

# Connectivity with Purpose

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AXIAN TELECOM  
SUSTAINABILITY REPORT 2024





# ABOUT THIS REPORT:

## Scope and Reporting Boundaries

AXIAN Telecom group’s (or ‘the Group’) Sustainability Report for the year 2024 encapsulates our commitment to sustainable practices, the impact on the society in which it operates, and presents the governance practices that guide our sustainability strategy and initiatives. Our aim is to transparently communicate AXIAN Telecom’s sustainability journey, highlighting its achievements, challenges, and future goals.

AXIAN Telecom acknowledges that its sustainability journey is ongoing, and much work is still to be done to ensure that we minimise any negative impacts, while delivering value to our stakeholders. AXIAN Telecom is dedicated to delivering transformational solutions aligned with the United Nations’ Sustainability Development Goals (SDGs) as well as enhancing lives and livelihoods in Africa.

The content of this report covers the ways through which we achieve this, including the Company’s approach to responsible business, acting ethically, lawfully, and with integrity; our commitment to people, including diversity, equity and inclusion in the workplace, employee empowerment, health and safety, and community outreach. To support this information, this report includes data collected from various departments within

AXIAN Telecom. This data has been internally assured.

Our Sustainability Report also outlines AXIAN Telecom’s Corporate Social Responsibility (CSR) strategy and its implementation.

It details the Company’s approach towards carbon footprint reduction, climate change mitigation and adaptation, as well as biodiversity protection.

We understand that none of this would be possible without building strong relationships with stakeholders in a way that emphasises trust, credibility, and transparency. Our stakeholders include employees, customers, investors, regulators, industry bodies, policy makers and partners.

This report will be disseminated through digital media to ensure wide accessibility and stakeholders’ feedback will be actively sought to refine future sustainability efforts.

“ Drive **meaningful impact** and contribute to the development of our vibrant continent.”

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DISCLAIMER

This Sustainability Report has been prepared by AXIAN Telecom for informational purposes and reflects our internal efforts and initiatives towards sustainability. Please note that this report has not been externally audited or verified by an independent third party. While we strive to provide accurate and reliable information, readers should exercise caution and consider the report’s limitations, including potential biases and inaccuracies inherent in selfreported data. We encourage stakeholders to engage with us directly for further clarification or verification of the information presented herein.



CHAIRMAN'S  
STATEMENT



*This year, we launched Yas and Mixx by Yas, unifying our mobile network operators in Madagascar, Comoros, Senegal, Togo, and Tanzania as Yas and our fintech operations in Senegal, Togo, and Tanzania as Mixx by Yas.*



Dear Stakeholders,

I am pleased to present AXIAN Telecom's 2024 Sustainability Report.

Over the past year, we have remained strongly committed to advancing Africa's telecom sector and driving digital inclusivity to create opportunities for the communities we serve. We believe that connectivity for all fuels social and economic prosperity.

Approach to Sustainability

As a business, we view prosperity holistically, embedding sustainability into our operations to drive innovation and meaningful contributions to Africa's economic, social, and environmental goals. Our annual Sustainability Report not only tracks our progress but also reinforces our accountability to stakeholders. We have set clear sustainability goals that focus on driving digital and financial inclusion, empowering individuals to drive change, operating responsibly, fostering an inclusive workplace, minimising environmental impact, and creating value for stakeholders and shareholders. By leveraging digital technologies, we aim to unlock opportunities and empower communities across our regions.

Operational Excellence for Increased Connectivity

This year, we launched Yas and Mixx by Yas, unifying our mobile network operators in Madagascar, Comoros, Senegal, Togo, and Tanzania as Yas and our fintech operations in Senegal, Togo, and Tanzania as Mixx by Yas.

This rebrand reinforces AXIAN Telecom's ambition to lead Africa's digital revolution, delivering cutting-edge digital and financial solutions to unlock sustainable growth across our footprint.

AXIAN Telecom has been on an incredible journey, connecting people across Africa. As we expand, so does our vision—to empower the next generation of digital pioneers and establish ourselves as a pan-African, multi-market mobile operator. Yas builds on our success and legacy, delivering transformative, inclusive technology solutions through sustainable connections.

Aligning African Efforts to Global Goals

Our sustainability efforts are far-reaching, and we have aligned them with the United Nations Sustainable Development Goals (SDGs), demonstrating impact across key areas such as Gender Equality, Climate Action, and Affordable and Clean Energy.

Africa faces unique challenges, both continent-wide and at a national level. While aligning with the SDGs, we ensure our environmental, social, and governance (ESG) initiatives address tangible issues with solutions tailored to community needs. We actively engage with governments and regulators to align with national development plans, comply with regulations, and collaborate on building stronger communities.

Looking Ahead

We remain steadfast in our commitment to sustainability and will continue investing

in Africa's growth throughout 2025. While challenges lie ahead, we see them as opportunities to innovate, refine best practices, and push boundaries.

With our roots firmly in Africa, we believe in this continent's potential and look forward to driving further sustainable development in the year ahead.

**Hassanein Hiridjee**  
Chairman



## CEO'S MESSAGE CELEBRATING GROWTH AND CHANGE



*As we continue our journey to grow Africa, we remain committed to engaging our stakeholders, shareholders, and partners to drive meaningful impact and contribute to the sustainable development of our vibrant continent.*

This year we celebrated positive business growth and change at AXIAN Telecom. We continued our commitment to digital inclusivity and bringing meaningful connectivity to the communities in which we operate. In 2024, we remained firmly committed to driving positive change across Africa, which was evident in the exciting launch of our unified brand Yas. Yas, a brand that echoes the rhythm of Africa, has been developed with the customer in mind, ensuring it aligns with AXIAN Telecom's aim to create a pan-African powerhouse which believes in a shared purpose and emphasises the importance of local innovation in driving forward the digital transformation of the continent.

Yas positions itself as a trusted ally to its customers and stakeholders, committed to helping them unlock their digital potential together across Togo, Madagascar, Tanzania, Senegal and Comoros. The company is committed to fostering financial inclusion as well as accelerating digital inclusion by providing reliable Internet access, affordable devices and digital skills training.

AXIAN Telecom continues its transformative journey of bringing sustainability best practices to the African continent and embedding them into the way we do business.

### Advancing Opportunity through Digital Connectivity

In 2024 we continued our efforts in fostering wholistic equality in the countries where we operate. This included equality in access to quality education through the Yas

e-school Programme in mainland Tanzania and Zanzibar as well as providing access to e-learning and providing connectivity to universities in Madagascar.

In 2023 we committed to the Women Empowerment Principles, and we have continued to deliver against these. We pursued the deployment of the Smile & Her initiative to empower our women employees with skills that help drive their success in the workplace. We have focused on empowering women in our communities with initiatives such as the Tech is Female Programme in Tanzania that supports girls and young women with digital training, while the Dagan Connectee Programme in Togo and the Sarumaya Programme in Comoros enables women-owned SMEs to acquire financial and digital skills to grow and manage their business. We have also supported women-owned SMEs with access to data-driven credit solutions, improving economic prosperity with tailored loans for women's associations.

Furthermore, we continue to ensure employment equity and fair pay across our operations, driving diversity and inclusion efforts in the workplace.

We are also building a strong safety culture that goes beyond compliance—putting risk assessment and prevention at the core of our HSES management system. By empowering our workforce to report incidents, take action, and continuously improve our practices, we are fostering a culture of accountability and care. Our collective commitment ensures that every voice is heard, every risk is addressed, and

every lesson strengthens our resolve to secure a safer future for all.

### Our Commitment to Environmental Sustainability

Africa as a continent is highly vulnerable to the impacts of climate change, biodiversity collapse and crossing other planetary boundaries. As an African business, we fully acknowledge the risks posed by the various environmental crises on our business, and more broadly on the socio-economic systems of the countries where we operate. To mitigate our climate impact, we have set ambitious decarbonisation targets, which have been validated by the Science-Based Targets initiative in May 2024, and we are taking proactive action to reach them.

In Madagascar and Uganda, we are solarising the telecommunications infrastructure managed by Towerco of Africa (TOA) through the Solar4All Programme, to reduce the carbon intensity of the energy we consume. Furthermore, we have commercialised Mbalik, a home solar-kit offer in Madagascar through Yas Madagascar distribution points, and with pay-as-you-go solutions making alternative energy solutions more accessible and affordable to customers. We have also started deploying reforestation programmes in Tanzania with Yas Go Green Kilimanjaro and in Madagascar through Alterra, as part of our effort to protect and restore biodiversity.

We are committed to continuously improving the transparency of our environmental reporting. Efforts have

been made to enhance the precision of our carbon footprint, to include climate risks in our strategic business risk assessment, and to comply with international disclosure standards, such as CDP.

### Partnership for Growth

We believe the only way to reach our sustainability goals and make a meaningful contribution to the continent is through partnership. As such we are proud to be a United Nations Global Compact member as of February 2024 and are continuing to engage as a member of various industry-affiliated associations and institutions.

This year, we built numerous local and regional partnerships with governments, civil societies, and international non-governmental organisations. Through these partnerships, we strive to create shared success and foster thriving, empowered communities that are socially stable and economically active.

### 2025 and beyond

We are proud to have embedded sustainability through environmental responsibility, social responsibility and good governance into our planning for the new fiscal year and beyond. As we continue our journey to grow Africa, we remain committed to engaging our stakeholders, shareholders, and partners to drive meaningful impact and contribute to the sustainable development of our vibrant continent.

**Hassan Jaber**  
CEO



# ABOUT **AXIAN TELECOM**





AXIAN Telecom is a pan-African telecommunications service provider operating in nine markets through its subsidiaries and affiliates in Tanzania, Madagascar, Togo, Uganda, Democratic Republic of the Congo, Senegal, Réunion, Mayotte, and the Comoros. It operates across three key business segments, providing mobile and fixed networks as well as telecom infrastructure and mobile financial services.

AXIAN Telecom has unified its mobile network operators in Madagascar, Comoros, Togo, Senegal and Tanzania under a single brand, Yas, while its fintech operations in Tanzania, Togo and Senegal are now branded Mixx by Yas. The Yas brand aligns to AXIAN Telecom's aim to create a pan-African powerhouse which brings a more streamlined customer experience and

innovations that are solution-driven with real impact.

Yas positions itself as a trusted partner, dedicated to helping customers unlock their digital potential. By uniting its operations under one brand, AXIAN Telecom can better serve its customers leveraging the combined resources and assets of a strong, unified pan-African business under one brand.

AXIAN Telecom is Africa's 6th largest mobile operator serving more than 40 million customers and is a market disruptor, having expanded through active acquisitions and heavy network investments since 2015. We systematically ensure that our businesses have a sustainable and positive impact on the daily lives of millions of people.





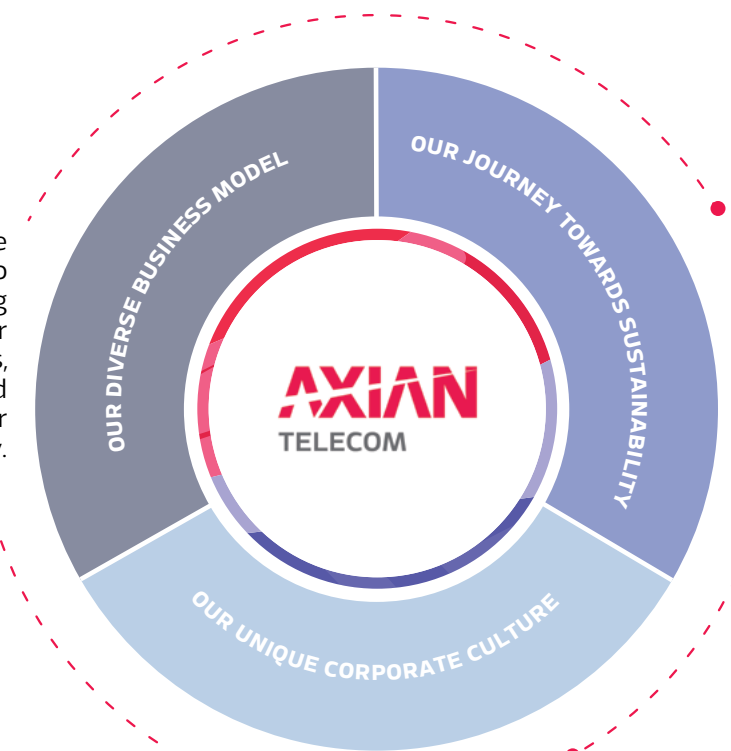
## OUR COMMITMENT

AXIAN's Telecom's sustainability commitments are geared towards growing Africa into a thriving continent. Part of this means creating opportunities for communities through digital and financial inclusion, which lead to social and economic growth.

Furthermore, we remain committed to addressing environmental challenges through innovative solutions in our business operations and its surrounding communities giving access to renewable and low-carbon energy.

It is AXIAN Telecom's ethos that growth comes through creating sustainable shared value for all stakeholders. In 2024 the business continued to align to the global Sustainable Development Goals (SDGs) providing innovative solutions tailored to addressing Africa's challenges.

We are dedicated to creating lasting value for our customers, employees, and the wider community.



We envision sustainability as a continuous journey, where the active participation of all stakeholders is crucial to achieving lasting success.

We honour our unique heritage and instill core values in our employees, driving our business towards meaningful and shared success.





## OUR FOOTPRINT AND IMPACT

### KEY FIGURES 2024



### OUR PAN-AFRICAN PRESENCE & OUR KEY FIGURES 2024

**\$1,407m** Annual Revenue  
**\$367m** CAPEX  
**9** markets with direct operations  
**5,075** employees  
**40m** active mobile subscribers  
 across Africa and the Indian Ocean  
**16m** Active mobile financial service  
 users

**16,962 km** terrestrial backbone  
**13** sub-sea cables  
**95%** of off-grid sites equipped  
 with solar panels  
**1<sup>st</sup>** to deploy 5G commercial 5G  
 network operator in Africa



OUR OPERATIONS  
ACROSS AFRICA

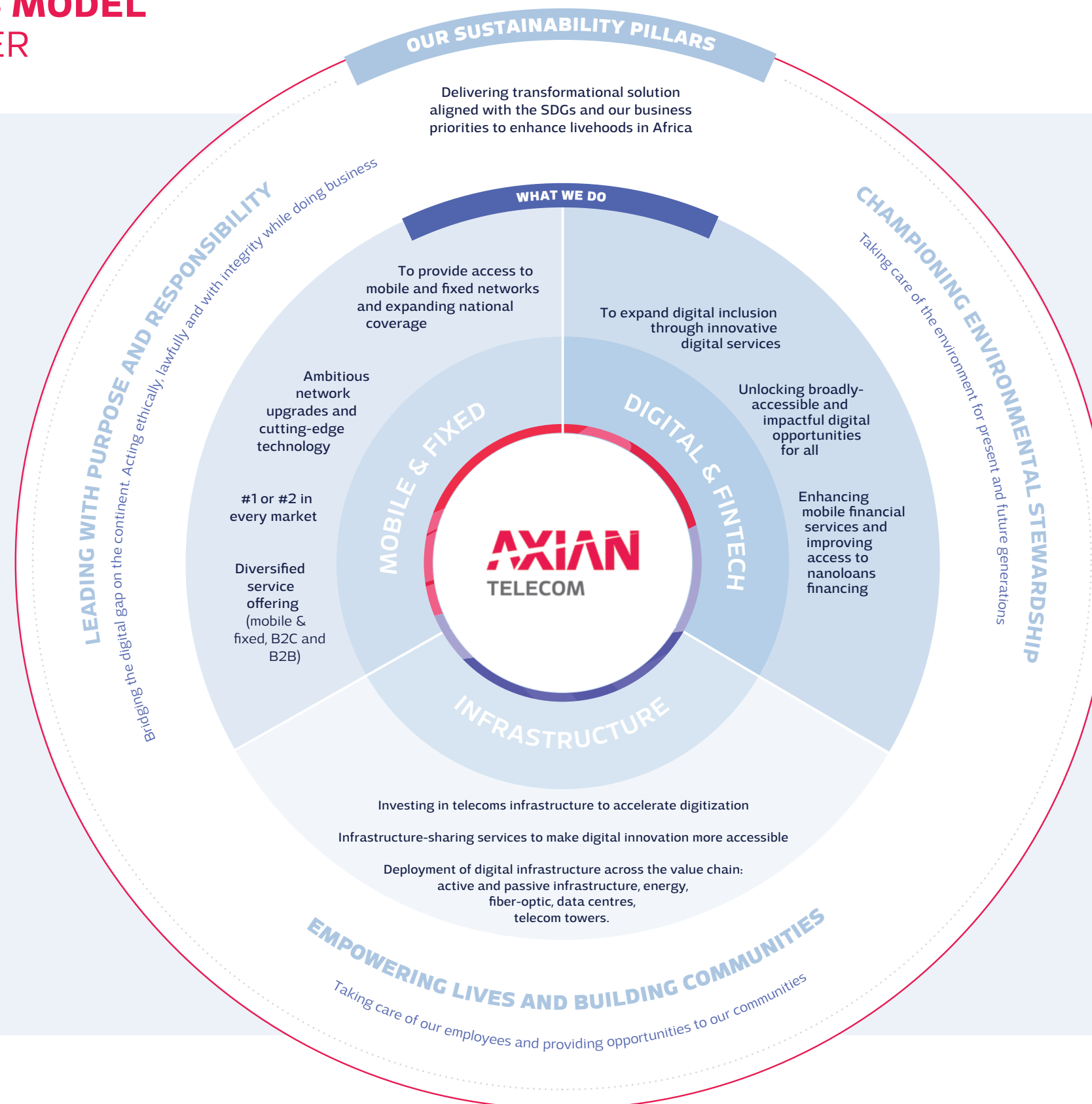
<div><div>Madagascar</div><div><div><div></div><div></div></div></div><div><div><div>GDP</div><div>Approximately \$17billion</div></div><div><div>Population</div><div>Around 31m</div></div><div><div>Yas</div><div>Fixed, mobile and Data service provider</div><div>Employees: 1,421</div><div>Active data users : 2,7m</div><div>Revenue generating subscribers : : 11,3m</div></div><div><div>MVola</div><div>Digital and mobile financial service</div><div>Employees: 292</div><div>Active MFS users : 3.8m</div></div><div><div>TOA</div><div>Telecom infrastructure</div><div>Employees: 107</div><div>Owned towers : 2,064</div></div><div><div>Connecteo</div><div>Customer service</div><div>Employees: 465</div></div><div><div>Pulse</div><div>IT service</div><div>Employees: 221</div></div><div><div>Stellar-Ix</div><div>Data Centers</div><div>Employees: 69</div><div>Data centers : 2</div></div><div><div>SILVERLINKS</div><div>Submarine Cables</div><div>Employees: 2</div></div></div></div>	<div><div>Tanzania</div><div><div><div></div><div></div></div></div><div><div><div>GDP</div><div>Approximately \$79 billion</div></div><div><div>Population</div><div>About 71.4m</div></div><div><div>Yas</div><div>Fixed, mobile and Data service provider</div><div>Employees: 499</div><div>Active data users : 5.1m</div><div>Revenue generating subscribers : 19m</div></div><div><div>Mixx by Yas</div><div>Mobile money provider</div><div>Employees: 105</div><div>Active MFS users : 9.9m</div></div><div><div>Stellar-Ix</div><div>Data Centers</div><div>Employees: 1</div><div>Data centers : 3</div></div><div><div>TOA</div><div>Telecom infrastructures</div><div>Employees: 30</div><div>Owned towers : 644*</div></div><div><div></div><div>* Includes 250 towers owned by Yas Tanzania and managed by TOA Tanzania</div></div></div></div>	<div><div>Senegal</div><div><div><div></div><div></div></div></div><div><div><div>GDP</div><div>Approximately \$31 billion</div></div><div><div>Population</div><div>About 18.5m</div></div><div><div>Yas</div><div>Fixed, mobile and Data service provider</div><div>Employees: 318</div><div>Active data users : 2.2m</div><div>Revenue generating subscribers : 5.0m</div></div><div><div>Mixx by Yas</div><div>Mobile money provider</div><div>Employees: 33</div><div>Active MFS users : 96,000</div></div><div><div>Stellar-Ix</div><div>Data Centers</div><div>Employees: 7</div><div>Data center : 1</div></div><div><div>TOA</div><div>Telecom infrastructures</div><div>Employees: 3</div><div>Owned towers : 12</div></div></div></div>	<div><div>Togo</div><div><div><div></div><div></div></div></div><div><div><div>GDP</div><div>Approximately \$9 billion</div></div><div><div>Population</div><div>Around 9.2m</div></div><div><div>Yas</div><div>Fixed, mobile and Data service provider</div><div>Employees: 930</div><div>Active data users : 2.1m</div><div>Owned towers : 1018</div><div>Revenue generating subscribers : : 4.4m</div></div><div><div>Mixx by Yas</div><div>Mobile money provider</div><div>Employees: 28</div><div>Active MFS users : 2.0m</div></div><div><div>Comoros</div><div><div><div></div><div></div></div></div><div><div><div>GDP</div><div>Approximately \$1.45 billion</div></div><div><div>Population</div><div>About 883,075</div></div><div><div>Yas</div><div>Fixed, mobile and Data service provider</div><div>Employees: 138</div><div>Active data users : 208,000</div><div>Owned Towers : 149</div><div>Revenue generating subscribers : 295,000</div></div><div><div>MVola</div><div>Digital and mobile financial service</div><div>Employees: 11</div><div>Active MFS users : 114,000</div></div></div></div></div></div>	<div><div>La Réunion / Mayotte</div><div><div><div></div><div></div></div></div><div><div><div>GDP</div><div>Approximately \$30 billion</div></div><div><div>Population</div><div>Around 1.2m</div></div><div><div>TELCO OI</div><div>Mobile and fixed service</div><div>Employees: 158</div></div><div><div>Democratic Republic of Congo</div><div><div><div></div><div></div></div></div><div><div><div>GDP</div><div>Approximately \$66.4 billion</div></div><div><div>Population</div><div>Around 109m</div></div><div><div>TOA</div><div>Telecom Infrastructures</div><div>Employees: 17</div><div>Owned towers : 27</div></div><div><div>Uganda</div><div><div><div></div><div></div></div></div><div><div><div>GDP</div><div>Approximately \$49.2 billion</div></div><div><div>Population</div><div>Around 51.2m</div></div><div><div>TOA</div><div>Telecom Infrastructures</div><div>Employees: 34</div><div>Owned towers : 512</div></div></div></div></div></div></div></div>
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## A STRONG, DIVERSIFIED BUSINESS MODEL BUILT TO BENEFIT OUR STAKEHOLDER

