

# Directors' Report

For the Year ended 31 December 2022

This report has been prepared in compliance with Section 184 of the Companies Act 1994 and Corporate Governance Code 2018 of the Bangladesh Securities and Exchange Commission (BSEC) and BSEC notification dated 03 June 2018.

## 2022: Continuing focus on digitalisation, enhanced network experience and customer service via innovative propositions in a challenging regulatory and post-Covid recovery environment

2022 marks the 25<sup>th</sup> year of Grameenphone operations in Bangladesh; during this period Grameenphone has done remarkable job by connecting rural Bangladesh through telephony and data services, played an instrumental role in reaching Digital Bangladesh vision of Bangladesh Government and building the foundation for the Smart Bangladesh plan 2041. This has been possible due to Grameenphone's long term commitment to customers, as well as cooperation from national authorities and business partners.

The Company has in 2022 also gone through a massive modernisation journey to prepare for next and deeply focusing on a future-fit organisation with the right mix of leadership, competency, capabilities, tools, innovation, and partnerships.

Notably, Grameenphone doubled its fibre network in 2022, thereby strengthening and preparing for the future. In addition, Grameenphone has consistently invested in acquiring new spectrum and allocating the majority of its spectrum to the latest technology. Moreover, Grameenphone started rolling out of L 2600 sites from November 2022, based on the spectrum acquired the same year. This investment played an important part in maintaining network strength and enhancing network quality, paving the way for future-fit technologies, all of which are Grameenphone's core focus. In 2022, the Company was the first to introduce e-SIM technology in Bangladesh and successfully conducted a 5G trial over the 2.6 GHz band.

The biggest challenges in 2022 were two-fold, the first came from a regulatory ban on SIM sales in end-June, adversely affecting the top-line recovery and growth during the second half of the year. The SIM sales ban resulted in a decline in subscriber base. However, engagement with the regulator led to a withdrawal of the ban at the end of the year.

The second challenge was the macroeconomic climate in Bangladesh in the post-Covid period resulting in higher-than-expected inflation, and rising energy prices – triggering energy austerity measures by the government and impacting Grameenphone's day-to-day operations.

Despite unforeseen and unprovoked challenges, Grameenphone invested BDT 49.1 billion in 2022. Notably, a large portion of the investment was made in the acquisition of spectrum in the 2.6 GHz band and capacity expansion. This year, the Company has introduced a notable number of innovations on the customer front, such as revamping the product portfolio, expanding on MyGP partnerships, personalising data offers for customers, and building operational efficiencies, which resulted in a 23.6% growth in 4G data users and 58.3% growth in data volumes YoY.

Grameenphone ended the year with more than 20k active network sites, of which 19k, or 97.6%, are 4G-enabled, providing 93.1% geography coverage and 97.9% population coverage. The Company has paid out BDT 104.3 billion to the National Exchequer, which amounts to 69.3% of its total revenues, for the year 2022.

The Company has made good strides in the modernisation and digitalisation journey of its operations and customer experience while securely positioning itself not only as the most preferred connectivity partner in the market but as a reliable partner for the government in the realisation of its digital ambitions. Further, the Company has continued its ambition of empowering societies and communities through its social impact initiative, including partnering with Government on the FutureNation platform.

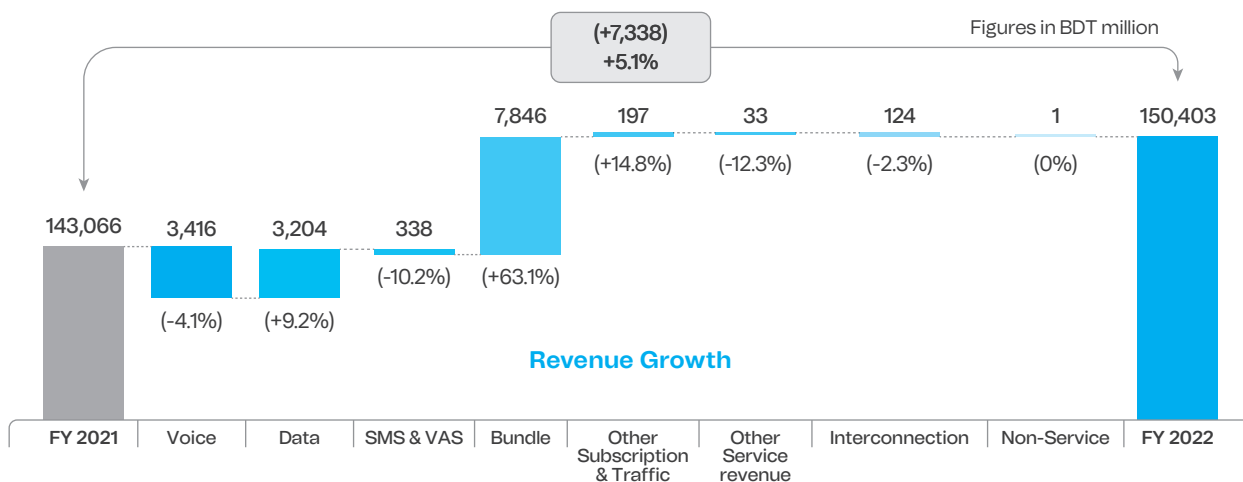
## Disclosure/Statements according to the Provisions of the BSEC's Corporate Governance Code 2018

### ● Segment/Product Wise Performance

Grameenphone provides its products and services to customers across the country and reviews the revenue performance of its services. A relevant disclosure is provided in the notes to the Financial Statements.

Grameenphone posted BDT 150.4 billion total revenue for the year 2022 with 5.1% growth compared to the previous year. The increase in total revenue was mainly driven by higher bundle and data revenue, partly offset by lower voice revenue.

In 2022, Grameenphone continued to promote its bundle services by launching attractive packs through both its own and third-party digital channels to provide better customer value along with enhanced experience. This has resulted in substantial growth in bundle revenue, a 63.1% growth compared to last year.



Voice only revenue decreased by 4.1% from last year, while data only packs and pay-go revenue increased by 9.2%. The decrease in voice revenue is mainly attributed to lower usage, due to SIM sale restrictions; challenging macroeconomic environment; and the shift of usage from voice only packs to bundle packs. ‘SMS and VAS’ includes Content service, SMS and MMS revenue. De-growth came from content revenue, which continued to decline since implementation of regulatory directives regarding mandatory customer consent.

‘Other Subscription & Traffic’ includes revenue from outbound roaming services and USSD revenue from mobile-financial services.

Interconnection revenue is generated from incoming traffic originating from outside the Grameenphone network. Interconnection revenue decreased by 2.3% in 2022 compared to 2021 due to decrease in incoming minutes from national and international operators and the reduction of international call termination rate.

‘Other service revenue’ segment mainly includes revenue from IoT & mobile financial services. The ‘Non-Service Revenue’ segment includes customer equipment, i.e. sale of handsets, internet modems and Vehicle Tracking System, and revenue from telecom infrastructure sharing etc.

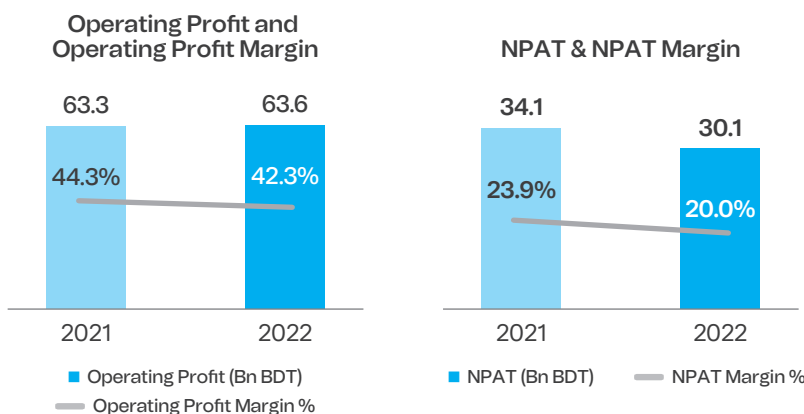
Grameenphone lost 4.1 million subscribers in 2022 due to SIM sale restrictions during the second half of the year. At the end of 2022, Grameenphone’s total subscriber base reached 79.1 million, with a 5.0% de-growth from last year, of which 55% are active data users.

Grameenphone increased its investment momentum in 2022 with roll-out of more than 2,000 4G sites, acquisition of additional 60MHz spectrum and deployment of 10.4MHz spectrum in more than 18,000 sites, in addition to re-farming and capacity expansion of existing spectrum for an improved 4G network experience. Furthermore, coverage expansion continued with more than 1,700 new sites added during the year.

● **Review on Operating Expense, Operating Profit Margin and Net Profit Margin**

Operating expenses consist of cost of material and traffic charges, salaries and personnel cost, operation and maintenance, sales, marketing and commission, revenue sharing, spectrum charges & license fees, depreciation & amortisation expense, and other expenses. Operating expense for 2022 was BDT 86.8 billion, a 8.9% increase compared to last year. The increase in operating expense mainly came from higher depreciation & amortisation, spectrum charges, sales, marketing and commission, and other operating expenses, which were partly offset by lower restructuring and operation & maintenance costs. Operating profit for 2022 stood at BDT 63.6 billion, with a margin of 42.3%.

Net profit after tax (NPAT) for 2022 was BDT 30.1 billion with a margin of 20%. The BDT 4 billion decrease in net profit after tax was mainly due to higher finance cost resulted from regulatory dispute and forex loss. Earnings Per Share (EPS) for the year 2022 stood at BDT 22.29 as compared to BDT 25.28 for the year 2021, having year-on-year decrease of 11.8%.



- **Significant Variance of Financial Statements**

No significant variations have occurred between the quarterly and final financial performances of the Company during the year 2022 except for the following:

During the year, Grameenphone participated in an auction conducted by BTRC and secured 60 MHz spectrum from 2.6 GHz band, effective from 01 November 2022 to 18 February 2023. This spectrum has been capitalised as RoU Assets from the effective date. Details are presented in Note 6 of Annual Financial Statements for 2022.

Revenue has grown by 5.13% which is discussed in "Review of Segment/Product Wise Performance" segment of this report.

