – see 'Managing our risk'			
	205-3 Confirmed incidents of corruption and actions taken	ESG data			
GRI 206: Anti-competitive behaviour 2016	Disclosure 206-1 Legal actions for anti-competitive behaviour, anti-trust, and monopoly practices	ESG data			

Climate change

GRI standard	Disclosure	Location in the report/comment	Omission		
			Requirement(s) omitted	Reason	Explanation
GRI 3: Material topics 2021	3-3 Management of material topics	Reduction of GHG emissions			
GRI 302: Energy 2016	302-1 Energy consumption within the organisation	Reduction of GHG emissions			
	302-2 Energy consumption outside of the organisation	Reduction of GHG emissions	All requirements		Our 2025/26 scope 3 emissions will be published when the data is available from our partners and suppliers, and verified
	302-3 Energy intensity				We do not currently disclose energy intensity. However, we are working towards accurately disclosing this in future reporting periods
	302-4 Reduction of energy consumption	Reduction of GHG emissions			
	302-5 Reductions in energy requirements of products and services		All requirements	Not applicable	The disclosure is not applicable due to the nature of the telecom business
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	Reduction of GHG emissions			
	305-2 Energy indirect (Scope 2) GHG emissions	Reduction of GHG emissions			
	305-3 Other indirect (Scope 3) GHG emissions	Reduction of GHG emissions			Our 2025/26 scope 3 emissions will be published when the data is available from our partners and suppliers, and verified
	305-4 GHG emissions intensity	Reduction of GHG emissions goal			
	305-5 Reduction of GHG emissions	Reduction of GHG emissions			
	305-6 Emissions of ozone-depleting substances (ODS)	Not published	All requirements	Not applicable	As a telecom company, we do not produce, import or export any ODS as it's not a raw material or input in our business operations
	305-7 Nitrogen oxides (NOx), sulphur oxides (SOx), and other significant air emissions	Not published	All requirements	Not applicable	As a telecom company, we do not generate any nitrogen oxides (NOx), sulfur oxides (SOx) in significant volumes. Our GHG emissions from fuel consumption is expressed in CO ₂ equivalent

Water and waste management

GRI standard	Disclosure	Location in the report/comment	Omission		
			Requirement(s) omitted	Reason	Explanation
GRI 3: Material topics 2021	3-3 Management of material topics	Environmental stewardship			
	301-1 Materials used by weight or volume	Not published	All requirements	Not applicable	We do not use any raw materials/natural resources for our main business operations due to the nature of the telecoms business
	301-2 Recycled input materials used	Not published	All requirements	Not applicable	We do not use any raw materials/natural resources for our main business operations due to the nature of the telecoms business
	301-3 Reclaimed products and their packaging materials	Not published	All requirements	Not applicable	We do not use any raw materials/natural resources for our main business operations due to the nature of the telecoms business
303: Water and effluents 2018	303-1 Interactions with water as a shared resource	Environmental stewardship			
	303-2 Management of water discharge-related impacts	Environmental stewardship			
	303-3 Water withdrawal	ESG data			
	303-4 Water discharge	ESG data			
	303-5 Water consumption	ESG data			
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	Environmental stewardship			
	306-2 Management of significant waste-related impacts	Environmental stewardship			
	306-3 Waste generated	Environmental stewardship			
	306-4 Waste diverted from disposal	Environmental stewardship			
	306-5 Waste directed to disposal	Environmental stewardship			

Economic value creation

GRI standard	Disclosure	Location in the report/comment	Omission		
			Requirement(s) omitted	Reason	Explanation
GRI 201: Economic performance 2016	201-1 Direct economic value generated and distributed	Powering livelihoods and employment Supporting social development Annual Report and Accounts 2026 – see 'Financial review'			
	201-2 Financial implications and other risks and opportunities due to climate change	Annual Report and Accounts 2026 – see 'TCFD disclosures'			
	201-3 Defined benefit plan obligations and other retirement plans	Not disclosed	All requirements	Information unavailable/incomplete	At Airtel Africa, in each country of operation, we manage the pension scheme of our employees under the regulations of relevant jurisdictions. We aim to develop more detailed disclosures concerning our pension obligations and plans in future reporting periods
	201-4 Financial assistance received from the government	Not disclosed		Information unavailable/	Airtel Africa has revised its disclosure approach for this reporting period. We will continue to review our approach to this disclosure in line with best practice

