

Country performance continued

# Bangladesh



banglalink



TOFFEE

Revenue

**BDT 53.7 billion**

EBITDA

**BDT 19.6 billion**

EBITDA margin

**36.4%**

4G customers

**16.1 million**

4G base penetration

**42.9%**

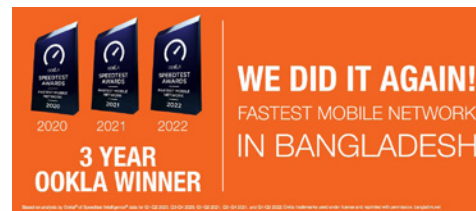
**Erik Aas**  
Chief Executive Officer



**Banglalink's fastest 4G network paves the way for Bangladesh's digital revolution: unlocking a world of opportunity.**

With over 180 million mobile phone subscribers and over 124.42 million internet users, Bangladesh is an oasis of digital opportunity, and it is moving forward at an incredible rate towards the achievement of its government's Smart Vision 2041 goal.

As the nation's fastest-growing digital operator, Banglalink is on a mission to accelerate this growth by providing a diverse portfolio of connectivity tools and digital services via Bangladesh's fastest mobile network, for which Banglalink has consistently received the Ookla Speedtest Award for the last three years:



In 2022, Banglalink, with its extensive digital portfolio, launched an ambitious strategy to transform from a regional operator to a national digital operator. Our network infrastructure has been significantly expanded in order to achieve this goal, with our base station count increasing by more than 4,000 in 2022, bringing the total to more than 14,100. Additionally, our radio spectrum has doubled, and we have expanded our network reach. As we move forward to achieve our goal, we will continue to upgrade existing base stations to provide "4G for all" throughout Bangladesh with an exciting range of digital services for all to enjoy.

**MM1**

In alignment with our infrastructural expansion, customer uptake for Banglalink's digital services has been impressive. From a standing start when we launched the country's first User-Generated Content (UGC) platform Toffee, this digital video streaming service now has the most monthly active users of any other online entertainment platform in Bangladesh.

In addition, we have witnessed a digital portfolio expansion with the introduction of AppLink: a Digital Services Marketplace for users and developers, and our self-care platform, MyBL Super App, which has grown by 80% in 2022 and now serves 5.7 million customers. The platform, powered by our open API architecture, is meeting customer demand by placing a growing range of services at their fingertips, such as health, entertainment and education.

**MM4 MM5**

**2022 performance**

In 2022, Banglalink achieved remarkable financial success, exceeding projected revenue and growth targets by a significant margin. The expansion of our brand and growing customer preferences for our digital services were reflected in our financial performance in 2022. Surpassing the market expansion and growth rate of all other telecommunication and digital operators in the country, Banglalink reported a 12.1% YoY rise

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Country performance continued



We observe an **Ethics and Compliance Week** to ensure that our employees are aligned with the organisation's principles and core values

**Bangladesh** continued

in its revenue in 2022. This growth was driven by an approximately 7.1% expansion in our customer base, which stood at 37.6 million in 2022 with a revenue market share of 19%.

Furthermore, demand for our digital services contributed to a 26.6% YoY increase in data revenue and a 5.5% increase in Average Revenue Per User (ARPU). Toffee's exclusive coverage of the FIFA World Cup Qatar 2022™, which allowed millions across the country to watch the exciting World Cup matches live in a seamless and uninterrupted manner, was a major catalyst in this acceleration. Over 25 million unique viewers tuned in for the "Round of 16," resulting in a fivefold increase in daily active users of Toffee, which stood at 5.2 million at the end of the year.

MM4 LO4

In line with the popularity of our digital services, Banglalink's multiplay customer base increased by 86.6% in 2022, accounting for 29% of total multiplay revenues by the fourth quarter. The continued expansion of our 4G network was a key enabler of this

growth, as we reached 81.1% of customers by the end of 2022, up 12pp YoY, and contributed to a 34.2% increase in Banglalink's 4G user base. With 16.1 million users, this equates to 42.9% 4G penetration and continues to be a key enabler of digital services as we expand our geographic reach.

MM2

The investment we are making in nationwide network coverage reflects Banglalink's expansion strategy. This increased capex by 142.1% YoY while contributing to a 2.1% reduction in EBITDA as network-related expenses decreased and continued investment in our digital services was reflected in our margin. As we build the most modern telecoms infrastructure in the country, this investment is yielding tangible benefits for network quality and reliability.

**Cybersecurity**

In line with our growth as a digital operator, we acknowledge that robust cybersecurity infrastructure is an essential component in our efforts to provide

secured and uninterrupted high-quality digital services to Banglalink customers, which was recognised when we received the ISO 27001:2013 certification: reflecting our organisation's highest level of cybersecurity.