AXIAN Telecom has built a dynamic growth model within Africa's telecom sector, driven by excellence, diversity, and sustainability. Our diversified business strategy strengthens our regional leadership while positioning us for international recognition as a multi-asset telecom service provider. Committed to continuous improvement, we focus on enhancing service delivery, building our profile across the continent, and unifying our brands to drive efficiency while leveraging global best practices.

The launch of Yas, our unified brand, is a key step in this journey—allowing us to harness cross-market synergies, share best practices, improve cost efficiency, and create seamless customer experiences that transcend borders. Ultimately enhancing overall business operations.

AXIAN Telecom possesses comprehensive expertise across the full telecom industry value chain and continues to look for new opportunities to diversify its portfolio across the sector.





## A DISTINCTIVE BUSINESS MODEL BUILT ON THREE CORE PILLARS

### Innovation and Digitisation

As the digital and tech sector continues to grow and evolve, AXIAN Telecom strives to remain ahead of the curve by understanding the landscape and its challenges and addressing these through consistent innovation.

The Group has brought transformations into the sector and challenges itself and its peers to bring customers state-of-the-art technologies and innovations.

### Agility and cross-pollination of our business lines

As a business, AXIAN Telecom adapts swiftly to change by offering solutions that meet the needs of our customers across multiple markets, and, accommodating their ever-changing lives through AXIAN's cross-functional telecoms business lines. The Group's footprint allows for knowledge and resource sharing which enables subsidiaries to tap into trends and changes across the continent to better serve customers.

Operational excellence allows for innovation which unlocks new opportunities and provides solutions that are tailored to our markets' unique requirements.

### Creating Positive Impact and Shared Value

Creating positive impact and shared value remains a key priority for AXIAN Telecom. Through the business' value chain and partnership strategy, AXIAN Telecom is able to drive socio-economic growth by developing an entrepreneurial, skills-based culture for employees.

By developing its products, services and infrastructure for purpose, the Group is able to meet the needs of the market while simultaneously making a positive impact on society and the environment.



## UPHOLDING STRONG GOVERNANCE AND ETHICS

AXIAN Telecom adheres to the laws and regulations as defined by the governments and regulators of the countries in which we operate.

Our Board of Directors, “the “Board” bring together the appropriate skills and expertise to independently govern the business and discharge their duties and responsibilities effectively.

The Board is dedicated to maintaining a high standard of corporate governance and convenes regularly to oversee matters of governance, compliance, strategy, risk mitigation, financial reporting, internal risk management and control monitoring, audit reviews, among others.

The Board is supported by its statutory subcommittees—the Audit & Risk Committee, Governance Committee, and Nomination & Remuneration Committee—which operate within defined terms of reference. The three subcommittees operate within terms of reference approved by the Board with the aim of obtaining independent insight and advice for the handling of specific operational or management matters. These committees enhance the Board’s effectiveness, while all final decisions remain the responsibility of the Board.

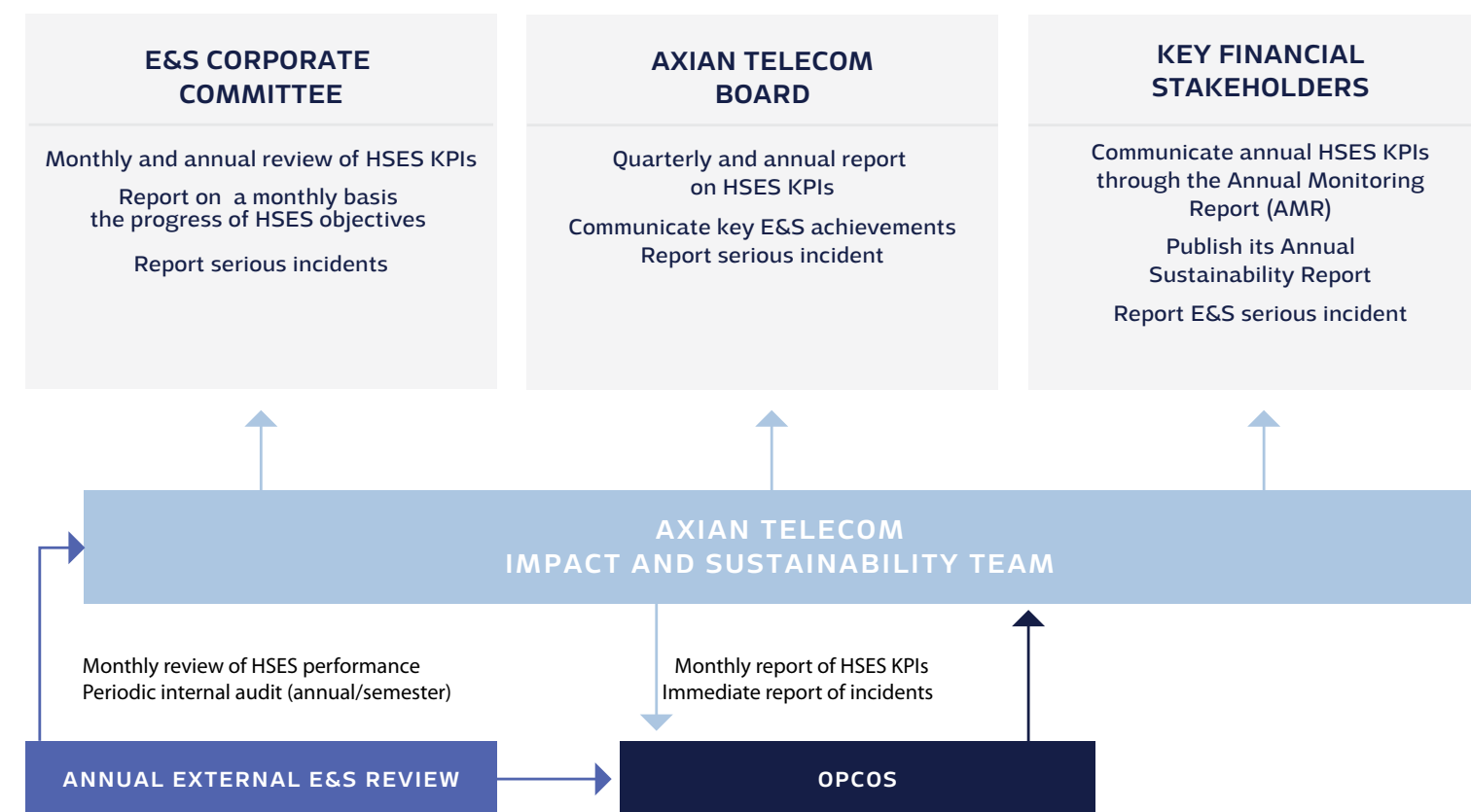
The Board remains fully accountable and responsible for the overall efficiency and performance at every level of the business.



### Our Governance



### Our Sustainability Monitoring and Evaluation Mechanism





# BUILDING TRUST WITH OUR STAKEHOLDERS

Fostering relationships with our stakeholders is critical to the success of our business. By building trust and meaningful partnerships, we are able to engage fruitfully in a credible and transparent manner with all key stakeholders. Our objective is to ensure that our actions are impactful and meet the expectations of those we serve.

For AXIAN Telecom, engagement goes beyond communication– it is a pledge to build enduring relationships. By sharing successes and learnings, we are able not only to give our stakeholders a clear view of our operations but also to foster trust and create an environment for constructive debate. We consult our stakeholders regularly, valuing their perspectives on key decisions. This collaborative approach enhances the quality of our strategies and reaffirms our commitment to inclusivity and shared decision-making.



STAKEHOLDER GROUP	KEY TOPICS AND AREAS OF INTEREST	HOW WE ENGAGE
COMMUNITIES	<ul style="list-style-type: none"><li>Initiatives to improve the quality of life for people living in markets we serve</li><li>Access to digital and financial services</li><li>Job opportunities</li><li>Economic growth</li></ul>	<ul style="list-style-type: none"><li>Public consultation</li><li>Dialogue with community representatives</li><li>CSR Programmes</li><li>Philanthropy – health sanitation, basic education, and environmental</li></ul>
COMPETITORS	<ul style="list-style-type: none"><li>Partnerships and alliances</li><li>Regulatory compliance</li><li>Infrastructure sharing</li><li>Advocacy</li></ul>	<ul style="list-style-type: none"><li>Meetings and workshops</li><li>Taskforces and committees</li></ul>
CUSTOMERS	<ul style="list-style-type: none"><li>Network reliability and performance</li><li>Customer service</li><li>Pricing and affordability</li><li>Social and community impact</li></ul>	<ul style="list-style-type: none"><li>Traditional and digital media</li><li>Websites</li><li>Public-facing documents</li><li>In-person through our subsidiaries</li><li>Direct marketing [email, SMS]</li><li>Direct customer service in shops and with agents in call centers</li></ul>
EMPLOYEES	<ul style="list-style-type: none"><li>Remuneration</li><li>Training and development</li><li>Health, safety and wellbeing</li><li>Employment and business continuity</li><li>Organisational culture</li><li>Diversity, inclusion, equity</li></ul>	<ul style="list-style-type: none"><li>Regular face-to-face engagement through townhalls and events</li><li>Regular employee communication</li><li>Regular internal engagement activities</li><li>Internal communication tools</li></ul>
INVESTORS, BONDHOLDERS, SHAREHOLDERS, LENDERS AND DEVELOPMENT FINANCE INSTITUTIONS	<ul style="list-style-type: none"><li>Financial and operating performance</li><li>Group updates</li><li>Remuneration policy</li><li>ESG performance</li><li>Regulatory and legal compliance</li><li>Risk mitigation</li><li>Financial model and financing structures</li><li>Economic and social Impact</li><li>Financial reporting and transparency</li></ul>	<ul style="list-style-type: none"><li>Quarterly financial reporting</li><li>Quarterly bondholder calls/ presentations</li><li>Announcements on funding, M&amp;As, appointments</li><li>Periodic rating agency updates</li><li>Connections with key decision makers</li><li>Attendance of industry conferences and events</li></ul>
POLICY MAKERS AND REGULATORS	<ul style="list-style-type: none"><li>Compliance</li><li>Regulatory and political changes</li><li>Project updates</li><li>Localisation</li><li>Employment relationships building</li><li>Proactive work to mitigate risks</li></ul>	<ul style="list-style-type: none"><li>Regulatory submissions</li><li>Formal and informal discussions to gather insights and feedback</li><li>Regional regulatory forums</li><li>Active participation in public consultations and regulatory processes</li><li>Attend relevant meetings, conferences, or forums to establish connections</li><li>Formal regulatory reporting</li></ul>



## OUR DEDICATION TO ACHIEVING GREATER POSITIVE IMPACT

AXIAN Telecom's Corporate Sustainability Strategy is dedicated to leveraging digital technologies to create new opportunities and empower communities across our footprint.

- Driving digital and financial inclusion to enhance livelihoods
- Good governance at the core of all operations
- Improving governance and public administration efficiency
- Being a responsible employer
- Creating shared value for all stakeholders and shareholders
- Minimising the negative impact of our activities on the environment

AXIAN Telecom aims to build a digital future where everyone in Africa is connected to each other and to the world, through access to secure and reliable digital and financial services.

As a business whose expertise spans across the entire telecom industry value chain, from Mobile and Fixed Network Operators to Digital and ICT Infrastructure and Mobile Financial Services, we are well positioned and enabled to fulfil our mandate: to enhance access to mobile, fixed broadband, and digital services across Africa through continuous transformation and innovation.

Throughout our growth and evolution, our focus has remained on the use of technology to unlock the continent's potential, transforming communities one person at a time, and improving lives through the power of connectivity.

Beyond access, our efforts are also aimed at achieving digital and financial inclusion. By creating accessible opportunities, particularly for those previously excluded from the benefits of globalisation, we can make the digital realm more universally accessible and equally beneficial.

AXIAN Telecom's strategic model allows for geographical integration, and as such ongoing investment into the network enables a differentiated service offering including voice, data, fintech solutions, business-to-business offerings, wholesale services, and data centre capabilities. These capabilities are all powered by the latest advancements, such as 5G technology.

### OUR SUSTAINABILITY FRAMEWORK

AXIAN Telecom's sustainability framework outlines the necessary actions, targets, and milestones for fulfilling the business's ambitious sustainability commitments by 2030.

- Prioritising our contribution to making digital and financial solutions accessible to all on the continent, ensuring no one is left behind
- Fostering change through empowered individuals
- Addressing climate challenges

These three pillars help the company generate positive impact within its business operations.

### OUR PURPOSES

Delivering transformational solutions aligned with the SDG's and our business priorities to enhance livelihoods in Africa

#### LEADING WITH PURPOSE AND RESPONSIBILITY

##### ETHICAL AND LAWFUL CONDUCT

Acting with integrity and reducing the digital access gap.

##### DRIVING DIGITAL AND FINANCIAL USAGE

Improving lives and fostering economic growth through FinTech.

##### DATA PROTECTION AND PRIVACY

Safeguarding data, security, and privacy for our people, customers, and partners.



#### EMPOWERING LIVES AND BUILDING COMMUNITIES

##### INCLUSIVITY, EQUITY AND DIVERSITY

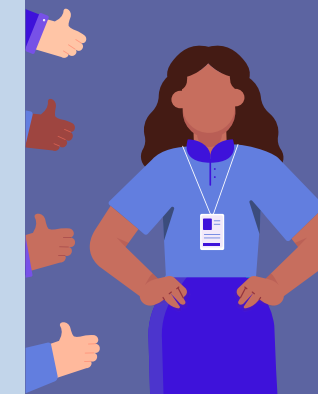
Promoting a diverse and inclusive workplace.

##### EMPLOYEE EMPOWERMENT AND SAFETY

Empowering our employees and ensuring health, safety, and security throughout our supply chain.

##### COMMUNITY ENGAGEMENT

Reaching out to and supporting our communities.



#### CHAMPIONING ENVIRONMENTAL STEWARDSHIP

##### CLIMATE ACTION

Building low-impact solutions.