Indirect socio-economic benefits

GRI standard	Disclosure	Location in the report/comment	Omission		
			Requirement(s) omitted	Reason	Explanation
GRI 3: Material topics 2021	3-3 Management of material topics	Our community section			
GRI 203: Indirect economic impacts 2016	203-1 Infrastructure investments and services supported	Digital inclusion Financial inclusion Airtel Africa Foundation ESG data			
	203-2 Significant indirect economic impacts	Digital inclusion Financial inclusion Airtel Africa Foundation Impact at scale			

Glossary

Definitions

4G data customer

A customer having a 4G handset and who has used at least 1 MB of data on the Group's network via GPRS, 3G or 4G in the last 30 days.

Airtel Money (mobile money)

Airtel Money is the brand name for Airtel Africa's mobile money products and services. The term is used interchangeably with 'mobile money' when referring to our mobile money business, finance, operations and activities.

Airtel Money customer base

Total number of active subscribers who have enacted any mobile money usage event in the last 30 days.

Airtel Money customer penetration

The proportion of total Airtel Africa active mobile customers who use mobile money services. Calculated by dividing the mobile money customer base by the Group's total customer base.

Airtel Money transaction value

Any financial transaction performed on Airtel Africa's mobile money platform.

Airtel Money transaction value per customer per month

Calculated by dividing the total mobile money transaction value on the Group's mobile money platform during the relevant period by the average number of active mobile money customers and dividing the result by the number of months in the relevant period.

Capital expenditure (capex)

An alternative performance measure (non-GAAP). Defined as investment in gross fixed assets (both tangible and intangible but excluding spectrum and licences) plus capital work in progress (CWIP), excluding provisions on CWIP for the period.

Constant currency

The Group has presented certain financial information that is calculated by translating the results at a fixed 'constant currency' exchange rate which is done to measure the organic performance of the Group by removing the impact of foreign exchange rate movements on reported results. Constant currency amounts and growth rates are calculated using closing exchange rates as of 31 March 2025 for all reporting regions and service segments.

Customer

Defined as unique active subscriber with a unique mobile telephone number who has used any of Airtel Africa's services in the last 30 days.

Customer base

The total number of active subscribers with a unique mobile telephone number who have used any of Airtel Africa's services (voice calls, SMS, data usage or mobile money transactions) in the last 30 days.

Data customer base

The total number of subscribers who have consumed at least 1 MB on the Group's GPRS, 3G or 4G network in the last 30 days.

Information and communication technologies (ICT)

ICT refers to all communication technologies, including the internet, wireless networks, cell phones, computers, software, middleware, video conferencing, social networking and other media applications and services.

Infrastructure sites, or sites

Physical network infrastructure comprising a base transmission system (BTS) which holds the radio transceivers (TRXs) that define a cell and coordinates the radio link protocols with the mobile device. It includes all ground-based, roof top and in-building solutions.

IT load

Critical power, or IT load, often refers to the data centre load that is consumed or is dedicated to IT equipment such as servers, storage equipment and communications switches and routers.

Microcredit

Microcredit is the extension of very small loans (microloans) to predominantly unbanked borrowers who typically lack collateral, steady employment, or a verifiable credit history. It is designed to support entrepreneurship, essential needs of consumers and alleviate poverty.

Mobile services

Mobile services are our core telecom services, mainly voice and data services, but also including revenue from tower operation services provided by the Group and excluding mobile money services.

Net security provider

Tackles its own security concerns by enhancing security services to institutions in our operating countries in addition to investing in our own security. This is done by addressing common security concerns, including dealing with transnational piracy or responding to disasters.

