



Detailed report complementing MTN Group Integrated Report 31 December 2011



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www.mtn.com



Case study on www.mtn.com/sustainability



Youtube



www.cdproject.net



MTN Group Limited Integrated Report for the year ended
 31 December 2011, on www.mtn.com/investors

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Group President and CEO's message on a sustainable MTN

As an information and telecommunications company operating in developing economies across Africa and the Middle East, our sustainability journey is about harnessing unique business opportunities that address some of the social and environmental challenges in these markets. Sustainability is at the core of our business. It is not only about managing risk, although this is a significant aspect. It is also about driving innovation, and developing our business in a way that creates lasting value for all our stakeholders, inside and outside MTN.



Sifiso Dabengwa
Group president and CEO

→ We have streamlined our sustainability programme into three areas that support our strategic business goals: sustainable economic value; eco-responsibility; and advancing sustainable societies.

For a few years now, we have actively worked towards making sustainability part of our core business activities. By better

integrating economic, environmental and social issues into our product development, how we run our network, and how we manage the different needs of our stakeholders, we are pleased to report that we have achieved 6 of our 16 objectives for 2011, while work continues to progress well, and on schedule on the further 10.

Amongst our most significant achievements for 2011 is that about **1% of our network is now fully powered by alternative energy**

sources. Along with engineering interventions and design solutions to reduce energy consumption across our networks and premises, we are pleased that we reduced our carbon emissions by over 15%, in spite of a 7% increase in the number of networks sites, and have achieved UN Certified Emission Reduction credits for some of these savings. We know that telecommunications infrastructure has an important role to play in supporting economic development in Africa and the Middle East. We are constantly

working to increase ICT access and affordability. Amongst others, MTN Mobile Money – with more than six million registered users in 12 countries – Opera Mini-browser which is proving to reduce data costs, and partnerships to roll out solar-powered rural telephony solutions and cellphone chargers are helping increase revenues or disposable incomes of our customers in both urban and rural areas. We also value our partnerships which enable us to use our technology to help **transfer**

food aid, connect refugees and coordinate communities during disasters, and support the growth of agriculture and small enterprises across emerging markets.

MTN is also actively pursuing innovation and product delivery to take advantage of the reality of converged ICT solutions, and in 2011 invested over R80 million in hosted data centre upgrades for cloud computing services to other businesses, made available air quality and water monitoring smart solutions, and piloted Africa's first Long Term Evolution network, while continuing to increase available continental broadband capacity through most recent landings of the WACS and EIG cables in several countries.

We have also greatly improved our governance and management of sustainability within the business, ensuring executive management of the Group Sustainability function, and aligning our reporting practices to the Global Reporting Initiative. The Group has recently implemented a Social and Ethics Committee, a sub-committee of the main board,

and ensures greater integration between economic risk and opportunity assessment and the social and environmental impact of the business, as recommended by the King III Code of Corporate Governance. We also developed two executive key performance indicators for sustainability, and met these.

We are under no illusion of the significant challenges for both the mobile network operator industry and for the MTN Group, in the year ahead. These include some of the very real socio-political and human rights challenges faced with operating in some emerging countries in Africa and the Middle East, and the challenges and opportunities posed by social media and the convergence of voice and data technologies. We are also a few months behind schedule in finalising our energy and climate strategy to reduce our dependence on grid energy particularly highly carbon-intensive and unstable electricity grids and diesel power. We will continue to integrate social and environmental revenue-generating opportunities into our innovation processes, and need to ensure that business planning

maintains awareness of the key performance indicators that are most material to continue running our business sustainably. We also need to improve our internal sustainability management systems, processes and reporting resources to allow more effective and timely decision-making.

We know firsthand the particular economic, social and environmental challenges and opportunities in emerging markets in Africa and the Middle East, and as this is where we operate, we actively work towards creating and protecting value for our stakeholders in these markets. We are confident that we have the right people, skills and attitude to take on these challenges.

Recognising that there are no quick fixes when it comes to sustainability, I am excited by the unique potential that MTN holds – by virtue of our footprint across emerging markets – in contributing to the economic, environmental and social development and sustainability of the countries in which we operate. I invite you to review our progress in this detailed MTN Group 2011 Sustainability Report, which elaborates on information presented in the MTN Group 2011 Integrated Business Report, available on



<http://www.mtn.com/investors>

and to share your views with us at sustainability@mtn.co.za

Sustainable business results

- ➔ JSE Socially Responsible Investment listing
- ➔ Position 123 in 2011 Newsweek International Green Rankings

Delivering on our commitments

In our last report, we committed to delivering a number of activities in 2011 and 2012. The table below informs on whether we have achieved our objectives. Details about our activities to achieve these commitments may be found in the rest of this report.

| | 2011/2012 commitment | Progress |
|--|---|---|
| Governance and performance management  | <ul style="list-style-type: none"> Complete training on Group stakeholder engagement model in all three MTN regions (MENA, SEA and WECA) by Q3, 2011 | ✓ |
| | <ul style="list-style-type: none"> Incorporate a new environmental sustainability performance indicator in executive performance scorecard by Q2, 2011 | ✓ |
| Sustainable economy  | <ul style="list-style-type: none"> Launch machine to machine solution for air-quality monitoring by Q2, 2011 | ✓ |
| | <ul style="list-style-type: none"> Launch mi-life mobile insurance solutions in Ghana Q2, 2011 | ✓ |
| | <ul style="list-style-type: none"> Launch WACS terrestrial fibre-optic broadband cable in South Africa and Ghana Q1 and Q2, 2011 | ✓ |
| | <ul style="list-style-type: none"> Extend access to MTN Mobile Money and mobile remittances | ✓ |
| | <ul style="list-style-type: none"> Roll out procurement transformation programme "Sourcing Together to Achieve Results" (STAR) 2012 |  |
| | <ul style="list-style-type: none"> Help close digital divide by implementing solar/hybrid-powered telephony infrastructure in up to 850 rural villages in Nigeria |  |
| Eco-responsibility  | <ul style="list-style-type: none"> Start climate management strategy development Q3, 2011 | Needs attention |
| | <ul style="list-style-type: none"> Set relative baseline for GHG emissions Q4, 2011 |  |
| | <ul style="list-style-type: none"> Continue investment in alternative and energy-efficient network sites |  |
| | <ul style="list-style-type: none"> Commence year 1 of three-year MTN SA e-waste pilot project Q2, 2011 |  |
| | <ul style="list-style-type: none"> Identify criteria to select downstream e-waste recyclers Q3 – Q4 of 2011; represented in two provinces in South Africa as part of e-waste pilot | Needs attention |
| | <ul style="list-style-type: none"> Apply for LEED certification for MTN South Africa 14th Avenue premises by May 2012 |  |
| Sustainable societies  | <ul style="list-style-type: none"> Conclude socioeconomic impact study by Q4, 2011 | Needs attention |
| | <ul style="list-style-type: none"> Implement new corporate social investment (MTN Foundations) strategy by Q4, 2012 |  |
|  Complete  In progress | | |

Executive summary

2011 has proved to be an eventful year for sustainability within the countries in which MTN operates. The social, political and economic landscape in which MTN operates continues to develop at a rapid pace. We have seen regulators, legislators and other stakeholders demand increasing attention to environmental concerns across Africa in the build-up to COP 17.

Key challenges for the Group ranged from market maturity on some countries of operation, to social or political unrest and increasingly complex legislative requirements relating to acceptable quality of service standards while meeting the increasing cost of rolling out (higher-capacity) networks to meet demand for ICT services in emerging markets.

The MTN Group assesses its sustainable business progress across three areas: generating sustainable economic value, assuming eco-responsibility, and advancing growth of sustainable societies. This approach is based on the Forum for the Future's Five Capitals model, which we use to help us to determine the environmental and social impact of our economic decisions, and *vice versa*.

We aim to economically maintain and grow our business in a way that is environmentally- and socially-responsible and responsive to the needs of the stakeholders in markets in which we operate across Africa and the Middle East. We improved

integration and governance of sustainability within our business, met the two environmental KPIs (on energy and e-waste) set for Executive management, and worked towards integrated reporting in terms of the King III Code of Corporate Governance.

Sustainable economic value

- We increased our network footprint by 7%, and continued to roll out our US\$230 million Yello Africa Fibre Ring, a submarine and terrestrial- based broadband offering of various cabling systems to increase capacity and affordability of ICT services across Africa and the Middle East
- We piloted the first African LTE network (in South Africa)
- We offered a number of new solutions and continued implementation of existing products and services to close the digital divide, including Opera Mini-browser, solar-powered handset recharging, MTN Mobile Money, MTN Pay-D and m-wallet financial transacting, and cash transfers in support of World Food Aid's programmes, Refugee Crisis for connectivity and disaster management co-ordination, m-Health, m-Insurance and m-Agriculture services, amongst others
- The growing convergence between voice and data solutions provided us with opportunities to extend our ICT offering to include cloud

computing services, telemetrics and smart metering (air quality, water and energy) products, and more services to improve the mobility of office-bound workers

- We invested R265 million in skills development, and continue to ensure a safe, healthy, and diverse workplace environment for our employees
- We saved more than R3 billion through procurement efficiencies.

Eco-responsibility

- The Group's carbon footprint of 950 564 tonnes (carbon dioxide and equivalent) per annum is 15,7% lower than the previous year, due to an increased focus on energy efficiency and cost management across the business
- We are finalising our energy and climate strategy to reduce use of diesel and grid power (unless the grid is powered from lower-carbon sources such as hydro), mitigate energy insecurity and the risk of carbon taxes in some markets, reduce network and facilities' operating costs, and reduce our greenhouse gas emissions
- We have made some progress on our partnership solution to address electronic and electrical waste, but have not fully met our 2011 objectives in this respect
- Although MTN may outsource some network sites to tower operating companies, we continue to track energy

consumption to maintain or reduce costs.

Sustainable societies

- We filter inappropriate and unacceptable content such as illicit content and spam, and are introducing data loss prevention controls to ensure our customers can safely and securely use data communication services
- A Group Ethics and Social Committee has been set up to guide the company in addressing complicated issues related to, amongst others, human and civil rights
- 86% of our operations have been trained on the management of fraud and corruption, and we support complete freedom of association and non-discrimination in the workplace
- Although procurement is centralised, we continue to invest in small and emerging enterprises through targeted procurement and associated services in many of the African and Middle Eastern countries in which we operate, as enterprise development is an important contributor to Africa's GDP
- Just over R128 million was spent on education, health, national development priorities, and arts and culture through MTN foundations in 2011, and 12 784 employee volunteers planted over 66 000 trees (and undertook other environmental activities) in support of the UN 2011 International Year of Forests.



Sustainability and MTN's business context

Like any other business, our operating context is shaped by global and local issues in business and society, our socio-economic landscape, and environmental pressures and commercial opportunities. As an information and telecommunications company operating in developing economies across Africa and the Middle East, we continue to learn from the experiences of our peers globally. In many cases we set the trend, given the unique opportunities and challenges we face in the markets in which we do business.

The social and economic landscape in which MTN operates continues to develop at a rapid pace. A Cisco Networks study predicts that the mobile network will break the electricity barrier in more than four major regions by 2015.

➔ **In sub-Saharan Africa alone, more people will have more mobile network access than access to domestic electricity.**

Global ICT by 2015

- 90% of people with mobile network access
- 200 000 text messages sent every second
- 5,6 billion devices connected to mobile networks
- 87% mobile traffic from smartphones and portable devices
-

ICT in Africa in 2011

- 41% mobile penetration
- 3,79/100 active mobile broadband subscribers per inhabitant
- 2nd most connected region (mobile subscriptions) worldwide (Asia-Pacific first)
- 70% decrease in wholesale broadband prices
- 300% increase in Sub-Saharan African bandwidth supply (– AfricaNext Research)

MTN operates under licence from regulatory authorities. Pressure to keep communication prices down while continuing to invest in new infrastructure is an ongoing feature of business for all network operators. Globally and within MTN's markets, the Arab Spring and social and political developments in a number of MTN's markets indicate the changing perspective on freedom of expression and the right to communication and access to information including the internet. Governments in both developing and developed countries are placing further curbs on information privacy and security.

Increasing guidelines, laws and requirements around energy use, greenhouse gas emissions, water and the impact of environments on society, especially poor and vulnerable communities with little economic resource to cope with the consequences of climate change, pose complex challenges and require integrated partnerships.

Most businesses report that being sustainable "is a journey, not a destination". This means that ultimately the business that prioritises the top sustainability issues is able to address, sets about implementing solutions to these matters as part of its growth, and

then moves on to the next set of sustainability opportunities, risks or challenges. This is again due to the large number and complex nature of issues any business must address.

➔ **We see opportunity to continue doing business in a way that makes a meaningful economic, environmental and social difference in the markets in which we operate.**

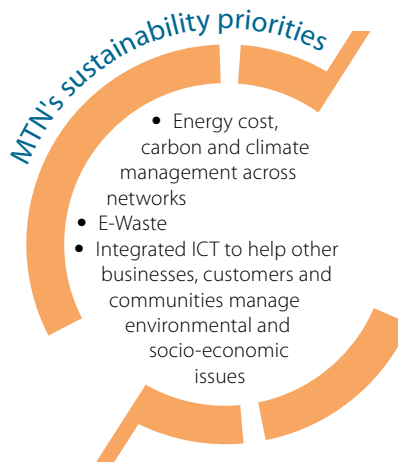
The MTN Group is no different. For a few years now, we have worked towards making sustainability part of our core business activities. Using the Forum for the Future's Five Capitals Model as indicated on the sustainability section of our website, we determined what the most important impacts, risks and opportunities are to MTN. We establish what this may mean to our stakeholders if we implement solutions to challenges such as energy and climate, e-waste, invest in schools and universities which help develop human capital, close the digital divide, innovate and

develop enterprises in a socially-responsible manner.

Our position as an ICT service provider in developing economies shapes our sustainability strategy. We know firsthand the particular economic, social and environmental challenges and opportunities in emerging markets in Africa and the Middle East.

For the MTN Group, sustainability is about the way we conduct our core

business. We work to integrate economic, environmental and social issues into our product development, how we run our network, and how we manage the different needs of our people, customers, investors and the communities in which we operate. Through this commitment, we aim to protect and create value for our stakeholders.



To support our sustainability vision of protecting and creating economic value for MTN through responsible environmental and social practices, we have linked our sustainability initiatives to MTN's Group-wide goals. These are set out in the Group's Integrated Report.



<http://www.mtn.com/investors>

We spent time assessing what our main environmental, social and sustainability economic issues are, what poses the greatest threats and opportunities to our business, and what we are most able to influence positively through our actions. We ultimately narrowed our sustainability focus down to three big goals and are now working to implement solutions that can address these.

The sustainability projects that we implement are all designed to support at least one of MTN's high level goals of focusing on ICT convergence, costs, market leadership and the customer experience. Our sustainability goals are complemented by high-level key performance indicators, and in year 2012, stricter, quantifiable and time-bound targets will be set for our energy and e-waste projects.