Service maintenance fee has decreased mainly for the negotiation outcome with a supplier. On the other hand, finance expense has increased as Grameenphone recognised a provision resulted from regulatory disputes. These are disclosed in Note 29 and Note 34.1 to the Financial Statements 2022 respectively.

Besides, on 10 January 2023, the Hon'ble Appellate Division (AD) has verbally pronounced the judgment of 2G license renewal dispute related appeals disallowing the appeal of Grameenphone and allowing the appeals of the National Board of Revenue (NBR), which means that Value Added Tax (VAT) will be applicable for payments to Bangladesh Telecommunication Regulatory Commission (BTRC) in addition to principal and Grameenphone will not get rebate for the said VAT. Disclosed in Note 45 (c) to the Financial Statements 2022, based on the verbal judgement, the necessary provision has been made following relevant International Financial Reporting Standards (IFRSs).

Other variances from business operation are sufficiently disclosed in the relevant segments of this Annual Report.

- **Directors' Declaration on the Financial Statements**

The Board is responsible for presenting an accurate and fair view of the Company's financial performance and position as a part of good governance. To that end, the Directors confirm to the best of their knowledge that:

- a) The Financial Statements, prepared by the Management of the Company, present its state of affairs, the result of its operations, cash flows and changes in equity fairly;
- b) Proper books of account of the Company have been maintained;
- c) Appropriate accounting policies have been consistently applied in preparation of the Financial Statements and that the accounting estimates are based on reasonable and prudent judgement;
- d) International Financial Reporting Standards (IFRSs) have been followed in preparation of the Financial Statements and any departure therefrom has been adequately disclosed;
- e) The system of internal control is sound in design and has been effectively implemented and monitored; and
- f) There is no doubt upon the Company's ability to continue as a going concern.

- **Director Remuneration**

No remuneration is given to the Directors of the Board apart from attendance fees in connection with Board and Board Sub-Committee meetings. During the year 2022, attendance fees in connection with Board and Board Sub-Committee meetings were BDT 1,680,489 (2021: BDT 1,089,200). Foreign Directors do not receive the attendance fees in connection with Board and Board Sub-Committee meetings.

- **Minority Interest**

Grameenphone believes that good Corporate Governance involves open and trusting cooperation between all stakeholders involved in the Company, including the owners of the Company – the Shareholders. The Board of Directors is committed to ensuring the highest standards of governance designed to protect the interests of all stakeholders, including the rights of its minority shareholders while promoting integrity, transparency, and accountability. The Board of Directors shall always act in a manner that will be in the best interest of the Company.

- **Risks & Concerns**

Managing risk is an integral part of our business activity. The Company's Board and Management are fully committed to maintaining sound risk management system to safeguard Company and Shareholders' interests. As with other co-existing companies, Grameenphone's business is also exposed to diverse risks that arise both from the internal and external fronts. Apart from uncertainties stemming from a dynamic regulatory regime, the Company has always been prepared for issues such as competing markets, operational challenges, legal knots, interest and exchange rate volatilities, and potential changes in policies at the national or global level. However, Grameenphone has a well-defined risk management policy and a periodic monitoring system to address the concerns and uncertainties that are likely to hit the Company's business activities, operations, liquidity, and financial position for future performances.

## ● Industry Outlook and Possible Future Developments

While the country and the economy recover from the effects of Covid-19, the current negative macro-economy climate continues to impact the telecom sector of Bangladesh. While the growth momentum of the sector has slowed down in 2022, it is, however, still maintaining a positive trend in terms of unique mobile connections and is projected to grow further. In a backdrop of rising digital trends, the government envisions a Smart Bangladesh by 2041; where the telecom and the ICT sectors will play a pivotal role.

In 2022, the telecom sector witnessed de-growth in terms of mobile connections with 180.20 million at the end of 2022, compared to 181.2 million at the end of 2021. The SIM sales ban on Grameenphone has been one of the reasons for this de-growth. Notably, however, the number of unique mobile subscribers and internet users have grown steadily during the year. Further, data revenue from new and adjacent businesses have continued to grow while voice revenue has seen a declining trend compared to earlier years.

In order to cater to the increased data traffic demand and provide improved 4G service, all the mobile operators have acquired a significant amount of spectrum in the 2300 MHz and 2600 MHz band in the first quarter of 2022. This acquisition also helps operators get ready for a future 5G launch. In fact, all operators have started deploying the newly acquired spectrum from the last quarter of 2022 following direction of the Regulator and have conducted test launch of 5G in selected areas.

The telecom regulator had taken a stringent approach in dealing with QoS issues and had imposed roll-out KPIs on the mobile operators that went beyond the existing regulations, to improve QoS. The regulator also, initiated a process of amending QoS regulations and, accordingly, kicked off a consultation process. The government, in association with the regulator, initiated several consultation processes, namely on license unification (2G, 3G, 4G and 5G licenses), data floor price, SMP regulation for towercos, OTT regulation, the Data Protection Act, and broadband policy, etc., however, there seemed to be a prevailing lack of synchronisation among the different government agencies on future reforms.

Given multiple parallel priorities, the unpredictable regulatory regime is likely to continue into the near future; however, despite the challenges this may pose, there remains a huge opportunity for the ICT and telecom sectors ahead. The country has already embarked on its digital journey - incrementally adopting digital lifestyle, business and financial transactions into its economy. Moreover, we can expect to see one of the highest growths in smart phone adoption and penetration in Asia Pacific by 2025. Just as e-Commerce transactions continue to rise, we see a similar growth projection in the start-up ecosystem as well.

## ● Other statutory Disclosure

- The Company's financial results have continued to improve since the IPO in 2009 as reflected in the yearly Financial Statements.
- All significant deviations from the previous year in the Company's operating results have been highlighted and reasons thereof have been explained.
- The key operating and financial data for the last six years have been disclosed in Annexure-V of this report on page 66.
- All transactions with related parties have been made on a normal course of business. Details of related parties and related party transactions have been disclosed in note 41 to the Financial Statements 2022 as per the relevant IFRS requirements.
- As per IAS 1 Presentation of Financial Statements, no items of income and expenses are to be presented as "extraordinary gain or loss" in the financial statements. Accordingly, no 'extraordinary gain or loss' has been presented in the Financial Statements.
- The Grameenphone Initial Public Offering (IPO) was made in 2009, and the fund raised thereby has already been utilised by 30 June 2010 as reported to the regulators. No other equity instrument has been issued since then.
- Management's Discussion and Analysis signed by the CEO is disclosed in Annexure-V of this report on page 64.
- The declaration by the Chief Executive Officer (CEO) and the Chief Financial Officer (CFO) on Financial Statements 2021 to the Board as prescribed is annexed to this report as Annexure-IV on page 63.
- Grameenphone has declared interim dividend and recommended final dividend for the year 2022. Grameenphone has not declared Bonus Share as Interim and Final Dividend in 2022.
- During 2022, a total of 9 (nine) Board meetings were held, which met the regulatory requirements in this respect. The attendance records of the Directors are shown in Annexure-II of this report on page 61.
- Shareholding pattern of the Company as on 31 December 2022 is shown in Annexure-III of this report on page 62.



## Annual Results and Allocations

The Directors take pleasure in reporting the financial results of the Company for the year ended 31 December 2022 and recommended the appropriation as mentioned in the 'Appropriation of Profit' table below:

Figure in BDT million

	2022	2021
<b>Profit available for Appropriation</b>		
Profit/ (Loss) after tax	30,092	34,129
Other comprehensive income (loss), net of tax	(2)	100
Un-appropriated profit brought forward from previous year	28,521	30,750
<b>Total Amount available for Appropriation</b>	<b>58,611</b>	<b>64,979</b>
<b>Appropriation</b>		
Final Dividend Paid for Previous Year	(16,879)	(19,579)
Interim Dividend Paid for Current Year	(16,879)	(16,879)
<b>Closing Retained Earnings at Year End (before Proposed Final Dividend)</b>	<b>24,853</b>	<b>28,521</b>
Proposed Final Dividend for the year (2022: 95% Cash and 2021: 125% cash)	(12,828)	(16,879)
<b>Retained Earnings after Proposed Dividend</b>	<b>12,025</b>	<b>11,642</b>

## Dividend

For the year ended 31 December 2022, the Board of Directors of the Company has paid an Interim Cash Dividend @ 125% of the paid-up capital amounting to BDT 16,878,750,275 which was BDT 12.50 per share of BDT 10 each. Now, the Directors are pleased to recommend a Final Cash Dividend @ 95% of the paid-up capital amounting to BDT 12,827,850,209 which is BDT 9.50 per share of BDT 10 each for the year 2022 out of the divisible profits of the Company for consideration and approval of the Shareholders for distribution. Inclusive of the Interim Dividend of 125% paid already, this would make a cumulative total dividend @ 220% of the paid-up capital of the Company which represents 98.72% of the Profit After Tax for the year 2022 amounting to BDT 29,706,600,484.

The above recommendation of dividend is as per the Board approved dividend policy which is disclosed in the "Dividend Distribution Policy" section of the Annual Report 2022 on page 43.

## Corporate Governance Approach

Grameenphone is committed to maintaining high standards of corporate governance in the Company through a culture of accountability, transparency and well-understood policies and procedures. In line with the same, the Company has complied with the conditions as stipulated in the Corporate Governance Code issued by BSEC. In this connection, compliance status has been annexed to this report as Annexure-I on page 53. Furthermore, a certificate of compliance from Suriya Parveen & Associates, Chartered Secretaries, confirming compliance of the conditions of the Corporate Governance Code, as stipulated under condition 9(i) of the BSEC Code is also annexed to this report as Annexure-VI on page 70.

## Directors' Appointment & Re-Appointment

Regarding the appointment, retirement and re-appointment of Directors, the Company is governed by its Articles of Association, the Companies Act, 1994 and other related legislations. Accordingly, the following Directors of the Board will retire at this Annual General Meeting. They are, however, eligible for re-appointment:

1. Ms. Nurjahan Begum
2. Mr. Øivind Burdal
3. Mr. Ole Bjørn Sjulstad

Brief profiles of the Directors being proposed for re-appointment are given on pages 30, 31 and 139 of the Annual Report, which fulfils condition 1(5)(xxiv) of the Corporate Governance Code of BSEC.

## Acknowledgement

The Board of Directors express their deepest appreciation for the trust and support of the Company's shareholders, investors, regulators, customers and partners. The Board of Directors also thank Grameenphone employees for their commitment and contribution to the Company throughout the year.