##### CLIMATE ADAPTATION

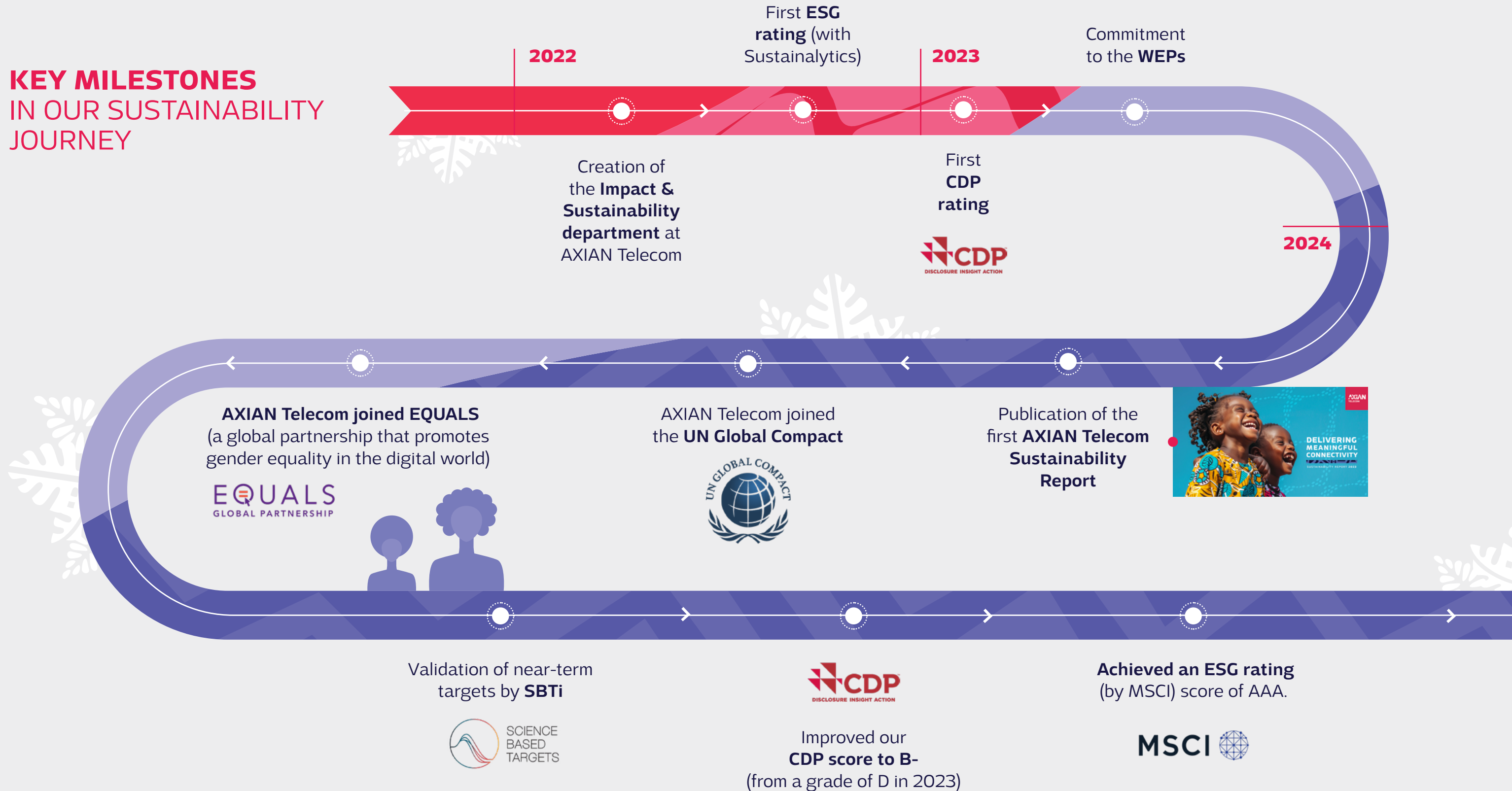
Adapting to climate change.

##### BIODIVERSITY PRESERVATION





## KEY MILESTONES IN OUR SUSTAINABILITY JOURNEY



**OUR CORE  
PRINCIPLES**  
GUIDING US THROUGH  
THIS SUSTAINABILITY  
JOURNEY

LEARNING  
FROM  
INDUSTRY  
PEERS AND  
EXPERTS

Gathering insights and best practices through benchmarking and continuous expert dialogues.

CONTINUOUS  
IMPROVEMENT

Monitoring metrics, identifying areas for enhancement, and implementing corrective actions.

ADAPTING  
TO LOCAL  
CONTEXTS AND  
REQUIREMENTS

Addressing challenges posed by diverse industry landscapes and regulatory constraints across countries of operation.

STRIVING  
FOR GLOBAL  
STANDARDS

Tailoring to local contexts while meeting international climate change and ESG norms and standards, in alignment with stakeholder expectations.



# OUR CONTRIBUTION TO THE SUSTAINABLE DEVELOPMENT GOALS

In 2024, we strengthened our dedication to the United Nations Sustainable Development Goals by embedding them more deeply into our business strategies, operations, and CSR initiatives, building upon the solid foundation laid in previous years.

## A glimpse of our 2024 contributions



End poverty in all its forms everywhere

- Accelerating financial inclusion with services such as Mixx by Yas Tanzania Kikoba Group saving product
- Driving digital inclusion by providing reliable internet access, affordable devices and digital skills trainings such as the Agbanan Phone offer by Yas Togo



Ensure healthy lives and promote well-being for all at all ages

- Offering ophthalmologic treatment of more than 1.8 million people who have vision impairment due to different eye problems and lack of access to quality medical eye care in Tanzania.
- Distribution of 100 solar home systems for maternity wards in health centres located in remote areas of Madagascar
- Organising internal health prevention, blood donation and disease awareness campaigns (Pink October etc)
- Mixx by Yas Tanzania launched an initiative in partnership with the Zanzibar State Trade Corporation (ZSTC) to provide health insurance for clove farmers in Zanzibar, protecting them from unforeseen hazards during the harvesting season.



Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all

- Providing school connectivity and e-learning content in mainland Tanzania and Zanzibar through the Yas e-school Programme
- Providing connectivity to major universities in Madagascar
- Providing digital vocational training for 200 students a year at Ecole 42 campus in Madagascar
- Promoting safer internet practices for children by conducting special interventions and workshops in schools in Senegal, Togo and Madagascar
- Building elementary schools in Madagascar with Sekoly Yas , in Togo with Nunya Yas and Senegal with Djang ak Yas Programmes



Achieve gender equality and empower all women and girls

- Deploying the Smile & Her initiative to empower women employees with skills and support to drive their success in the workplace
- Launched Tech is Female Programme in Tanzania to empower girls and young women through digital training
- Dagan Connectee Programme in Togo enabling women-owned SMEs to acquire financial and digital skills for business
- Sarumaya Programme in the Comoros enabling women-owned SMEs to acquire financial and digital skills for business
- Committing to the Women Empowerment Principles in 2023 (WEPs)
- Joining Equals Global Partnership's skills coalition to improve our efficiency in reducing the gender digital gap
- Improving women-owned SMEs with Data-driven credit solutions in Tanzania



Ensure sustainable management to water and access for all

- Deploying the Madio TOA Madagascar Programme with AXIAN Foundation to refurbish sanitation infrastructure throughout Madagascar



Ensure access to affordable, reliable, sustainable and modern energy for all

- Developing Mbalik a Solar Home Systems offer commercialized in Madagascar through Yas Madagascar distribution point and with pay as you go solutions
- Installing solar panels on off-grid sites throughout our footprint, significantly reducing reliance on non-renewable energy sources.

## OUR CONTRIBUTION TO THE SUSTAINABLE DEVELOPMENT GOALS (CONT'D)

### A glimpse of our 2024 contributions



Promote sustained, inclusive and sustainable economic growth, full and productive employment, and decent work for all.

- Providing SMEs with tailored digital and financial services and solutions throughout our geographies
- Providing entrepreneurs with an incubator with NextA in Madagascar
- Ensuring strict compliance to our Supplier Code of conduct and HR policies which promote equity, fair pay and supply chain labour practices
- Providing quality training to all our employees through AXIAN University and other training institutions
- Driving efforts to improve sustainability of supply chains with the Spark initiative by UNGC
- Solarizing the telecommunications infrastructure managed by Towerco of Africa (TOA) Madagascar and Uganda through the Solar4All Programme



Build resilient infrastructure, promote inclusive and sustainable industrialisation, and foster innovation

- Supporting startups through our incubator NextA in Madagascar
- Fostering inclusion through rural connectivity, increasing access to smart phones and connectivity across our markets
- Promoting innovation through internal hackathons, training and creative workshops in Madagascar, Togo, Senegal and Tanzania.
- By significantly expand its network by increasing the number of tower sites. Axian aims to improve ICT accessibility, enhance connectivity, and support the digital inclusion of communities across the region .



Reduce inequality within and among countries

- Ensuring employment equity and fair pay
- Driving diversity, ethnicity and inclusion efforts in the workplace



Ensure sustainable consumption and production patterns

- Implementing energy efficiency measures for our assets, mainly our data centres and towers



Take urgent action to combat climate change and its impacts

- Expanding the use of energy-efficient technologies for our infrastructures
- Continuously improving the measurement of our carbon footprint
- Considering climate risks as part of our strategic business risk assessment
- Validation of near-term targets by SBTi in May 2024
- Disclosing our environmental data through CDP



Protect, restore and promote sustainable use of terrestrial ecosystems

- Deploying reforestation programmes in Tanzania (Yas Go Green Kilimanjaro) and Madagascar (through Alteria)



Promote peaceful and inclusive societies through accountable and inclusive measures at all levels of the business

- Implementing robust corporate governance practices
- Implementing robust anti-money laundering, anti-bribery, and anti-corruption policies
- Measuring the number of indirect jobs created through our activities (based on data from our taxes and suppliers)
- Finalising phase one of the Mobile Birth Registration Programme with UNICEF and governmental agencies in Tanzania – having benefitted more than 13 million children since 2014



Strengthen the means of implementation and revitalise the global partnership for sustainable development.

- Becoming a member of the UNGC in February 2024
- Contracting numerous local and regional partnerships with governments, civil societies and international non-governmental organisations (UNICEF, UNFPA, UNWomen, etc)
- Engaging as a member in various industry-affiliated associations and institutions (GSMA, WBBA, EQUALS, ITU, SMART AFRICA)



OUR SOCIO-ECONOMIC FOOTPRINT

AXIAN Telecom has appointed an independent auditor to measure and analyse its socio-economic and environmental footprints.

Created in 1993, UTOPIES is the first independent sustainability think-tank and consultancy in France. It has developed expert climate, biodiversity and socio-economic impact studies and strategies.

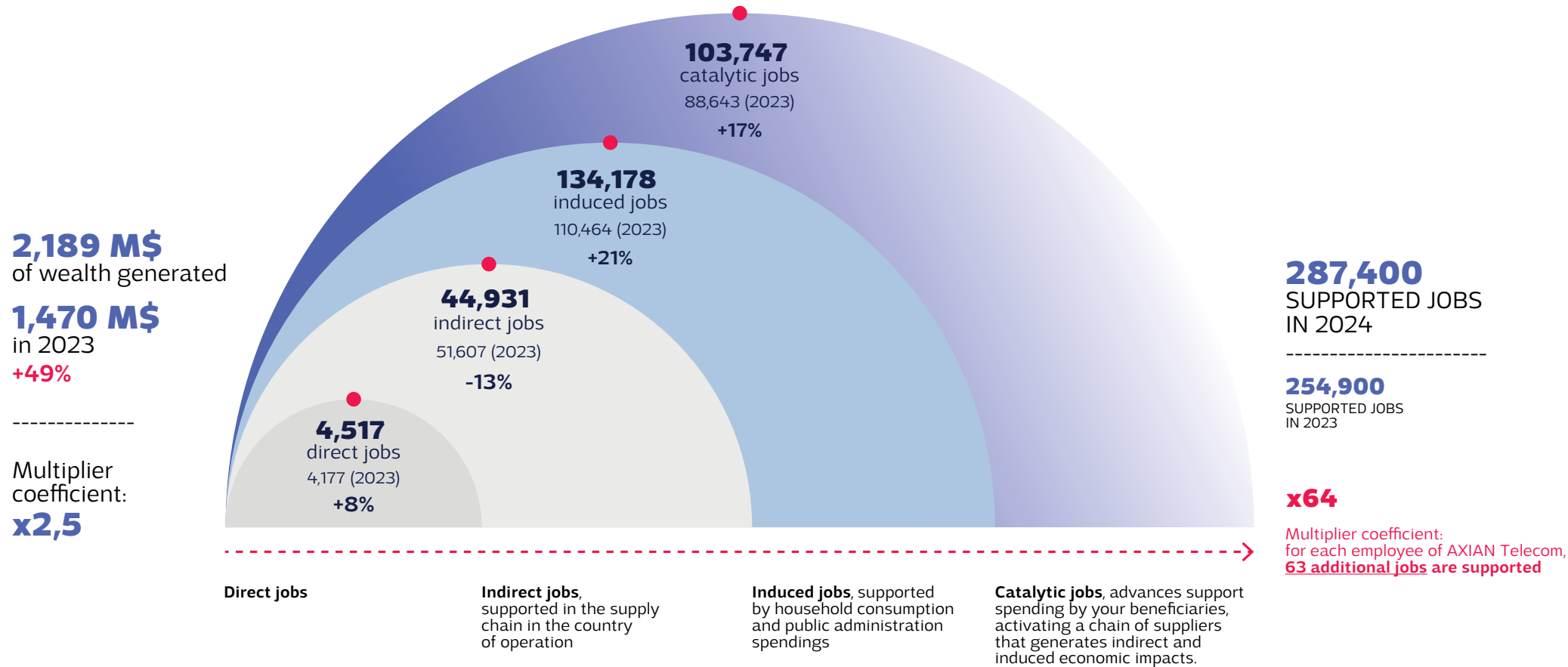
SOCIO-ECONOMIC FOOTPRINT RESULTS BY TYPE OF IMPACT

		2023	Evolution 23-24
Purchases	484.1 M\$	358.4 M\$	+35%
Wages	98.4 M\$	86.1 M\$	+14%
Taxes	874.0 M\$	321.4 M\$	+172%
Value Added	880.9 M\$	717.4 M\$	+23%

THE MAIN OPERATING FLOWS IN 2024

37%	12%	9%
Public administration 107 633 jobs	Agriculture, fishing 34 236 jobs	Commerce, trade 25 230 jobs

SOCIO-ECONOMIC FOOTPRINT RESULTS BY TYPE OF IMPACT



## PART 1

# LEADING WITH PURPOSE AND RESPONSIBILITY







## OUR COMMITMENT

Conducting business with purpose means using our digital infrastructure, fintech solutions, and mobile financial services to create real, lasting impact. By expanding digital reach, bridging the digital divide, and transforming public services with technology, we are empowering businesses, communities, and individuals with greater access to opportunities. Our commitment to integrity and compliance ensures that as we drive financial inclusion and economic growth, we do so responsibly, fostering a more connected and inclusive future.

### OUR KEY SUSTAINABILITY COMMITMENTS

- Upholding integrity and compliance
- Expanding digital reach and connectivity
- Bridging the digital divide
- Empowering economic growth through connectivity
- Transforming public services with digital solutions
- Unlocking financial inclusion with fintech



# UPHOLDING INTEGRITY AND COMPLIANCE

## VISION

Our approach to sustainability is rooted in a deep commitment to responsible business practices that create long-term value for our stakeholders while positively impacting society and the environment. This commitment reflects our duty to uphold ethical, legal, and integrity-driven principles in all that we do.

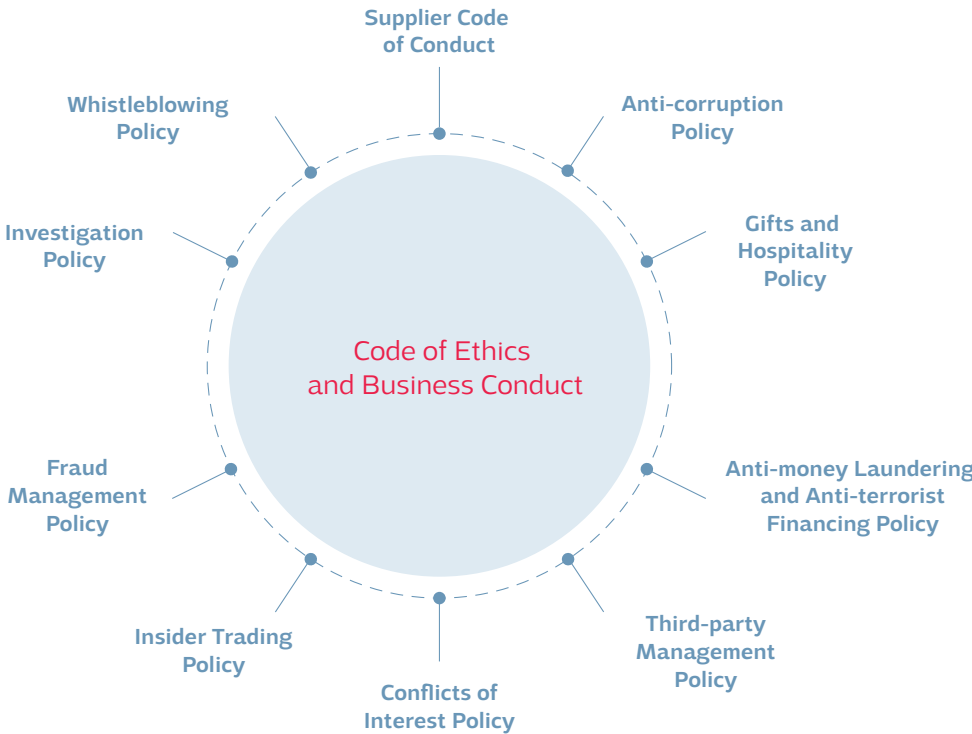
We recognise that strong corporate governance, ethical behaviour, proactive risk management, and regulatory compliance are not just operational necessities but vital elements in building a sustainable, inclusive, and resilient future.

By fostering innovation, collaboration, and accountability, we embed sustainability into every facet of our business. Our commitment extends beyond internal operations to include our relationships with employees, business partners, customers, and suppliers, ensuring that today's efforts contribute to a more sustainable future for all.

To uphold these principles, we have implemented a structured framework that governs our business practices and ethical standards. Guided by our code of ethics and a robust set of policies, we ensure transparency, integrity, and consistency in all our operations.

## Key components of this framework include:

In 2024, compliance training reached 70% of AXIAN Telecom's workforce, covering critical topics such as ethics, gift management, anti-corruption measures, money laundering prevention, third-party governance, fraud detection, investigation processes, conflict of interest management, and whistleblowing procedures. These training courses are designed to reinforce ethical standards and promote consistent compliance across the organisation.



## RESULTS

Our efforts to drive responsible business practices are evident through the effectiveness of our policies, programmes, and their tangible impacts. This commitment extends across various focus areas, including safeguarding human rights, enhancing ethics and compliance, promoting health and safety, ensuring responsible sourcing, and advocating for the ethical use of technology.

70%

of AXIAN Telecom's workforce, did compliance training covering critical topics such as ethics, gift management, anti-corruption measures...

## CASE STUDY

### AXIAN TELECOM Speak-Up Platform

In 2023, we launched Speak-Up, a whistleblowing platform that provides a safe and anonymous channel for external and internal parties to report concerns or misconduct involving AXIAN Telecom. The Speak-Up platform is a key element of our ethical framework, ensuring that all members and stakeholders of the AXIAN Telecom community, have a trusted avenue to raise concerns. This initiative underscores our commitment to integrity, transparency, and ethical business practices.