Governance of sustainability

Our **governance structures** reflect the importance we attach to the fact that business can no longer separate environmental and social matters from traditional economic matters.



MTN's governance structures to ensure greater integration between sustainability imperatives and core business activities continue to evolve.

2011 highlights:

- improved integration in business planning
- risk identification and reporting during business planning
- sustainability KPIs for senior leadership

Integrating sustainability

In line with the recommendations of the King III Code on Governance Principles for South Africa (King III), we published our first integrated report covering the financial year beginning on 1 January 2010 and ending on 31 December 2010. During 2011, MTN undertook a group-wide strategic review as part of our internal integration drive, embedding prioritised material sustainability issues such as energy efficiency into our operations.

This year, as an outcome of our integrated strategy review, we have refocused our sustainability strategy, initiatives and report into three streamlined focus areas that support our business strategy.

Leadership accountability for sustainability

In 2011, management of the Group Corporate Affairs function was moved to the office of Group Executive for Human Resources (now the Group Chief Human Resources and Corporate Affairs Officer). The structure within which sustainability is governed within MTN is indicated on the next page. Part of the governance structure supporting integration of social and environmental concerns into our operations is the development of a social and ethics committee. The terms of reference for the committee have been set and the first meeting took place early in 2012.

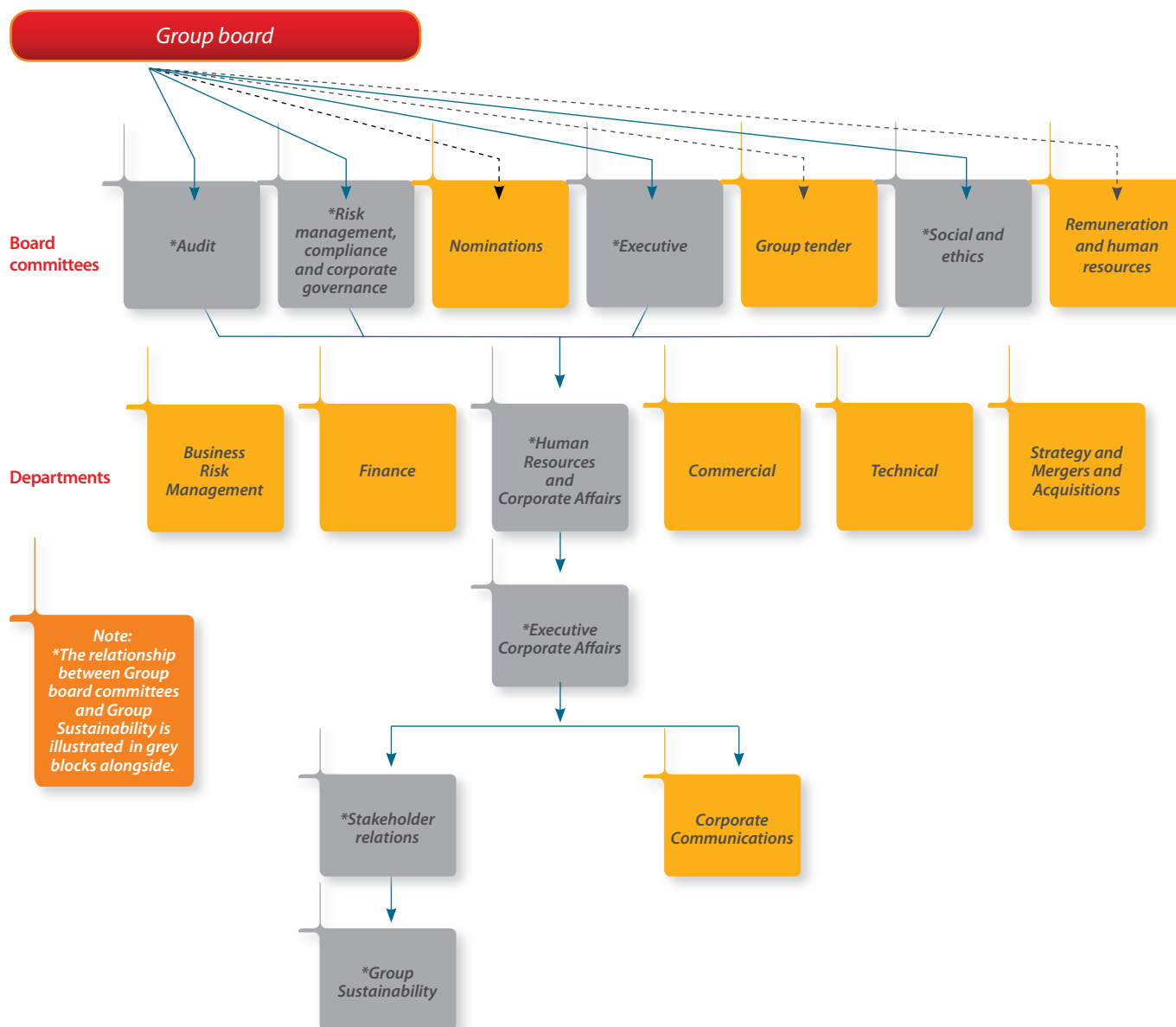


Governance structure: social and ethics committee
<http://www.mtn.com/investors>

Sustainability reporting areas

- Creating sustainable economic value
- Assuming eco-responsibility
- Advancing sustainable societies

Governance of sustainability *continued*



Sustainability performance reporting

We track and report our sustainability performance on a regular basis, as indicated in the table below.

| Reporting frequency | To Group executive committee | To Group business Risk management committee* | To Group audit committee* | To Carbon disclosure project | To JSE (Socially Responsible Index) | To external stakeholders (organisations, media, community, employees, suppliers, and authorities) | To ethical and sustainable investors |
|---------------------|------------------------------|--|---------------------------|------------------------------|-------------------------------------|---|--------------------------------------|
| Monthly | • | | | | | | |
| Quarterly | | • | | | | | |
| Annually | | | • | • | • | • | |
| Ad hoc/ongoing | | | | | | | • |

*Sub-committee of Group board

Key performance indicators (KPIs) related to energy efficiency for cost and carbon efficiency quantification and investment in electronic waste management were set as one of the performance measures for the Group Chief Human Resources and Corporate Affairs Officer. The KPIs were met. The pertinent sections of this report provide more details about the results of activities to achieve these KPIs. In 2012, additional KPIs for sustainability will be defined and again included in the Group Executive's performance scorecard.



Sustainable economic value

It's about how our **products and services**, partnerships and investment in **employees** generate **economic value** to MTN and our stakeholders in a **socially- and environmentally-responsible way**.



We strive to generate economic value to MTN and to our stakeholders, in a way that is responsive to socio-economic and environmental concerns.

Innovation is about more than the products and services we offer. It's about the way in which we do business. Our innovation focus is not only aimed at economic sustainability: we are using converged ICT services to develop scalable economic solutions to address social and environmental challenges.

Broadband

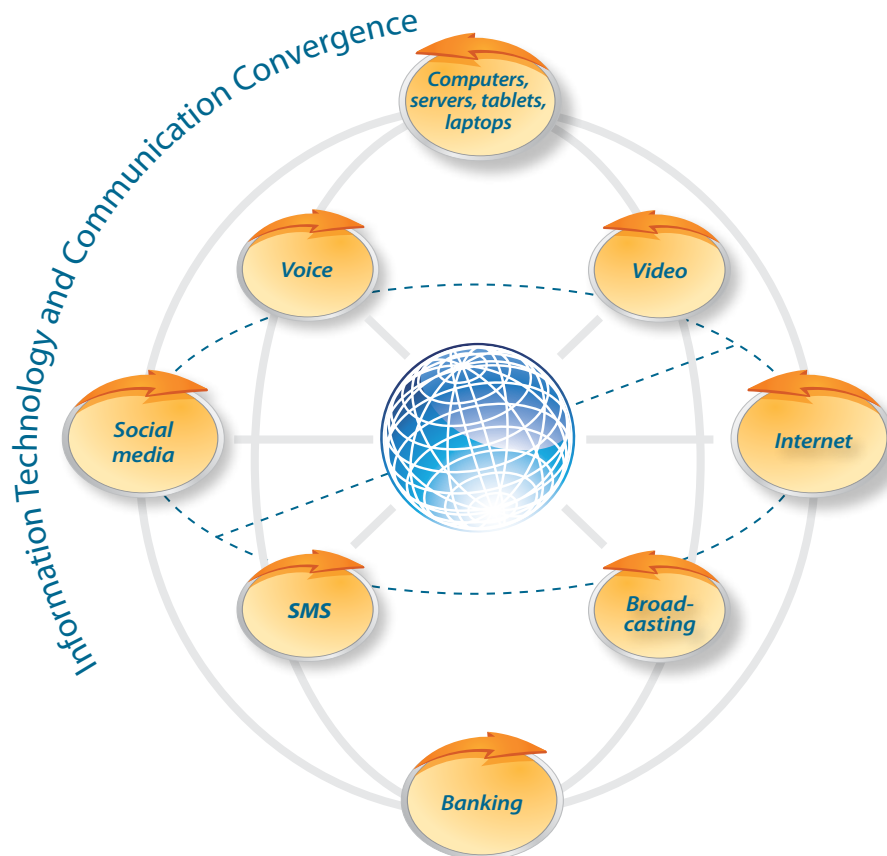
The ITU identifies broadband as a "powerful potential accelerator towards the Millennium Development Goals (MDGs)", given the role of technology and communications in reshaping people's lives economically and socially.

Local operators' ICT spending aided the economy through increased investments into fixed capital items during the third quarter of the year, according to the South African Reserve Bank, Quarter 3, 2011.

We are investing in flexible, scalable and profitable data technology solutions and next generation networks to support the growth of data services as a key contributor to revenue.

➔ MTN South Africa is the first continental cellphone operator to launch the Long Term Evolution (LTE) pilot project in 2011, core to our vision of using mobile technology to bridge Africa's digital divide.

With data revenues representing the next wave of growth for operators, MTN has invested more than US\$230 million in fibre-optic cables since 2009. Our Y'ello Africa Fibre Ring consists of the East African



Sustainable economic value *continued*

Main System, South Atlantic 3 South Africa Far East (SAT-3/SAFE), East Africa Submarine System, Europe India Gateway and West Africa Cable System.



MTN's Y'ello Africa Fibre Ring:
<http://www.mtn.com/sustainability>

Our experience shows that high capacity broadband connectivity reduces costs and the limitations associated with satellite connectivity. It also increases the feasibility of providing converged

IT services across Africa and the Middle East, enables new retail services such as mobile internet, improves bandwidth connectivity and quality, and reduces operating costs for mobile operators, wholesalers and retailers. In 2010, we found that our investment in broadband connectivity stimulated a 400% increase in capacity utilised in southern and Eastern Africa, indicating a pent-up demand for affordable connectivity. We continue to roll out high capacity networks across Africa, and plan to double our 3G sites between 2012 and 2014 in South Africa alone. We continued to extend broadband connectivity through further submarine and terrestrial extension of our WACS and EIG cables at further sites in 2011.

Digital divide

The digital divide is the gap in technology access between groups defined by income, gender or education. Mobile telecommunications is used to

bypass gaps in infrastructure and services access e.g. lack of access to banks or utility services.

MTN is aware of the potential of mobile phones to transform emerging markets. We offer ICT-based products and value-adding services in the health, agriculture, insurance, commerce and entertainment sectors. Many of these services are offered in partnership with other organisations, allowing us to jointly and rapidly deliver solutions that benefit our communities both economically and socially, and making a real difference to the communities in which we operate.

➔ Operators can expect to see the next billion mobile connections to come from rural areas in emerging markets, according to analyst Ovum.

Low-cost handsets

A basic element of closing the digital divide is ensuring affordable access to mobile telecommunications. Three years ago, MTN introduced the first low-cost handset in our markets, with a US\$13 cellphone in Zambia. We know that reducing the cost of handset acquisition improves mobile penetration rates across our markets. We are therefore looking at introducing an entry-level GPRS handset at a price of US\$18 in all our markets in 2012. Traditional low-cost handsets have historically been used for voice and SMS services. Our new strategy aims to enable low-income customers to utilise data services such as internet, emails, and value-added services such as m-Health, MTN Mobile Money etc.

Affordable recharging

Equally important is the cost to users to recharge their handsets. In emerging economies, where large parts of the population live on between US\$1 – 2 per day, any solution that reduces or eliminates battery charging costs (or spreads



Our operations offer the following solutions to close digital divide





Sustainable economic value *continued*

the cost across multiple devices) increases the affordability of communications. According to the GSMA, on average, it costs a user US\$2,5 to recharge a cellphone. We will also explore the feasibility of low-cost solar handsets to help address the challenge of the lack of power grid in rural areas in some of our operations such as Uganda, Zambia, Sudan, Cote d'Ivoire, Benin and Cameroon.

In Uganda, MTN EasyTalk phones are used to provide funds for UN World Food Programme (UN WFP) beneficiaries. We have piloted a solar-powered solution to recharge handsets, and provide energy for radios and clean lighting, and strong demand for this solution is evidenced by the fact that end-users could earn up to US\$60 a month in income and savings monthly.



Case study:
<http://www.mtn.com/sustainability>

In Cote d'Ivoire, we are also working with the UN WFP, trialling a mobile project to deliver food credit. In response to post-election crisis, we

facilitated cash transfers using mobile handsets to 54 000 people living in poor districts. Beneficiaries receiving MTN SIM cards that enabled them to receive their transfers. Transfers were complete at the end of October 2011 (total disbursements: US\$1,6 million).

Mobile health

MTN m-Health allows customers to access medical advice from nurses or doctors to our customers via their mobile phones. Lifestyle-oriented text messages and health tips, as well as the ability to locate clinics, assistance to expecting mothers during pregnancy and childbirth, child healthcare, HIV/Aids information, access to health dictionaries and many more services are available not only to MTN customers, but also to medical personnel.

Affordable mobile insurance

MTN's m-Insurance is a low-cost funeral insurance package that provides customers with funeral cover for themselves and family members, allowing customers to also pay monthly insurance premiums using their cellphones.

Connecting refugees

MTN Uganda's Refugees United Project is an innovative service that assists refugees and displaced individuals in finding their families and loved ones and has proved especially valuable in supporting refugees fleeing Libya as a result of the political environment, and the National Disaster Management Organisation during regional flooding crisis; while the Village Phone solution, now in its seventh year, continues to extend rural telephony services via mainly female-owned micro-enterprises. Google SMS information service for businesses, farmers, health and trading needs continues to extend access to information services to previously excluded markets.

MTN Mobile Money

It is estimated that 2,7 billion people worldwide, mainly in developing countries, do not have access to banking services. The unbanked market represents a large proportion of our customer base in many of our markets. Even customers operating bank accounts may struggle to access cash and physical banking infrastructure easily in many

countries in which we operate.