Next-generation network

A next-generation network is a generic term that describes the evolution and migration of fixed and mobile network infrastructures from distinct, proprietary networks to converged networks based on IP.

Operating company (OpCo)

Operating company (OpCo) is a defined corporate business unit, providing telecoms services and mobile money services in the Group's footprint.

Rural areas

Definition of rural varies from country to country and denotes the population density per specific site.

Scope 1, 2 and 3 (GHG) emissions

Scope 1 are those direct emissions that are owned or controlled by a company, whereas scope 2 and 3 indirect emissions are a consequence of the activities of the company but occur from sources not owned or controlled by it.

Single-use plastics

This includes plastic stirrers, straws, plates (including paper plates with plastic lining), cutlery (forks, knives, spoons and chopsticks), cotton swabs, balloon sticks, oxo-degradable plastics and beverage containers that do not have tethered caps and lids, plastic bags, all forms of polystyrene and polyvinyl chloride (PVC) food and beverage containers, and plastic packaging made of mixed materials (i.e., multi-layered plastics).

Smartphone

A smartphone is defined as a mobile phone with an interactive touch screen that allows the user to access the internet and additional data applications, providing more advanced functionality to that of a basic 'feature' phone which is used only for making voice calls and sending/receiving text messages.

Smartphone penetration

Smartphone penetration is calculated by dividing the number of smartphone devices in use by the total number of customers.

The GSMA

A global organisation unifying the mobile ecosystem to discover, develop and deliver innovation foundational to positive business environments and societal change.

Zero-rated educational content

The user does not have to pay any mobile data charges to access content.

Abbreviations

2G	Second-generation mobile technology
3G	Third-generation mobile technology
4G	Fourth-generation mobile technology
5G	Fifth-generation mobile technology
AMB	Airtel Money branch
ARPU	Average revenue per user
bn	Billion
Capex	Capital expenditure
CTO	Chief technology officer
DC	Data centre
EHS	Environmental, health and safety
EMS	Environmental management system
ERMS	Environmental risk management system
ESG	Environmental, social and governance
ExCo	Executive Committee
FTTH	FTTH (fibre-to-the-home) is a high-speed internet technology that delivers data directly to individual homes, apartments or businesses using fibre optic cables, completely replacing traditional copper infrastructure. It offers superior bandwidth, faster speeds and high reliability for data, voice and video services
GB	Gigabyte
GHG	Greenhouse gases
GRI	Global reporting initiative
GSM	Global system for mobile communications
GSMA	Global System for Mobile Communications Association
HBB	Home broadband
HSE	Health, safety and environment
ICT	Information and communication technology
IMT	International money transfer
ISO	International organisation for standardisation
JAC	The Joint Alliance for CSR
KPI	Key performance indicator
KYC	'Know Your Customer'
m	Million
MB	Megabyte
MSC	Mobile switching centre
LTE	Long-term evolution (4G technology)
NGO	Non-governmental organisation
ODM	Original device manufacturer
OEM	Original equipment manufacturer. It refers to a company that produces parts, components or products used by another company in their own final, branded products
QoE	Quality of experience
RAN	Radio access network
SIM	Subscriber identification module
SME	Small and medium-sized enterprises
SMS	Short messaging service
TCFD	Task Force on Climate-Related Financial Disclosures
Telecoms	Telecommunications
VoLTE	Voice over LTE (VoLTE) is an LTE high-speed wireless communication standard for voice calls using mobile phones and data terminals
UN SDGs	United Nations' Sustainable Development Goals
UNICEF	United Nations Children's Fund
UoM	Unit of measure
USSD	Unstructured Supplementary Service Data
Wi-fi	Wireless fidelity, a system used for connecting computers and other electronic equipment to the internet without using wires

Digital-first reporting

This sustainability report has been created digital-first, with all versions (online and PDF) published from the same digital content. Our interactive online report improves usability, making it more engaging, accessible and mobile friendly. Our PDF sustainability report is also more accessible and interactive. Both these formats can be viewed at airtel.africa.

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