The platform has since gained momentum, and we have allocated resources to ensure the full implementation of the system. These include:

- Personalised training programmes delivered to different categories of employees based on their exposure, along with online courses deployed on Moodle for all employees, accompanied by a related quiz.
- Ongoing support provided to local compliance officers by the Legal and Compliance Group team.
- Regular news updates on our intranet to raise awareness among employees about their legal and moral obligation to report unethical practices.

#### For our external collaborators:

- A dedicated section has been added to AXIAN Telecom's website, providing access to approved group policies.
- The Legal team has drafted proforma contractual clauses, with an emphasis on ethical conduct and data protection.
- Timely reporting to the Governance Committee, including the number of cases registered, addressed, and actions taken.

As part of our commitment to transparency and ethical conduct, key statistics related to the Speak-Up whistleblowing platform are communicated on a regular basis to the Board.





# EXPANDING DIGITAL REACH AND CONNECTIVITY

## VISION

AXIAN Telecom remains committed to a future where digital connectivity is universally accessible, highly reliable, and fully secure. Through our continuous investment in network expansion, technological innovation, and sustainable practices, we are reinforcing our market leadership while ensuring long-term resilience. By balancing infrastructure development with energy efficiency, we are expanding digital access while minimising our environmental impact.

According to GSMA, the coverage gap affects 13% of the population in Sub-Saharan Africa, which is approximately 160 million people. These figures highlight the significant challenges the region faces in achieving digital inclusion. Through its efforts, AXIAN Telecom aims to bridge this gap, ensuring that more people can benefit from reliable and secure digital connectivity.

## ACTION

### Expanding Coverage and Strengthening Connectivity

In 2024, we intensified our efforts to achieve universal broadband access, reaching 98% of all sites equipped with 4G, while accelerating the rollout of 5G in urban areas. By leveraging our existing digital infrastructure—including Tower Companies and Data Centres—we expanded Fibre-to-the-Home (FTTH) services, meeting the rising demand for high-speed broadband. Simultaneously, we enhanced smartphone accessibility through innovative financing models, ensuring more people can connect to the digital world.

### Enhancing Network Quality and Resilience

To uphold best-in-class network performance and customer experience, we implemented strategic resilience initiatives:

- **Strengthening Service Continuity:** Initiatives like Project 999 in Togo and Madagascar and Project Kiwango in Tanzania reinforce network stability, ensuring uninterrupted service.
- **Driving Performance Enhancements:** Dedicated Quality of Service (QoS) initiatives in Togo and Madagascar are yielding measurable improvements.
- **Boosting International Capacity:** The integration of new subsea cables, reducing the impact of cable disruptions.
- **Optimising Traffic Management:** Priority routing of voice traffic on backup links ensures service continuity during optical backbone failures.

### Optimising Operational Efficiency

Leveraging AI, automation, and data analytics, we have streamlined network performance and reduced operational complexity:

- AI and machine learning (ML) tools enable predictive network analysis and capacity planning in Tanzania and in Madagascar.
- Big data analytics in Togo automates drive test benchmarking, accelerating insights.
- Automation technologies in Tanzania enhance proactive and corrective maintenance, reducing downtime.

With continued advancements in AI-driven automation, we are unlocking new opportunities to boost efficiency, cut costs, and improve customer experience.



### Strengthening Energy Efficiency and Sustainability

Sustainability remains integral to our long-term strategy, with key 2024 initiatives focused on:

- Expanding solar and grid energy adoption, reducing dependence on diesel generators.
- Modernising legacy infrastructure, integrating energy-efficient features in the Radio Access Network (RAN).
- Enhancing energy monitoring and management through advanced on-sites probes and Network Operations Centre (NOC)/Services Operations Centre (SOC) platforms, enabling smarter energy use.

Currently, 25% of AXIAN Telecom's network operations are solar-powered, with widespread adoption in Madagascar and Comoros. The Solar 4 All initiative will further expand renewable energy integration across our markets.

## RESULTS

### Measurable Progress in Network Performance

Our continued infrastructure investments and optimisation have led to significant performance improvements. Including:

- **Togo:** ARCEP<sup>1</sup> QoS compliance rose from **53% to 70%**.
- **Tanzania:** Network availability **reached 99.85%**, with Yas **ranked as the top network** in QoS by the Tanzania Communication Regulatory Authority.
- **Madagascar:** **Enhanced network availability** and achieved all contractual mobile network KPIs.
- **Senegal:** Delivered the **best network performance** during Magal 2024.

<sup>1</sup> The national Telecommunications regulatory body



## EXPANDING DIGITAL REACH AND CONNECTIVITY (CONT'D)

Building on these gains, we will continue deploying advanced network management tools to further enhance service reliability and performance.

### Driving Innovation for a Greener Future

AXIAN Telecom is pioneering the integration of sustainability and technology, advancing several key pilot projects in 2024:

- New RAN Software release testing to introduce 5G energy savings features, and intent-based Energy saving automation, for maximisation of Energy savings while preserving our Customer Quality of Experience
- New use cases for AI/ML-powered Solutions network operations and quality improvement
- Policy-Based energy saver to reduce power consumption intelligently and extend battery autonomies.

By continuously refining our approach, we ensure long-term digital resilience while actively supporting a more sustainable, connected future.

### Award Winning Solutions

At AXIAN Telecom, we pride ourselves on delivering excellence in mobile network performance. Our commitment to innovation and customer satisfaction has earned us prestigious accolades, including the Ookla Speedtest Award won by Yas Tanzania for the fastest network in Tanzania in 2024. In Madagascar, Yas continues to set the benchmark as the fastest network, according to nPerf statistics. These achievements reflect our relentless pursuit of excellence and our dedication to providing the best mobile connectivity experiences across the regions we serve.

#### CASE STUDY

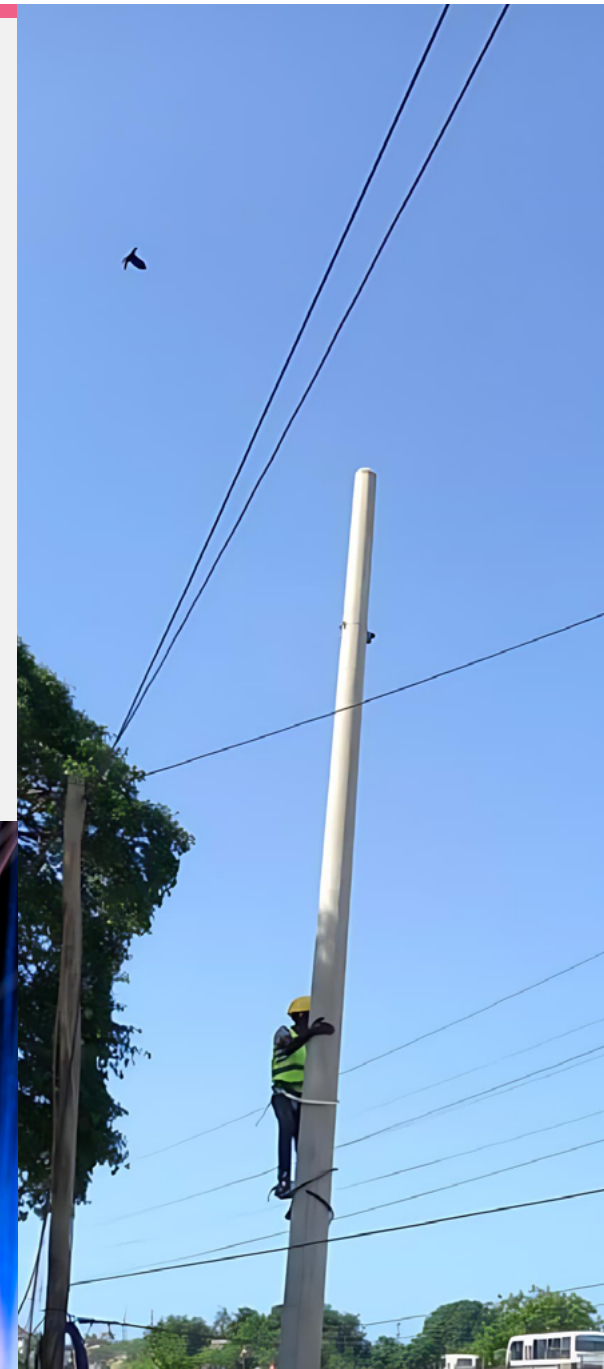
### The Kiwongo Project

On January 20, 2024, a network blackout occurred due to multiple fiber cuts between two data centers, caused by heavy rainfall and flooding in Dar es Salaam, Tanzania. This resulted in communication failures across critical systems. In response, Project Kiwongo was initiated by Yas Tanzania to enhance network resilience. The project was named after the Kiwango Bridge, which was the last route standing before it failed, causing the blackout. The key areas of focus for Project Kiwongo include enhancing transport network resilience to prevent outages, strengthening the core and radio networks for better service provisioning, ensuring stable uptime for data centers, maintaining constant availability of sites that interface with end-users, and embracing automation to enhance network resilience, starting with a permanent fibre resolution involving the installation of concrete poles across all major bridges in Dar es Salaam.

Since its launch, major network-wide achievements have enabled an increase in network availability from 99.37% in January 2024 to 99.89% in January 2025. Additionally, the network led the competition in regulatory QoS and FB speed from Q2 to Q4 2024.

# 99.85%

Yas Tanzania network  
availability in 2024



#### TESTIMONY

*Witnessing the impact of the January 20 blackout was a turning point for us. It was clear that we needed to take decisive action to prevent such disruptions in the future. Project Kiwongo has been a labour of love for our team, and I'm incredibly proud of the strides we've made. The resilient improvements have not only fortified our network but have also brought peace of mind to our customers, knowing they can rely on us for consistent and high-quality service.*

**Amos Bwire,**  
Director of Network  
Operations,  
Yas Tanzania



# BRIDGING THE DIGITAL DIVIDE

## VISION

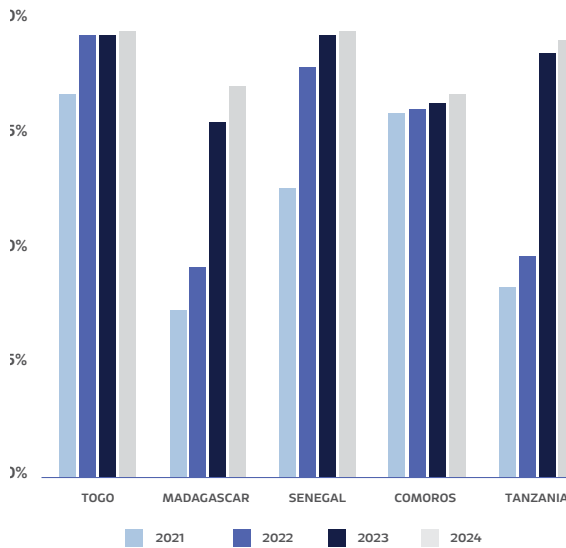
Across Africa, millions remain excluded from the digital economy due to inadequate infrastructure, high connectivity costs, limited digital literacy, and socio-economic barriers. We are dedicated to achieving universal digital access through a comprehensive approach that addresses coverage gaps, affordability, device accessibility, and the promotion of digital skills. By implementing targeted strategies across our markets, we strive to empower communities to fully participate in the digital world, fostering economic growth, social inclusion, and an improved quality of life.

Our Data4All Programme is a cornerstone of our commitment to accelerating digital inclusion across Africa. The initiative aims to bridge the digital divide and empower communities by expanding access to affordable, high-quality digital services. It is built on four key pillars: reducing the coverage gap, enhancing connectivity, equipping customers with the latest devices, and providing tailored products to ensure accessibility and affordability.

## ACTION

- To achieve these goals, we have undertaken several strategic actions:
- Expanding network coverage to reach underserved and remote areas, ensuring broader access to reliable, high-speed internet.
  - Investing significantly in infrastructure, enabling us to deliver the best technology, enhanced connectivity and network quality to every customer.
  - Deploying 5G technology in Tanzania, Madagascar, Togo, and Senegal, with ongoing efforts in Comoros. 5G Technology delivers unprecedented speeds and ultra-low latency, paving the way for innovations in smart technology, business solutions, and personal and home connectivity.

% OF POPULATION COVERED BY OUR 4G NETWORKS



- Introducing a device financing initiative, enabling individuals, including those with lower purchasing power, to acquire smartphones through flexible instalment plans.
- Providing affordable data packages in countries like Senegal, Madagascar, and Togo, helping millions access reliable online services.
- Launching educational initiatives that offer free data to millions of non-data users, supporting digital skill adoption and encouraging full participation in the digital world.

## RESULTS

Since the launch of Data4All, we have reached the following key milestones:

- 98% of our network is 4G across all markets, ensuring universal access to high-speed internet and supporting the growing demand for data-driven applications.

- 5G deployment has enabled transformative advancements in smart technology and business solutions.
- In 2024, the Device Financing initiative, a key component of the Data 4 All program, was successfully launched in Tanzania, Madagascar, and Togo. This initiative enables end users to purchase phones on instalment plans, with daily costs as low as \$0.25 USD, including data bundles. Available in several of our markets, the program has seen remarkable success, with approximately 40,000 devices sold per month. In Tanzania alone, over 200,000 units were sold within just six months. Notably, 95% of Device Financing customers are active data users, highlighting that the primary barrier to mobile internet access is the lack of smartphones. By facilitating upgrades to 4G smartphones, the program has significantly enhanced digital experiences. The program has contributed to a 1 percentage point increase in smartphone penetration in Tanzania.



## TESTIMONY

We are delighted that several of AXIAN Telecom's Operating Companies (OpCos) have made formal Commitments to accelerate digital and financial inclusion for women as part of the GSMA Connected Women Commitment initiative. So far OpCos in Comoros, Madagascar, Tanzania, and Togo have committed to increasing the proportion of women in the customer base of their mobile internet or mobile money services. This includes MVola and Yas, who are the first mobile and mobile money operators in Madagascar to be part of the GSMA Connected Women Commitment initiative.

The GSMA Connected Women team are pleased to be supporting AXIAN Telecom's OpCos to reach their Commitment targets, through sharing insights, best practice, and key considerations to guide their work. We are inspired by AXIAN Telecom's dedication to driving digital and financial inclusion for women in countries across Sub-Saharan Africa, enhancing meaningful connectivity, unlocking commercial opportunities and transforming women's lives.



Claire Sibthorpe,  
Head of Digital  
Inclusion, GSMA

The GSMA - Mobile for Development Connected Women team delivered impactful workshops with the MVola and Yas Madagascar teams.



## CASE STUDY

## EMPOWERING WOMEN THROUGHOUT OUR FOOTPRINT

In 2024, 4 MNOs and 1 fintech operating companies have committed to substantially increase the representation of women within their customer base over the coming years. This commitment was formally established in 2024 through the GSMA Connected Women Initiative.



# EMPOWERING ECONOMIC GROWTH THROUGH SEAMLESS CONNECTIVITY, SECURE CLOUD ACCESS AND MANAGED SERVICES

## VISION

AXIAN Telecom B2B teams are committed to driving sustainable growth for businesses through cutting-edge digital solutions. Our strategic focus is to deliver end-to-end networking, unified communications, cybersecurity, business applications, data centre and cloud services, as well as managed services. By offering tailored, results-driven solutions, we empower small, medium, and large businesses to navigate digital transformation with confidence ensuring long-term sustainability while enhancing customer experience through seamless expert support and optimised service delivery.

## ACTION

### Tailoring Solutions for Business Growth

To ensure our solutions remain relevant and impactful, we continuously adapt our offerings through:

- In-depth market research and industry analysis.
- Ongoing customer feedback and engagement.
- Collaborative solution development with clients to address real-world challenges.

### Bespoke Solutions for Business Resilience in Large Enterprises

In 2024, we strengthened our support for large enterprises by providing bespoke solutions that integrate the latest technological advancements. Our global sales and service framework ensures a seamless, high-quality customer experience across all markets, enhancing operational efficiency and business resilience.

### Advancing Digital Inclusion for Small Enterprises

Recognising the evolving needs of small enterprises, we expanded our offering to include cost-effective, industry-specific bundled services. These solutions, available as a service or as a subscription, lower adoption barriers and ensure that small businesses can leverage digital transformation to enhance productivity and competitiveness. The multi-channel distribution model—spanning digital platforms, in-country retail locations, and direct sales teams—expands accessibility and brings us closer to our customers.

### Strengthening Support for Small Enterprises

We introduced groundbreaking initiatives to support the formalisation and scalability of small enterprises by integrating much needed digital tools like business management applications, cybersecurity, and micro finance solutions. Our Group enriched the digital service experience through online platforms like e-commerce marketplaces and a self-care portal, helping businesses to manage their services with greater efficiency.

### Key Initiatives for Small Enterprises

In 2024, we launched several successful business enabling programmes to support small enterprises:

- **Digital e-commerce programmes:** Providing businesses with access to affordable, subscription-based digital tools.
- **Self-care portal:** A real-time service dashboard offering consumption tracking, usage insights, and seamless subscription management.



- **Industry driven offerings:** Custom-built industry solutions for sectors such as retail, agriculture, and logistics.
- **Access programmes:** Partnerships with local organisations and SME associations to extend connectivity and provide essential digital resources to underserved small enterprises.

## RESULTS

Through our commitment to providing our customers the best services, we have successfully enriched our capabilities to provide comprehensive digital transformation solutions that integrate leading global technologies into their day to day businesses. Our drive for to seamless delivery, proactive support, and flexible consumption models— including as-a-service and subscription-based options— continues to drive growth.

By offering tailored, industry-specific solutions, we address our customers' business challenges through secure, optimised cloud applications and cutting-edge cybersecurity measures. Additionally, our best in class connectivity solutions enhance mobility, teamwork, and overall business continuity, enabling our customers' businesses across our markets to thrive in an increasingly digital world.

We strengthened our support for large and small enterprises by providing bespoke solutions that integrate the latest technological advancements



# TRANSFORMING PUBLIC SERVICES WITH DIGITAL SOLUTIONS

## VISION

Embracing digital transformation within government services marks a pivotal shift towards more accessible, efficient, and transparent public administration. This progress enables greater access to essential services, particularly in remote regions, fostering improved education, enhanced governance and strengthened accountability.