MTN Mobile Money is a fundamental tool that has helped us close the financial divide, by allowing customers to perform a range of basic financial transactions using their cellphones. This includes financial remittances, bill payments, retail payments, cash withdrawals, airtime purchases and bulk payments, e.g. for employee salaries. In some operations, e.g. Uganda, MTN Mobile Money is used to pay for utilities such as water.

➔ **Global mobile payment users will exceed 141 million in 2012. Payments of US\$86 billion (76% up from 2011's US\$48,9 billion) will be made – Gartner Group.**

MTN Mobile Money is now available in 12 countries with six million registered users by the end of 2011.

MTN Mobile Money registered users (10 largest markets)



| | |
|---|-------------------------|
| ■ | Uganda (2 408 000) |
| ■ | Rwanda (380 000) |
| ■ | Swaziland (50 000) |
| ■ | Zambia (157 132) |
| ■ | Côte d'Ivoire (888 000) |
| ■ | Ghana (1 973 000) |
| ■ | Cameroon (96 000) |
| ■ | Guinea-Bissau (64 000) |
| ■ | Benin (161 000) |
| ■ | Liberia (47 000) |

We aim to offer MTN Mobile Money and mobile remittances in three countries – Afghanistan, Nigeria and Yemen – by December 2012.

MTN Mobile Money has been extended to Pay-D, a solution that allows customers to make secure online debit card purchases. With cellphones now being turned into secure encrypted point-of-sale terminals, our customers do not need to have credit cards. They also need not have to top up their accounts beforehand and can now purchase items online with funds in

their accounts. We also launched mobile wallet (m-wallet) services in Zambia. We are the first operator to offer Ericsson Converged Wallet services which integrates prepaid charging and mobile financial solutions for our customers in South and East Africa.

Opera: Faster, cheaper web browsing

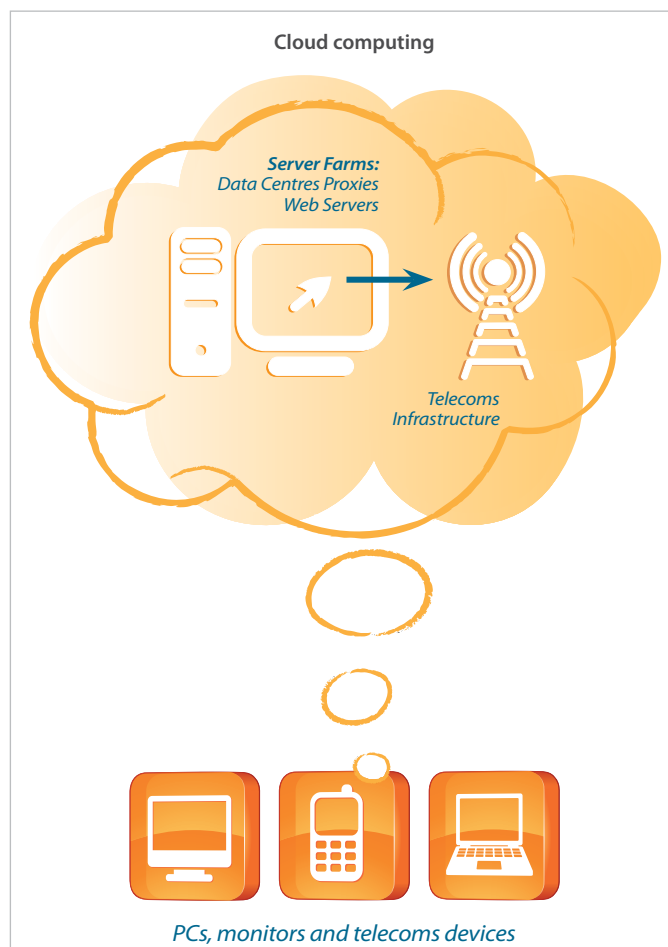
Noting that Africa had the lowest volume of internet traffic in the world in 2010, we looked for ways to address challenges that were preventing people on the continent from accessing the internet. MTN's Opera Mini browser was developed to provide six times faster internet browsing compared to regular browsers, by enabling data compression. In addition to improved download speeds, customers save money, and enjoy greater web usability. It is accessible from more than 3 000 types of phones including low-end handsets. Customers can view almost nine times as much content on their phones as with their existing browser, without paying more. So popular is this service that we have seen an uptake of 1 665% in the use of this browser across 14 of our 21 markets.

→ Anecdotal feedback from users indicate savings of up to 85% of data costs since they have started using the browser.

Smart solutions

Mobile applications

MTN's mobile applications (apps) offer solutions for working, learning, living and having fun.



Sustainable economic value *continued*

We launched our mobile apps store for cellular, tablet and other mobile devices in 2011 and challenged developers to create innovative apps inspired by Africa and the Middle East.



<http://www.mtnplay.co.za>

Their creations can deal with any facet of life, from solving some of the regions' most pressing challenges, to lifestyle and entertainment, and social networking. Given our footprint across these regions, we believe we will play an invaluable role in the apps ecosystem in these regions and provide a much-needed distribution channel for the regions' developer community. We are creating a platform that will be made available to the operations to guide local developers on the creation of new applications. This will improve interaction between an operation and the developers and more relevant and applicable applications will be developed to add value in 2012.

Machine-to-Machine (M2M)

Communication uses the cellular technology to link remotely located or moving devices, providing data on which to make informed business decisions. 2011 was the year MTN increased its complement of telemetry and smart solutions. In addition to MTN Fleet Monitoring and MTN Mobility smart electricity metering solutions (which also help reduce fuel, transport and energy costs and carbon emissions), we now offer air quality and water monitoring solutions. A sensor or automated reader monitors air quality levels, detecting any abnormalities. An SMS and email alarm is sent through a network (wired or wireless) to an application that translates this into meaningful information for industries, and municipal and other authorities. This helps to reduce response times, damage or loss to assets, related productivity and revenue losses, pre-empting evacuations and equipment failure, preventing downtime, and enabling easier compliance with air quality legislation. This solution is already in

use by an MTN mining sector client. MTN Water Monitoring is a solution that monitors business' water usage. Using a water meter's standard pulse outputs, real time reporting on flow rates helps users develop patterns of consumption. Any variations (e.g. leakages causing increased water use, or dam water levels exceeding pre-set limits) trigger alarms with escalation via SMS and email, helping address problems, and reducing water wastage.

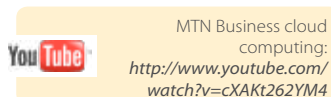
➔ **"ICT-enabled energy efficiency translates into cost savings of approximately €600 billion via smart motor systems, logistics, buildings and grids" – SMART 2020.**

MTN Business for Clouds

Cloud computing was ranked second in Gartner's list of top ten technology priorities for 2010 (in 2009 it was in 16th place). Cloud

computing is a solution to outsourcing technology via the use of the internet. This has proved to reduce operational costs to all businesses from SMEs to multinationals, by positively impacting companies' IT performance and effectiveness. MTN Business' R80 million infrastructure systems and expansion upgrade is one of the largest in the southern hemisphere, and will ensure that our customers can take full advantage of innovations such as cloud computing, server virtualisation and converged ICT solutions. MTN Business aims to make its Gallo Manor Johannesburg data centre the main hosting and cloud services site nationally; it already hosts 30% of national internet content. The centre is built according to Uptime Institute Telecommunications Industry Association Standard 942. It serves as a technological 'launch pad' for our value-added services to ensure customers can scale their business technology innovation as necessary – all while benefiting from improved cost efficiencies, greener

functionality and unsurpassed service and maintenance excellence. In Kenya, MTN offers cloud-based data backup services as a solution to frequent power cuts nationally.



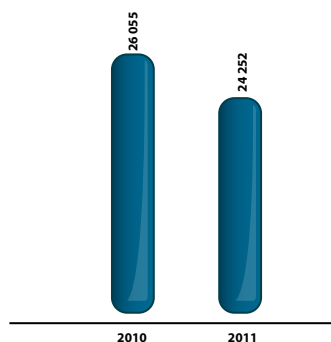
MTN Everywhere you work and travel

Our Enterprise Digital Assistant enables corporate and industrial customers to improve energy efficiency (other benefits include reliability of their business processes). MTN Fleet management is an application that allows companies to do real time vehicle tracking, monitor fuel cap and ignition access, and lock down vehicles. Smart Office Management allows clients to track work flows of mobile workers, while Mobile Surveys automate data collection for survey efficiency. Uni-presence eliminates the need for desk phones for office-bound employees.

Investing in our employees

MTN's 24 252 (26 055 in 2010) employees across 21 operations are integral to our business evolution and our long-term sustainability.

Number of employees



In this report, our definition of employees refers to permanent staff and expatriates, contractors and consultants are excluded. We have therefore amended the 2010 reported employee numbers to reflect this alignment in 2011.

Employees' turnover decreased to 7,1% (9,6% in 2010).

Celebrating diversity

We celebrate the fact that more than 55 nationalities make up our diverse human resource base, and wish we knew how many additional languages are spoken by our employees, complementing our five official business languages. We are proud of the fact that even in culturally sensitive environments, expatriate staff from other emerging and developed economies work side by side with local colleagues, and we ensure that everyone has equal access to knowledge and skills development opportunities. Our employment equity and diversity policies disallow prejudice on the basis of gender, ethnic origin, marital status, religion, age and physical handicap.



➔ **MTN Afghanistan's consultative process** to creating a multi-cultural operation has resulted in a workplace comprising colleagues from various local regions and backgrounds, working side by side with Canadian, Nigerian, Lebanese, Filipino, Indian, Pakistani, British and Bolivian colleagues.

Sustainable economic value *continued*

Investing in our talent

In the dynamic and rapidly evolving converged ICT sector in which we operate, we maintain our focus on the importance of investing in our talent. Our leadership talent management strategy ensures that a strong pipeline of leadership at all levels is developed for today and for the future. Talent reviews take place at the executive level in the form of the Strategic Talent Investment Board (STIB), chaired by the Group CEO. Various leadership

development programmes, targeted at different levels of current and high potential future leaders are offered to assist people to become more effective at leading the business towards high performance. These include the Global Advancement Programme (GAP), Leaders Excellence at Dealing with People (LEAP), Future Leadership Investment Growing High Potential Talent (FLIGHT) and reach Supervisory Development Programme (SDP).

All MTN operations have dedicated learning and development resources and infrastructure to assist with investing in talent activities for staff.



<http://www.mtnacademy.com>

We operate three regional learning centres (in South Africa, Dubai and Ghana) to offer learning and development services to all 21 of our operating units in Africa and the Middle East, through the MTN Academy.

We allocated 4% of our overall payroll to investing in employee talent, learning and development. In 2011 we invested R265 235 million (up 6% from 2010). However, due to smaller operating margins and geopolitical events in a number of countries in which we operate, our ability to invest in training and development was affected. To determine our actual training investment compared to supporting costs such as programme costs, training stationery and other material requires us to address how we define and capture our training

costs, and we are working on a project in this respect.

Y'ello Stars

The MTN Y'ello Stars programme is part of MTN's broader recognition framework aimed at motivating and engaging employees. Due to the nature of our footprint and the inclusivity of the programme; the nomination process for 2011 is in progress; the winners will be announced during the 2013 reporting period.

As part of MTN Nigeria's (Thank You Nigeria) campaign to mark its tenth anniversary, MTNers who were pioneers of MTN Nigeria were rewarded in a truly special way: 10 pioneer employees were chosen via a raffle draw to become instant millionaires (1 million naira equivalent to **R49 747,23 (US\$6165,23).**



Procurement transformation

We are working towards building a new way of procurement, which will impact our employees, systems, procedures, relationships with suppliers and customers. Launched early in 2011, our Sourcing Together to Achieve Results (STAR) 2012 programme is reviewing supply chain processes, procedures and skills. Already 112 employees have been trained in skills related to procurement such as The Build, Understand, Yield measures, Execute and Review (BUYER) process, negotiation skills, identification of sources of waste and analytical tools. We are working to standardise all procurement activities across the business, thereby enabling operational efficiencies and sustainable cost reductions in future. Although we have already documented benefits in terms of seven key performance indicators (savings, procure-to-pay cycle time, reach, working capital improvement, compliance, people development and user satisfaction), we are not able to report quantifiable results to date as we are improving our reporting systems, and will only be implementing our KPIs for each

operation over the course of 2012. We have acknowledged upfront that the complexity of the processes, systems and scale of our business makes it challenging to roll out such a wide-ranging programme Group wide, but hope to complete rollout in 2013.

In 2011, we achieved the savings of **US\$394 million** which is **48%** higher than the savings target of **US\$206 million** for the same period. These savings were mainly achieved from negotiations with network equipment suppliers and reviewing network equipment procurement processes.



Eco-responsibility

Our customers live in **emerging countries** that are most vulnerable to the effects of climate change. We are therefore **concerned about the state of the environment.**



MTN South Africa's 2 MW Tri-Generation test and data centre.

The UN Inter-governmental Panel on Climate Change Conference of Parties (COP) 17 negotiation process held in Durban, South Africa towards the end of 2011 again confirmed that the impacts of climate change will fall disproportionately upon developing countries and the poor people within all countries.

In 2010, we examined our business and identified our key environmental impacts, and what we needed to do to make a positive impact. We know that the nature of climate change requires long-term solution implementation, but that short- and medium-term initiatives, and working in partnership, can also make a significant difference. We try to address our greatest environmental impacts in a consistent, programmatic manner. We have increased the scope of our energy

consumption and carbon measurement assessment, in order to have suitable data to set baselines and reduction targets. We have also made some progress in understanding the e-waste recycling landscape better, to understand what happens to electronic waste when it is handed over for recycling. Energy and carbon-related key performance indicators were set for some of our business executives, and we are pleased to have met these.



See MTN's environmental efforts:
<http://www.youtube.com/watch?v=OrNwzdddfag>

Energy and carbon management
Carbon disclosure

Within our operations, we know that our greatest consumers of energy, which are our radio access networks, switches and data centres, drive our business costs and carbon emissions. In 2011, we again extended the number of base transceiver stations (BTS) and switches in particular, to improve the completeness of our Scope 1 and Scope 2 energy and carbon calculations. We also improved data reporting with respect to Scope 3 travel emissions. We did this to have

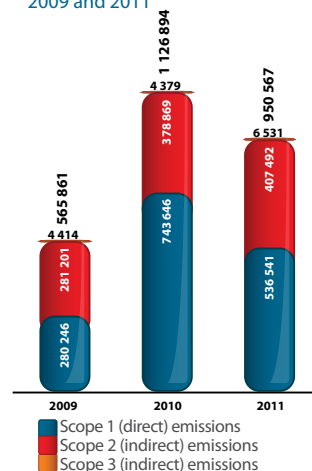
a materially-representative dataset from which to develop a Group relative energy consumption and carbon emissions baseline.



MTN Group detailed Carbon Disclosure Project report:
<http://www.cdproject.net>

Our carbon footprint for 2011 is 950 564 tonnes (down 15,7% from 2010).

Carbon footprint between 2009 and 2011



However, we note that MTN Zambia has not been included in the latest energy and carbon assessment. With less than 8% contribution to overall group carbon footprint, the exclusion is not considered material.