The Company has invested heavily in network infrastructure, digitalisation, and upskilling employees to meet every new challenge, despite many markets and regulatory hurdles over the years. We now focus on the new year ahead and are focused on continuing to make Grameenphone a bigger partner in the advancement of both the country, its people and towards an improved and enhanced experience for customers. Our priorities remain on the welfare and development of our employees and on ensuring safe working practices within the Company and its partners. We continue our efforts in making Grameenphone the flagship foreign investment in Bangladesh and a sustained success for shareholders.

For and on behalf of the Board of Directors of Grameenphone Ltd.



**Jørgen C. Arentz Rostrup**  
Chair

30 January 2023

## Annexure I

Status of compliance with the conditions imposed by the Commission's Notification No.BSEC/ CMRRCD/2006-158/207/ Admin/80, dated 3 June 2018 issued under section 2CC of the Securities and Exchange Ordinance, 1969:

Condition No.	Title	Compliance Status ("√" has been put in the appropriate column)		Remarks (If any)
		Complied	Not Complied	
<b>1</b>	<b>Board of Directors (BoD)</b>			
1(1)	Board's Size (number of Board members – minimum 5 and maximum 20)	√		Grameenphone Board is comprised of 10 (Ten) Directors
<b>1(2)</b>	<b>Independent Directors</b>			
1(2)(a)	At least one-fifth (1/5) of the total number of directors shall be independent directors (ID);	√		There are 2 (Two) IDs out of total 10 (Ten) Directors
1(2)(b)(i)	Independent director does not hold any shares in the Company or holds less than one percent (1%) shares of the total paid-up shares	√		The IDs have submitted declarations about their compliances
1(2)(b)(ii)	Independent director is not a sponsor of the Company or is not connected with the Company's any sponsor or director or nominated director or shareholder of the Company or any of its associates, sister concerns, subsidiaries and parents or holding entities who holds one percent (1%) or more shares of the total paid-up shares of the Company on the basis of family relationship and his or her family members also shall not hold above mentioned shares in the Company	√		-do-
1(2)(b)(iii)	Independent director has not been an executive of the Company in the immediately preceding 2 (two) financial years	√		-do-
1(2)(b)(iv)	Independent director does not have any other relationship, whether pecuniary or otherwise, with the Company or its subsidiary or associated companies	√		-do-
1(2)(b)(v)	Independent director is not a member or TREC (Trading Right Entitlement Certificate) holder, director or officer of any stock exchange	√		-do-
1(2)(b)(vi)	Independent director is not a shareholder, director excepting independent director or officer of any member or TREC holder of stock exchange or an intermediary of the capital market	√		-do-
1(2)(b)(vii)	Independent director is not a partner or an executive or was not a partner or an executive during the preceding 3 (three) years of the concerned company's statutory audit firm or audit firm engaged in internal audit services or audit firm conducting special audit or professional certifying compliance of this Code	√		-do-
1(2)(b)(viii)	Independent director is not independent director in more than 5 (five) listed companies	√		-do-
1(2)(b)(ix)	Independent director has not been convicted by a court of competent jurisdiction as a defaulter in payment of any loan or any advance to a bank or a Non-Bank Financial Institution (NBFI)	√		-do-
1(2)(b)(x)	Independent director has not been convicted for a criminal offence involving moral turpitude	√		-do-
1(2)(c)	The independent director(s) shall be appointed by the Board and approved by the shareholders in the Annual General Meeting (AGM)	√		a) The Board extended the tenure of Dr. Salahuddin as an Independent director for a second term of three (3) years and the shareholders approved his extension at the 25 <sup>th</sup> AGM b) Mr. Abdul-Muyeed Chowdhury is in his 1 <sup>st</sup> term, and his appointment was approved at the 24 <sup>th</sup> AGM
1(2)(d)	The post of independent director(s) cannot remain vacant for more than 90 (ninety) days;	√		No such case in the reporting year

Condition No.	Title	Compliance Status ("√" has been put in the appropriate column)		Remarks (If any)
		Complied	Not Complied	
1(2)(e)	The tenure of office of an independent director shall be for a period of 3 (three) years, which may be extended for 1 (one) tenure only	√		Mr. Abdul-Muyeed Chowdhury is in his regular term of office The tenure of Dr. Salahuddin as an Independent director was extended for a second term of three (3) years with the approval of BSEC and Shareholders
<b>1(3)</b>	<b>Qualification of Independent Director</b>			
1(3)(a)	Independent director shall be a knowledgeable individual with integrity who is able to ensure compliance with financial laws, regulatory requirements and corporate laws and can make meaningful contribution to the business	√		The qualification and background of IDs justify their abilities as such
1(3)(b)(ii)	Corporate Leader who is or was a top level executive not lower than Chief Executive Officer or Managing Director or Deputy Managing Director or Chief Financial Officer or Head of Finance or Accounts or Company Secretary or Head of Internal Audit and Compliance or Head of Legal Service or a candidate with equivalent position of an unlisted company having minimum paid-up capital of BDT 100 million or of a listed company;	√		
1(3)(b)(iii)	Independent director shall be former official of government or statutory or autonomous or regulatory body in the position not below 5 <sup>th</sup> Grade of the national pay scale, who has at least educational background of Bachelor degree in economics or commerce or business or law	√		
1(3)(b)(iv)	Independent director shall be university Teacher who has educational background in Economics or Commerce or Business Studies or Law	√		
1(3)(c)	Independent director shall have at least 10 (ten) years' experiences in any field mentioned in clause (b) of the code	√		
1(4)(a)	The positions of the Chair of the Board and the Chief Executive Officer (CEO) of the Company shall be filled by different individuals	√		The Chair and the CEO are different individuals with clearly defined roles and responsibilities
1(4)(b)	The CEO shall not hold the same position in another listed company	√		The CEO does not hold the same position in any other listed company
1(4)(c)	The Chair of the Board shall be elected from among the non-executive directors of the Company	√		All Board members are non-executive director. The Chair of the Board is non-executive director
1(4)(d)	The Board shall clearly define respective roles and responsibilities of the Chair and the CEO	√		The Board clearly defined roles and responsibilities of the Chair and the CEO
1(4)(e)	In the absence of the Chair of the Board, the remaining members may elect one of themselves from non-executive directors as Chair for that particular Board's meeting; the reason of absence of the regular Chair shall be duly recorded in the minutes	None		No such case in the reporting year
<b>1(5)</b>	<b>The Directors' Report shall include the following additional statements</b>			
1(5)(i)	Industry outlook and possible future developments in the industry	√		Included in the Directors' report on Page 51 of the Annual Report
1(5)(ii)	Segment-wise or product-wise performance	√		Included in the Directors' report on Page 48 of the Annual Report
1(5)(iii)	Risks and concerns including internal and external risk factors, threat to sustainability and negative impact on environment, if any	√		Included in the Directors' report on Page 50 of the Annual Report
1(5)(iv)	Discussion on Cost of Goods sold, Gross Profit Margin and Net Profit Margin, where applicable	√		Included in the Directors' report on Page 49 of the Annual Report

Condition No.	Title	Compliance Status ("√" has been put in the appropriate column)		Remarks (If any)
		Complied	Not Complied	
1(5)(v)	Discussion on continuity of any extraordinary activities and their implications (gain or loss)	√		Included in the Directors' report on Page 52 of the Annual Report
1(5)(vi)	Detailed discussion on related party transactions along with a statement showing amount, nature of related party, nature of transactions and basis of transactions of all related party transactions	√		Included in the Directors' report on Page 51 of the Annual Report
1(5)(vii)	Statement of utilisation of proceeds raised through public issues, rights issues and/or any other instruments	√		Included in the Directors' report on Page 51 of the Annual Report
1(5)(viii)	Explanation if the financial results deteriorate after the Company goes for Initial Public Offering (IPO)	√		Included in the Directors' report on Page 51 of the Annual Report
1(5)(ix)	Explanation on any significant variance that occurs between Quarterly Financial performances and Annual Financial Statements	√		Included in the Directors' report on Page 50 of the Annual Report
1(5)(x)	Statement of remuneration paid to the directors including independent directors	√		Included in the Directors' report on Page 50 of the Annual Report
1(5)(xi)	Statement that the financial statements prepared by the management of the issuer company present fairly its state of affairs, the result of its operations, cash flows and changes in equity	√		Included in the Directors' report on Page 50 of the Annual Report
1(5)(xii)	Proper books of account of the issuer company have been maintained	√		Included in the Directors' report on Page 50 of the Annual Report
1(5)(xiii)	Appropriate accounting policies have been consistently applied in preparation of the financial statements and that the accounting estimates are based on reasonable and prudent judgement	√		Included in the Directors' report on Page 50 of the Annual Report
1(5)(xiv)	International Accounting Standards (IAS) or International Financial Reporting Standards (IFRS), as applicable in Bangladesh, have been followed in preparation of the financial statements and any departure there from has been adequately disclosed	√		Included in the Directors' report on Page 50 of the Annual Report
1(5)(xv)	The system of internal control is sound in design and has been effectively implemented and monitored	√		Included in the Directors' report on Page 50 of the Annual Report
1(5)(xvi)	A statement that minority shareholders have been protected from abusive actions by, or in the interest of, controlling shareholders acting either directly or indirectly and have effective means of redress	√		Included in the Directors' report on Page 50 of the Annual Report
1(5)(xvii)	There is no significant doubt upon the issuer company's ability to continue as a going concern, if the issuer company is not considered to be a going concern, the fact along with reasons there of shall be disclosed	√		Included in the Directors' report on Page 50 of the Annual Report
1(5)(xviii)	Explanation that significant deviations from the last year's operating results of the issuer company shall be highlighted and the reasons thereof shall be explained	√		Included in the Directors' report on Page 51 of the Annual Report
1(5)(xix)	Key operating and financial data of at least preceding five (5) years shall be summarised	√		Given on Page 66 of the Annual Report
1(5)(xx)	An explanation on the reasons if the issuer company has not declared dividend (cash or stock) for the year	Not applicable		No such case in the reporting year
1(5)(xxi)	Board's statement to the effect that no bonus share or stock dividend has been or shall be declared as interim dividend	√		Included in the Directors' report on Page 51 of the Annual Report
1(5)(xxii)	The total number of Board meetings held during the year and attendance by each director	√		Included in the Directors' report on Page 61 of the Annual Report
<b>1(5)(xxiii)</b>	<b>Pattern of shareholding and name wise details</b>			
1(5)(xxiii)(a)	Parent or Subsidiary or Associated Companies and other related parties	√		Included in the Directors' report on Page 62 of the Annual Report
1(5)(xxiii)(b)	Directors, Chief Executive Officer, Company Secretary, Chief Financial Officer, Head of Internal Audit and Compliance and their spouses and minor children	√		Included in the Directors' report on Page 62 of the Annual Report