## RESULTS

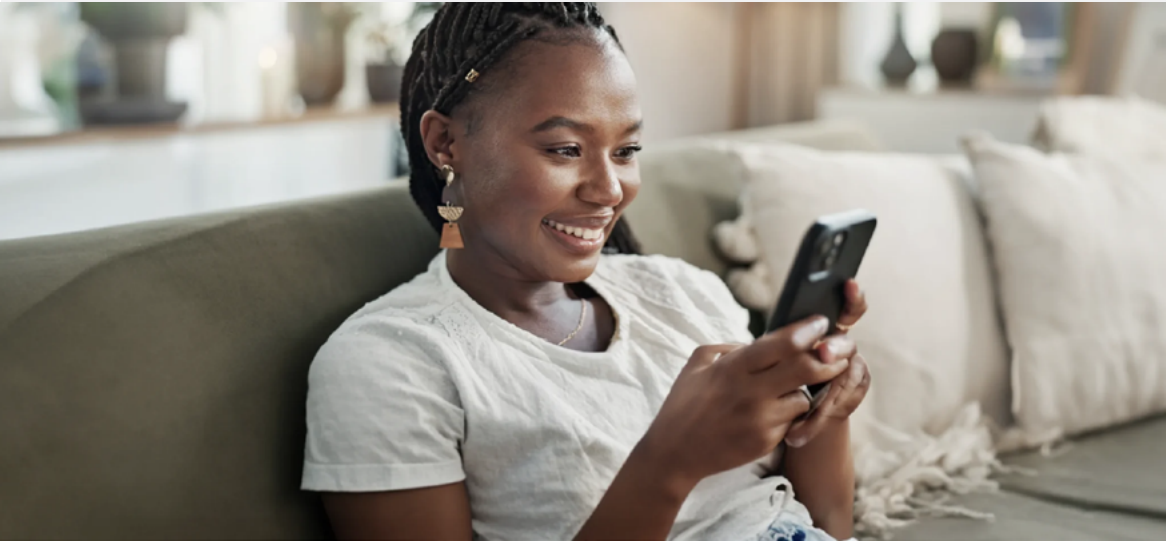
At AXIAN Telecom, we are committed to leveraging technology to deliver more affordable, effective, and inclusive services that empower communities. We collaborate with governments to enable a diverse array of digital public services, including:

- **Streamlining tax payments:** Introducing digital platforms that simplify and expedite the tax payment process. For instance, in Tanzania, parking tickets and fines can be directly paid using Mixx by Yas through the Governmental online platform.
- **Enhancing transparency and governance:** Utilising digital tools to promote anti-bribery measures and uphold good governance principles.
- **Expanding access to higher education:** We provide free high-quality internet connectivity to the 6 leading public universities in Madagascar, enhancing the quality of education by enabling students and teachers to access online resources, training, and global networks freely.

### CASE STUDY

#### Digitalisation of the Fokontany (municipalities)

The Presidency of the Republic of Madagascar, in collaboration with the Ministry of the Interior and the Ministry of Digital Development, Posts, and Telecommunications, has launched a digitalisation project in the Fokontany, basic administrative subdivisions. The “e-fokontany” project modernises household management with electronic QR code booklets, called “Karinem-pokontany,” to efficiently distribute state aid. Over 1,517,268 electronic booklets have been distributed. Each Fokontany is equipped with Wi-Fi hotspots for residents’ education. YAS Madagascar has installed fibre optics and Wi-Fi in 200 Fokontany, aiming for 300 installations in 2025.



### TESTIMONY

*These new tools aim to transform the user experience and meet the growing needs of businesses and individuals, while adapting to the demands of the modern world.*

**Vimbina Rahaingonjatovo,**  
Director General of CNaPS



### TESTIMONY

*The President has ordered the implementation of the ‘e-Fokontany’ project to prioritize the immediate needs of the population in terms of local services within all Fokontany across the national territory. This project focuses on the Malagasy population by leveraging new technologies such as internet connectivity (hotspots), digital devices (computers, tablets, and smartphones), the development of management software for the Fokontany (around 20,000), and the Fokontany booklet with a QR code, to establish sustainable good governance and stable quality services in local public administration offices. To date, more than 3 million Fokontany booklets have already been distributed, and over 200 Fokontany have been equipped with fiber optic wifi connections. Additionally, the DECIM project will soon provide and train all Fokontany Chiefs in the use of digital devices.*

**Stéphanie Delmotte,**  
Minister of Posts, Telecommunications, and Digital Development of Madagascar.

### CASE STUDY

#### Digitalisation of CNaPS

The National Social Security Fund (CNaPS) in Madagascar is a public institution under the supervision of the Ministry of Labour, Employment, and Public Service and the Ministry of Economy and Finance. Its main mission is to provide benefits for family allowances, work accidents, and retirement pensions. CNaPS has deployed online and mobile platforms for new employers, digitized 100% of employees, connected all sites with high-speed fibre, and implemented pension payments via Mobile Money. Future projects include the biometric registration of retirees and the integration of AI to facilitate daily interactions. YAS Madagascar has provided full data mobile lines for staff, residential fibre optics at preferential rates, high-speed Internet connectivity at each site, and the activation of a short number 575. The implementation of Software-Defined Wide Area Network and Fortimail is underway.



# UNLOCKING FINANCIAL INCLUSION WITH FINTECH

## VISION

At AXIAN Telecom, we envision a financially inclusive Africa where everyone can access secure, innovative, and responsible financial services. Through financial education, enhanced security, regulatory compliance, and digital financial solutions, we are committed to driving sustainable economic growth and empowering communities.

In 2024, we made notable strides in financial education and literacy across various markets. In Madagascar, MVola launched a comprehensive money management playbook designed to educate young people on effective financial planning, reaching 4,200 individuals. Additionally, a dedicated financial education programme for farmers provided 5,000 participants with essential knowledge to enhance their financial management and farming productivity. These initiatives reinforce our commitment to empowering communities through financial literacy, driving sustainable economic growth.

## ACTION

We are dedicated to bridging the financial gap across our markets by offering innovative solutions that promote accessibility, security, and financial empowerment. Our efforts are anchored in practical financial education, robust security measures, and pioneering technologies designed to uplift underserved communities while fostering sustainable growth.

### Driving Financial Inclusion Through Education & Innovation

- **Financial literacy:** MVola educated 4,200 young people and 5,000 farmers in Madagascar on money management and financial planning.

- **Mobile money innovation:** Launched the Mixx by Yas and MVola SuperApp (Senegal, Togo, Tanzania, Madagascar, Comoros) for NGO fund distribution and introduced the Social Wallet, enabling direct disbursements to vulnerable individuals.

### Strengthening Security & Regulatory Compliance

- **Enhanced security:** Implemented device registration limits, OTP auto fetch restrictions, self-device tracking, and an emergency account block feature to prevent fraud.
- **Regulatory commitment:** Dedicated compliance teams to ensure full adherence to local regulations while engaging with governments and regulators on industry advancements.

## RESULTS

Our commitment to financial inclusion, security, and innovation has delivered measurable impacts, strengthening economic resilience across our markets.

- A total of 9,200 individuals, including both youth and farmers, acquired critical money management skills in Madagascar.
- Fraud prevention measures were strengthened, enhancing user trust and ensuring the platform's integrity.
- Full adherence to regulations was achieved across all operational markets, contributing to sustainable growth.
- Social payments increased from \$37.4 million in 2021 to \$63.3 million in 2024, with total disbursements exceeding \$200 million.
- 12 insurance covers have been issued to farmers who have been receiving their Agri payments via Mixx by Yas Tanzania's disbursement service.

- Verified transaction data streamlined the lending process, significantly reducing financial risks.
- The Women's Financial Empowerment initiative, which was successfully piloted, is now being scaled to reach more women in Tanzania.

### CASE STUDY

#### Kikoba platform

Kikoba is a financial service operated by Mixx by Yas in Tanzania, in partnership with TCB Bank. It allows users to manage savings accounts for groups of friends, family, or VICOBA (Village Community Banks). This product aims to create an enabling environment for small, micro-based groups to operate in real-time, ensuring cost-effectiveness, security, and transparency among members, as well as within the group as a whole.

The Kikoba platform enables members from various Mobile Network Operators (MNOs) to participate and contribute to group activities. Through the TCB interoperability menu, members can contribute to and access group financial information, promoting greater inclusivity and engagement across different networks.

Launched in May 2024, Kikoba has seen rapid growth, with +68,000 registered members and 16,000 saving groups by December 2024.



### TESTIMONY

*Mixx Kikoba has truly transformed my financial situation. By joining a group of women entrepreneurs using this digital group savings product, I received my first loan of Tshs 400,000, which allowed me to increase my inventory and reduce costs by buying in bulk. Now, I track my transactions easily through my phone, which has streamlined my operations. I've set specific financial goals, like investing in a larger market stall and eventually purchasing a small delivery truck. My achievements have inspired other women in my community to join Mixx Kikoba, illustrating the empowering impact of digital financial solutions."*

**Farida Mwenda,**  
vegetable shop owner in Njombe, Tanzania.



## PART 2

# EMPOWERING LIVES AND BUILDING COMMUNITIES

## OUR COMMITMENT

Our people are the driving force behind our progress, shaping our journey towards greater connectivity and sustainability. We are committed to building a dynamic, skilled workforce that embodies our values and vision, ensuring alignment with our strategic objectives. By creating an empowering environment supported by advanced tools and integrated digital systems, we enable our employees to excel and reach their full potential.

The Yas and Mixx by Yas rebrand underscores our dedication to fostering a unified, inclusive culture that values diversity, collaboration, and innovation. Through a supportive and inspiring workplace, we strive to nurture a resilient talent pipeline capable of meeting future challenges with agility and creativity.

Our commitment extends beyond our organisation—it's about making a tangible, positive impact on the communities we engage with. We aim to enhance lives through meaningful initiatives and responsible business practices, ensuring our growth contributes to broader societal progress.

### OUR KEY SUSTAINABILITY COMMITMENTS

- Fostering an inclusive and diverse workplace
- Nurturing talent and enhancing employee wellbeing
- Enforcing rigorous health and safety standards
- Optimising our supply chain for sustainability
- Safeguarding our stakeholders' data and privacy
- Connecting and supporting our communities





# FOSTERING AN INCLUSIVE AND DIVERSE WORKPLACE

## VISION

At AXIAN Telecom, we are dedicated to creating a diverse, equitable, and inclusive workplace where all employees feel valued and respected. We believe that fostering an environment where everyone can thrive regardless of their background is essential to our growth and success. Our commitment to inclusivity is demonstrated by our continued efforts to promote diversity and provide equal growth opportunities for all.

This vision also supports our broader strategic objectives, ensuring that our workforce reflects the communities we serve, enhancing our ability to innovate and respond to the evolving needs of our markets.

## ACTION

- We have implemented a range of initiatives aimed at promoting fairness and inclusivity across our organisation:
- DEI policies:** Our comprehensive DEI policies are designed to ensure fair recruitment, promote diversity, and provide equal opportunities for all employees. These policies are regularly reviewed and updated to reflect evolving best practices and meet the specific needs of our diverse workforce.
  - Tracking and progress reporting:** We actively track diversity goals and adjust our strategies to meet our representation targets. Our monthly reporting and regular reviews with operational companies ensure alignment and consistency across all regions.
  - Creating an inclusive environment:** Initiatives such as the introduction of daycares, nurseries, and a breastfeeding and lactation support policy demonstrate our commitment to supporting the diverse needs of our employees.

- Fair recruitment practices:** We utilise standardised tools such as Central Test and Success Corner to ensure data-driven, unbiased evaluations of candidates and employees.

## RESULTS

Our DEI initiatives have produced significant progress in 2024:

- Sustained commitment to diversity: Women make up 35% of our workforce, and we aim to continue focussing on our inclusivity and equity policies.
- Enhanced fairness in recruitment: Our recruitment processes are merit-based and free from bias, contributing to a fairer workplace. We are committed to continuously monitoring and refining our assessment tools to ensure that all candidates have an equal chance to succeed.
- Support systems for diverse needs: Programs like daycares and lactation support continue to enhance our inclusive culture. Our flexible working policies have also been positively received, improving employee satisfaction and retention.

	% WOMEN
Board of Directors	33%
Executive Committee	29%
Management	25%
Middle Management	31%
Other employees	37%

I would like to thank the initiators and the leadership of the Smile & HER Program for their ongoing commitment to the well-being and socio-professional development of women at AXIAN. Through various

programs and the women's project competition, we were able to see the diversity of female talent within AXIAN Telecom. My mentor played a crucial role in my personal and professional development. He has been a model of kindness, generosity in sharing knowledge, humanism, flexibility, courage, hard work, creativity, and innovation for me. I am grateful for his positive impact, advice, and encouragement



Ndeye Madjiguene KASSE Branch Manager Mbour, Yas Senegal

## CASE STUDY



## Smile & Her

Launched in 2023, our Smile & Her initiative continues to empower women across the organisation, equipping them with the skills, mindset, and support necessary to drive their success. We remain committed to advocating for women's wellbeing and progress at every layer of our organisation. In 2024, we focused on four key pillars: growing professionally, growing personally, growing others, and growing AXIAN Telecom.

Throughout the year, we rolled out a variety of activities and initiatives aimed at fostering both professional and personal growth. These included:

- Training:** A range of programs covering leadership, emotional intelligence, women in leadership, and navigating the boardroom.
- Mentorship:** Senior executives within AXIAN Telecom, as well as external leaders, provided invaluable mentorship to women, offering guidance and support throughout their development.
- Talks & sharing sessions:** Inspirational talks, both internal and external, along with exclusive club member sessions, focused on key themes such as work-life balance, mental health, women's leadership, and self-confidence.

- Exchange programs:** These facilitate the sharing of experiences and insights across industries and within AXIAN Telecom, contributing to the professional development of participants.
- Women's development programs:** We partnered with leading local and global organisations to offer women in leadership roles access to top-tier development opportunities.
- Buddying:** We provided support for the integration of new female staff, ensuring they felt welcomed and equipped for growth within the organisation.
- External activities:** We promoted the inclusion of women and girls in STEM/ Tech through sponsorships, educational programs, and motivational talks, reaching upper schools and universities.

We also continue to inspire and foster personal growth through TED talks, newsletters, and podcasts, covering important topics such as imposter syndrome, vision boards, and mental health.





# NUTURING TALENT AND ENHANCING EMPLOYEE WELLBEING

## VISION

We are committed to empowering our employees through continuous learning, career development, and initiatives aimed at enhancing their quality of life at work. Our vision is to create an environment where employees can thrive both professionally and personally, contributing meaningfully to the company's overall success. We believe that investing in our people is critical to maintaining our competitive edge and ensuring long-term sustainability.

## ACTION

We have implemented several initiatives to support our employees' growth and wellbeing:

- **Comprehensive training programs:** Through AXIAN University, we delivered a wide range of training opportunities in 2024, including soft skills, leadership training (Manager 3.0), compliance training, health and safety training and technical skills development. With more than 145,000 hours of training provided in 2024, we have achieved a 94.41% increase of training hours compared to 2023. We continue to enhance the capabilities of our workforce, ensuring alignment with the company's strategic objectives.
- **Talent development:** Our High Potential Programme are actively building a strong talent pipeline for future leadership roles. These initiatives are designed to equip employees with the skills needed for leadership, strategic decision-making, and effective management.
- **Employee support programs:** Initiatives such as our Onboarding Program, the Buddy System, and communication via the internal communication channel Charlie and company social media help employees adjust to new roles and support internal

and geographic mobility. We also ensure that employees have access to resources promoting mental health and wellbeing, enhancing their overall satisfaction and productivity.

- **Ethics and compliance training:** Ensuring employees are aware of legal, safety, and company policies to maintain a respectful work environment. Our training also covers issues related to data protection, harassment prevention, and ethical conduct, fostering a culture of integrity and accountability.
- **Employee engagement:** Through employee surveys, we continually track employee satisfaction and engagement, developing targeted plans to address areas for improvement. Our engagement initiatives are complemented by clear communication channels that encourage feedback and support employee-driven improvements.

## RESULTS

Our commitment to training, career development, and employee wellbeing has yielded notable achievements:

- **Training achievements:** Our transformation program continues to deliver strong results, highlighting our commitment to nurturing talents and expanding training opportunities. Notably, Opcos have achieved their goal of a 100% completion rate for the "Close the Gap" training initiative ahead of the end-2024 target. Our focus on continuous learning ensures that our employees are equipped with the skills needed to meet evolving business challenges.
- **Talent growth:** Our leadership development initiatives continue to build a strong pipeline of future leaders. Programs such as the High Potential Programme and Executive

MBA reflect our sustained investment in identifying and accelerating top talent, reinforcing our commitment to fostering excellence at all levels of the organisation.

- **Improved well-being:** We believe that when employees feel supported, they perform at their best. Our holistic approach to employee well-being boosts both satisfaction and productivity by addressing personal and professional needs. Through initiatives such as on-site nurseries, canteens, sports centers, staff transportation, and enhanced access to digital training and personal development resources, we create an environment where our teams are empowered to grow, thrive, and excel.

Total number of employees trained	3378
% of employees trained in 2024	67%
Number of different trainings offered	170
Number of hard-skills trainings	696
Number of soft-skills trainings	444
Number of hours of training delivered	145 447

These accomplishments demonstrate AXIAN Telecom's unwavering commitment to building a workplace that empowers our people to thrive, grow, and contribute meaningfully to our company's success.





# HEALTH AND SAFETY

## VISION

At AXIAN Telecom, the health, safety, and security of our employees, customers, partners, and communities are paramount. We are committed to creating a safe and secure environment across our entire value chain, aiming to reduce liabilities to ensure the longevity and good health of our workforce..

## ACTION

In 2024, we focused on strengthening our health and safety framework. We implemented comprehensive training programmes for both direct and outsourced staff, pursued ISO 14001<sup>2</sup> and ISO 45001<sup>3</sup> certification, and conducted regular reviews and audits of our Health, Safety, Environment, and Social (HSES) performance. We encouraged incident reporting and established a governance committee with our global partners to oversee our health and safety initiatives and performances across our joint geographies.



We implemented comprehensive training programmes for both direct and outsourced staff, pursued ISO 14001 (Environmental Management System), ISO 45001 (Occupational Health & Safety Management System), and conducted regular reviews and audits of our Health, Safety, Environment, and Social (HSES) performance

## RESULTS

Our efforts have led to the development of a robust framework to manage high-risk activities, such as driving, working at height, and electrical work. We have also conducted contractor audits and joint inspections, which have significantly improved our risk management and compliance of our partners.

Four operations newly achieved ISO certification in 2024, bringing the total number of ISO-certified (14001 & 45001) operations to five. In 2024, we delivered over 21,400 hours of HSES training to our internal employees, accounting for 15% of all training hours.

21,400

hours of HSES training to our internal employees, accounting for 15% of all training hours





# OPTIMISING OUR SUPPLY CHAIN FOR SUSTAINABILITY

## VISION

We consistently work towards employing efficient and effective risk management strategies across the various sections of our value chain to improve the longevity, sustainability, and positive impact of our operations, in each region. We benchmark our efforts against peers in the industry to ensure the adoption of best practices to meet and exceed industry standards.