The reduction is achieved in spite of the following:

- A more inclusive and materially-representative dataset of energy consumption and carbon emissions of BTS sites, switches, hubs, data centres and office buildings
- A 7,4% increase in network sites implemented.

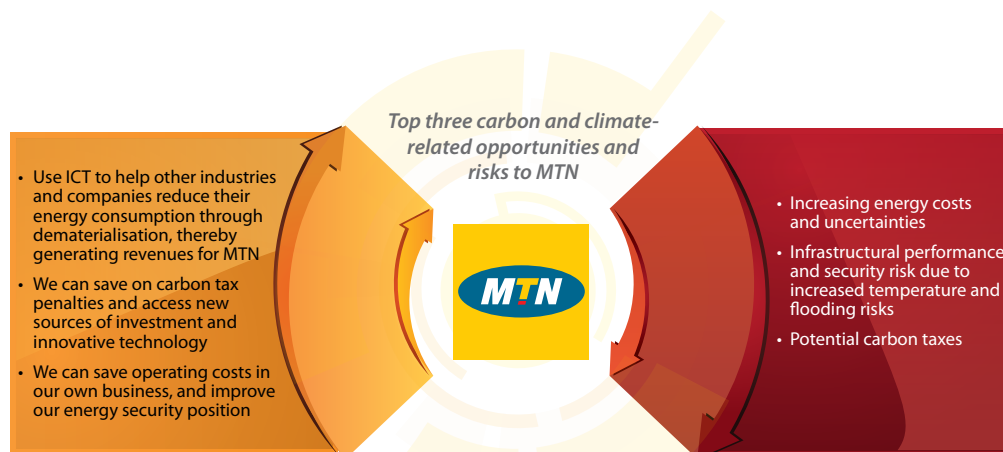
The reason for the carbon reduction is our concerted effort to reduce energy use, and our increasing switch to alternative energy sources.

- 30 employees across 11 operations trained on energy use and carbon footprinting
- 9 operations representing 77% of MTN by subscriber number assessed (Cameroon, Ghana, Iran, Nigeria, South Africa including MTN Group head office, MTN Business, Swaziland, Syria and Uganda).

Eco-responsibility *continued*

→ In total, ICTs could deliver approximately 7,8 GtCO₂e of emissions savings in 2020. In economic terms, ICT-enabled energy efficiency translates into approximately €600 billion of cost savings to industries via Smart motor systems, logistics, buildings and grids.

SMART 2020:
Enabling the low carbon economy in the information age.
 For more information about MTN's revenue-generating environmentally-responsible innovations, please read our Sustainable Economic Value section.



Energy and climate strategy

We are a few months behind schedule in finalising our energy consumption and carbon emissions baseline. This baseline will inform our development of targets for reducing energy use, energy costs and carbon emissions. We hope to be able to set targets within 2012, for first reporting during the course of 2013. These targets will be included in the Group energy and climate strategy, the process for which has already started with a detailed network review of our MTN operations in South Africa and Nigeria (in early 2012).

Efficient and green energy

We continued to drive energy efficiency through engineering improvements and investments in alternative energy sites across our operations. This helps us meet business cost efficiency and continuity objectives in a more carbon-friendly manner. We have also integrated our carbon assessment with the GSMA Mobile Energy Efficiency project, to determine our energy intensity in relation to our peers and competitors. This information will be used to inform the solutions developed as part of our energy and climate strategy.

While approximately 1% of our network is now fully alternatively powered, engineering interventions without investment in alternative energy have helped us further reduce our carbon emissions. These include network modernisation, increased use of free cooling and deep-cycle batteries, smart metering, energy use, battery and



MTN supports the UN International Year of Sustainable Energy for all.

weather monitoring, site sharing, rapid site deployment techniques (reducing transport and concrete-based embedded emissions) and other power-saving features of radio equipment.



Case study
MTN SA's UN CER-approved tri-generation site
www.mtn.com/sustainability

To improve data centre energy efficiency, we have adopted the Green Grid standard for constant monitoring of Power Usage Effectiveness (PUE)) metrics to make energy efficiency improvements. We have also adopted the European Union Code of Conduct for Data Centre for building and power efficiency. Our operating countries are clustered into regional shared service hubs, and we have consolidated infrastructure to save space and reduce cooling (and other) costs, which could have the benefit of improved energy efficiencies. Although our biggest area of energy costs and carbon emissions' savings is to reduce energy use by our network and technology infrastructure and associated buildings, our office buildings are also targeted in our plans to reduce carbon emissions.

MTN's Low Carbon Network





Eco-responsibility *continued*

MTN South Africa has made excellent progress in this respect, and is on track to achieve at a minimum a Silver level Leadership in Energy and Environmental Design status early in 2012.

We worked more closely with our vendors to implement energy efficiency solutions powering our network and data centre technologies, and to further support our rollout of alternative energy sites especially in rural and remote areas. For example, in Nigeria we have partnered with one of our vendors to roll out solar and hybrid powered network sites for telecommunication services to 850 villages by the end of 2012. So far, we have implemented these sites in 308 villages.



Case study
MTN's Green Head Office
www.mtn.com/sustainability

Infrastructure sharing and outsourcing

We also continued with our strategic initiative of operational efficiency

through network infrastructure sharing (or site co-location, which involves sharing network infrastructure with competitors) and outsourcing. Depending on the nature and type of shared infrastructure (site, mast, core network or radio access), we expect a decrease of operational costs in the range of 50% to 60%. This is in addition to CAPEX reduction, risk sharing, and more rapid consumer access to telecommunications, especially in rural and under-served areas. An environmental benefit of a co-location strategy is the reduction of overall environmental impact of national communications infrastructure through reduced energy requirements for cooling and reduced infrastructure proliferation and network buildup.

In 2010, we launched our network outsourcing strategy with the announcement of our MTN Ghana-American Tower Company (ATC) TowerCo Ghana partnership,

outsourcing 1 860 of our sites. In 2011, we followed this with another 1 000 towers outsourced in Uganda. While outsourcing network sites to management companies has a number of economic and environmental benefits for operators, energy costs are usually passed directly to the network operator, and we therefore will continue to account for the energy and carbon intensity of any of our network sites that are outsourced.

Network environmental impacts

Our Base Station Toolkit specifies approved and trial technologies to reduce total site costs including building materials and equipment, services and energy requirements, and reduction of carbon emissions. Our Group's Environmental Management Policy is supported by Environmental Management Systems (EMS) in a number of operations, some of which are based on ISO 14001. Network infrastructural impacts addressed by

our EMS include essential environmental processes and procedures to manage site construction and infrastructure implementation, waste minimisation, prevention of pollution, and management of land, unique flora, forests, water and wildlife. Due to the complexity of site build projects, we require our project managers to ensure contractors (especially new contractors) are trained on project specifics relating to environmental requirements during site pre-construction and construction phases. Our submarine and terrestrial optic-fibre broadband implementations are subject to independent environmental and local community impact assessments. In the case of broadband cabling, all infrastructure development is signed off by local government and regulatory stakeholders, and our operating licences are subject to environmental impact assessment requirements.



E-waste

In 2010, we entered into discussions with Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH, to partner on a three-year MTN South Africa e-waste pilot project. This partnership formally commenced in the second quarter of 2011. Our mutual objective is to address the problem of increasing global electronic and electrical ICT-related waste by forming a bridge between the generators of e-waste (consumers) and organisations with capacity to facilitate responsible management and disposal and

implementation of a pilot project in South Africa. The nature of this project is collaborative and open to our customers, the general public and even our suppliers and competitors. Once we have successfully implemented this project, we hope to roll it out to a number of our operations.



e-waste partnership factsheet
www.mtn.com/sustainability

We planned to start implementation in two major cities in South Africa commencing in the second quarter

of 2011 by contracting SME e-waste handlers to complement our existing e-waste partner services, and to install a number of collection points in publicly-accessible venues. A number of project logistic matters delayed commencement by six months, impacting 2011 targeted spend and implementation activities. However, we were able to undertake both an MTN e-waste and South African downstream recycling situational analysis, one of our targeted activities. We decided that it is important for us to understand fully the downstream recycling process, market players and nature of processing in this very fragmented industry. The results of this research are helping the project steering committee understand the long-term viability and sustainable impact of our decisions. This will further ensure that to the best of our ability, we do not add to any problems of irresponsible downstream e-waste management. We are still confident that we are on track to meet our overall project objectives by 2014.

Advancing sustainable societies

Supporting the growth of sustainable societies supports our strategic aim to contribute to **socio-economic development** in **emerging markets** where we operate.



Our focus on sustainable society keeps us connected to community concerns and ICT needs.

Customer safety and cybersecurity

Ensuring that our customers can be confident that their use of telecommunication services is as safe as can be is of utmost importance to us.



EMF

Our staff, contractors, customers, communities and regulators have a vested interest in the way we manage electromagnetic frequency of cellular handsets and network equipment.

We keep up with the latest international research and scientific publications on EMF, and we comply with the following international standards:

- the International Commission on Non-Ionizing Radiation Protection (ICNIRP);
- the World Health Organization (WHO);
- the Institute of Electrical and Electronics Engineers (IEEE), the National Radiological Protection Board (NRPB (UK)) and European Union (EU) standards.

MTN distributes handsets directly in South Africa and Nigeria. In both countries, vendors are required to provide electrical and electromagnetic certification to Independent Communications Authority of South Africa (ICASA) and Nigerian Communications Commission (NCC) respectively. These certificates are based on Electrical Safety Testing EN50191 and European Standard for Safety of Battery Chargers ENE 03352-29 standard for South Africa, and international specifications and regulations for Nigeria respectively.



Frequently asked questions on EMF
<http://www.mtn.com/sustainability>

Inappropriate content

The Internet Watch Foundation (IWF) publishes lists of websites that are hosting illicit content and enable online child abuse. The GSM Association, of which the MTN Group is a member, supports this global initiative to prevent access to such sites and to combat online child abuse. MTN maintains software programmes to filter out such sites, thereby blocking access and ensuring greater protection for consumers. Various MTN operations have filtering solutions in place, reviewing SMS, MMS and WAP content based on in-country legal and regulatory requirements. Content relates to illicit material, and in some cases, also extends to SPAM control from partners.

Cybersecurity

In addition to current controls preventing unauthorised access to customer data, we are also introducing technologies such as Data Loss Prevention (DLP) which institutes policy controls to prevent data from being leaked, by tracking, enforcing and securing the data.

Advancing sustainable societies *continued*

Employee safety

Occupational health and safety officers ensure safe working conditions for our staff in all our operations. Specific high risk issues of safety relate to installation, operation and maintenance of masts, and exposure of employees and contractors to EMF emissions at base station sites. These technical employees are required to undertake compliance training to ensure that they operate safely and knowledgeably, and certified training to minimise occupational exposure is available to all employees and contractors working close to network antennae. Through MTN's Safe for You programme in partnership with International SOS programme, all employees can work and travel securely in the knowledge that they can access a network of medical, security, travel, routine and emergency advice and assistance, and security evacuation. This service is available telephonically, online and locally (on-the-ground) 365 days a year.

Anti-corruption

Fraudulent and corrupt activities are a threat to the sustainability of any business. Our anti-corruption policy and plan to combat fraud is implemented through a holistic approach of proactive fraud risk assessments, audit plans, and conducting fraud awareness training and reporting. Reactive sources of managing fraud include audit reports, use of our whistleblower line, investigations, maintenance of fraud registers and departmental sources of data. We continue to encourage our employees to use our whistleblower line, called Tip-offs Anonymous, which we use as an indicator that our employees are aware of the importance of anti-corruption and they report corrupt activities.

→ **86% of our operations have been trained on the management of fraud and corruption.**

In 2011 we undertook training on the identification and control of corruption and fraud issues to MTN Sudan. Only MTN Iran, Afghanistan and Botswana have yet to undergo formal training, which we hope to complete by 2013 respectively.

Human rights

Given our own recent history, as South Africans we are particularly conscious of human and civil rights. In doing business, we work within the laws of the countries where we operate. MTN is acutely aware of the human rights and privacy dimensions that impact any company in the telecommunications sector. MTN operates within strict ethical principles that dictate what we do and how we behave. We expect our partners to operate within a similar framework.

In early 2012 we set up a board social and ethics committee which provides guidance on how we handle complicated issues, including human and civil rights. We believe also there is a role for international bodies to draw up

suitable codes of engagement with governments and MTN is keen to draw on the expertise of third parties to think through how these issues are handled.



MTN and Iran
<http://www.mtn.com>

The MTN Group supports complete freedom of association, although across our countries of operation very few of our employees belong to unions. Of employees in our South African operations, 8,76% belong to trade unions. Procedures for consulting our employees are in place across all our operations, and are driven by the head of Human Resources in our operations. Diversity is a cornerstone of MTN's success – employees continue to express enthusiasm about "the international nature of the Company", where 55 nationalities are represented. Our Code of Ethics specifies the right of non-discrimination in terms of race, colour, sex, sexual orientation, place of origin, citizenship, creed, and political persuasion, age, marital or family status or disability.

Enterprise development



The development of small to medium enterprises contributes significantly to the GDP of African economies. For example in South Africa, SMEs contribute about 40% to the country's GDP. Our footprint across emerging economies provides us with the opportunity to support the growth of small enterprises in emerging economies. Our aim is to provide support up to the point where they are profitable and sustainable. We achieve this

through the provision of mentorship, support, advice and procurement from emerging entrepreneurs. To address the need for cost-effective communication solutions, MTN Business' MTN4SME offers a range of discounts to small businesses with between two and two hundred employees.

In Nigeria, MTN's Village Phone project operating since 2007 has helped 4 500 mainly women-owned

vendors increase their incomes and expand their business skills. Beneficiaries receive recharge cards, a mobile phone, an antenna, a solar charger, MTN promotional materials and basic accounting business training. The vendor then uses their handset to allow customers to make and receive calls, hence the term "village phone". MTN Nigeria's Bizlift programme supports more than 53 000 retailers, by providing a

source of business ideas, access to finance and sales material. We are pleased to count disabled people and youth-owned enterprises as part of this scheme. In Uganda, a trial using solar and kinetic (bicycle) power to recharge community phones has seen MTN enable users to earn an average of US\$60 a month, increase sales of electric lights by 12%, improve commission for dealers, and reduce the use of petrol-powered generators. Anecdotal feedback from dealers indicates an improvement in their living standards and an improved ability to save money. In Liberia, MTN employed 300 community members to assist with subscriber registration. In Iran purchasing 100% of our recharge vouchers and SIM cards locally has helped develop the local economy. MTN South Africa has for more than two years met its targets with respect to enterprise development, spending more than R117 218 389.87.

