

How we create value using the six capitals

Transforming the stocks of capital through our business activities

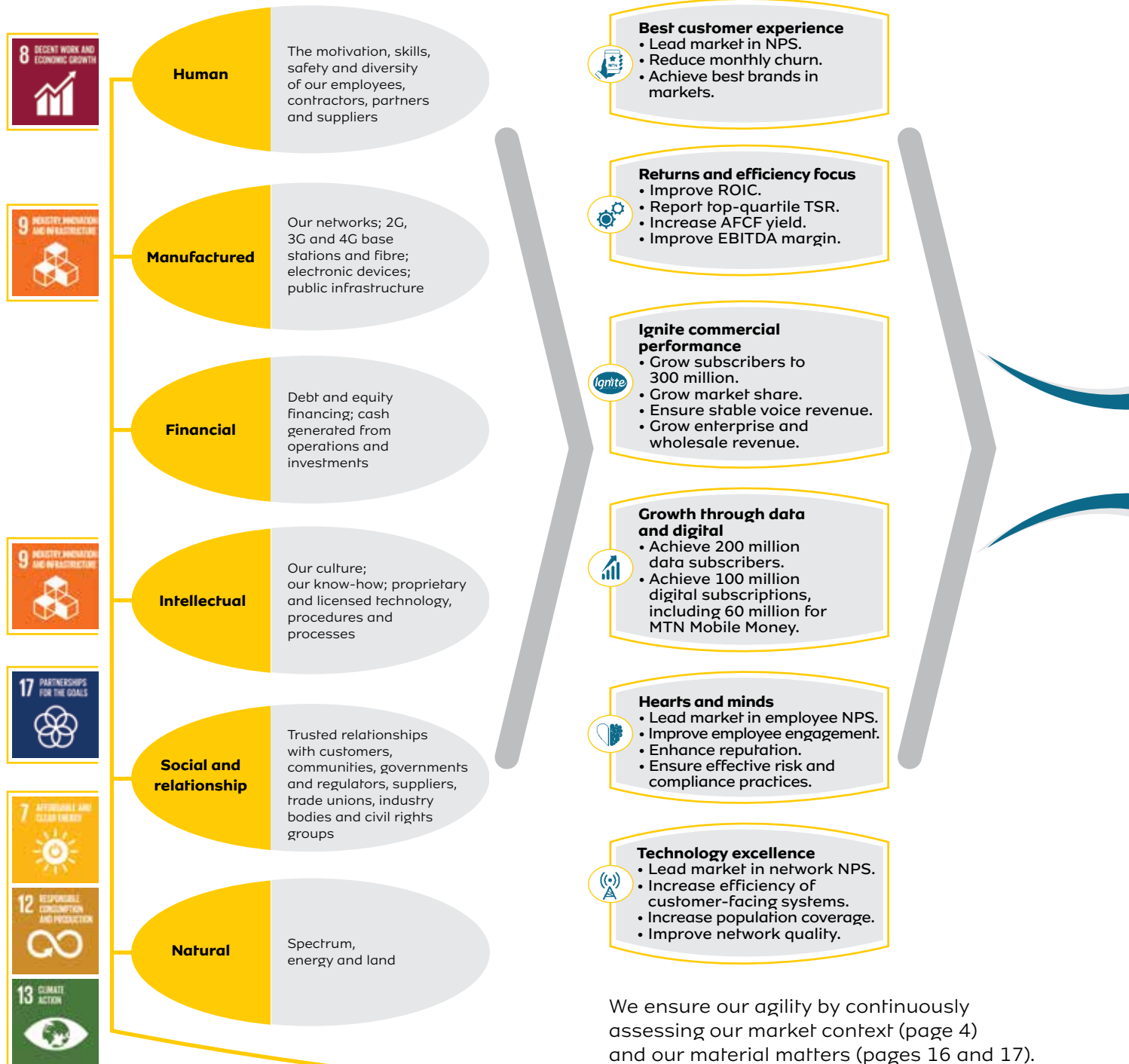
We create value by developing and distributing a range of innovative and reliable communication products and services. We depend on various resources and relationships, known as the six capitals, to do this.

SDGs

Inputs

How we do business

Our business model is informed by our vision, purpose, values and governance, and supports the delivery of our BRIGHT strategy:



We require inputs of each capital to deliver on our strategy, advance some of the UN Sustainable Development Goals (SDGs) and generate value for all stakeholders. When making decisions on allocating capital, we consider the trade-offs between the capitals, and seek to maximise positive outcomes and curb negative impacts.

Outputs

A range of consumer, enterprise and wholesale solutions including voice and data access; lifestyle, mobile financial services, entertainment and e-commerce offerings; and business connectivity and communication solutions

2 006 248 tonnes of greenhouse gas emissions[#]

Outcomes in 2017

18 931 **employment opportunities** in 24 countries

R9,0 billion paid in **wages and salaries**

Rolled out **3 663 2G, 8 583 3G** and **8 611 LTE sites**

EBITDA of R47,0 billion**

Declared **total dividend** of 700 cents per share

R31,5 billion** in **capital expenditure**

Paid R27,9 billion (LA) in total **tax contributions**

Paid R367 million in **regulatory fees**

Avoided 1 529 tonnes of **GHG emissions**

Spent R172 million (LA) in **social investment**

Improved **employee culture**

Improved **NPS** in most markets

MTN South Africa BEE contributor status at **level 4**[^]

[#] Defined as an output by the IIRC.

[^] Under amended codes, which have significantly higher recognition levels.