## ACTION

In 2024, AXIAN Telecom undertook several initiatives and programmes to assure the quality of our supply chain operations. These include:

- Updating our supplier code of conduct and standard HSES requirements for contractors, to better align with our expectations.
- Hosting contractor forums.
- Conducting contractor audits to ensure compliance against updated codes and standards.
- Implementing a third-party due diligence process to evaluate and assess suppliers.
- Launching an e-waste management pilot project in Madagascar and Togo.
- Establish a partnership with hazardous waste disposal facility in Madagascar (focused on used oil and batteries), for responsible waste management.
- Introducing the UN Global Compact’s SPARK Programme (SPARK is a global community initiative, launched in June 2024, to help SMEs achieve sustainability goals and facilitate the exchange of best practices, with resources and support to accelerate their sustainability journey).

## RESULTS

- 93% of our key contractors were audited against our Supplier Code of Conduct and standard HSES requirements

### UNGC SPARK Program

In 2024, three local SMEs in Madagascar—Taratra RR, Enterprise Tekisasy, and Enterprise Hambinintsoa—partnered with AXIAN Telecom’s subsidiaries to participate in the first wave of UNGC SPARK Programme. This initiative offers a unique opportunity for small and medium-sized enterprises to address sustainability challenges and drive significant progress. By connecting with industry leaders and experts from the UN Global Compact, these SMEs gained access to practical tools, flexible learning opportunities, and tailored resources. The Programme’s webinars on securing finance, reducing GHG emissions, and navigating sustainability reporting further support their efforts to implement effective sustainability practices.

By participating in the SPARK Programme, these SMEs have gained access to valuable resources and networking opportunities, enabling them to:

- Implement effective sustainability practices
- Enhance their brand value and competitive advantage
- Achieve certification from the UN Global Compact Academy

Additionally, they can achieve certification from the UN Global Compact Academy, which adds credibility to their sustainability initiatives. Through networking and high-level insights, Taratra RR, Enterprise Tekisasy, and Enterprise Hambinintsoa can be empowered to make meaningful changes in their operations, showcasing the potential for other SMEs to follow suit and drive positive change in their industries.

## HSES Programs

In 2024, Axian Telecom organized a series of contractor forums to enhance HSES risk management throughout its value chain

- Conducted 12 sessions of a contractor forum across 9 operations, in 6 countries: all our partners for site construction, maintenance and security service provider attended to these sessions
- 3 of our SME suppliers in Madagascar were accepted and enrolled into the UN Global Compact’s SPARK Programme.



## TESTIMONY

The HSES Programmes implemented by AXIAN Telecom and its subsidiaries have contributed to improve SAGEMCOM MADAGASCAR’s QHSE organisation. Through joint inspections, we identified areas for improvement and implemented corrective actions, including the development of a comprehensive QHSE responsibility matrix for subcontractors. The contractor forum sessions provided a valuable platform to share our Environmental and Social Management System (ESMS) as well as E&S initiatives, leading us to learn best practices with other subcontractors. These efforts have fostered continuous innovation and excellence in our QHSE practices. We were particularly inspired by the recognition Programme implemented by other subcontractors, which recognises, and rewards employees dedicated to QHSE initiatives. This has led us to develop our own recognition Programme, focused on engaging all employees (not just QHSE representatives). This is now included in our QHSE 2025 Roadmap, with awards to recognise those most committed to supporting our QHSE objectives and KPI management.

**Haja Daniel TOLIMASY**  
QHSE Manager, Sagemcom  
Madagascar

## Health & Safety performance

Evolution of lost-time injury cases (LTI), excluding fatalities

	2022	2023	2024
Own employees	4	2	2
Contractor and subcontractors	10	5	4
TOTAL	14	7	6

93%

of our key contractors were audited against our Supplier Code of Conduct and standard HSES requirements

	2022	2023	2024
Evolution of LTIFR	0.11	0.08	0.06





# SAFEGUARDING OUR STAKEHOLDERS DATA AND PRIVACY

## VISION

Protecting customer privacy and ensuring data integrity is a top priority for AXIAN Telecom. Our data governance framework manages, protects, and utilises data across our organisation, ensuring compliance, security, quality, and operational efficiency.

## ACTION

In 2024, we implemented a structured data governance framework with key pillars: data protection policies, governance, treatment register, legal compliance, awareness, handling user requests, risk management, and breach management.

To address customer privacy, AXIAN Telecom ensured compliance with regulations, responsibly collected and used data, managed customer rights, and raised awareness through training. We appointed a Data Protection Officer (DPO) and implemented privacy policies, including Privacy by Design and Data Minimisation. Security measures were put in place, and we responded to Data Subject Requests (DSRs) effectively.

We integrated new technologies like AI and machine learning while maintaining data integrity. This involved monitoring and auditing data usage, managing data access, and ensuring consistency in data definitions through periodic audits.

## RESULTS

This approach has strengthened our ability to protect data from breaches and cyber threats. By managing data access and permissions, AXIAN Telecom ensured that only authorised personnel could access sensitive information. Efforts in integrating new technologies-maintained data integrity and enhanced operational efficiency.

***We implemented a structured data governance framework with key pillars: data protection policies, governance, treatment register, legal compliance, awareness, handling user requests, risk management, and breach management.***





# CONNECTING AND SUPPORTING OUR COMMUNITIES

## VISION

Corporate Social Responsibility (CSR) is at the heart of our commitment to creating positive impacts in Africa. Our objectives include ensuring positive and sustainable impact through consistent and measured actions, elevating our brand’s perception as a dedicated community partner, fostering employee engagement, and strengthening NGO partnerships. We aim to meet stakeholders’ expectations on social responsibility, including local stakeholders, investors, and DFIs, while ensuring strong and consistent communication to amplify our impact.

## ACTION

Our CSR framework, defined in 2023, focuses on accelerating the use of our products and services for digital and financial inclusion. We target vulnerable populations, such as women, children, and youth, through four flagship Programmes aimed at reducing access gaps. These Programmes align with our business priorities and long-term sustainability strategy, investing in social innovation and upskilling Programmes that can be scaled through the value chain or positively impact revenue.

Our two priority areas of intervention are:

- Fostering inclusive and quality education
- Emphasising economic empowerment for youth and women

We have defined three main target groups:

- Women
- Children and adolescents
- Young people aged 18 to 25

Each CSR initiative is designed to address at least one of these flagship Programme goals:

- Flagship Programme 1: Bridging the education gap with connectivity and digital tools, empowering students and teachers with access to e-learning content and digital literacy training.
- Flagship Programme 2: Promoting internet safety training for children and teachers, improving their ability to navigate the internet safely.
- Flagship Programme 3: Unlocking digital opportunities for youth social and economic empowerment, enabling young people to acquire essential digital skills.
- Flagship Programme 4: Supporting women and girls’ empowerment through digital and financial inclusion, helping them acquire skills to improve their social and economic status.

## RESULTS

In 2024, our CSR initiatives have achieved significant milestones. We have successfully implemented programmes that reduce the digital and financial gaps, fostering inclusive education and economic empowerment, in the communities which we serve. These efforts have positively impacted women, children, and youth across our operating countries, enhancing their access to digital and financial skills and awareness.. Our operating companies are also engaged in philanthropic activities and actively participate in helping communities access basic services such as water and sanitation, education and health. In Madagascar our decade old Sekoly Yas Programme has enabled the construction or refurbishment of 207 public primary schools. To this day more than 45 000 students, of which 49% are girls, have benefitted from this infrastructure.

### CASE STUDY

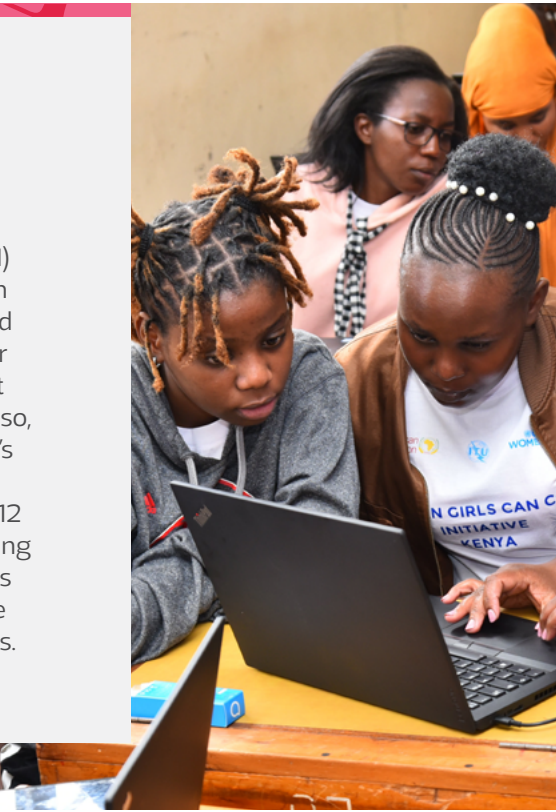
#### SARUMAYA

Sarumaya, Femmes Connectées, Créatrices d’Avenir in Comoros is an ambitious initiative focused on empowering women through entrepreneurship and digital skills. Launched by Yas Comoros with partners like ANPI, UCCIA, and Kom’Link in 2024, the programme supports 60 beneficiaries annually, providing structured training for 30 women per cohort. The programme includes digital entrepreneurship training, skills development, and personalised mentorship. At the end of the six-month programme, Yas Comoros will provide financial support to the best-developed project.

### CASE STUDY

#### AFRICAN GIRLS CAN CODE INITIATIVE (AGCCI)

African Girls Can Code Initiative (AGCCI) in Senegal works to train 2,000 African girls aged 17 to 25 in ICT, education, and coding. Yas Senegal joined as a partner in 2024. A local partnership agreement was signed with UN Women, Polaris Asso, and AUF to strengthen the programme’s impact. With Yas’s support, the fourth coding camp was held from December 12 to 23 at AUF, training 50 girls. The coding camp lasted 10 days, equipping the girls with both technical and soft skills while connecting them with inspiring mentors.



### CASE STUDY

#### DAGAN CONNECTÉE

Dagan Connectée in Togo is an initiative launched by Yas Togo to empower women through digital skills and entrepreneurship training. The programme began in March 2024, piloted in the Grand Lomé area, with plans for expansion to other regions. Targeting women aged 18 to 45 in Lomé’s 13 communes, who are involved in income-generating activities, with basic French skills and access to a smartphone, the programme trained 100 women in its first year and will reach 100 women annually moving forward. The training consists of a 6-week theoretical phase, followed by a 2-week action plan development phase, and a 4-week practical implementation phase. The curriculum covers entrepreneurship, computer skills, cybersecurity, mobile money, content creation, and social media. The programme is partnership with Technologies et Innovations pour le Développement Durable (TIDD).



### TESTIMONY

*Thanks to the Dagan Connectée Programme, I learned how to create online content of my creations using digital tools (Canva, CapCut). This quickly allowed my income to increase.*

**Sika DANSOAPE**  
21-year-old, Tailor and creator of Sika’Art



# CONNECTING AND SUPPORTING OUR COMMUNITIES (cont'd)

CASE STUDY

ECOLE 42

Ecole 42 in Madagascar, opened in 2023 and funded by Yas Madagascar, is part of the global 42 Network offering innovative, tuition-free computer programming education. The project-based learning model allows students to progress through coding projects at their own pace. The selection process includes online games to test logical thinking and problem-solving, followed by a month-long coding bootcamp known as the "Piscine". The programme is open to everyone, regardless of prior coding experience, preparing students for careers in the digital world.



CASE STUDY

MOBILE BIRTH REGISTRATION IN  
TANZANIA

Mobile Birth Registration in Tanzania, launched in 2013 by Yas Tanzania, RITA, UNICEF, and the Canadian Government, ensures that birth registration is accessible and affordable. Over 10 years, the programme has enabled more than 10 million children aged 0 to 5 to obtain a birth certificate. The mobile registration app streamlines the process with real-time data collection, immediate issuance of certificates, and addresses barriers like cost, distance, and awareness.



## PART 3

# CHAMPIONING ENVIRONMENTAL STEWARDSHIP



## INTRODUCTION

Africa being particularly vulnerable to the effects of climate change and extreme weather patterns, is seeing an alarming rise in desertification, drought, and flooding. AXIAN Telecom understands the importance of effectively managing environmental impact to address the continent's sustainability challenges.

Recognising the critical role of climate action in safeguarding future socio-economic development, AXIAN Telecom has implemented key initiatives to mitigate climate risk and ensure operational continuity.

We continuously strive to strike a balance between the reduction of our carbon footprint and our ambition to drive connectivity expansion, leveraging digital networks and technologies as tools to combat climate change, while uplifting the societies in which we operate.

It is through digitisation that we are able to champion initiatives that promote sustainable living, such as mobile money services, which minimise the necessity for cash transactions and contribute to forest conservation efforts. Our commitment to reducing our environmental footprint speaks not only to mitigating risks but also fostering trust among our customers and stakeholders, thereby ensuring the Group's long-term sustainability.

### Our key sustainability issues:

- Carbon Footprint
- Driving Climate Action
- Building Low Impact Solutions
- Adapting to Climate Change
- Sustaining and Protecting Biodiversity





## CARBON FOOTPRINT

AXIAN Telecom is taking the necessary steps to meet the highest standards in climate footprint measurement.

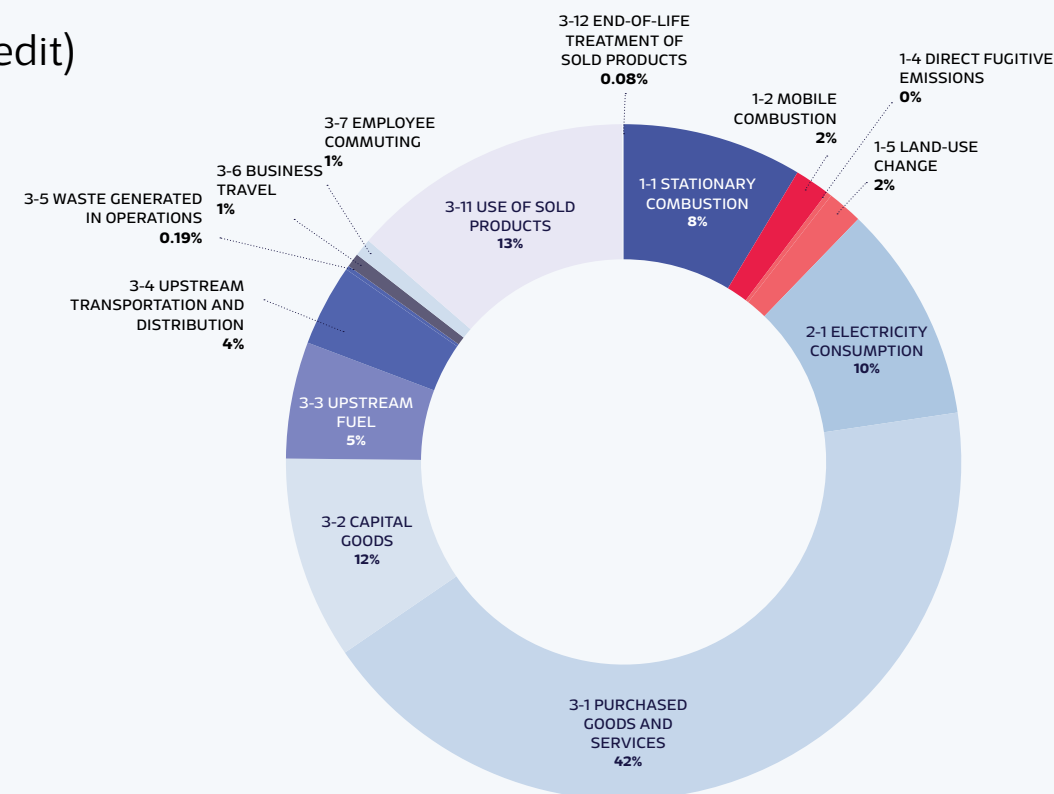
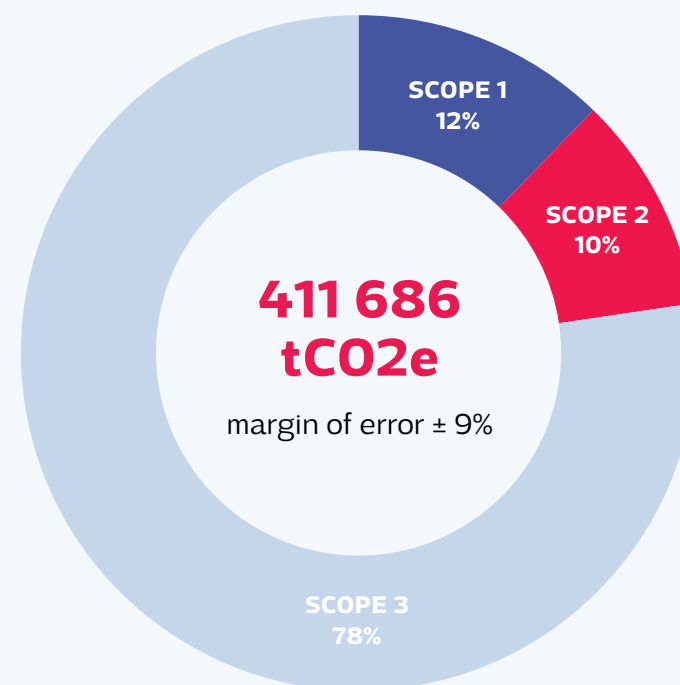
The most recent improvements in our methodology include:

- An extended reach of our carbon footprint measurement, to include Yas Comoros, Stellar-IX Senegal and Tanzania, and TOA Tanzania.
- Developing a refined flow map of AXIAN Telecom to better identify potentially excluded emissions and ensure all relevant sources are included.
- A gradual transition from using monetary data to physical data for measuring emissions linked to "Purchased goods and services."
- Engaging with suppliers to obtain emission factors specific to their activities. This year, 1% of our footprint was calculated using supplier-specific data.