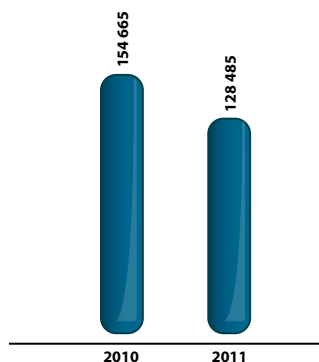
Advancing sustainable societies *continued*

MTN foundations

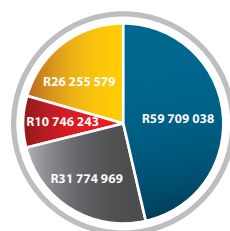
The Group President and CEO has directed that all operations are to establish foundations that are funded by up to 1% of profit after tax (PAT). MTN Foundation projects are aimed at establishing sustainable initiatives that promote partnerships with our communities. We channel our investment toward developmental priorities in the countries in which we operate.

The decline in the amount spent on CSI programmes for 2011 compared to 2010 is as a result of our projects running over multiple reporting periods; payments are effected once certain milestones are achieved and only then do we report spending. In addition, some of our operations experienced sociopolitical unrest during the reporting year which delayed the progress of our projects.

Foundations' investment (R million)



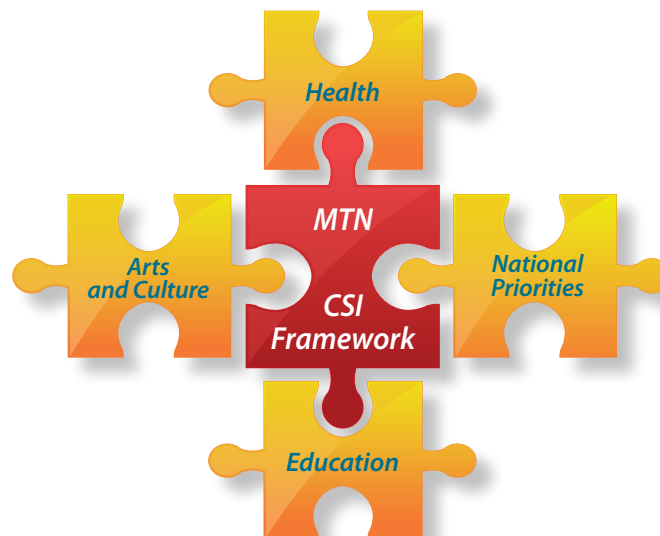
MTN Foundations' investment by focus area, 2011



■ Education
■ Health
■ Arts and culture
■ National priorities



Case study:
<http://www.mtn.com/sustainability>



The diagram above indicates the focus areas of the MTN foundations, which seek sustained results in key areas of human development.

During 2011, we developed a new Group-wide strategy for community engagement, informed by our ICT business strategy and national development agendas. The strategy also takes into account the need to standardise governance and reporting, and measure and evaluate the impact of our foundations. The aim of this standardisation is to improve efficiency and sharing of knowledge and best practices.

We hope to finalise and roll out the Group CSI strategy starting in 2012. We intend to focus 80% of our efforts on education as a key focus area for our CSI spend over a period of years, while still continuing to support requirements for health and national priority initiatives. The focus in 2012 is on rolling out our newly developed CSI strategy.

Volunteering

Employee volunteerism is an important part of our culture. MTN 21 Days of Y'ello Care programme is structured to allow employees to give back to their communities, and takes place annually, usually within the month of June each year. Guidelines on how our employees can engage in community development work are provided and structured around a theme.

Our 2011 volunteering theme focused on environmental sustainability. This was in line with United Nations General Assembly declaration of 2011 as the "Year of International Forests".



The reason we selected this theme was to create awareness and contribute towards habitat diversity, help create carbon sink in rainforest areas, improve shelter, and

emphasise the social, economic and environmental value of forests. Since weather conditions were unbearably hot in some of the countries in which we operate (e.g. in Afghanistan and Cyprus) during June, our volunteers could also elect to implement other projects that could improve their local environments while not working outdoors for extended periods of time. Examples of such projects included: computer literacy using existing resources, cleaning water streams, plastic recycling, education and public health.

Each of our operations were asked to plant 1 000 trees. Over 66 000 trees were planted by MTN employees during this time.

→ exceeded our target by **214%**

From setting ambitious goals, showing the most enthusiasm, running secondary campaigns such as cleaning water streams and recycling which supported the main campaign of tree planting, to local television quizzes to create environmental awareness amongst

the public, and providing alternatives to people who rely on trees for fuel and other uses, MTN Ghana won the 2011 Group President and CEO trophy and US\$100 000.

Commendations for leadership and spirit, relationships, can-do, innovation and integrity were received by MTN Swaziland, Sudan, Rwanda, Nigeria and Côte d'Ivoire respectively.



To see our employees in action in their communities, go to:
<http://www.mtn.com/sustainability>

To get active, enthusiastic, strategic and high impact employee volunteerism, the Group President and CEO offers an incentive to all MTN operations. Even though the personnel motivation of our employees is evident, the value of the prize, which the winning operations reinvest in their community effort the following year, is also proving to be an excellent motivator for our operations, which compete with each other for the best volunteer programme. In 2011, MTN Ghana proved the most worthy Group winner. MTN Congo-Brazzaville, Sudan and Uganda each won US\$30 000/R240 000 for the highest-scoring volunteer initiatives in each of our operating regions (WECA, MENA and SEA respectively).



Annual sustainability statement

We measure our **performance** using **material indicators of progress**, and increase the scope of quantitative performance tracking each year.



Key statistics report

Each year we try to improve our report by setting out our performance in terms of meaningful indicators that provide a clear, comprehensive and useful measure of our progress quantitatively. We refine indicators each year, allowing us to review our performance and inform business planning.

| Business performance area | Unit | Notes | 2011 | 2010 | 2011 Target if applicable |
|---|--------------------------|-------|---------|----------------|---------------------------|
| Network data | | | | | |
| Base stations | | | 39 694 | 36 750 | |
| Broadband investments since 2008 | US\$'000 | | 230 000 | Not applicable | |
| Ethics and governance | | | | | |
| Operations trained in anti-corruption practices | % | | 86 | 85 | |
| Regulatory fines > US\$50 000 | Number | 1 | 4 | Not available | |
| Regulatory fines > US\$50 000/ZAR:400 000 | R'000 | 1 | 36 905 | Not available | |
| Customer data | | | | | |
| Number of subscribers | Number '000 | | 164 500 | 141 600 | |
| Employee data | | | | | |
| Total staff | | 2 | 24 252 | 26 055 | |
| • MENA | | | 6 566 | 6 696 | |
| • SEA | | | 7 708 | 9 313 | |
| • WECA | | | 9 699 | 9 761 | |
| • MANCO | | | 279 | 285 | |
| Employee turnover | % | 3 | 7,1 | 9,6 | |
| Gender diversity (Females % total employees) | % | | 32 | 34 | |
| Employee learning and development | R'000 | 4 | 265 235 | 249 572 | |
| Training hours per employee | | | 16 | 30,8 | |
| Learnerships | | 5 | 474 | 1 081 | |
| Employees getting performance review | % | | 100 | 100 | |
| Employee satisfaction (Culture Survey) | % | 6 | 69 | 68 | See notes |
| Environmental data | | | | | |
| CO ₂ emissions from energy use | tonnes CO ₂ e | | 950 564 | 1 126 894 | |
| • Scope 1 – direct emissions | | | 536 541 | 743 646 | |
| • Scope 2 – indirect emissions | | | 407 492 | 378 869 | |
| • Scope 3 – indirect emissions | | | 6 531 | 4 379 | |

Key statistics report *continued*

| Business performance area | Unit | Notes | 2011 | 2010 | 2011 Target if applicable |
|--|-----------------------|-------|---------|---------|---------------------------|
| CO ₂ intensity per subscriber | tonnes/ subscriber | | 0,58 | 0,79 | – |
| CO ₂ footprint representation by subscriber | % | | 78 | 80 | – |
| MTN countries deploying alternative energy | Number | | 14 | 14 | – |
| E- waste pilot 2011-2014 | R'000 | | 868 | | R9 318 by 2014 |
| • MTN Group and South Africa | R'000 | | 179 | n/a | €391 220/R4 096 |
| • Partner: GIZ | R'000 | | 543 | n/a | €94 000/R984 |
| • Partner: Technology Station | R'000 | | 146 | n/a | €26,000/R272 |
| Community investment data | | | | | |
| MTN foundations | R'000 | | 128 485 | 154 665 | |
| Volunteers (21 Day of Y'ello Care) | | | 12 784 | 12 981 | |
| Social inclusivity | | | | | |
| Black economic empowerment score (out of 100) | | | 86,90 | 77,07 | |
| • Ownership | 20 | | 21,18 | 11,64 | |
| • Management control | 10 | | 8,42 | 8,39 | |
| • Employment equity | 15 | | 11,76 | 11,48 | |
| • Skills development | 15 | | 8,42 | 6,84 | |
| • Preferential procurement | 20 | | 17,12 | 18,72 | |
| • Enterprise development | 15 | | 15,00 | 15,00 | |
| • Socioeconomic development | 5 | | 5,00 | 5,00 | |

1. Fines were issued by regulatory authorities to MTN Ghana and MTN Nigeria (along with other operators in Nigeria) for defaults in quality of service. Quality of service matters are being addressed through network upgrades.
2. For financial year 2010, we stated that our employee complement was 34 558 instead of 24 055. This is due to the fact that we erroneously reported employee numbers to include maintenance contractors, which includes security personnel, caterers and cleaners. We have therefore re-stated our 2010 employee numbers.
3. For financial year 2010, we stated that our employee staff turnover was 4,4% instead of 9,6% due to use of an incorrect employee number denominator, as indicated in the note above. We have therefore recalculated and re-stated our employee turnover for 2010.
4. For financial year 2010, we reported that the Learning and Development training spend was R182 156 million instead of R249 572 million. We have restated the 2010 figure.
5. Values exclude Liberia, Cote d'Ivoire, Benin, Guinea Bissau and Guinea Conakry. A number of learnership contracts came to an end in 2010, hence fewer learnerships in 2011.
6. We use the Towers Watson Global Telecommunications norm to determine our targets against 14 dimensions. We exceeded six dimensions, met four dimensions and were lower than industry norms on the remaining four dimensions.

Exchange rates used as at 31/12/11

- US\$:ZAR 1:8.069
- Euro:ZAR 1:10.4707

GRI report

We have adopted the Global Reporting Initiative G3 Guidelines and the G3 Telecommunications Sector Supplement in our integrated sustainability reporting processes. **We have assessed our GRI application to a level B.**

- IR: MTN Group Limited Integrated Report for the year ended 31 December 2011.
- SR: MTN Group Limited Sustainability Report for the year ended 31 December 2011.

| GRI indicator | | MTN's response |
|-------------------------------|--|---|
| STRATEGY AND ANALYSIS | | |
| 1.1 | CEO statement | IR: Group President and CEO's Report page 24 – 27. SR: page 2 – 3. |
| 1.2 | Impacts, risks and opportunities (on stakeholders and financial performance) | IR: Risk and opportunities page 11 – 13. SR: Eco responsibility page 24. |
| ORGANISATIONAL PROFILE | | |
| 2.1 | Name of reporting organisation | MTN Group Limited. |
| 2.2 | Products, services | IR: MTN's core offering page 5. www.mtn.com/offering . |
| 2.3 | Operating structure | IR: MTN Group structure page 6. |
| 2.4 | Location of Headquarters | Phase 2 Building; Innovation Centre; 216 14th Avenue; Fairland, South Africa. |
| 2.5 | Geographic scope/map of operations | IR: MTN Group profile; Footprint page 6 – 7. |
| 2.6 | Nature of ownership and legal form | IR: MTN Group profile; Footprint page 6 – 7. |
| 2.7 | Profile of customer base | IR: Core offerings page 5; www.mtn.com/offering . |
| 2.8 | Scale of operations | IR: MTN Group footprint page 6 – 7. SR: Report period and scope page 59. |

| GRI indicator | | MTN's response |
|----------------------------------|--|--|
| 2.9 | Changes occurring within the reporting period | IR: MTN Group profile; Footprint page 6 – 7. |
| 2.10 | Awards received | SR: Awards and recognition page 64. Various on www.mtn.com. |
| REPORT PARAMETERS | | |
| Report profile | | |
| 3.1 | Reporting period | 1 January 2011 ending on 31 December 2011. |
| 3.2 | Date of most recent report | 31 May 2011. |
| 3.3 | Reporting cycle (annual etc.) | Annual. |
| 3.4 | Contact point for queries | IR: Administration page 230. SR: Where to find more information page 59. |
| Report scope and boundary | | |
| 3.5 | How was report content defined | SR: Period and scope, stakeholders, report content, materiality; aligning page 58 – 59. |
| 3.6 | Report boundaries | SR: Period and scope, stakeholders, report content, materiality; aligning page 58 – 59. |
| 3.7 | Limitations on scope | SR: Period and scope, stakeholders, report content, materiality; aligning page 58 – 59. |
| 3.8 | Reporting of joint ventures, subsidiaries etc. | SR: Period and scope, stakeholders, report content, materiality; aligning page 58 – 59. |
| 3.9 | Data measurement | SR: Annual Sustainability Statement page 34 – 36. |
| 3.10 | Restatements from previous report | SR: Annual Sustainability Statement notes to statement on page 34 – 36. |
| 3.11 | Changes from previous report | Sustainability focus areas were reduced to three from six reported in 2010. This was done to ensure that key material issues are attended to and adequately addressed. |

| GRI indicator | | MTN's response |
|--|--|---|
| 3.12 | GRI table location | SR: GRI page 37 – 51. |
| Assurance | | |
| 3.13 | Policy on independent assurance | IR: Assurance Statement; Combined Assurance page ii; page 55. |
| Governance | | |
| 4.1 | Company's governance structure (including major committees) | IR: Governance highlights; page 50. |
| 4.2 | Is the chairman also an executive officer? | No. |
| 4.3 | Board profile (number, gender, Executive vs. Non-executive) | IR: Group board of directors page 16 – 19. |
| 4.4 | How do stakeholders provide recommendations to Board? | IR: Interacting with stakeholders page 10. |
| 4.5 | Link between remuneration and leadership performance | IR: People and Remuneration Report page 58 – 73. |
| 4.6 | Managing conflicts of interest | IR: People and Remuneration Report – Directors' interests; Key Compliance achievements page 72; page 51. |
| 4.7 | Process for determining leadership qualifications | The board and exco members skills and qualifications are assessed during their recruitment process. Assessment of the board skills is done on an ongoing basis during board evaluation. |
| 4.8 | Internally developed mission/value statements, principles or codes related to sustainability | IR: Social and Environmental Report page 74. SR: Governance page 8 – 11. |
| 4.9 | Board oversight of sustainability | IR: Social and Environmental Report: Governance page 74. SR: Governance page 8 – 11. |
| 4.10 | Processes for evaluating the board's sustainability performance | IR: Social and Environmental Report: KPIs page 74. SR: Governance page 8 – 11. |
| Commitments to external initiatives | | |