Condition No.	Title	Compliance Status ("√" has been put in the appropriate column)		Remarks (If any)
		Complied	Not Complied	
1(5)(xxiii)(c)	Executives	√		Included in the Directors' report on Page 62 of the Annual Report
1(5)(xxiii)(d)	Shareholders holding ten percent (10%) or more voting interest in the Company	√		Included in the Directors' report on Page 62 of the Annual Report
<b>1(5)(xxiv)</b>	<b>In case of the appointment/re-appointment of a director, disclose:</b>			
1(5)(xxiv)(a)	A brief resume of the director	√		Given on Page 29 of the Annual Report
1(5)(xxiv)(b)	Nature of his/her expertise in specific functional areas	√		Given on Page 29 of the Annual Report
1(5)(xxiv)(c)	Names of Companies in which the person also holds the Directorship and the membership of committees of the Board	√		Given on Page 139 of the Annual Report
<b>1(5)(xxv)</b>	<b>Management's Discussion and Analysis signed by CEO presenting detailed analysis of the Company's position and operations along with a brief discussion of changes in the financial statements, among others, focusing on:</b>			
1(5)(xxv)(a)	Accounting policies and estimation for preparation of financial statements	√		Stated as Annexure -V (Management's Discussion and Analysis) of the Directors' Report on Page 64 of the Annual Report
1(5)(xxv)(b)	Changes in accounting policies and estimation, if any, clearly describing the effect on financial performance or results and financial position as well as cash flows in absolute figure for such changes	√		-do-
1(5)(xxv)(c)	Comparative analysis (including effects of inflation) of financial performance or results and financial position as well as cash flows for current financial year with immediate preceding five years explaining reasons thereof	√		-do-
1(5)(xxv)(d)	Compare such financial performance or results and financial position as well as cash flows with the peer industry scenario	√		-do-
1(5)(xxv)(e)	Briefly explain the financial and economic scenario of the country and the globe	√		-do-
1(5)(xxv)(f)	Risks and concerns issues related to the financial statements, explaining such risk and concerns mitigation plan of the Company; and	√		-do-
1(5)(xxv)(g)	Future plan or projection or forecast for company's operation, performance and financial position, with justification thereof, i.e., actual position shall be explained to the shareholders in the next AGM	√		-do-
1(5)(xxvi)	Declaration or certification by the CEO and the CFO to the Board	√		Stated as Annexure -IV of the Directors' Report on Page 63 of the Annual Report
1(5)(xxvii)	The report as well as certificate regarding compliance of conditions of this Code shall be disclosed	√		The Certificate regarding compliance of the conditions is disclosed on page 70 of the Annual Report
1(6)	The Company shall conduct its Board meetings and record the minutes of the meetings as well as keep required books and records in line with the provisions of the relevant Bangladesh Secretarial Standards (BSS) as adopted by the Institute of Chartered Secretaries of Bangladesh (ICSB)	√		Company conducts its Board meetings and record the minutes of the meetings as well as keep required books and records as per provisions of the Companies Act 1994 and Bangladesh Secretarial Standards (BSS) as adopted by ICSB
1(7)(a)	The Board shall lay down a Code of Conduct, based on the recommendation of the Nomination and Remuneration Committee (NRC) at condition No. 6, for the Chair of the Board, other board members and Chief Executive Officer of the Company	√		There is a written Code of Conduct for the Chair of the Board, other board members and CEO of the Company, which was recommended by the NRC and approved by the Board
1(7)(b)	The Code of Conduct as determined by the NRC shall be posted on the website of the Company	√		The Code of Conduct as recommended by the NRC and approved by the Board is available on the website of the Company

Condition No.	Title	Compliance Status ("√" has been put in the appropriate column)		Remarks (If any)
		Complied	Not Complied	
2	Governance of Board of Directors of Subsidiary Company	Not applicable		Grameenphone does not have any subsidiary Company as on reporting date
3(1)(a)	The Board shall appoint a Chief Executive Officer (CEO), a Company Secretary (CS), a Chief Financial Officer (CFO) and a Head of Internal Audit and Compliance (HIAC)	√		The CEO, CFO, CS, Head of Internal Audit and Head of Ethics & Compliance have been appointed by the Board
3(1)(b)	The positions of the CEO, CS, CFO and HIAC shall be filled by different individuals	Not applicable		The CEO, CFO, CS, Head of Internal Audit and Head of Ethics & Compliance are different individuals and their roles and responsibilities are separately defined
3(1)(c)	The CEO, CS, CFO and HIAC of a listed company shall not hold any executive position in any other company at the same time	√		The CEO, CFO, CS, Head of Internal Audit and Head of Ethics & Compliance do not hold any executive position in any other Company
3(1)(d)	The Board shall clearly define respective roles, responsibilities and duties of the CFO, the HIAC and the CS	√		The roles and responsibilities are separately defined
3(1)(e)	The CEO, CS, CFO and HIAC shall not be removed from their position without approval of the Board as well as immediate dissemination to the Commission and stock exchange(s)	None		No such case in the reporting year
3(2)	The CEO, CS, CFO and HIAC of the Company shall attend the meetings of the Board	√		The CEO, CFO, CS, Head of Internal Audit and Head of Ethics & Compliance attended in the Board Meetings
3(3)(a)	The CEO and CFO shall certify to the Board that they have reviewed financial statements for the year and that to the best of their knowledge and belief	√		The CEO and CFO have duly certified to the Board and the declaration is disclosed as Annexure-IV on page 63 of the Annual Report
3(3)(a)(i)	These statements do not contain any materially untrue statement or omit any material fact or contain statements that might be misleading	√		-do-
3(3)(a)(ii)	These statements together present a true and fair view of the Company's affairs and are in compliance with existing accounting standards and applicable laws	√		-do-
3(3)(b)	The CEO and CFO shall also certify that there are, to the best of their knowledge and belief, no transactions entered into by the Company during the year which are fraudulent, illegal or in violation of the code of conduct for the Company's Board or its members	√		-do-
3(3)(c)	The certification of the CEO and CFO shall be disclosed in the Annual Report	√		The declaration by the CEO and CFO is disclosed on page 63 of the Annual Report
4(i)	There shall be an Audit Committee as a sub-committee of the Board	√		The Board formed the Audit Committee on 10 November 2008
4(ii)	There shall be a Nomination and Remuneration Committee as a sub-committee of the Board	√		The Board formed the NRC on 11 December 2018
5(1)(a)	The Company shall have an Audit Committee	√		Audit Committee is established as per BSEC guidelines
5(1)(b)	The Audit Committee shall assist the Board in ensuring that the financial statements reflect true and fair view of the state of affairs of the Company and in ensuring a good monitoring system within the business	√		The Audit Committee discharges as per BSEC guidelines
5(1)(c)	The Audit Committee shall be responsible to the Board; the duties of the Audit Committee shall be clearly set forth in writing	√		The duties of the Audit Committee are clearly defined in the Board approved Audit Committee Charter as per BSEC guidelines
5(2)(a)	The Audit Committee shall be composed of at least 3 (three) members	√		Audit Committee comprises of 3 (three) members

Condition No.	Title	Compliance Status ("√" has been put in the appropriate column)		Remarks (If any)
		Complied	Not Complied	
5(2)(b)	The Board shall appoint members of the Audit Committee who shall be non-executive directors of the Company excepting Chair of the Board and shall include at least 1 (one) independent director	√		All members of the Audit Committee are non-executive directors, out of which one member is ID. All the members are appointed by the Board. The Chair of the Board is not the member of the Audit Committee
5(2)(c)	All members of the audit committee should be "financially literate" and at least one (1) member shall have accounting or related financial management background and ten (10) years of such experience	√		Based on the academic qualifications and professional experience, which provided on page 29 of the Annual Report demonstrate that all the existing members of the Audit Committee are "financially literate" and they have "related financial management" experience as per BSEC notification
5(2)(d)	The Board shall appoint new Committee member to fill up the casual vacancy immediately or not later than one (1) month from the date of vacancy in the Committee to ensure continuity of the performance of work of the Audit Committee	None		No such case in the reporting year
5(2)(e)	The Company Secretary shall act as the secretary of the Committee	√		In practice
5(2)(f)	The quorum of the Audit Committee meeting shall not constitute without at least one (1) independent director	√		In practice
5(3)(a)	The Board shall select 1 (one) member of the Audit Committee to be Chairperson of the Audit Committee, who shall be an independent director	√		The Chair of the Audit Committee is an Independent Director
5(3)(b)	In the absence of the Chairperson of the Audit Committee, the remaining members may elect one of themselves as Chair for that particular meeting and the reason of absence of the regular Chairperson shall be duly recorded in the minutes	√		No such case in the reporting year
5(3)(c)	Chair of the Audit Committee shall remain present in the Annual General Meeting (AGM)	√		The Chair of the Audit Committee attended in the 25 <sup>th</sup> AGM held on 26 April 2022
5(4)(a)	The Audit Committee shall conduct at least four (4) meetings in a financial year	√		There were six (6) meetings held during the reporting period
5(4)(b)	The quorum of the meeting of the Audit Committee shall be constituted in presence of either two members or two third of the members of the Audit Committee, whichever is higher, where presence of an independent director is a must	√		In practice
<b>5(5)</b>	<b>Meeting of the Audit Committee</b>			
5(5)(a)	Oversee the financial reporting process	√		The Audit Committee performs as per BSEC's guidelines
5(5)(b)	Monitor choice of accounting policies and principles	√		-do-
5(5)(c)	Monitor Internal Audit and Compliance, including approval of the Internal Audit and Compliance Plan and review of the Internal Audit and Compliance Report	√		-do-
5(5)(d)	Oversee hiring and performance of external auditors	√		-do-
5(5)(e)	Hold meeting with the external or statutory auditors for review of the annual financial statements before submission to the Board for approval or adoption	√		-do-
5(5)(f)	Review along with the management, the annual financial statements before submission to the Board for approval	√		-do-
5(5)(g)	Review along with the management, the quarterly and half yearly financial statements before submission to the Board for approval	√		-do-
5(5)(h)	Review the adequacy of internal audit function	√		-do-