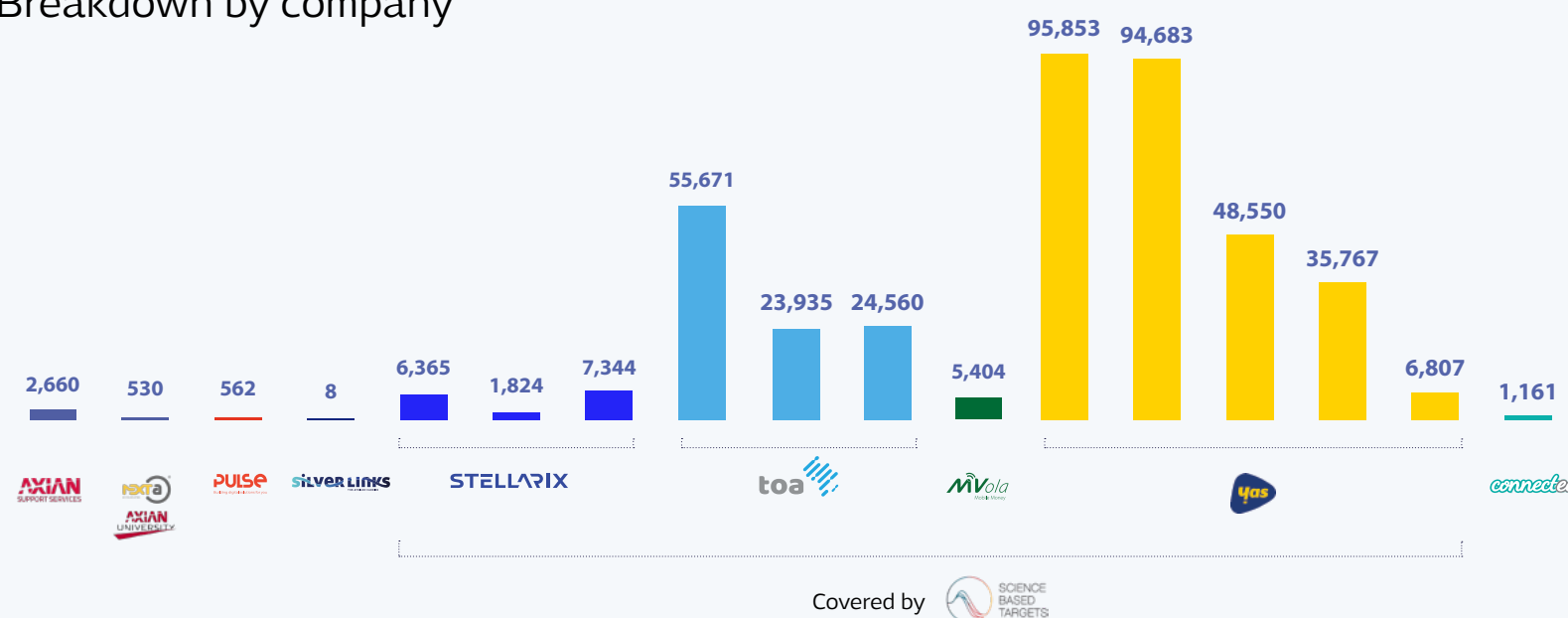
Land-use change: For the first time this year, AXIAN Telecom has chosen to include in the carbon footprint the emissions linked to the conversion of natural lands such as forests, grasslands or croplands. While not constituting direct emissions of greenhouse gases, these land-use changes reduce the capacity of our planet to absorb some of the CO<sub>2</sub> we emit. Hence our efforts to measure these optional emissions, and to define mitigation strategies.

## THE 2024 CARBON FOOTPRINT

High-level results (excluding the use of mobile credit)



## Breakdown by company



## Comments

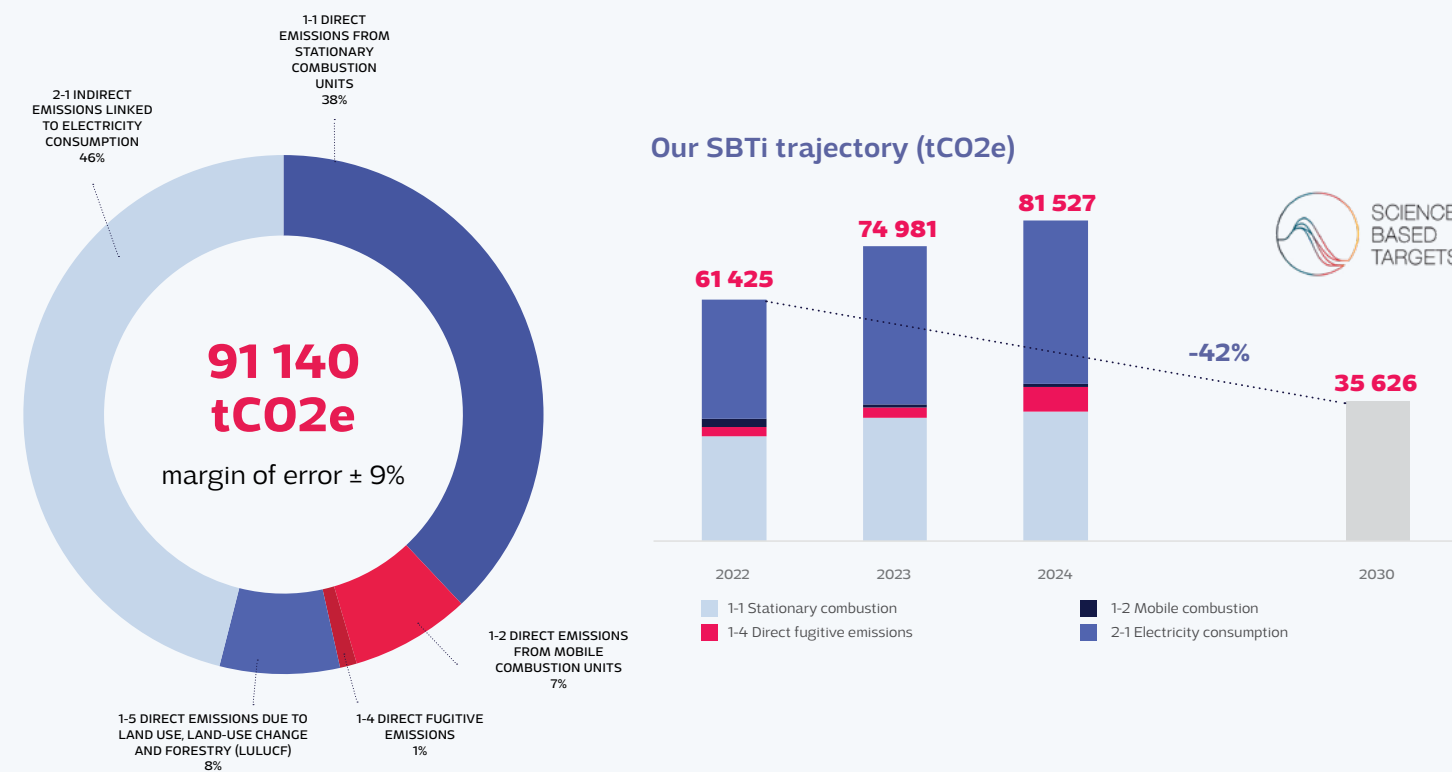
97% of total emissions are included in the SBTi targets, or 96% of scope 1&2 emissions and 97% of scope 3 emissions.



# CARBON FOOTPRINT (CONT'D)

## SCOPE 1 & 2

Results by scope



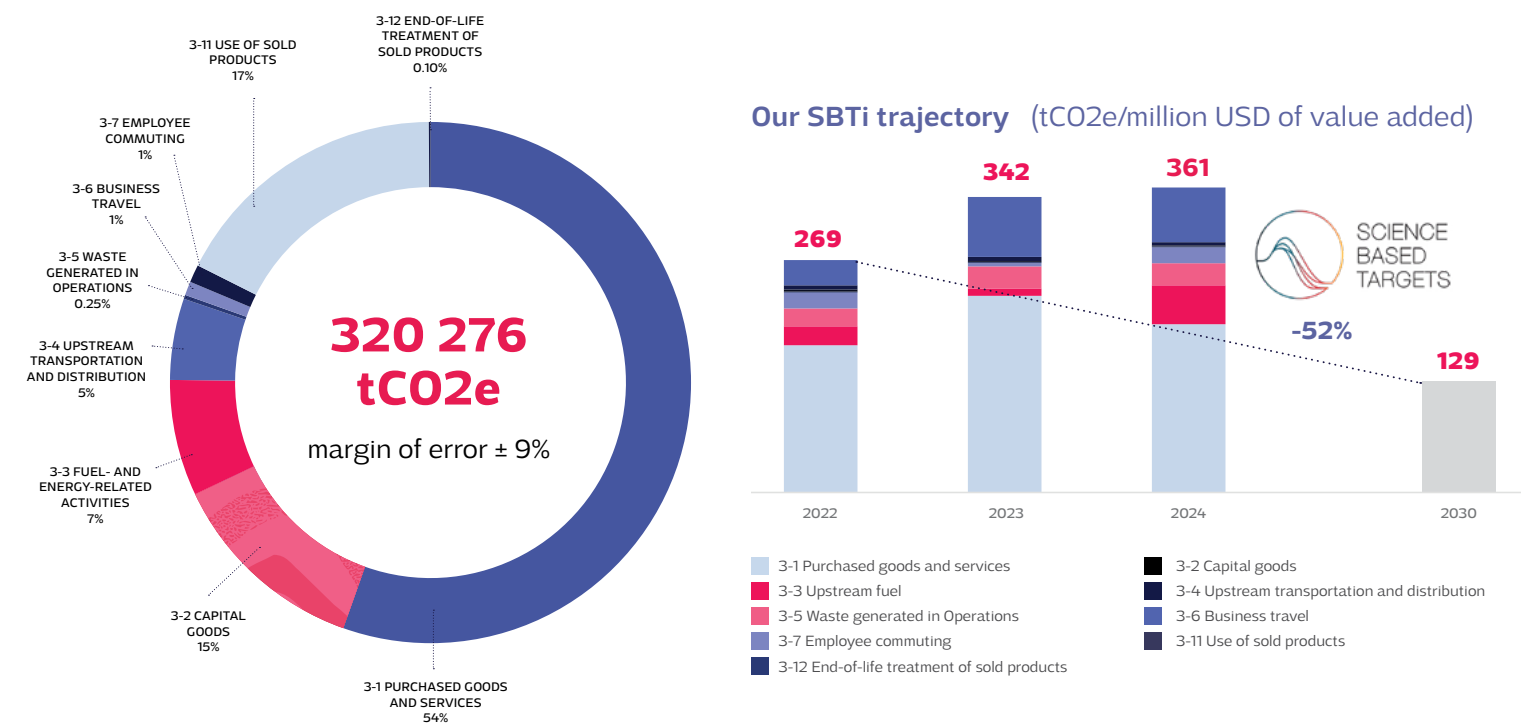
### Comments

Scopes 1 & 2 emissions have been increasing for the past 3 years mainly due to the strong activity growth, and, to a minor degree, to increased precision in carbon footprint measurement.

Solarization initiatives, energy efficiency measures, and other decarbonization measures are expected to yield group-wide results starting in 2025 (encouraging results are already being witnessed at individual company levels).

## SCOPE 3

Results by scope



### Comments

Scope 3 emissions have been on the rise as well, for the same reasons as scopes 1 & 2 emissions. Increased data exhaustiveness is an important factor explaining the increase between 2023 and 2024.

In the past, fixed assets-related emissions have been wrongfully included in category 3-1, and freight data was sometimes omitted. Starting in 2024, these mistakes have been corrected.

# DRIVING CLIMATE ACTION

## VISION

The ICT sector represents around 4% of global electricity consumption and 1.4% of global greenhouse gas emissions, according to the Telecommunications Policy journal.

Increased connectivity and data sharing, particularly with the rise of AI, will increase the energy consumption of our industry compelling us to take decisive action to reduce the climate impact of our activities.

At AXIAN Telecom, we have gradually built and developed our capacity for climate action over the last few years, through improved climate data transparency and low-carbon initiatives, all of which are anchored in our ambitious emission targets.

## ACTION

### SBTi

We have committed to reducing our Scope 1 and 2 emissions by 42% between 2022 and 2030, and our Scope 3 emissions by 52% per million USD of value-added. These targets were validated by the Science-Based Targets initiative in May 2024.

### GSMA

We are an active member of the GSMA Climate Action Taskforce, bringing together global actors to share climate transition initiatives, policies, methods, and collaborate on new solutions and tools. As part of this, we have joined the sub-group focused on constructing a Scope 3 Database to improve the precision of Scope 3 emissions measurement across the industry. We also participate in the Circularity sub-group, which advocates for increased reuse and refurbishment of mobile devices and works on GHG quantification for circularity initiatives.

## TESTIMONY

*AXIAN Telecom has been an active and enthusiastic member of the GSMA's global Climate Action Taskforce since 2022. AXIAN's engagement has played a pivotal role in supporting their journey towards climate leadership, and I'm sure it will continue to do so in the future. The Taskforce allows members to learn about industry best practice, assisting them in building capacity on carbon emission-measurement and emission-reduction solutions. It's fantastic to see this collaborative effort help AXIAN Telecom set and achieve ambitious climate goals. Support like this is crucial to position AXIAN Telecom as a leader in sustainability in Africa, as well as demonstrating the vital role mobile technologies can play in supporting climate action.*



**Steven Moore,**  
Head of Climate  
Action, GSMA

## RESULTS

### CDP

We have been reporting to the Carbon Disclosure Project (CDP) since 2023. After receiving a grade of D in 2023, we improved to a grade of B- in 2024, reflecting our ongoing progress in enhancing climate transparency and awareness within the group. We have identified further steps for continuous improvement, with the aim of reaching the A-list in the near future.

AXIAN Telecom is taking the necessary steps to meet the highest standards in carbon footprint measurement. The most recent improvements in our methodology include:

- An extended reach of our carbon footprint measurement, to include Yas Comoros, Stellar-IX Senegal and Tanzania, and TOA Tanzania.
- Developing a refined flow map of AXIAN Telecom to better identify potentially excluded emissions and ensure all relevant sources are included.
- A gradual transition from using monetary data to physical data for measuring emissions linked to "Purchased goods and services."

- Engaging with suppliers to obtain emission factors specific to their activities. This year, already 1% of our footprint was calculated using supplier-specific data..





# BUILDING LOW IMPACT SOLUTIONS

## VISION

As part of our journey to meet our science-based targets, we are committed to developing low-carbon telecommunications solutions. Since a significant portion of our total carbon footprint (19%) is derived from electricity consumption, both from the grid and power generators, one of our top climate priorities is to increase energy efficiency and expand our renewable energy share. Solar energy is a key pillar of this strategy, given its high potential in our operating countries. We are also exploring ways to diversify our renewable energy mix, exploring solutions such as wind energy and alternative fuels.

Another notable portion of our carbon footprint (53%) is attributed to the purchase of goods, services, and fixed assets. We have already launched several circularity initiatives and are working closely with key suppliers to improve low-carbon purchases.

## ACTION

### Low-carbon energies

As a business, we are actively working to reduce our carbon footprint by solarising many of our sites through the Solar4All project. In addition, we have partnered with WeLight, which has provided TOA Madagascar with 59,000 kWh of low-carbon energy through their mini-grid system. This collaboration contributes significantly to our efforts in providing sustainable energy solutions while reducing our overall environmental impact.

Entity	Number of sites	Percentage of sites with solar panels	Total solar consumption (MWh)
TOA Madagascar	2064	69%	41 178
TOA Uganda	512	72%	7 516
TOA Tanzania	644	44%	6 199
Yas Togo	1018	38%	12 843
Yas Comoros	149	69%	1 041
TOA DRC	27	7%	<100MWh

Entity	# of off-grid sites	% of off-grid sites equipped with solar panels
TOA Madagascar	1,504	98%
TOA Tanzania	188	88%
TOA Uganda	343	95%
TOA DRC	25	7%
Yas Comoros	94	99%
Yas Togo	374	93%
TOTAL	2528	95%

### Energy efficiency

Increasing the energy efficiency of our operations is a core part of our business goals. We are working with our suppliers to purchase more energy efficient solar panels, generators, or telecom equipment. Stellar-IX, our data centre operator, is strongly committed to improve its power usage efficiency (PUE) ratio, i.e., the number of kW necessary to provide 1 kW of IT load. At our main data centre in Antananarivo, the PUE ratio was reduced by 12.5% in 2024,

notably thanks to cold aisle containment which improves cooling performance.

### Circularity:

Yas Tanzania and Senegal have been working on reducing plastic packaging for their commercial products.

### Freight

Starting in 2024, we have gradually stopped importing our SIM cards through air freight, and switched to maritime freight. As a result, 7% of our SIM cards in 2024 were imported by maritime freight, while almost all SIM cards were transported by airplane in 2023. We estimate the carbon savings of this measure to approximately 17 tCO2e in 2024, and further savings will occur as all SIM freight is shifted to sea.

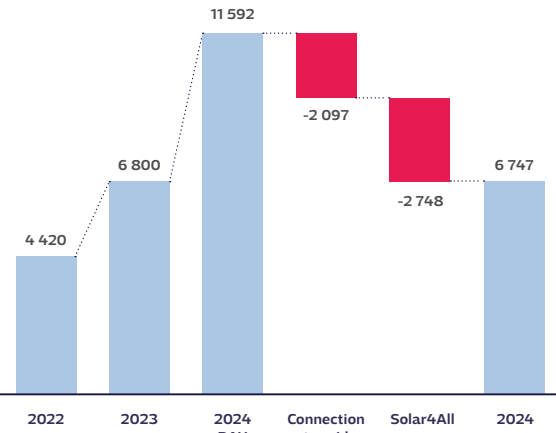
### Other initiatives

- In Madagascar, we have implemented an employee commuting system using company buses to create collective transport solutions, reducing employee commuting emissions by limiting individual vehicle use.
- We are driving climate awareness and education through internal awareness sessions, which are hosted for employees across all operating companies, to ensure full ownership of climate issues at every level of the organisation.
- In 2024, we equipped over 124,000 households with M'Balik domestic solar kits, doubling the number of households served compared to 2023.
- We have established waste management contracts with precise monitoring for each type of waste, including treatment certificates.

## RESULTS

- Renewable share:** We achieved a 29% renewable energy share in 2024, thanks to increased solarisation of our sites.
- Grid connection:** 50% of our sites were connected to the grid in 2024.
- Achievement at Yas Madagascar:** The solarisation of our data centres at Yas Madagascar has enabled us to produce around 350 MWh of solar electricity in 2024, bringing the solar share in Yas Madagascar's total energy mix to 7% (with 80% of the energy sourced from the grid).
- Achievement at TOA Uganda:** We reduced our absolute emissions through the solarisation of 95 sites and connecting 62 sites to the grid.

Evolution of TOA Uganda emissions



### CASE STUDY

## Solar4All

This initiative is a large-scale solarisation project for our telecom towers in Madagascar and Uganda. We have mapped the sites to identify where solar panels can be installed within the existing space, with priority given to sites that are 100% diesel generator powered. Around a fifth of all sites in both Uganda and Madagascar are part of this Programme. This project is expected to help us achieve nearly half of our SBTi targets for scope 1 & 2 emissions reductions for TOA Madagascar and TOA Uganda. We also plan to expand the initiative to other operating countries in the future.

### By 2030 :

Solar4All is projected to save

11,000 tCO2e

for TOA Madagascar alone.



### TESTIMONY

Solar4All is an ambitious project that aims to reduce carbon emissions by implementing solar energy, at some level, across all our telecom sites. This initiative will be implemented in phases and is driven by our commitment to sustainability and reducing greenhouse gas emissions while enhancing energy efficiency. Beyond its environmental impact, Solar4All also demonstrates the economic feasibility of renewable energy, ensuring long-term profitability alongside climate action.