| GRI indicator | | MTN's response |
|--|--|---|
| 4.11 | Use of the precautionary principle | SR: Eco-responsibility: Network Environmental Impacts page 26. |
| 4.12 | External charters or principles endorsed (e.g. EEA, GC) | None. |
| 4.13 | Strategic memberships endorsed (e.g. EEA, GC) | None. |
| Stakeholder engagement | | |
| 4.14 | List of stakeholder groups | IR: Interacting with stakeholders page 10. SR: Stakeholders, Report content, Materiality page 61. |
| 4.15 | How are stakeholders identified? | IR: Interacting with stakeholders page 10. SR: Stakeholders, Report content and Materiality page 61. |
| 4.16 | Ongoing mechanisms for stakeholder engagement (who, how, what outcome) | IR: Interacting with stakeholders page 10. SR: Stakeholders, Report content and Materiality page 61. |
| 4.17 | Stakeholder concerns and how the organisation responded | IR: Interacting with stakeholders page 10. SR: Stakeholders, Report content and Materiality page 61. |
| ECONOMIC | | |
| Disclosure on management approach | | |
| EC:MD | Management approach: economic performance, market presence and indirect economic aspects | IR: Key statistics; Group President and CEO's Report; Group Chief Financial Officer's Report; Five-year Financial Review page 9; page 24 – 27; page 28 – 31; page 34 – 36. SR: Annual Sustainability Statement page 34 – 36. |
| Economic performance | | |
| EC1 | Economic value added | IR: Key statistics; Five-year Financial Review page 9; page 34 – 36. |
| EC2 | Climate change related financial implications, risks and opportunities | IR: Integrated risks and opportunities page 11; page 13. SR: Eco-responsibility page 24. |
| EC3 | Defined benefit plan obligations | Permanent employees get paid maternity and paternity leave, flexible working hours, child care facilities/subsidies, pension. |
| EC4 | Significant financial assistance received from government | MTN Group and its operations: (excluding MTN South Africa) do not receive financial assistance from government. MTN South Africa contributes 1% of its annual payroll to the national Skills Development Levy. A 50% rebate on this contribution is received, and the Company uses this to further training and skills development programmes. |
| IO1 | Capital investment in telecommunication network infrastructure broken down by country/region | IR: Key statistics; Five-year Review; Capital commitments page 9; page 36; page 160. |

| GRI indicator | | MTN's response |
|--|--|--|
| IO2 | Net costs for MTN under the Universal Service Obligation when extending service to geographic locations and low-income groups, which are not profitable | The MTN Group has not separately calculated or ring-fenced the net costs of extending service to geographic locations and low-income communities which are not profitable, due to the nature of the business's operations in emerging markets across Africa and the Middle East, where low-income and geographic spread of markets are a feature of some of these markets. |
| Market presence | | |
| EC5 | Standard entry level wage compared to local minimum wage | The MTN Group pays entry level wages equal to or above local minimum wages in each country in which the Company operates. |
| EC6 | Policy, practices, and proportion of spending on locally-based suppliers | IR: Social and Environmental Report page 76. SR: Sustainable societies – enterprise development page 31. |
| EC7 | Procedures for local hiring (including senior management) | The MTN Group hires locally as far as possible. A significant majority of employees, including management, at each of the Company's operations are citizens of the respective countries where the Company operates. |
| Access to telecommunications products and services: bridging the digital divide | | |
| PA1 | Policies and practices to enable the deployment of telecommunications infrastructure and access to telecommunications products and services in remote and low population density areas | IR: Group strategy; Digital divide page 8; page 75. SR: Sustainable economic value page 13 – 17. |
| PA2 | Policies and practices (and business model applied) to overcome barriers for access and use of telecommunication products and services, including: language, culture, illiteracy and lack of education, low income, disabilities and age | IR: Group strategy; Digital divide page 8; page 75. SR: Sustainable economic value page 13 – 17. |
| PA3 | Policies and practices to ensure availability and reliability of telecommunications products and services and quantify, where possible, for specified time periods and locations of down time | IR: Integrated risks and opportunities; Capital Investments page 13. |
| PA4 | The level of availability of telecommunications products and services in areas where MTN operates | IR: Operational Review (top 5) page 38; 40; 42; 44; 46. www.mtn.com/investors Audited results for year end 31/12/2011: Review of Results page 14 – 16. SR: Sustainability and MTN's context page 6. |

| GRI indicator | | MTN's response |
|--|---|---|
| PA5 | Number and types of telecommunication products and services provided to and used by low- and no-income sectors of the population, with definitions of these designated groups | SR: Sustainable economic value page 13 – 17. |
| PA6 | Programmes to provide and maintain telecommunication products and services in emergency situations and for disaster relief | SR: Sustainable economic value – connecting refugees page 16. |
| Indirect economic impacts | | |
| EC8 | Positive public impact of pro bono/donated infrastructure and services | IR: Key statistics; Social and Environmental Report page 9; page 74. SR: Sustainable societies; Annual Sustainability Statement page 32 – 33; page 38. |
| EC9 | Significant indirect economic impacts (including extent) | The MTN Group has not conducted a socio-economic impact assessment. However, investment in indirect economic impacts is located at: IR: Key statistics page 9. SR: Annual Sustainability Statement page 38. |
| ENVIRONMENTAL | | |
| Disclosure on management approach | | |
| EN:MD | Management approach: energy, water, materials, biodiversity, emissions, effluents and waste | Based on a materiality assessment, various aspects of the MTN's Group environmental impact are addressed below. This includes management approach, quantified impact and solutions implemented: IR: Social and Environmental Report – Eco-responsibility page 76 – 78. SR: Eco-responsibility page 22 – 27. |
| Materials | | |
| EN1 | Materials used (weight/volume) | The most material resources used is electronic and electrical equipment. The MTN Group is in the process of quantifying this: SR: Eco-responsibility page 22 – 27. |
| EN2 | Percentage of recycled materials used | Due to the nature of products and services offered, the MTN Group does not consider this indicator to be material for its operations. The Group is, however, looking into e-waste recycling and re-use. |

| GRI indicator | | MTN's response |
|---------------|--|---|
| Energy | | |
| EN3 | Direct energy use (by primary source) | IR: Key statistics; Environmental and Social Report page 9; page 74. SR: Eco-responsibility – Energy, Carbon and Climate; Annual Sustainability Statement page 23; page 34 – 36. www.cdproject.net (MTN reports). |
| EN4 | Indirect energy use (by primary source) | IR: Key statistics; Environmental and Social Report page 9; page 74. SR: Eco-responsibility – Energy, Carbon and Climate; Annual Sustainability Statement page 23; page 34 – 36. www.cdproject.net (MTN reports). |
| EN5 | Energy saved due to efficiencies | IR: Key statistics; Environmental and Social Report page 9; page 74. SR: Eco-responsibility – Energy, Carbon and Climate; Annual Sustainability Statement page 23; page 34 – 36. www.cdproject.net (MTN reports). |
| EN6 | Energy efficiency/renewable energy initiatives | IR: Key statistics; Environmental and Social Report page 9; page 74. SR: Eco-responsibility – Energy, Carbon and Climate; Annual Sustainability Statement page 23 – 26; page 34 – 36. www.cdproject.net (MTN reports). |
| EN7 | Initiatives to reduce indirect energy consumption | IR: Key statistics; Environmental and Social Report page 9; page 74. SR: Eco-responsibility – Energy, Carbon and Climate; Annual Sustainability Statement page 23 – 26; page 34 – 36. www.cdproject.net (MTN reports). |
| Water | | |
| EN8 | Total water withdrawal by source | Due to the nature of MTN's business, this indicator is not material. However, as part of the implementation of ISO 14001 in operations and LEED certification in MTN South Africa, responsible water management and use is addressed. |
| EN9 | Water sources significantly affected by withdrawal of water | Due to the nature of MTN's business, this indicator is not material. |
| EN10 | Percentage and total water volume of water recycled and reused | Due to the nature of MTN's business, this indicator is not material. However, as part of the implementation of ISO 14001 in operations and LEED certification in MTN South Africa, responsible water management and use is addressed. |

| GRI indicator | | MTN's response |
|--------------------------------------|--|--|
| Biodiversity | | |
| EN11 | Location and size of land owned, leased or managed in biodiversity-rich habitats | The MTN Group does not currently report against this indicator. |
| EN12 | Impacts of operations on areas of high biodiversity value | SR: Eco-responsibility – Network Impact page 26. |
| EN13 | Habitats protected or restored | None. |
| EN14 | How are impacts on biodiversity being managed? | SR: Eco-responsibility – Network Impact page 26. |
| EN15 | Number of conservation list species affected by operations | The MTN Group does not currently report against this indicator: SR: Eco-responsibility – Network Impact page 26. |
| Emissions, effluent and waste | | |
| EN16 | Total direct and indirect greenhouse gas emissions by weight. | IR: Key statistics; Environmental and Social Report page 9; page 74. SR: Eco-responsibility – Energy, Carbon and Climate; Annual Sustainability Statement page 23; page 35 – 36. www.cdproject.net (MTN reports). |
| EN17 | Other relevant indirect greenhouse emissions by weight | IR: Key statistics; Environmental and Social Report page 9; page 74. SR: Eco-responsibility – Energy, Carbon and Climate; Annual Sustainability Statement page 23; page 35 – 36. www.cdproject.net (MTN reports). |
| EN18 | Initiatives to reduce greenhouse gas emissions and reductions achieved | IR: Key statistics; Environmental and Social Report page 9; page 74. SR: Eco-responsibility – Energy, Carbon and Climate; Annual Sustainability Statement page 24 – 26; page 36. www.cdproject.net (MTN reports). |
| EN19 | Emissions of ozone-depleting substances by weight | Due to the nature of MTN's business, this indicator is not material. |
| EN20 | NO _x , SO _x , and other significant air emissions by weight and type | Due to the nature of MTN's business, this indicator is not material. |
| EN21 | Total water discharge by quality and destination | The only water discharged is through the municipal sewer. Due to the nature of MTN's business, this indicator is not material. |
| EN22 | Total amount of waste by type and disposal method | The most material waste generated is old/redundant electronic and electrical equipment. Some of the Group's network e-waste is subject to supplier take-back agreements. The MTN Group is in the process of quantifying e-waste: SR: Eco-responsibility page 27. |

| GRI indicator | | MTN's response |
|------------------------------|--|--|
| EN23 | Total number and volume of significant spills | No significant spills were reported by MTN operations. |
| EN24 | Weight of transported, imported, exported or treated hazardous waste | Due to the nature of MTN's business, this indicator is not applicable. |
| EN25 | Water discharge impacts on biodiversity and water bodies | The only water discharged is through the municipal sewer. Due to the nature of MTN's business, this indicator is not material. |
| Products and services | | |
| EN26 | Initiatives to mitigate environmental impacts | SR: Eco-responsibility page 24 – 27. www.cdproject.net (MTN reports). |
| EN27 | Percentage of reclaimed products/packaging materials | Not available. |
| Compliance | | |
| EN28 | Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations | No significant monetary fines and non-monetary sanctions for non-compliance with environmental laws and regulations have been reported. |
| Transport | | |
| EN29 | Significant environmental impacts of transport use (for products, materials, members of the workforce) | Although transportation is not a source of significant environmental impacts and is not deemed material, greenhouse gas emissions associated with transport are quantified. IR: Key statistics; Environmental and Social Report page 9; page 74. SR: Eco-responsibility – Energy, Carbon and Climate; Annual Sustainability Statement page 23; page 35 – 36. www.cdproject.net (MTN reports). |
| Overall | | |
| EN30 | Environmental protection expenditure | The MTN Group does not track this indicator as part of core business activity. During 2011, over 66 000 trees were planted by MTN employee volunteers in local communities in support of the UN International Year of Forests. |
| IO7 | Policies and practices on the siting of masts and transmission sites including stakeholder consultation, site sharing and initiatives to reduce visual impacts | SR: Eco-responsibility – Network Impact page 26. |
| IO8 | Number and percentage of stand-alone sites, shared sites and sites on existing structures | Not available |

| GRI indicator | | MTN's response |
|--|---|---|
| Resource efficiency | | |
| TA1 | Provide examples of the resource efficiency of telecommunication products and services delivered | IR: Environmental and Social Report – Eco-responsibility page 76. SR: Sustainable economic value page 17 – 19. www.cdproject.net (MTN reports). |
| TA2 | Provide examples of telecommunication products, services and applications that have the potential to replace physical objects | IR: Environmental and Social Report – Economic Business Converged Solutions page 76. SR: Sustainable Economic Value page 17 – 19. |
| TA3 | Disclose any measures of transport and/or resource changes of customer use of the telecommunication products and services listed above. Provide some indication of scale, market size or potential savings | SR: Sustainable Economic Value – MTN Everywhere you work and travel page 18. |
| TA4 | Disclose any estimates of the rebound effect (indirect consequences) of customer use of the products and services listed above, and lessons learned for future development. This may include social consequences as well as environmental | Not available. |
| LABOUR PRACTICES AND DECENT WORK | | |
| Disclosure on management approach | | |
| LA:MD | Management approach: employment, labour relations, occupational health and safety, training and education and diversity and equal opportunity | IR: People and Remuneration page 58 – 60. SR: Sustainable Economic Value – Investing in Employees; Sustainable Societies – Employee Safety page 19; page 30. |
| Employment | | |
| LA1 | Employee numbers | SR: Annual Sustainability Statement page 34 – 36. |
| LA2 | Employee turnover | SR: Annual Sustainability Statement page 34 – 36. |
| LA3 | Full-time employee benefits not provided to temporary/part-time employees | Permanent employees get paid maternity and paternity leave, flexible working hours, child care facilities/subsidies, pension. |
| Labour/management relations | | |
| LA4 | Percentage unionised employees | SR: Sustainable Societies – Human Rights page 30. |
| LA5 | Minimum notice period(s) regarding significant operational changes | The Group provides internal notification to employees regarding significant operational changes. |

| GRI indicator | | MTN's response |
|--|--|--|
| Occupational health and safety | | |
| LA6 | Employee representation in health and safety committees | IR: People and Remuneration page 59. SR: Sustainable Economic Value – Investing in Employees; Sustainable Societies – Employee Safety page 18 – 19, page 30. |
| LA7 | Total number of work-related fatalities, rates of injury, occupational diseases, lost days and absenteeism | No work-related deaths were reported in 2011. Reporting systems to specifically identify injuries and absenteeism due to work-related reasons (compared to current reporting of all injuries and absenteeism in operations which may or may not be workplace-related) are under development. |
| LA8 | Employee wellness programmes regarding serious diseases | IR: People and Remuneration page 60. |
| LA9 | Health and safety topics covered in formal agreements with trade unions | Not available. |
| IO3 | Practices to ensure health and safety of field personnel involved in the installation, operation and maintenance of masts, base stations, laying cables and other activities | SR: Sustainable Societies – Employee Safety page 30. |
| Training and education | | |
| LA10 | Average hours of training per employee per year | SR: Annual Sustainability Statement page 34 – 36. |
| LA11 | Employee skills and training programmes | IR: People and Remuneration page 59. SR: Sustainable Economic Value – Investing in Employees page 19 – 20. |
| LA12 | % employees receiving performance reviews and career development | SR: Annual Sustainability Statement page 34 – 36. |
| Diversity and equal opportunity | | |
| LA13 | Composition of governance bodies | IR: Governance page 50; page 54 – 55. |
| LA14 | Ratio of basic salary of men to women by employee category | The MTN Group does not currently report against this indicator. |
| LA15 | Return to work and retention rates after parental leave, by gender | The MTN Group does not currently report against this indicator. |