Condition No.	Title	Compliance Status ("√" has been put in the appropriate column)		Remarks (If any)
		Complied	Not Complied	
5(5)(i)	Review the Management's Discussion and Analysis before disclosing in the Annual Report	√		-do-
5(5)(j)	Review statement of all related party transactions submitted by the management	√		-do-
5(5)(k)	Review Management Letters or Letter of Internal Control weakness issued by statutory auditors	√		-do-
5(5)(l)	Oversee the determination of audit fees and evaluate the performance of external auditors	√		-do-
5(5)(m)	Oversee whether the proceeds raised through Initial Public Offering (IPO) have been utilised as per the purposes stated in relevant offer document or prospectus approved by the Commission	None		No IPO was made in the year 2022
5(6)(a)(i)	The Audit Committee shall report on its activities to the Board	√		
5(6)(a)(ii)(a)	The Audit Committee shall report on conflicts of interests	None		No such event in the reporting year
5(6)(a)(ii)(b)	Suspected or presumed fraud or irregularity or material defect identified in the internal audit and compliance process or in the financial statements	None		No such event in the reporting year
5(6)(a)(ii)(c)	Suspected infringement of laws, regulatory compliances including securities related laws, rules and regulations; and	None		No such event in the reporting year
5(6)(a)(ii)(d)	Any other matter which the Audit Committee deems necessary shall be disclosed to the Board immediately	None		No such event in the reporting year
5(6)(b)	Reporting to BSEC (if any, which has material impact on the financial condition and results of operation, unreasonably ignored by the management)	None		No such event in the reporting year
5(7)	Reporting to the Shareholders and General Investors of Audit Committee Activities, which shall be signed by the Chair of the Audit Committee and disclosed in the Annual Report	√		Activities of the Audit Committee are reported on page 35 of the Annual Report
6(1)(a)	The Company shall have a Nomination and Remuneration Committee (NRC)	√		NRC is established as per BSEC guidelines
6(1)(b)	The NRC shall assist the Board in formulation of the nomination criteria or policy for determining qualifications, positive attributes, experiences and independence of directors and top level executive as well as a policy for formal process of considering remuneration of directors, top level executive	√		The NRC discharges as per given guidelines
6(1)(c)	The Terms of Reference (ToR) of the NRC shall be clearly set forth in writing covering the areas stated at the condition No. 6(5)(b)	√		The duties of the NRC are clearly defined in the Board approved NRC Charter as per BSEC's guidelines
6(2)(a)	The Committee shall comprise of at least three (3) members including an independent director	√		NRC comprises of three (3) members, which includes one ID
6(2)(b)	All members of the Committee shall be non-executive directors	√		All members of NRC are non-executive directors
6(2)(c)	Members of the Committee shall be nominated and appointed by the Board	√		All members of the NRC are appointed by the Board
6(2)(d)	The Board shall have authority to remove and appoint any member of the Committee	√		In practice
6(2)(e)	The Board shall fill the casual vacancy within None one hundred eighty (180) days of such vacancy occurring in the Committee	None		No such case in the reporting year
6(2)(f)	The Chairperson of the Committee may appoint or co-opt any external expert and/or member(s) of staff to the Committee as advisor who shall be non-voting member	None		No such case in the reporting year
6(2)(g)	The Company Secretary shall act as the secretary of the Committee	√		In practice

Condition No.	Title	Compliance Status ("√" has been put in the appropriate column)		Remarks (If any)
		Complied	Not Complied	
6(2)(h)	The quorum of the NRC meeting shall not constitute without attendance of at least an Independent Director	√		No such case in the reporting year
6(2)(i)	No member of the NRC shall receive, either directly or indirectly, any remuneration for any advisory or consultancy role or otherwise, other than Director's fees or honorarium from the Company	√		No such case in the reporting year
6(3)(a)	The Board shall select 1 (one) member of the NRC to be Chair of the Committee, who shall be an Independent Director	√		The Chair of the NRC is an Independent Director
6(3)(b)	In the absence of the Chair of the NRC, the remaining members may elect one of themselves as Chairperson for that particular meeting, the reason of absence of the regular Chairperson shall be duly recorded in the minutes	None		No such case in the reporting year
6(3)(c)	The Chair of the NRC shall attend the annual general meeting (AGM) to answer the queries of the Shareholders	√		The Chair of the NRC attended in the 25 <sup>th</sup> AGM held on 26 April 2022
6(4)(a)	The NRC shall conduct at least one meeting in a financial year	√		There were five (5) meetings held during the reporting period
6(4)(b)	The Chair of the NRC may convene any emergency meeting upon request by any member of the NRC	None		No such case in the reporting year
6(4)(c)	The quorum of the meeting of the NRC shall be constituted in presence of either two members or two third of the members of the Committee, whichever is higher, where presence of an Independent Director is must	√		In practice
6(4)(d)	The proceedings of each meeting of the NRC shall duly be recorded in the minutes and such minutes shall be confirmed in the next meeting of the NRC	√		In practice
6(5)(a)	NRC shall be independent and responsible or accountable to the Board and to the Shareholders	√		The NRC performs as per BSEC's guidelines
6(5)(b)(i)(a)	The level and composition of remuneration is reasonable and sufficient to attract, retain and motivate suitable directors to run the Company successfully	√		-do-
6(5)(b)(i)(b)	The relationship of remuneration to performance is clear and meets appropriate performance benchmarks	√		-do-
6(5)(b)(i)(c)	Remuneration to directors, top level executive involves a balance between fixed and incentive pay reflecting short and long-term performance objectives appropriate to the working of the Company and its goals	√		-do-
6(5)(b)(ii)	Devising a policy on Board's diversity taking into consideration age, gender, experience, ethnicity, educational background and nationality	√		-do-
6(5)(b)(iii)	Identifying persons who are qualified to become directors and who may be appointed in top level executive position in accordance with the criteria laid down, and recommend their appointment and removal to the Board	√		-do-
6(5)(b)(iv)	Formulating the criteria for evaluation of the performance of independent directors and the Board	√		-do-
6(5)(b)(v)	Identifying the Company's needs for employees at different levels and determine their selection, transfer or replacement and promotion criteria	√		-do-
6(5)(b)(vi)	Developing, recommending and reviewing annually the Company's human resources and training policies	√		-do-
6(5)(c)	The Company shall disclose the nomination and remuneration policy and the evaluation criteria and activities of NRC during the year at a glance in its annual report			The policy, criteria and activities of NRC are given on Page 37 of the Annual Report
<b>7(1)</b>	<b>Statutory auditors not be engaged in the following services</b>			
7(1)(i)	Appraisal or valuation services or fairness opinions	√		As declared by the Auditors
7(1)(ii)	Financial information systems design and implementation	√		-do-
7(1)(iii)	Book-keeping or other services related to the accounting records or financial statements	√		-do-

Condition No.	Title	Compliance Status ("√" has been put in the appropriate column)		Remarks (If any)
		Complied	Not Complied	
7(1)(iv)	Broker-dealer services	√		-do-
7(1)(v)	Actuarial services	√		-do-
7(1)(vi)	Internal audit services or special audit services	√		-do-
7(1)(vii)	Any service that the Audit Committee determines	√		-do-
7(1)(viii)	Audit or certification services on compliance of corporate governance	√		-do-
7(1)(ix)	Any other service that creates conflict of interest	√		-do-
7(2)	No partner or employees of the external audit firms shall possess any share of the Company they audit at least during the tenure of their audit assignment of that company; his or her family members also shall not hold any shares in the said company	√		-do-
7(3)	Representative of external or statutory auditors shall remain present in the Shareholders Meeting (Annual General Meeting or Extraordinary General Meeting) to answer the queries of the shareholders	√		The representative of external auditors attended in the 25 <sup>th</sup> AGM held on 26 April 2022
8(1)	The Company shall have an official website linked with the website of the stock exchange	√		In practice
8(2)	The Company shall keep the website functional from the date of listing	√		In practice
8(3)	The Company shall make available the detailed disclosures on its website as required under the listing regulations of the concerned stock exchange(s)	√		In practice
9(1)	The Company shall obtain a certificate from a practicing Professional Accountant or Secretary (Chartered Accountant or Cost and Management Accountant or Chartered Secretary) other than its statutory auditors or audit firm on yearly basis regarding compliance of conditions of Corporate Governance Code of the Commission and such certificate shall be disclosed in the Annual Report	√		The Company obtained the certificate from M/S Suraiya Parveen & Associates, Chartered Secretaries, Financial & Management Consultants and such certificate is disclosed on page 70 of the Annual Report.
9(2)	The professional who will provide the certificate on compliance of this Corporate Governance Code shall be appointed by the shareholders in the annual general meeting	√		The Board appointed the Compliance Auditor and their appointment was approved by the Shareholders
9(3)	Directors statement in the directors' report whether the Company has complied with these conditions or not	√		Detailed status of compliance is given on page 52 of the Annual Report in the compliance schedule as published with the Directors' Report

## Annexure II

Board Meeting and attendance during the year ended 31 December 2022

Name of Directors	Board Member Since	Number of meetings attended during 2022
Mr. M Shahjahan**	26 June 2006	8/9
Mr. Md. Ashraful Hassan**	20 January 2010	8/9
Mr. Håkon Bruaset Kjøl **	14 September 2011	7/9
Mr. Øivind Burdal	18 May 2016	9/9
Dr. Salehuddin Ahmed	12 December 2018	9/9
Mr. Jørgen C. Arentz Rostrup	09 June 2020	9/9
Mr. Abdul-Muyeed Chowdhury	14 September 2020	9/9
Ms. Tone Ripel	18 October 2020	9/9
Ms. Nurjahan Begum	16 December 2021	9/9
Mr. Ole Bjørn Sjulstad	19 October 2022	2/2
Mr. Lars Erik Tellmann*	11 December 2019	7/8

\*Mr. Lars Erik Tellmann retired from the Board on 19 October 2022

\*\*In compliance with the law, the Board granted leave of absence to the members who were unable to attend Board meetings.

