

FIGURE 35A

Africa HQ Organizations – 2023

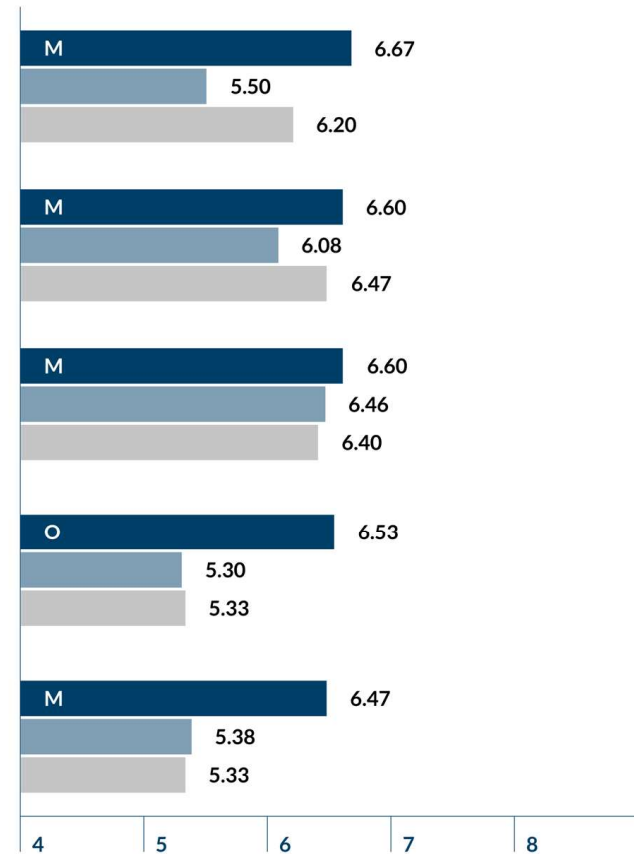
The current interest rate environment may have a significant effect on the organization's capital costs and operations

Economic conditions (including inflationary pressures) in markets we currently serve may significantly restrict growth opportunities, impact margins or require new skill sets for our organization

Government policies surrounding public health practices (in response to the pandemic) and stimulus to drive recovery and national resilience may significantly impact the performance of our business

Uncertainty surrounding our organization's core supply chain including the viability of key suppliers, scarcity of supplies, energy sources, unpredictable shipping and distribution logistical issues, or lack of price stability in the supply chain ecosystem may make it difficult to deliver our products or services at acceptable margins

Geopolitical shifts, regional conflicts, and instability in governmental regimes or expansion of global terrorism may restrict the achievement of our global growth and profitability objectives



M Macroeconomic Risk Issue

S Strategic Risk Issue

O Operational Risk Issue

■ 2023

■ 2022

■ 2021

FIGURE 35B

Africa HQ Organizations – 2032

Changes in the overall work environment including shifts to hybrid work environments, expansion of digital labor, changes in the nature of work and who does that work, and M&A activities may lead to challenges to sustaining our organization’s culture and business model

Sustaining customer loyalty and retention may be increasingly difficult due to evolving customer preferences and/or demographic shifts in our existing customer base

Political uncertainty surrounding the influence and continued tenure of key global leaders, shifts in the balance of global power, and political extremism may impact the stability of national and international markets to the point of significantly limiting our growth opportunities

The adoption of digital technologies (e.g., artificial intelligence, automation in all of its forms, natural language processing, visual recognition software, virtual reality simulations) in the marketplace and in our organization may require new skills that either are in short supply in the market for talent or require significant efforts to upskill and reskill our existing employees

The rising threat associated with catastrophic natural disasters and weather phenomena (e.g., wildfires, floods, extreme heat/cold, cyclones/hurricanes/typhoons) may create significant operational challenges that threaten our assets, employees, and our ability to deliver products and services to our customers



M Macroeconomic Risk Issue
 S Strategic Risk Issue
 O Operational Risk Issue
 ■ 2032
 ■ 2031
 ■ 2030