| GRI indicator | | MTN's response |
|---|---|---|
| HUMAN RIGHTS | | |
| Disclosure on management approach | | |
| HR:MD | Management approach: investment and procurement practices, non-discrimination, freedom of association and collective bargaining, abolition of child labour, prevention of forced and compulsory labour, complaints and grievance practices, security practices, and indigenous rights | SR: Sustainable Societies – Inappropriate content, Cyber-security, employee security; anti-corruption; human rights page 29 – 30. |
| Investment and procurement activities | | |
| HR1 | Percentage and number of significant investments that have undergone human rights screening | The MTN Group does not currently report against this indicator. |
| HR2 | Percentage of significant suppliers and contractors that have undergone human rights screening | The MTN Group does not currently report against this indicator. |
| HR3 | Total hours and number of employees receiving human rights training | The MTN Group does not currently report against this indicator. |
| Non-discrimination | | |
| HR4 | No of incidents of discrimination and action taken | The MTN Group does not currently report against this indicator. |
| Freedom of association and collective bargaining | | |
| HR5 | Any incidents where freedom of association/collective bargaining was at risk? Actions taken? | The MTN Group does not currently report against this indicator. |
| Child labour | | |
| HR6 | Any incidents of child labour and measures taken? | The MTN Group specifically assessed whether any children were employed by the business, and found that youngest employee was 17 years of age. |
| Forced and compulsory labour | | |
| HR7 | Any incidents of forced labour and measures taken? | No incidents. |
| Security practices | | |
| HR8 | Percentage of security personnel trained in human rights | The MTN Group does not currently report against this indicator. |




| GRI indicator | | MTN's response |
|--|---|--|
| Indigenous rights | | |
| HR9 | Any incidents where indigenous people's rights were violated and measures taken? | No incidents. |
| HR10 | Percentage and total number of operations that have undergone human rights reviews | The MTN Group does not currently report against this indicator. |
| HR11 | Number of human rights grievances filed, and resolved through formal mechanisms | The MTN Group does not currently report against this indicator; however, in early 2012 a possible complaint in this respect has been lodged. See http://www.mtn.com/MTNIran/Pages/MTNIran.aspx for more information. |
| SOCIETY | | |
| Disclosure on management approach | | |
| SO:MD | Management approach: community, corruption, public policy, anti-competitive behaviour and compliance | SR: Sustainable Societies – Anti-corruption page 30. |
| Community | | |
| SO1 | Percentage of operations with local community engagement, impact assessments, and development programmes | 52% of MTN operations have a formal Foundation. 100% of operations undertake development programmes through enterprise development, volunteering, and community-based sponsorships such as in education or health-related fields. The impact of community investment has not been assessed by MTN Group. |
| Access to content | | |
| PA7 | Policies and practices to manage human rights issues relating to access and use of telecommunications products and services | IR: Group strategy; Digital Divide page 8; page 75. SR: Sustainable Economic Value – Digital Divide; Sustainable Societies – Cyber-security; Human Rights page 30. |
| Corruption | | |
| SO2 | Business units analysed corruption risks | SR: Sustainable Societies – Anti-corruption page 30. Although 86% of operations have been trained to date on anti-corruption practices, all operations are analysed for corruption risks. |
| SO3 | Employee training regarding anti-corruption | SR: Sustainable Societies – Anti-corruption page 30. |
| SO4 | Actions taken in response to incidents of corruption | Due disciplinary processes are followed to investigate and resolve matters of ill discipline including corruption. Sanctions may range from warnings to termination of employment. |

| GRI indicator | | MTN's response |
|--|--|---|
| Public policy | | |
| SO5 | Engagement in public policy | The MTN Group remains politically neutral in all countries of operation. However, where public comment on national policies is invited, as in the case of potential carbon taxes in South Africa, commentary is offered. |
| SO6 | Financial/in-kind contributions to political parties | MTN Group is politically neutral. The Company adheres to the South African Electoral Commission rules and has previously provided funding to all political parties according to their total representation of votes within the national parliament. |
| Anti-competitive behaviour | | |
| SO7 | Number of legal actions for anti-competitive behaviour, anti-trust, and monopoly practices | http://www.mtn.com/MTNIran/Pages/MTNIran.aspx . |
| Compliance | | |
| SO8 | Monetary value of significant fines and number of non-monetary sanctions for non-compliance with regulations | SR: Annual Sustainability Statement – Quality of Service page 34 – 36. |
| SO9 | Operations with significant negative impacts on local communities. | None. |
| SO10 | Prevention and mitigation of significant negative impacts on local communities, by operation | SR: Eco-responsibility – Network Impact page 26 - 27. |
| TA5 | Description of practices relating to intellectual property rights and open-source technologies | The MTN Group upholds intellectual property rights in its business operations. |
| PRODUCT RESPONSIBILITY | | |
| Disclosure on management approach | | |
| PR:MD | Management approach: customer health and safety, product and service labelling, marketing communications, customer privacy, and compliance | IR: Social and Environmental Report – Sustainable Societies page 77. SR: Sustainable Societies – Customer safety and cybersecurity page 29. |
| Customer health and safety | | |
| PR1 | Life cycle stages of products/services assessed for health and safety impacts (including % of products/services assessed) | SR: Sustainable Societies – EMF page 29. |

| GRI indicator | | MTN's response |
|--------------------------------------|---|--|
| PR2 | Incidents of regulatory non-compliance concerning health and safety impacts of products and services | None. |
| PA8 | Policies and practices to publicly communicate on EMF related issues | SR: Sustainable Societies – EMF page 29. |
| PA9 | Total amount invested in programmes and activities in electromagnetic field research | Not available. |
| Product and service labelling | | |
| PR3 | Product/service information required by procedures | None. |
| PR4 | Incidents of regulatory non-compliance concerning product and service information labelling | None. |
| PR5 | Customer satisfaction practices (surveys etc.) | We use extensive surveys in all our operations to gauge customer satisfaction and perceptions on a quarterly basis. |
| Marketing communications | | |
| PR6 | Adherence to marketing, promotions and communications standards | Compliance with local laws, standards and codes. |
| PR7 | Incidents of regulatory non-compliance concerning marketing communications | No incidents have been reported by operations. |
| PA10 | Initiatives to ensure clarity of charges and tariffs | None. |
| PA11 | Initiatives to inform customers about product features and applications that will promote responsible, efficient, cost effective and environmentally preferable use | Part of marketing and product information. |
| Customer privacy | | |
| PR8 | Incidents of substantiated breaches of customer privacy and losses of customer data | Although unsubstantiated, incidents have been informed to the Company. See http://www.mtn.com/MTNIran/Pages/MTNIran.aspx for latest information. |

We have set 13 **governance**, **sustainable economy** and **society**, and **eco-responsibility** commitments.



| | Commitment | Target |
|---|---|---|
| Governance  | Provide training to Botswana and Afghanistan in anti-corruption practices | Q4 2012 |
| Sustainable economy  | Improve procurement efficiencies to achieve sustainable savings Extend access to MTN Mobile Money and mobile remittances Launch audio conferencing service to offer virtual meetings and conference solution Introduce the ultra low-cost handset (ULCH GPRS) in all our markets at US\$18 Explore the feasibility of low-cost solar handset in the low end segment in Zambia, Sudan, Benin, Cote d'Ivoire, Cameroon and Uganda | 15% off US\$350 million, by 31 December 2013 Q4, 2012 in Afghanistan, Nigeria and Yemen Q1, 2012 in Ghana Q3/Q4 2012 Q3/Q4 2012 |
| Eco-responsibility  | Complete detailed energy reviews in detail for MTN SA and MTN Nigeria Start climate management strategy development Set relative baseline for GHG emissions Continue investment in alternative and energy-efficient network sites Appoint downstream recyclers (SME and large) to recycle e-waste at pilot sites Obtain LEED certification for MTN South Africa 14th Avenue premises | Q2, 2012 Q3, 2012 Q4, 2012 Ongoing Q3, 2012 at MTN South Africa pilot sites Q2, 2012. Target: silver level. Stretch target: gold level |
| Sustainable society  | Implement new MTN foundations' strategy | Q3, 2012 |

MTN Group operational reports

MTN presents **the sustainability reports** of the Group's top five operations in terms of subscriber numbers and revenue contribution.



MTN Group operational reports

MTN South Africa



Integrating energy efficiency and environmental management in support of market differentiation focus areas.

Sustainable economic value

We focused on significant ICT integration in 2011, offering value-added solutions such as the Opera Mini Browser and Pay-D, enabling cellphones to be used as point of sale terminals for online debit card purchases. MTN Business extended data offerings to include air quality and water monitoring solutions, complementing a number of tele-presence, cloud computing/ server virtualisation, smart office management and other similar data solutions for corporate clients. Retail clients were challenged by MTN Play and mobile applications to enhance information for work, living, learning and fun.

Eco-responsibility

Our carbon footprint is 165 000 tonnes CO₂e p.a. Absolute energy costs have increased

nationally, but a combination of initiatives and processes to actively reduce energy and carbon emissions and switch to alternative power is being pursued. The R22 million 2 megawatt tri-generation plant in Johannesburg launched in 2010 is being complemented by a 4MW similar site also underway in Pretoria.

Approximately 8 000 certified emission reduction credits from the initial project were available for trading following UN certification, and have been contracted for sale at 94% of the EU ETS spot price. We have 22 off-grid solar, wind, biomass and hybrid BTS sites nationally, and continue to increase our portfolio of alternative energy sites. A holistic approach to network energy management includes multiple engineering solutions from smart metering and free cooling to battery monitoring and rapid site deployment and efficient technical (engineering) and civil site architecture. We aim to achieve silver level Leadership in Energy and Environmental Design (LEED) certification for our head office by

mid-2012, and are an ISO14001 certified company. R179 000 was spent on the preliminary phase of a three-year partnership with Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH (total invested including partner contribution: R868 000) which will end in 2014.

Sustainable societies

We address matters of customer cybersecurity and safety through software filtering. The Group-wide approach of zero tolerance to corruption is implemented by MTN South Africa. Sponsorships for government-driven initiatives are undertaken, but political donations are not made to political parties and entities. We have met our targets with respect to enterprise development, spending more than R117 218 389,87 and obtained a full 15 points in terms of the national Black Economic Empowerment scorecard. R47,9 million was spent on education, health, and arts and culture community investment projects over 2011.

MTN Nigeria



Working to improve socio-economic development in rural areas.

Sustainable economic value

MTN Mobile Money was launched in Lagos in 2012; it will be extended to rural areas to help address the financial divide. Nigeria is the largest user of social media solutions in Africa. MTN Opera Mini Browser has been widely embraced, and some customers report data cost reductions of up to 85%.

Eco-responsibility

Being predominantly dependent on diesel to function, our carbon footprint stands at 460 tonnes CO₂e p.a. We have embarked on an aggressive drive to connect 1 000 rural base stations to telecommunications through connection to the national grid. Phase One saw 254 sites complete, connecting 317 villages, and saving over 1 300 litres of diesel per month. The number of staff vehicles has been reduced; new buses and more bus routes for staff have been

MTN Group operational reports *continued*

introduced which has improved operational efficiency and reduced carbon emissions. MTN promotes the use of bio-degradable recharge cards. We are ISO 9001: 2008 certified and we are targeting ISO14001 certification in 2012.

Sustainable societies

MTN Bizlift is a structured relationship management programme designed to support more than 53 000 SME retailers with business ideas, finance and sales' material access etc. MTN Village phone has helped more than 4 500 mainly female-owned vendors benefit from airtime and related telecommunication services sales. We have invested just over R39,3 million on education, health and national imperatives such as enterprise development. Various codes and policies have been developed to support the Company's zero- tolerance approach to corruption. As a non-political business, no donations were made to any political parties. MTN uses AdaptiveMobile to address spam management and built-in mechanisms trace incidents of fraud.

Refer to our UN Global Compact report at www.unglobalcompact.org/COPs/detail/12722

MTN Iran



Addressing network environmental impact and encouraging local enterprise development

Sustainable economic value

Electronic recharging and m-Health are some of the value-added solutions offered over GPRS and WiMax infrastructure.

Eco-responsibility

Our carbon footprint is 89,8 tonnes CO₂e p.a. The national power grid is fairly stable and few sites run on diesel generators. However the drive to reduce carbon emissions and extend services in rural areas led to us investing in 35 off-grid sites (25 using solar power). GPRS power meters to remotely read energy consumption at sites in one district have further helped reduce OPEX, as has the greater use of outdoor network sites, using cloud computing and shared service solutions to reduce data centre power consumption,

after-hour light and cooling switch-off, removing aviation lights where practical at rooftop sites, and free cooling and site insulation to manage heat and cooling exchanges. We will continue to implement remote power meter reading, reduce the number of network generators, and implement hybrid solutions for off-grid network sites over 2012.

Sustainable societies

Community health and safety is addressed through random EMF audits undertaken by MTN at network sites, avoiding the building of sites close to schools and hospitals, and ensuring compliance with health and safety rules. National authority certification with respect to obligatory EMF safety and certification has been achieved. The Company's corporate values of respect for human rights are reflected in the way it does business and all partners are expected to adhere to these fundamental principles. Our local empowerment procurement plan encourages the growth of enterprises and local companies. 100% of recharge vouchers and SIM cards are also locally sourced which contributes to direct and indirect job creation in Iran.

MTN Ghana



Integrated sustainability and core business: an essential tool for business growth

Sustainable economic value

By focusing on developing affordable and innovative services that take into account customers' needs, MTN Ghana is an excellent example in the Group of using ICT services to make a socioeconomic difference while growing its revenues. MTN Mobile Money, m-Health, MTN Zone, m-Insurance, MTN Opera Mini Browser, m-Agriculture, refugee crisis and natural disaster telecommunication management solution, community payphones and a partnership with the UN Food Development Programme to distribute credit using mobile phones powered by solar and (bicycle) kinetic power are some of the solutions that benefit MTN, its customers and the communities. Its services are supported by the rollout of 3G technologies across regional capitals and major cities, and this plan continues into 2012.

Eco-responsibility

In 2010, we outsourced 1 806 network sites to the Ghana-American Tower Company, as part of the Group's site outsourcing strategy. While outsourcing network sites to management companies has a number of economic and environmental benefits for operators, energy costs are usually passed directly to the network operator, and the Company therefore continues to account for the energy and carbon intensity of any of these sites. Our carbon footprint is 31,7 tonnes CO₂e p.a.