Bayan Monadjem  
COO of TowerCo of Africa



# ADAPTING TO CLIMATE CHANGE

## VISION

As one of the leading telecom players in Africa and the Indian Ocean, AXIAN Telecom is based in regions where the impacts of climate change are particularly pronounced. We also recognise the critical importance of service continuity in the context of climate hazards, which disproportionately affect underprivileged and remote communities with limited connectivity. In this regard, AXIAN Telecom is committed to measuring and anticipating both current and future climate risks, adapting our activities to ensure the provision of constant, reliable and resilient telecom services.

## ACTION

Climate risks have been incorporated into AXIAN Telecom's Annual Risk Register since 2024, with three categories of risks:

- **Acute Physical Risks:** floods, droughts, storms, high winds, epidemics
- **Chronic Physical Risks:** water stress, rising average temperatures, changes in rainfall patterns, destruction of ecosystems
- **Transition Risks:** climate regulations, technological risks, evolving customer needs, and investor demands

These risks are assessed for each company within AXIAN Telecom and qualitatively evaluated on a scale from 1 to 5, based on their likelihood and impact. A control level is then defined, ranging from "Acceptable" to "Non-sufficient." All risks with an impact level higher than 1 must be accompanied by an action plan.





# SUSTAINING AND PROTECTING BIODIVERSITY

## VISION

AXIAN Telecom recognises the crucial role of biodiversity conservation in achieving our sustainability goals. We aim to incorporate biodiversity considerations into corporate decision-making at every level, from project planning to product development. This commitment ensures that our operations are conducted responsibly, in harmony with socio-economic and environmental considerations, while creating long-term value for our stakeholders.

## ACTION

To integrate biodiversity considerations, AXIAN Telecom has developed and implemented tools and methodologies to apply the mitigation hierarchy throughout the entire project lifecycle. Key actions include:

- Conducting internal screenings to identify project risks to biodiversity at an early stage.
- Using tools such as IBAT and the UNEP-WCMC global critical habitat assessment to assess risks to biodiversity and species of concern, supplemented by data from international databases like the IUCN Red List and GBIF.
- Relocating projects out of areas of biodiversity interest and avoiding projects in natural and mixed UNESCO World Heritage sites and AZE sites where it is possible.
- Undertaking critical habitat assessments and choosing the most modified and fragmented habitats for implementation when relocation is not feasible.
- Initiating biodiversity surveys for sites in areas of biodiversity interest, leading to the development of specific biodiversity action plans.
- Carrying out environmental impact assessments in accordance with local regulations and international standards.

In Comoros, we conducted ecological monitoring around 12 sites located in areas of biodiversity interest, 3 years after construction.

We are also engaged in reforestation and tree planting activities to contribute to biodiversity conservation and enhance ecosystem services for our communities.

## RESULTS

Our efforts have led to a significant decrease in the number of projects located in areas of biodiversity interest, with most now situated in modified habitats. For example, the amount of our own infrastructure located in areas of interest for biodiversity in Madagascar, decreased from 339 in 2022 to 72 in 2023. In Comoros, ecological monitoring around 12 sites showed minimal habitat change and the continued presence of most species of concern, though improvements are needed in eradicating invasive species. Although those results were reassuring we decreased the number of infrastructures located in these zones to 55 in 2024.

In reforestation for 2024, our activities have resulted in the planting of over 53,955 trees (including 23,010 fast-growing trees, 1,630 fruit trees, and 14,657 native trees on more than 30 hectares) across various regions, contributing to habitat restoration and providing resources for local communities. Our commitment to maintaining these areas ensures long-term positive impacts on biodiversity and ecosystem services.

We actively participated in workshops held by GSMA in 2024 to help prepare the Nature guidance for the mobile industry, which was published in January 2025.



### CASE STUDY

## YAS GO GREEN Tree Planting Project

The Yas Go Green Tree Planting Project was launched in May 2024 with a partnership signed between Yas Tanzania, WWF and The Kilimanjaro National Park Authority (KINAPA). The project aims to combat deforestation, promote environmental sustainability, and create a healthier future for the community. By planting trees in the Kilimanjaro Region, the project seeks to mitigate climate change, restore vegetation, and address the melting of Mount Kilimanjaro's snow. This initiative also supports the national tourism industry by improving the local environment.



## TESTIMONY

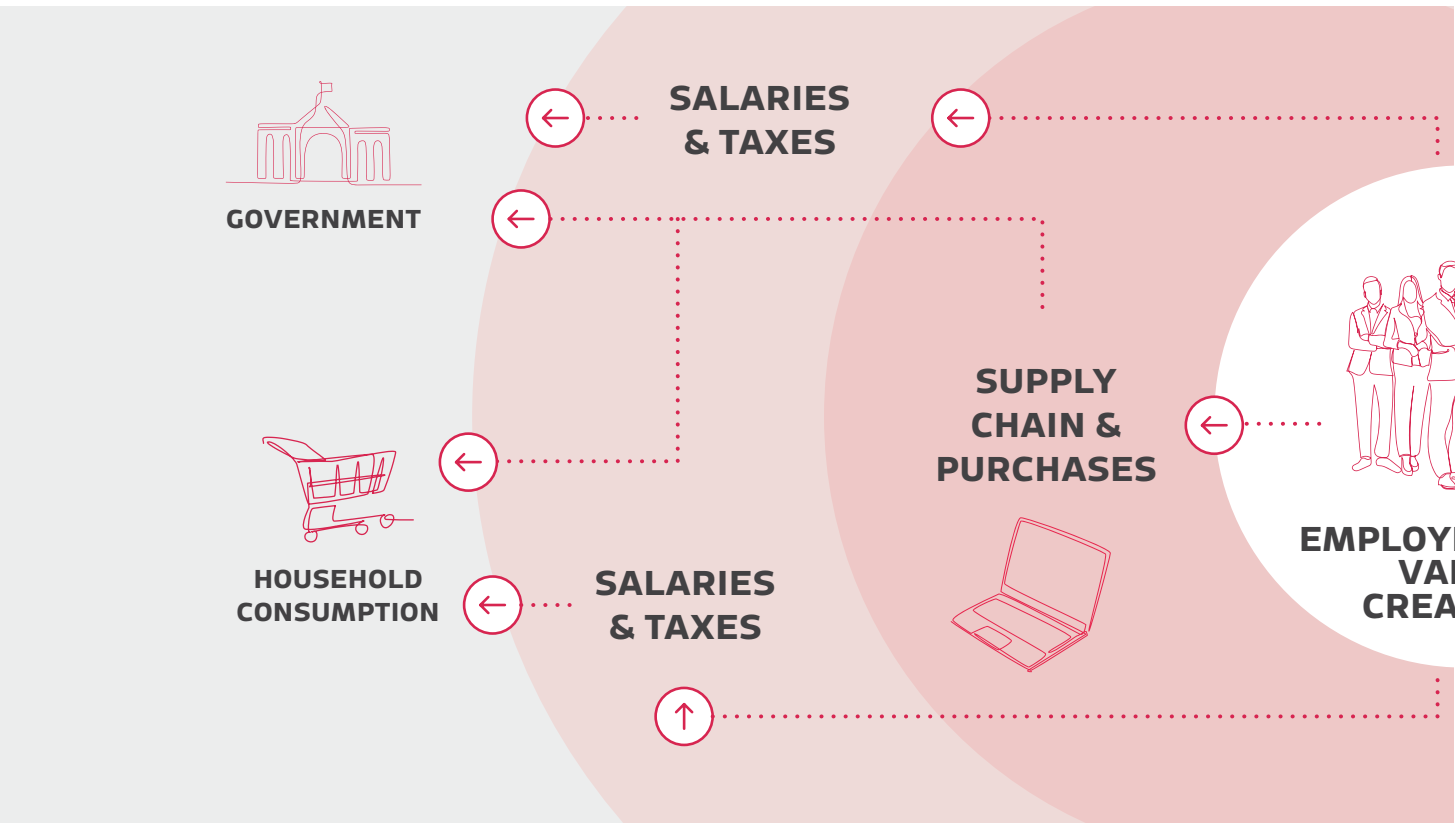
*This project is a big step toward bringing back Kilimanjaro's lost green beauty. I remember when places like Rombo District were lush and had rain all year round, but over time, human activities and a growing population have changed that. Now, many rivers only flow seasonally. That's why I'm truly grateful to WWF and YAS for leading this tree-planting initiative. It may take time to see the full impact, but the number of trees planted and how well they're thriving gives me hope that Kilimanjaro will regain its greatness.*

**Lucia Nia**  
Village Executive Officer - Ushiri Village, Tanzania

APPENDIX

Methodology note 1 - Socio-economic footprint

IMPACT OF OPERATIONS



Economic impacts of household & government expenditures

Our salaries and taxation, as well as the salaries and taxes paid across our supply chain, support household consumption and government expenditures. They constitute the induced impacts of household and government expenditures.

Economic impacts of suppliers

Our purchases generate economic activity throughout the supply chain, and constitute an indirect economic impact.

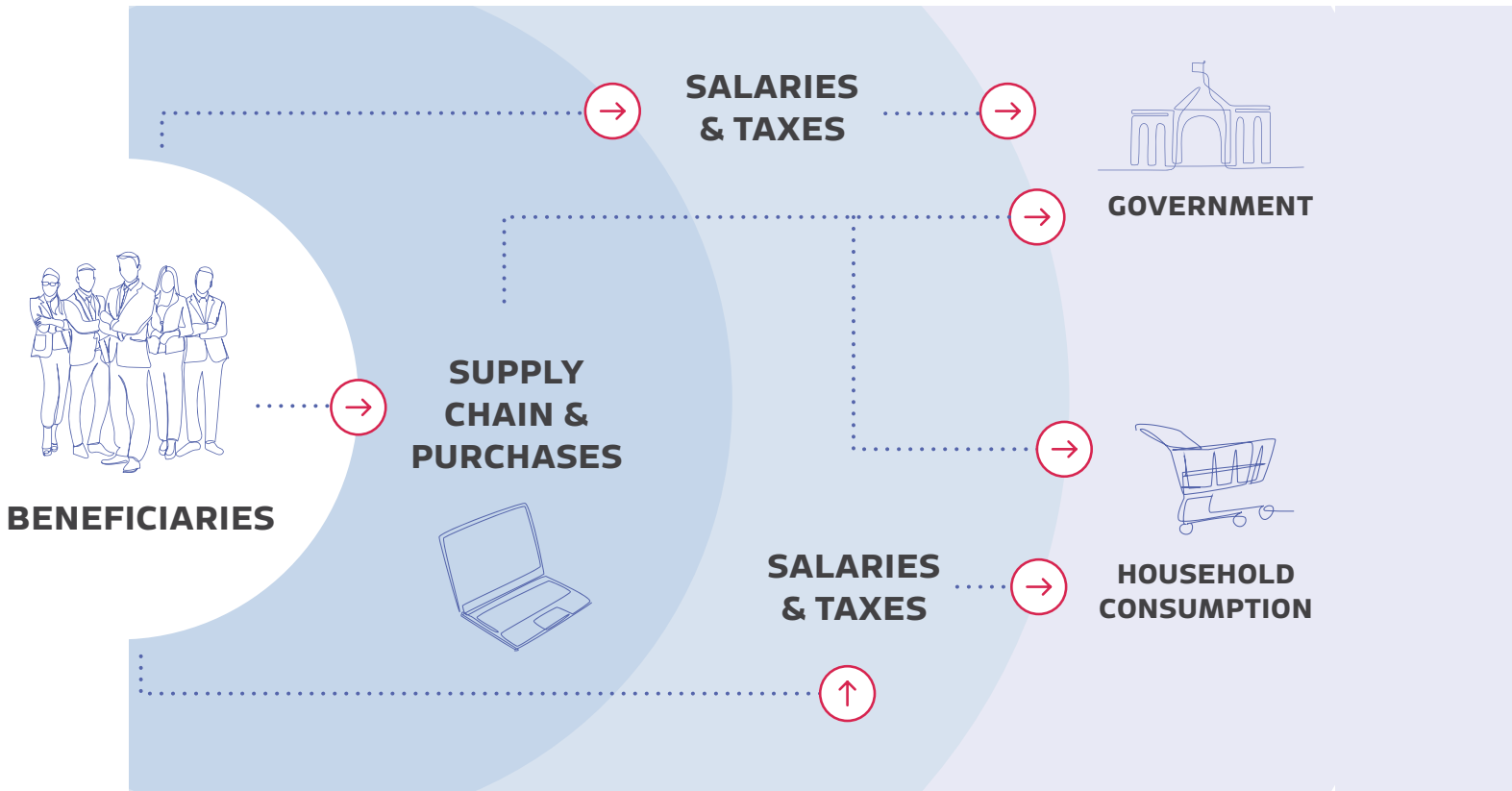
AXIAN Telecom EMPLOYEES

Our employees and our value creation constitute a direct impact.

Cash Flows

- Purchases
- Salaries
- Taxation
- Value added

IMPACT OF FINANCING & ADVANCES



Cash Flows

- Financing
- Advances

Economic impacts of suppliers

Our employees and our value creation constitute a direct impact. The financing from BNI and advances from MVola support various expenditures for our beneficiaries (businesses, professionals, individuals, etc.). They create economic activity that others across supply chain thrive and generate an economic impact.

Economic impacts of household & government expenditures

These financing and advances support salaries, taxation, and therefore household consumption and public expenditures. These are economic impacts, household and public government expenditures.



# APPENDIX

## Methodology note 2 - Carbon footprint

### Main methodology features

AXIAN Telecom recognises the crucial role Breakdown is made by amount of emissions calculated using a specific method (in tCO<sub>2</sub>e)



We have been using the GHG Protocol accounting methodology since 2022.

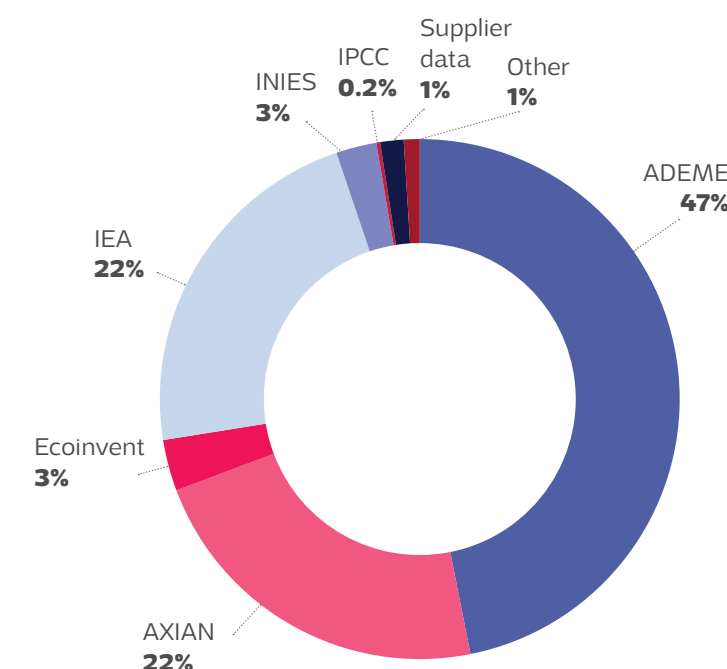
## UTOPIES<sup>©</sup>

Our carbon footprint was calculated thanks to the SaaS platform Traace, and we were assisted by the consultancy Utopies.

AXIAN complies with the GHG Protocol accounting methodology for carbon accounting. We use the carbon calculation platform Tennaxia (formerly known as Traace) to centralize data collection and calculation.

### Physical data

AXIAN uses publicly available emission factors for most of our carbon footprint calculations using physical data. Our main data source is the Base empreinte® by ADEME. We have also built our own emission factors based on publicly available raw material emission factors and material mix hypotheses.

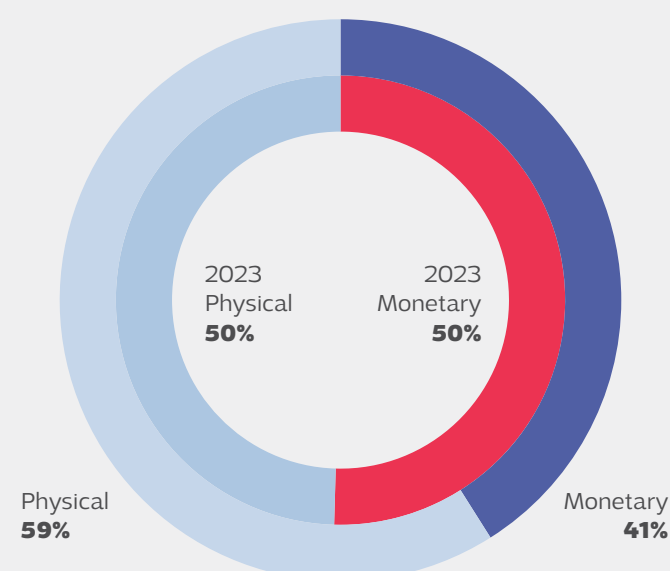


### Monetary data

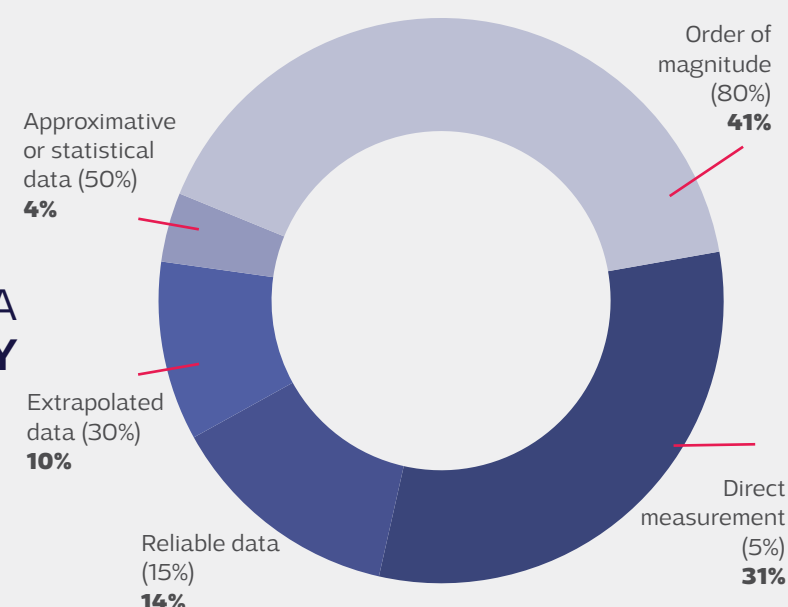
For the monetary data used to compute a part of the emissions of purchased goods and services and capital goods, AXIAN mainly uses data from the EXIOBASE 3 database. This publicly available database provides regional emission factors broken down by sector.



### TYPE OF DATA USED



### DATA UNCERTAINTY





Standard Chartered Tower, 10<sup>th</sup> Floor, c/o DTOS Ltd,  
19 Cybercity, Ebène, Mauritius

## CONTACT

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