**Annexure-III**

The Pattern of Shareholding as on 31 December 2022

Name of Shareholders	Status	Shares Held	Percentage
<b>i) Parent/Subsidiary/Associate Companies</b>			
Telenor Mobile Communications AS	-	753,408,154	55.80%
Grameen Telecom	-	461,766,409	34.20%
<b>ii) Directors, Chief Executive Officer, Chief Financial Officer, Company Secretary, Head of Internal Audit and their spouses and minor children</b>			
Mr. Jørgen C. Arentz Rostrup	Chair	-	-
Mr. Håkon Bruaset Kjøl	Board Member	-	-
Mr. Øivind Burdal	Board Member	-	-
Ms. Tone Ripel	Board Member	-	-
Mr. Ole Bjørn Sjulstad	Board Member	-	-
Mr. M Shahjahan	Board Member	-	-
Mr. Md. Ashrafur Hassan	Board Member	-	-
Ms. Nurjahan Begum	Board Member	-	-
Dr. Salehuddin Ahmed	Board Member	-	-
Mr. Abdul-Muyeed Chowdhury	Board Member	-	-
Mr. Yasir Azman	Chief Executive Officer	39,783	0.00%
Mr. Jens Becker	Chief Financial Officer	-	-
Mr. S M Imdadul Haque	Company Secretary	500	0.00%
Mr. Hasan Faisal	Head of Internal Audit	195	0.00%
<b>iii) Executives (as explained in the BSEC's Notification No. SEC/CMRRCD/2006-158/134/Admin/44 dated 07 August 2012) (The following list is prepared based on executive's joining date)</b>			
Mr. Hossain Sadat	Head of Public & Regulatory Affairs	6,876	0.00%
Mr. Mohammad Sajjad Hasib	Chief Marketing Officer	-	-
Mr. Solaiman Alam	Chief Digital Officer	-	-
Mr. Jai Prakash	Chief Technology Officer	-	-
Mr. Hans Martin Henrichsen	Chief Corporate Affairs Officer	-	-
<b>iv) Shareholders holding ten percent or more voting interest</b>			
Telenor Mobile Communications AS	-	753,408,154	55.80%
Grameen Telecom	-	461,766,409	34.20%

**Annexure –IV**

# Declaration by the CEO and the CFO

[As per condition No. 1(5)(xxvi) of Corporate Governance Code 2018]

**The Board of Directors**

Grameenphone Ltd.

**Subject: Declaration on Financial Statements for the year ended on 31 December 2022.**

**Dear Sirs,**

Pursuant to the condition No. 1(5)(xxvi) imposed vide the Commission's Notification No. BSEC/CMRRCD/2006-158/207 Admin/80 dated 03 June 2018 under section 2CC of the Securities and Exchange Ordinance, 1969, we do hereby declare that:

- (1) The Financial Statements of Grameenphone Ltd. for the year ended on 31 December 2022 have been prepared in compliance with International Accounting Standards (IAS) or International Financial Reporting Standards (IFRS), as applicable in Bangladesh and any departure there from has been adequately disclosed;
- (2) The estimates and judgments related to the financial statements were made on a prudent and reasonable basis, in order for the financial statements to reveal a true and fair view;
- (3) The form and substance of transactions and the Company's state of affairs have been reasonably and fairly presented in its financial statements;
- (4) To ensure above, the Company has taken proper and adequate care in installing a system of internal control and maintenance of accounting records;
- (5) Our internal auditors have conducted periodic audits to provide reasonable assurance that the established policies and procedures of the Company were consistently followed; and
- (6) The management's use of the going concern basis of accounting in preparing the financial statements is appropriate and there exists no material uncertainty related to events or conditions that may cast significant doubt on the Company's ability to continue as a going concern.

**In this regard, we also certify that:**

- (i) We have reviewed the financial statements for the year ended on 31 December 2022 and that to the best of our knowledge and belief:
  - (a) these statements do not contain any materially untrue statement or omit any material fact or contain statements that might be misleading;
  - (b) these statements collectively present true and fair view of the Company's affairs and are in compliance with existing accounting standards and applicable laws; and
- (ii) There are, to the best of knowledge and belief, no transactions entered into by the Company during the year which are fraudulent, illegal or in violation of the Code of Conduct for the Company's Board of Directors or its members.

Sincerely yours,



**(Yasir Azman)**

Chief Executive Officer (CEO)



**(Jens Becker)**

Chief Financial Officer (CFO)

30 January 2023





## Annexure V

## Management's Discussion and Analysis

Management's Discussion and Analysis is designed to provide you with a narrative explanation through the eyes of our leadership on how we performed and information about our financial condition and prospects. As the Management's Discussion and Analysis is intended to supplement and complement our financial statements, we recommend that you read this in conjunction with our financial statements for the year ended 31 December 2022.

### The Financial and Economic Scenario of Bangladesh and the Globe

Bangladesh's robust economic recovery from the pandemic has been interrupted by supply chain disruptions due to the Russia-Ukraine war, leading to a sharp widening of the current account deficit, rapid decline of foreign exchange reserves, rising inflation and slowing growth. Despite being hit by multiple waves of the Covid-19 pandemic and other global crises, quick and decisive actions by the local authorities, supported by the external environment, led to a much faster rebound than regional peers.

While the real GDP growth rate declined from 7.2% to 6.4% in 2022<sup>1</sup>, the IMF expects that GDP growth will grow to 6.7% in 2023 and 7.2% in 2024 (the fiscal year of July-June)<sup>1</sup>. To successfully graduate from Least Developed Country status and achieve middle-income status by 2031 and meet the vision for a Smart Bangladesh by 2041, it is imperative to build on past successes and address structural issues to accelerate growth, attract private investment, enhance productivity, and build climate resilience.

However, despite challenges on many fronts, circumstances also offer favourable conditions for the telecoms market in Bangladesh. There remains sizable opportunities to monetise the mobile and fixed data connectivity demand. Growth in data users, migration of both new and existing subscribers to 4G, and pushing beyond core services are crucial drivers for revenue growth; as a result, LTE network expansion and providing superior experience for customers will remain the priority for the operators in the short term.

### Overall Operating Performance in 2022

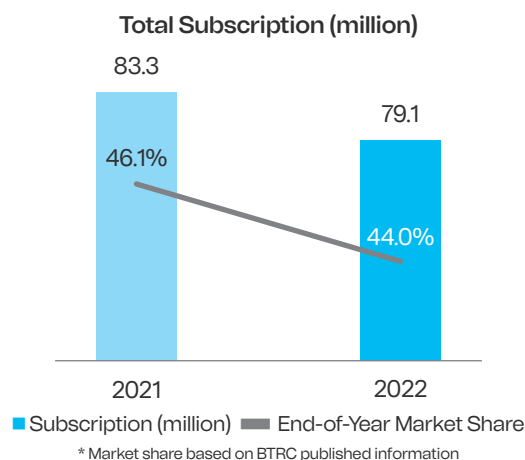
Grameenphone generated total revenue of BDT 150.4 billion (2021: BDT 143.1 billion), with a growth of 5.1% in 2022 compared to the previous year. Operating profit increased in 2022 amidst adverse impact from SIM sale restrictions. The growth in operating profit was mainly driven by growth in revenue, lower restructuring and operation & maintenance costs, which was partially offset by higher depreciation, market spend and spectrum charges resulting in a 0.4% increase from last year. Net profit after tax for 2022 stood at BDT 30.1 billion (2021: BDT 34.1 billion). Grameenphone's subscriber growth impacted by SIM sale restrictions in the second half of 2022, resulted in 4.2 million lower subscriber numbers, taking the year-end subscriber base to 79.1 million.

Total number of internet users stood at 43.6 million at the end of 2022 which was 55% of the total subscriber base. This figure also includes 34.2 million 4G data users, which was 23.6% higher than last year. Number of Grameenphone 4G sites reached more than 19,000 as coverage expansion continued through 2022; this resulted in 97.9% 4G network population coverage for Grameenphone. In order to facilitate the growing demand for data, Grameenphone deployed 10.4MHz of spectrum across more than 18,000 sites. In addition, Grameenphone also acquired an additional 60MHz spectrum in 2022. With this additional spectrum the Company was much better positioned to strengthen customer experience and service quality, contribute to Bangladesh's digitalisation and meet the growing needs for high-speed internet in rural and urban areas.

Grameenphone delivered improved topline growth momentum, amidst a challenging business and macroeconomic environment, through growth in bundle and data services, supported by continued investment in deployment of new spectrum, accelerated 4G rollout and expansion of coverage sites in 2022.

### Customers and Average Revenue/Minutes per User (ARPU & AMPU)

The Grameenphone subscription base stood at 79.1 million at the end of 2022, a 5% de-growth from last year. According to BTRC published information, Grameenphone's subscription market share stood at 44.0% at year-end, which was a 2.1 pp decrease from last year.