Sustainable societies

We invested over R32 million in 2011 on health, education and national priority areas such as the environment. We also won the Group President and CEO's 21 Days of Y'ello Care trophy as the operation that most embraced and implemented an employee volunteering programme in line with the 2011 UN International Year of Forests initiative which not only made an on-the-ground difference, but used television game shows and other media to create national awareness about the importance of the environment. MTN Ghana ensures that the network equipment it deploys complies with

the requirements set by the National Communications Authority.

MTN Syria



Striving to be the leading example of corporate citizenship in the Syrian community.

Sustainable economic value

We are working on creating new value through eco-innovation. Reinforcement of dialogue with customers is undertaken through use of social network solutions. Following a successful trial of MTN Mobile Money with the National Regulator, Visa acquired Fundamo. As Visa is a US-owned organisation, it is unable to transact with Syria in terms of sanctions. However, the demand for MTN Mobile Money means the operation will look at alternative means to offer the service for water and electricity payments, and subject to final approval from the government, Unstructured Supplementary Service Data (USSD) will be used to enable mobile money transactions. We are working towards making 3G and 3.5G services ubiquitous to the majority of the country, to deploy large capacity microwave and fibre-optic links to transmissions nodes.

Eco-responsibility

Our carbon footprint is 18, 8 tonnes CO₂e p.a. A number of solutions to reduce energy use and greenhouse gas impact have been implemented or are underway, and include the following: conversion of most indoor BTS, and all terminal and sub-hub sites to outdoor sites, using a phased approach in 2012, smart battery backup systems which reduce use of fuel, and testing new shelter solutions for transmission sites. We are also researching solar power solutions that are most efficient and suitable for its requirements. A number of environmental services were implemented through facilities' management in 2011, and included utility bill review for variances, after-hour generator management and rotation, warehouse electrical load loss management, after-hour cooling timer installation and LED lighting installation at new head office. Pest control safety management was also addressed. Disposable batteries and paper are recycled. National environmental legislation is reviewed regularly to ensure compliance.

Sustainable societies

MTN Syria's UN Global Compact submission for 2010 – 2011 was promoted by the UN GC authorised panel to membership level "GC Advanced". Please view the report at www.unglobalcompact.org/COPs/detail/12966. Our overall 2012 strategy includes carrying out social contributions tailored to the needs of local communities and formulating a Quality Code of Conduct. A zero tolerance approach to fraud and corruption supported by anonymous tipoff services is in place. Equality and diversity are codified in policy, and the diversified employee base is reflected by a 36% female employee base. While working within the centralised Group procurement structures, opportunities to supply stationery, furniture, office and training suppliers, and some IT device and software services is given to local business first to support growth of local employment. In 2012 employee benefits will be extended to include child care facilities or subsidies.

Appendix

This report covers the **financial year beginning** on 1 January 2011 and ending on 31 December 2011.
The **scope of this report** covers all of our **21 countries** of operations.



Report period and scope

This year we have provided both a detailed Group report, and an abridged operational report for our five largest operations in South Africa, Nigeria, Ghana, Iran and Syria, as these operations contribute the largest share of our revenues, and have the most material impact on the business' performance. This report also includes material activities undertaken through Group functions located in South Africa and Dubai.

All financial information is reported in South African rand (ZAR), using the exchange rate as at 31 December 2011 of ZAR8,069: US\$1.

Stakeholders, report content and materiality

As a result of engaging specific stakeholder groups on sustainability considerations for MTN during 2011, ethical and socially responsible investors, social and environmental non-governmental organisations, employees, public private partnerships, suppliers, communities and ICT industry bodies were identified as the key stakeholders for business sustainability programmes and our sustainability focus.

The content of this report was defined through a Group-wide strategic review process detailed below. Materiality was assessed by taking three factors into account:

- an integrated risk and opportunity assessment process, used to identify sustainability risks and opportunities for the business
- stakeholder concerns
- industry direction as indicated through forums such as ITU, GSMA, GeSI.

These factors were weighted in an internal materiality review. Material issues were prioritised according to the scale and frequency of impact on business operation, economic performance and specific stakeholder groups.



Interacting with stakeholders
<http://www.mtn.com/investors>

Aligning reporting with international guidelines

We report on sustainability in line with international standards and guidelines including the UN and Global Reporting Initiative (GRI), UN Global Compact, and carbon disclosure project. MTN is also listed on the JSE Socially Responsible Investment (SRI) Index.

We continue to work to improve our performance in the future. A full GRI performance table is located within this report.

We are working on our internal and external assurance processes with respect to our sustainability performance, and aim to provide an externally assured view of our performance in future.

Where to find more information

This sustainability report provides a high level account of our sustainability strategy, performance, highlights and challenges.

Group Carbon Disclosure Project response, community investments and case studies on sustainability in action across MTN.



<http://www.cdproject.net>

Our business strategy, governance, risk management, financial and non-financial information sustainable business performance.



<http://www.mtn.com/investors>



Group Sustainability Manager

sustainability@mtn.co.za



Private Bag X9955, Cresta, 2118,
South Africa

Appendix *continued*

About MTN

Launched in 1994, the MTN Group is a multinational telecommunications group, operating in 21 countries in Africa, Asia and the Middle East. The MTN Group is listed on the JSE Securities Exchange in South Africa under the share code: "MTN." The Group is also included in the JSE Socially Responsible Investment Index.

As at 31 December 2011, MTN recorded 164,5 million subscribers across its operations in Afghanistan, Benin, Botswana, Cameroon, Cote d'Ivoire, Cyprus, Ghana, Guinea Bissau, Guinea Republic, Iran, Liberia, Nigeria, Republic of Congo (Congo Brazzaville), Rwanda, South Africa, Sudan, Swaziland, Syria, Uganda, Yemen and Zambia. We offer mobile network voice and data

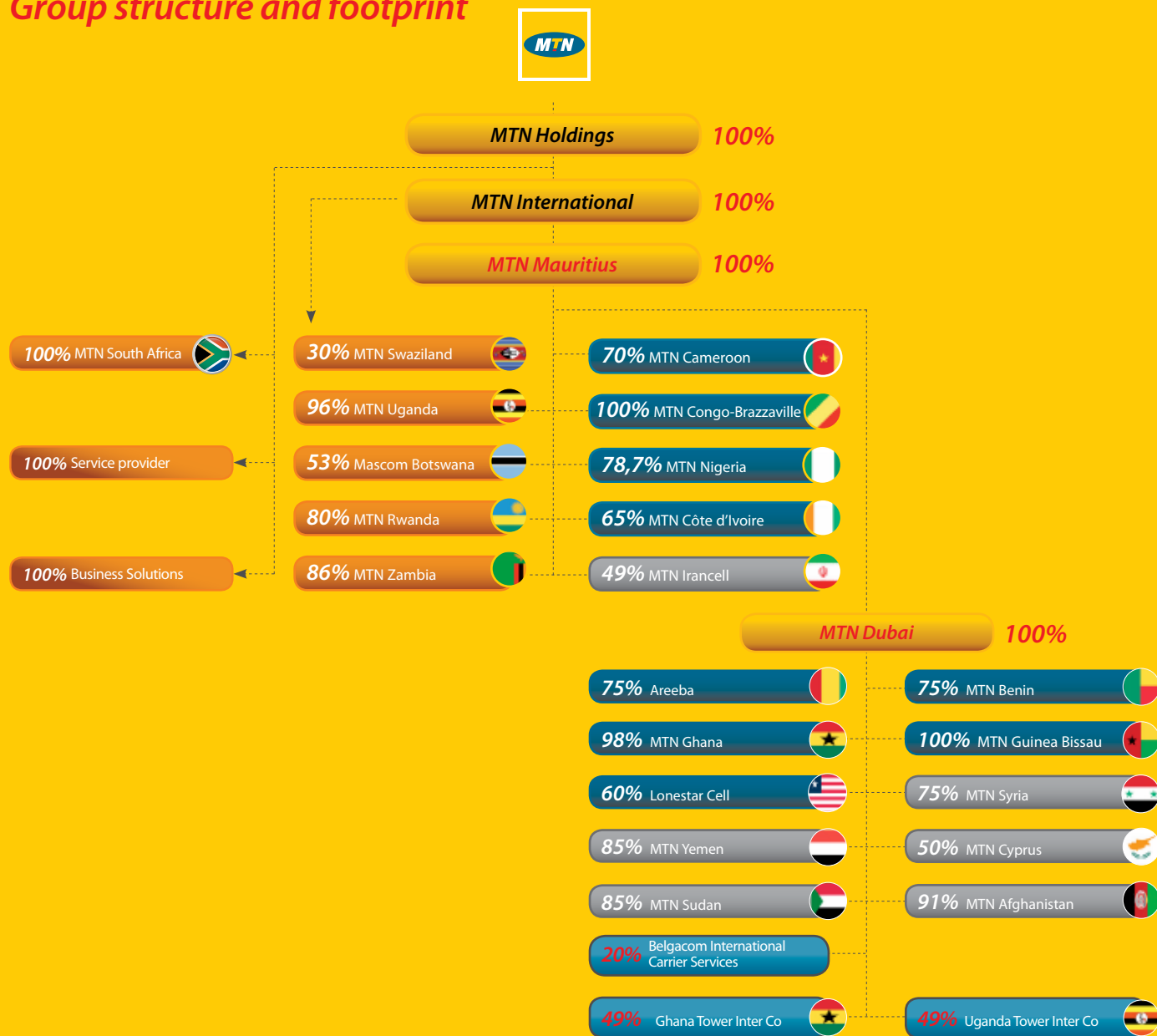
telecommunication and information products and services to the consumer and business segment in the private and public sector. In the consumer segment especially, we distribute our products and services both directly via MTN stores, and via a network of independently-owned outlets.



Products and Services
www.mtn.com/offering



Group structure and footprint



Branded names.

Appendix *continued*

Glossary

The table below describes some of the terms used in this report.

| Term | Explanation |
|------------------------|--|
| 3G | Third generation internet connection that allows mobile phones to send and receive larger volumes of data, such as live broadcasts, video clips and emails |
| BBBEE | Broad-based black economic empowerment, a South African national initiative to enable economic participation for black South Africans |
| BTS | Base transceiver station |
| CDM | The United Nations Clean Development Mechanism allows a country with an emission-reduction or emission-limitation commitment under the Kyoto Protocol (Annex B Party) to implement an emission-reduction project in developing countries |
| CDP | Carbon Disclosure Project |
| CO₂ | Carbon dioxide |
| CO₂e | Carbon dioxide equivalent |
| COP 17 | 17th Conferences of Parties |
| Convergence | Information and communication technology products and services combining voice and data |
| EASSy | Eastern Africa Submarine Cable System |
| EDGE | Enhanced Data for GSM Evolution (EDGE) delivers 2G technology that delivers advanced mobile services such as downloading video and music clips, full multimedia messaging, high-speed colour Internet access and email on the move. It is five times faster than conventional GPRS |
| EIG | Europe India Gateway (EIG) submarine cable |
| EMF | Electromagnetic frequency or radio signals or waves, or energy that travels through space |
| GB | Gigabyte |
| GDP | Gross domestic product |
| GHG | Greenhouse gas; unless indicated otherwise, GHG emissions are made up of CO ₂ , Methane (CH ₄), Nitrous oxide (N ₂ O), Hydrofluorocarbon (HFC), Perfluorocarbon (PFC) and Sulphur Hexafluoride (SF ₆). The United Nations has identified these six gases as the greatest contributors to global warming. |
| GSMA | Global System for Mobile Communications Association |
| GPRS | General Packet Radio Service (GPRS) is a connectivity solution based on Internet Protocols that support a wide range of enterprise and consumer applications |

| Term | Explanation |
|------------------------|---|
| HSDPA | High Speed Downlink Packet Access (HSDPA), part of the evolutionary path of 3G |
| ICASA | Independent Communications Authority of South Africa |
| ICNIRP | International Commission on Non-Ionizing Radiation Protection: www.icnirp.de |
| ICT | Information and Communication Technology |
| IFC | International Finance Corporation |
| ITU | International Telecommunications Union |
| King III | King III Code of Corporate Governance for companies operating in South Africa |
| LTE | Long Term Evolution |
| MMS | Multi Media Services |
| MTR | Mobile termination rates |
| MW | Megawatt |
| OPCO | Abbreviation for MTN operation |
| Major OPCO | Our major operations are defined as those operations that contribute a significant portion of our annual revenue. They include: Ghana, Iran, Nigeria, South Africa, and Syria (in alphabetical order) |
| RF | Radio frequency |
| SEA, WECA, MENA | South and East Africa, West and Central Africa, Middle East and North Africa. This categorisation is used to group and classify MTN operations geographically |
| SEACOM | Submarine cable linking South and East Africa |
| SMS | Short Messaging Services |
| TEAMS | The East African Marine System submarine cable |
| UNEP | United Nations Environmental Programme |
| UNFCC | United Nations Framework on Climate Change |
| UNWFP | United Nations World Food Programme |
| WACS | West Africa Cable System |
| WAP | Wireless Application Protocol |
| WHO | World Health Organisation |

Awards and recognition

April 2011



Mobile World Ghana Telecoms Award

- Best National Corporate Social Responsibility Telecoms Company
- Best Quality of Service Provider for the Year
- Best National Mobile Money Service Provider

May 2011



United Nations Framework Convention on Climate Change Clean Development Mechanism

UN Approved Methodology to trade certifiable emission reduction credits for new tri-generation centre energy efficiency and carbon reduction methodology

June 2011



Liberia Environmental Protection Agency and Monrovia City Corporation

Partnership recognition for wetlands cleaned up in Monrovia, to help prevent community flooding and reduce risk of drowning

August 2011



Chartered Institute for Logistics and Transport Annual Green Supply Chain Awards

Best project in over R10 million category, for business to increase efficiencies and productivity and reduce costs and waste

September 2011



Ghana Investment Promotion Council

Best ICT Company of the Year



Association Jeunesse Levons-nous et Bâtissons (AJLB) NGO

Youth Association Prize, for network expansion using solar power, and planting 22 150 trees throughout the country in recognition of the UN International Year of Sustainable Forests

October 2011

Newsweek Green Rankings Global

MTN Group's first time ranking in top 250 global companies for positive environmental impact and for "trailblazing environmental management based on publicly disclosed information" (MTN is listed at number 123)



Athletics Federation of Guinea Bissau

Accolade for MTN's support to sports in general and athletics in particular



Ministry of Education Honours

Honour for work in Eradication Illiteracy, and Adult Education Programme, which includes over sponsorships of 300 classroom sponsorships, 500 students and teacher salaries for a period of two years



Arabia Corporate Social Responsibility Awards

MTN Sudan listed in top five best companies in Africa and Asia in CSR in Newcomer category, for its free eye camps and capacity building project to positively impact people's lives by applying CSR policies and procedures within the frame of sustainability

November 2011



AfricaCom

Best Network Improvement project for Long Term Evolution Pilot demonstrating bandwidth on average 5 – 6 times faster than 3G network



everywhere you go