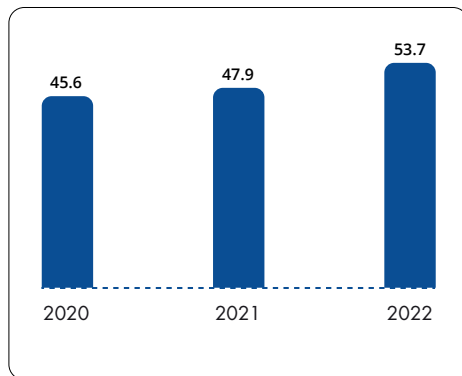
MM3

**Employee well-being and fostering a workplace culture that values respect and opportunity**

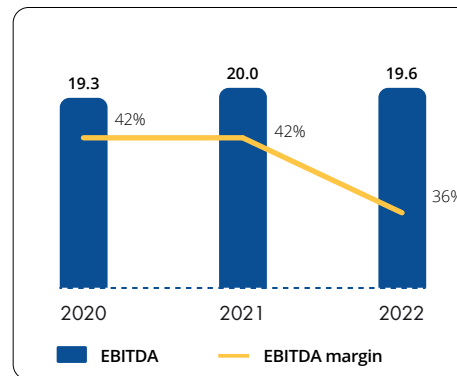
Our corporate culture is one of mutual support and personal development, where people see success in empowering the people around them. In our mission to ensure that our employees live a happy and healthy life, we observe Banglalink Safety and Wellness Week. This observation week features a variety of exciting events focused on vitality, occupational health, safety, and mental well-being.

We observe an Ethics and Compliance Week to ensure that our employees are aligned with the organisation's principles and core values. During this week, a series of educational and awareness-raising activities for internal

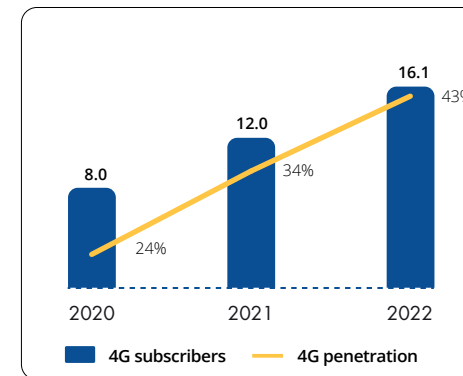
Revenue (BDT billion)



EBITDA and EBITDA margin (BDT billion and percentage)



4G base and penetration (Million and percentage)



## Country performance continued

### Strategic pillars



#### Infrastructure accelerator

# 4G sites



**43% increase YoY**

14k sites

(2021:10k)



#### Digital operator

Multiplay customers penetration



**6pp increase YoY**

15% base penetration

(2021:8%)



#### Ventures

MAUs<sup>1</sup> of digital services



**234% increase YoY**

21.2 million MAUs

(2021: 6.3 million)

<sup>1</sup> MAUs = monthly active users

## Bangladesh continued

customers are arranged to reinforce the principles of ethics and compliance ingrained in the Company's culture.

As a result of efforts to keep our employees motivated and aligned with our values, we enjoy very high levels of employee engagement: over 85% in the most recent employee survey and are proud to have been recognised as one of the top five employers of choice in Bangladesh by the Nielsen Business School Campus Track Survey in October 2022.

LO1 LO2 LO3

### Empower communities and solve problems in a sustainable manner while promoting digital inclusion and literacy

One such initiative was the Banglalink IT Incubator, which provided co-working spaces and mentorship opportunities to early-stage tech start-ups in order to foster the growth of promising digital start-ups in the country. Thus far, 25 start-ups have graduated from this incubator and are making waves in their domains.

We host the SDG Hackathon, where undergraduate students join forces to develop digital solutions for the achievement of the UNSDGs. Banglalink's 'Learn from The Start-ups' programme offers aspiring entrepreneurs the opportunity to engage with some of the nation's most successful start-ups through learning sessions hosted by leading individuals in their field.

During natural disasters in Bangladesh, it is crucial for communities to have access to reliable and efficient communication methods to stay informed and connected. When such needs arise, Banglalink steps forward in a powerful way to support communities and help them recover by the exemption of voice and data charges and provision of pertinent and timely relief packages.

MM1 MM2 LO2 LO5

### Looking forward

We plan on expanding our 4G footprint to approximately 95% of the country's population over time. Our long-term goal is to increase revenue market share

further. Furthermore, we hope to resort to sustainable business practices such as resource sharing in order to grow in an environmentally friendly and cost-effective manner.

Building on the success of Toffee, we are deploying an ecosystem of digital services. These portfolios are already started benefitting subscriber growth and ARPU while enabling the development of new adjacent revenue streams such as AdTech, where we established a fledgling business in 2022 showing early signs of success.

MM1 MM2 MM4 MM5

As we move forward with our business and corporate ambitions, Banglalink commits to working hard to ensure that our networks remain the fastest in the country, that our employees are among the happiest in the industry, and that our Company continues to play a leading role in the development of Bangladesh's exciting digital future.



Padma bridge