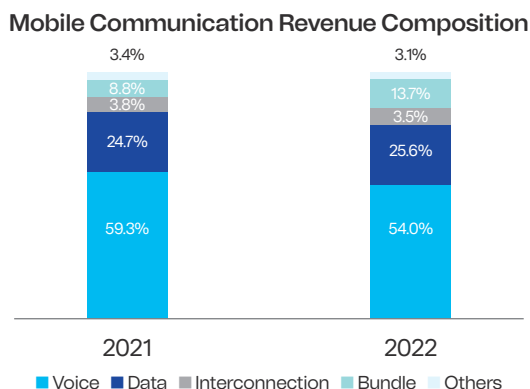
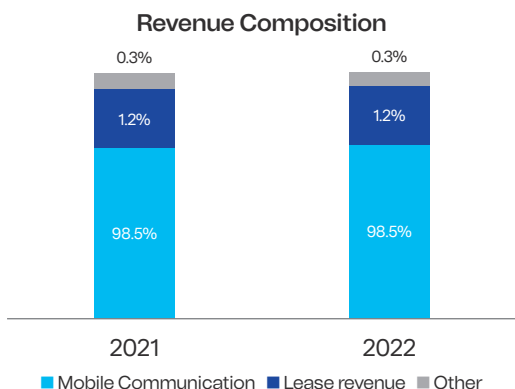
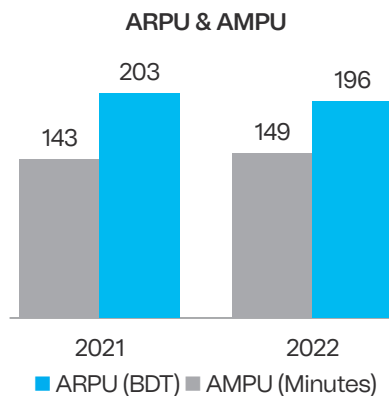


<sup>1</sup>Source – IMF, February and October 2022

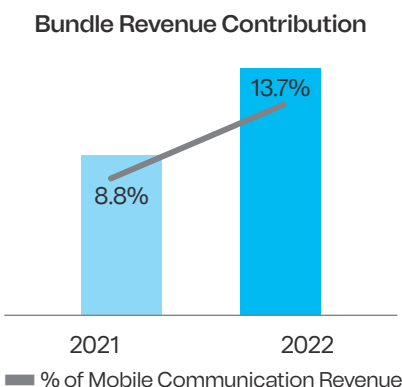
ARPU increased to BDT 149 in 2022 (2021: BDT 143), mainly due to higher contribution from the bundle & data segment, which was partly offset by a lower contribution from voice services. In 2022, AMPU was 196 minutes (2021: 203 minutes) with a decrease of 3.3%, mainly attributed to voice call shift to OTT platform and macroeconomic challenges.

**Revenue Performance**

Grameenphone reported total revenue of BDT 150.4 billion for the year 2022 (2021: BDT 143.1 billion), with 5.1% growth. The increase in total revenue came mainly from higher mobile communication revenue, which was driven by higher bundle and data only services, and partly offset by lower voice only revenue.



Grameenphone revamped its data portfolio in 2022 due to the implementation of 15% VAT on data services, in response to changes in the national budget. Considering customer needs, Grameenphone introduced exclusive data only products while continued focus on user friendly bundle offers. With continued drive on attractive bundle packs, bundle services revenue grew by 63.1% compared to last year. As a result, bundle revenue mix in mobile communication revenue increased to 13.7% compared to 8.8% last year.

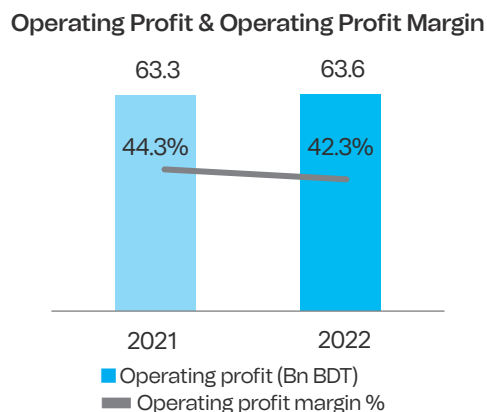


Revenue from voice only services decreased by 4.1%, while data only revenue increased by 9.2%. The growth in data revenue contributed by 52.7% growth in data usage.

Interconnection revenue continued to decrease in 2022 with a de-growth of 2.3%. In addition to the increasing proliferation of OTT services, interconnect revenue growth in 2022 was further impacted by reduction in the international call termination rate.

**Cost and Margin Review**

Total operating expense of Grameenphone stood at BDT 86.8 billion (2021: BDT 79.7 billion) an 8.9% increase compared to last year. The growth in operating expense came from higher spectrum charges, depreciation & amortisation, sales, marketing & commission, other operating expense, and cost of material & traffic charges, partly offset by lower operation & maintenance and restructuring costs. Higher sales, marketing and commission cost was mainly driven by higher revenue and an enhanced market drive to support the topline growth momentum, partly mitigated by an increased share of digital sales. Higher depreciation resulted from acquisition of spectrum & RoU asset. The de-growth in operation and maintenance cost resulted from lower service maintenance fee as a result of negotiation outcome.

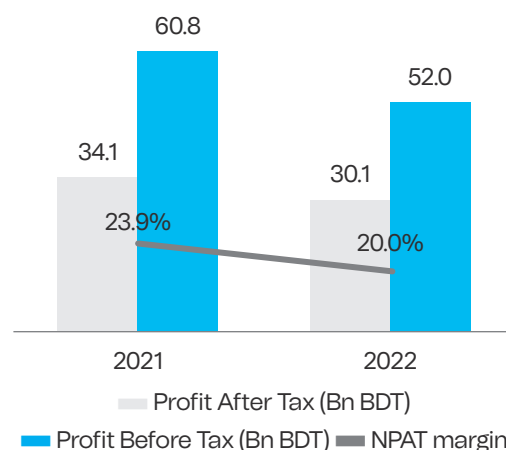


BDT 7.3 billion increase in total revenue and BDT 7.1 billion increase in operating expense contributed to a BDT 0.3 billion increase in operating profit in 2022. Operating Grameenphone profit margin stood at 42.3% (2021: 44.3%).

### Profit after Tax

The Net profit after tax for 2022 was stood at BDT 30.1 billion (2021: 34.1 billion) with a margin of 20%, which was 3.8pp lower compared to last year. BDT 4 billion decrease in net profit after tax resulted from BDT 8.8 billion lower profit before tax, mainly due to higher finance costs resulted from regulatory disputes and forex losses, and was partly offset by a BDT 4.8 billion lower tax expense.

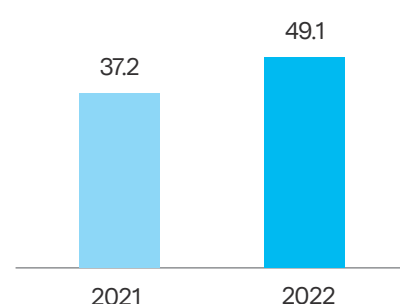
### Profit After Tax & Profit Before Tax



### Capital Expenditure (Capex) and Network Updates

In 2022, Grameenphone reported BDT 49.1 billion (2021: BDT 37.2 billion) as capital expenditure including the cost of acquisition of 60MHz spectrum, with a 'total capex to sales' ratio of 32.6%. Majority of the investments in 2022 were related to spectrum acquisition, rolling out of 4G sites, capacity and coverage expansion- all in order to ensure improved voice and data experience for customers. In 2022, Grameenphone rolled out 2,000+ new 4G sites, taking the total number of 4G sites to 19,000+, covering 97.6% of the population under the 4G network (2021: 94.1%). With 1,700+ new coverage sites in 2022, Grameenphone's total site locations reached more than 20,000, covering 99.6% of the total population.

### Total Capex (Bn BDT)



### Comparative analysis of Financial Performance, Financial Position, and Cash Flows

Major areas of financial performance, financial position as well as cash flows [including effects of inflation (Table – 2)] against the immediate preceding five years are as follows:

Table – 1:

Reported numbers	2022	2021	2020	2019	2018 Restated	2017 Adjusted
<b>Financial Performance (in million BDT)</b>						
Revenue	150,403	143,066	139,606	143,656	132,832	128,436
Operating Profit	63,598	63,336	63,440	66,652	56,777	49,340
Profit Before Tax	51,990	60,821	62,801	63,899	54,848	46,419
Net Profit After Tax	30,092	34,129	37,187	34,517	33,363	26,146
<b>Financial Position (in million BDT)</b>						
Paid-up Capital	13,503	13,503	13,503	13,503	13,503	13,503
Shareholders' Equity	46,211	49,879	52,108	38,347	36,836	31,388
Total Assets	185,087	163,007	148,184	148,734	138,713	130,220
Total Liabilities	138,877	113,128	96,077	110,387	101,877	98,832
Current Assets	12,094	9,868	9,931	20,999	13,369	20,658
Current Liabilities	92,933	85,236	76,656	90,426	82,963	78,274
Non-current Assets	172,994	153,139	138,253	127,735	125,345	109,562
Non-current Liabilities	45,994	27,892	19,420	19,961	18,914	20,558
<b>Cash Flows (in million BDT)</b>						
Net Cash generated from Operating Activities	63,813	57,814	33,572	57,393	60,413	57,771
Net Cash used in Investing Activities	(21,571)	(18,786)	(11,217)	(14,263)	(30,200)	(12,944)
Net Cash used in Financing Activities	(41,983)	(38,878)	(33,517)	(35,308)	(36,699)	(35,336)

Reported numbers	2022	2021	2020	2019	2018 Restated	2017 Adjusted
<b>Financial Ratios</b>						
Current Asset to Current Liability	0.13	0.12	0.13	0.23	0.16	0.26
Debt to Equity	1.23	0.75	0.42	0.62	0.50	0.63
Operating Profit Margin	42%	44%	45%	46%	43%	38%
Net Profit Margin	20%	24%	27%	24%	25%	20%
Return on Equity	63%	67%	82%	92%	98%	84%
Return on Total Assets	17%	22%	25%	24%	25%	20%
<b>Ordinary Shares Information</b>						
Ordinary Shares Outstanding (in million)	1,350	1,350	1,350	1,350	1,350	1,350
Face Value per share (BDT)	10	10	10	10	10	10
Cash Dividend on Paid-up Capital <sup>1</sup>	220%	250%	275%	130%	280%	205%
Dividend Pay out <sup>1</sup>	98.72%	99%	100%	51%	113%	106%
NAV per Share (BDT) <sup>2</sup>	34.22	36.94	38.59	28.40	27.28	23.25
Net Operating Cash Flow per Share (BDT) <sup>3</sup>	47.26	42.82	24.86	42.50	44.74	42.78
Earnings Per Share (BDT) <sup>3</sup>	22.29	25.28	27.54	25.56	24.71	19.36

\*Gain/loss on disposal of property, plant and equipment has been included in operating profit.

<sup>1</sup>Including proposed dividend

<sup>2</sup>Based on BDT 10 equivalent ordinary share outstanding on 31 December

<sup>3</sup>Based on weighted average number of shares of BDT 10 each

Table – 2:

Inflation Adjusted numbers	2022	2021	2020	2019	2018 Restated	2017 Adjusted
<b>Financial Performance (in million BDT)</b>						
Revenue	112,206	114,951	118,385	128,751	125,574	128,436
Operating Profit	47,447	50,889	53,796	59,736	53,675	49,340
Profit Before Tax	38,786	48,868	53,255	57,269	51,851	46,419
Net Profit After Tax	22,448	27,422	31,534	30,935	31,540	26,146
<b>Financial Position (in million BDT)</b>						
Paid-up Capital	13,503	13,503	13,503	13,503	13,503	13,503
Shareholders' Equity	34,475	40,076	44,187	34,369	34,824	31,388
Total Assets	138,082	130,973	125,659	133,302	131,134	130,220
Total Liabilities	103,607	90,896	81,472	98,934	96,310	98,832
Current Assets	9,022	7,928	8,421	18,820	12,638	20,658
Current Liabilities	69,331	68,486	65,004	81,044	78,430	78,274
Non current Assets	129,059	123,044	117,238	114,482	118,496	109,562
Non current Liabilities	34,276	22,411	16,468	17,890	17,880	20,558
<b>Cash Flows (in million BDT)</b>						
Net Cash generated from Operating Activities	47,607	46,452	28,469	51,438	57,112	57,771
Net Cash used in Investing Activities	(16,093)	(15,094)	(9,512)	(12,783)	(28,549)	(12,944)
Net Cash used in Financing Activities	(31,321)	(31,238)	(28,423)	(31,645)	(34,694)	(35,336)
Inflation Rate	7.70%	5.54%	5.69%	5.48%	5.78%	5.44%

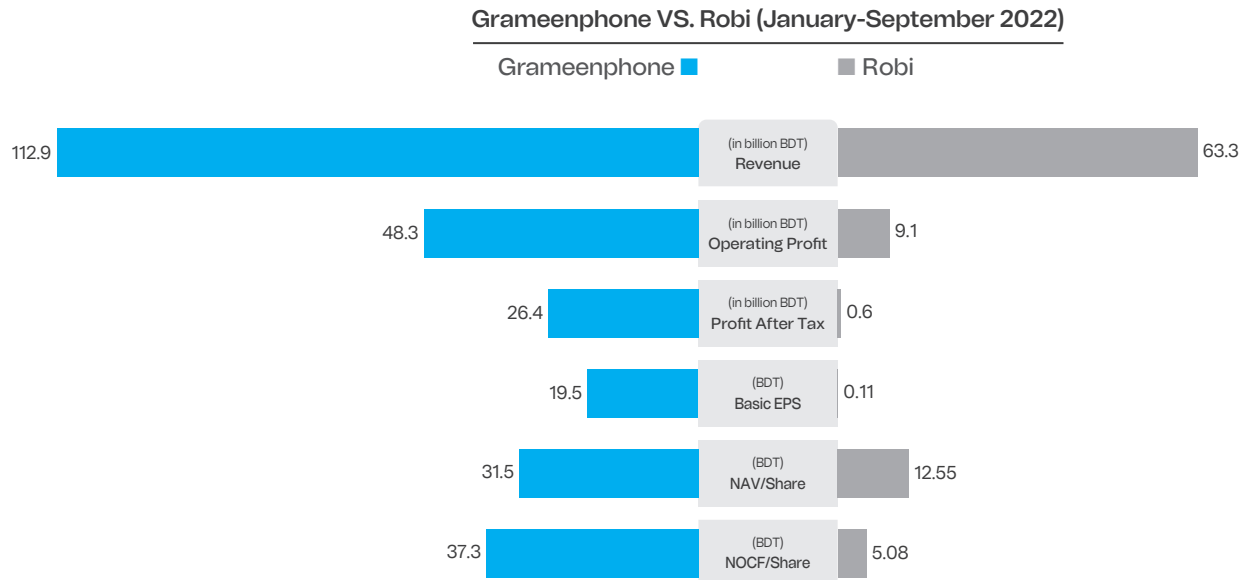
\*Inflation Rate Source: Bangladesh Bureau of Statistics

\*Since inflation rates are only available for fiscal years, they have been applied for the financial years

### Comparison of Financial Performance, Financial Position, and Cash Flow with the peer industry scenario

Peer companies of Grameenphone in the telecommunication industry in Bangladesh include Robi Axiata Limited (Robi), Banglalink Digital Communications Limited and Teletalk Bangladesh Ltd. (Teletalk). Among these three companies, Robi Axiata Limited (Robi) has listed with Dhaka Stock Exchange and Chittagong Stock Exchange and thus allowing for comparative benchmarking.

Following is the comparative peer review with Robi Axiata Limited and its subsidiary, based on Robi's latest available 3<sup>rd</sup> Quarter/9 Months Un-audited Financial Statements.



### Accounting Policies and Estimation for Preparation of Financial Statements

The Financial Statements of Grameenphone have been prepared in accordance with International Financial Reporting Standards (IFRS), the Companies Act 1994, the Securities and Exchange Rules 2020, relevant guidelines issued by the Bangladesh Securities and Exchange Commission, Financial Reporting Act, 2015 and other applicable laws in Bangladesh. Detail of the accounting policies and estimation used for preparation of the Financial Statements of the Company are disclosed in the notes 2 & 3 of the financial statements.

### Changes in Accounting Policies and Estimation

The accounting policies applied are consistent with those applied in the previous financial year.

### Risks and Concerns Related to the Financial Statements

Grameenphone has a structured process to identify Financial Statement risks and implement mitigating controls to ensure Financial Statement gives true and fair view of the events and transactions during the period.

The Company has an integrated process to review the risks arising from transactions, processes, and people, as well as from the external and regulatory environment. Every year, Financial Statement risks are reviewed, involving control and process owners, to identify risks effectively so that Financial Statement assertions are met. Grameenphone follows a risk-based approach where both standard and local risks are addressed. Standard Risks are risks common to all Telenor Business Units and Local Risks are Grameenphone specific risks that arise due to local business processes, people and the regulatory environment we operate in. Each risk is evaluated through a probability and impact matrix and categorised into a four-point rating scale (Very High, High, Medium and Low).

Adequate controls are designed for processes to mitigate the identified risks to an acceptable level. "Risk Assessment" is being conducted annually to amend control description and strengthen control mechanism to ensure effective and efficient risk management framework. Risk mitigation status is being monitored through two control-testing methods i.e., self-assessment and direct testing, twice a year (Interim and Year-end). Details of the ICFR activity is presented in the Internal Control over Financial Reporting (ICFR) section of the Annual Report on page 42.

### Future Plan of Grameenphone 2023

Grameenphone will continue to capitalise on the data revolution by providing a greater customer experience and providing users with greater benefits. We will continue to invest in our technological capabilities, which will enable us to bring minds and ideas together. Grameenphone has been a partner in Bangladesh's development journey for more than two decades and going forward we see our role being strengthened in realising the Bangladesh government's vision of becoming a Smart Bangladesh and a digitally connected society. As an enabler to these ambitions, we will focus on a sharper strategy, that maximises investment for top-line revenue and EBIDTA growth but also maximises cash flow.

#### Our strategy is broken down into the following four key Value Drivers:

- 1. Driving Growth:** Our focus will be driving growth through providing a superior network experience to our valued customers. We will continue our effort on digitisation and simplification, as well as greater efficiency in core operations. This will allow Company to invest and scale revenue from beyond core streams.
- 2. Ensure Superior Experience:** Strong emphasis will be put on building IT stability and modernising our digital, billing, and analytics capabilities. Our focus on this key value driver should result in a superior customer experience that strengthens our Network leadership position.
- 3. Drive Modernisation:** The modernisation initiatives will continue through enhancement and swapping of existing resources. Along with that, digitisation and simplification of the customer journey will continue across all digital assets and channels. Greater focus will be placed on developing people front, particularly on building leadership, competence, engagement and HSSE.
- 4. Strengthen BEM:** We will strengthen long-term relations and perception through stakeholder advocacy, narrative creation, addressing social impact, and climate and privacy awareness. We will continue our dialogue with top stakeholders to mitigate ongoing regulatory issues. We will continue to take a socially responsible position by strengthening digital and youth skills, and expanding on Online Safety at the national level and across new/digital business.

The key value drivers outlined above will be driven with a strong emphasis on developing a culture and mindset across the value chain that will establish safety as an integral part of the business.

Our endeavour is to make ourselves future ready while delivering strong results in both customer experience and financials KPIs to meet the expectations from our Shareholders, stakeholders and above all from our customers. As we contend with a fragmented value chain governed by a dynamic regulatory regime, we remain proactive in addressing regulatory and network experience issues and delivering on our strategic ambitions through strong market execution – thereby enhancing the quality of life for our customers.



**(Yasir Azman)**

Chief Executive Officer (CEO)

30 January 2023





# Suraiya Parveen & Associates

(Chartered Secretaries, Financial & Management Consultants)

[Certificate as per condition No.1 (5) (XXVII)]

## Report to the Shareholders of Grameenphone Ltd. on compliance on the Corporate Governance Code

We have examined the compliance status to the Corporate Governance Code by Grameenphone Ltd. for the year ended on December 31, 2022. This Code relates to the Notification No. BSEC/CMRRCD/2006-158/207/Admin/80 dated June 03, 2018 of the Bangladesh Securities and Exchange Commission.

Such compliance with the Corporate Governance Code is the responsibility of the Company. Our examination was limited to the procedures and implementation thereof as adopted by the Management in ensuring compliance to the conditions of the Corporate Governance Code.

This is a scrutiny and verification and an independent audit on compliance of the conditions of the Corporate Governance Code as well as the provisions of relevant Bangladesh Secretarial Standards (BSS) as adopted by Institute of Chartered Secretaries of Bangladesh (ICSB) in so far as those standards are not inconsistent with any condition of this Corporate Governance Code.

We state that we have obtained all the information and explanations, which we have required, and after due scrutiny and verification thereof, we report that, in our opinion:

- The Company has complied with the conditions of the Corporate Governance Code as stipulated in the above mentioned Corporate Governance Code issued by the Commission;
- The Company has complied with the provisions of the relevant Bangladesh Secretarial Standards (BSS) as adopted by the Institute of Chartered Secretaries of Bangladesh (ICSB) as required by this Code;
- Proper books and records have been kept by the company as required under the Companies Act, 1994, the securities laws and other relevant laws; and
- The Governance of the Company is satisfactory.

Dhaka, Dated  
January 30, 2023



For Suraiya Parveen & Associates  
Chartered Secretaries

Suraiya Parveen, FCS  
Chief Executive Officer