

# The Huge Business Model

Huge uses the six capitals defined in the International <IR> Framework to illustrate how its business model has created value in the short, medium and long-term.

## Huge Inputs

**Financial Capital**  
 Shareholders and funders provide Huge with capital to support the delivery of the Growing Huge Strategy.

**Social and Relationship Capital**  
 Business Partners provide a distribution channel for Huge, while Huge continues to support the communities in which it operates. Transformation initiatives maintain our social licence to operate.

**Manufactured Capital**  
 Products and services acquired from service providers allows Huge to deliver innovative, cost effective and efficient solutions to our customer real estate.

**Natural Capital**  
 Fleet of 55 vehicles installing products and delivering services to our customer real estate.

**Intellectual Capital**  
 25 years of ICT experience, skills and competencies, internal software development expertise, wholesale agreements with mobile network operators and individual and class ECS and ECNS licences provide intellectual capacity for strategic delivery.

**Human Capital**  
 326 employees provide Huge with the human components required to deliver products and services to our customer real estate. Professional advisors ensure that Huge engages with third parties on a commercially sound basis.

### Our business



### Our service providers



Working with a common base of service providers, Huge's operating companies acquire the required inputs which enable the delivery of enhanced services and products to its customer real estate.

### Our business enablers

Huge's entrepreneurial business solutions enable its customer real estate to access high quality, reasonably priced connectivity solutions.

Extensive distribution capacity	Critical scale of operations
National footprint	ECNS and ECS licences
Wholesale agreements with mobile network operators	Technical and customer support systems

### Our Business Partners

Huge collaborates with Business Partners as well as internal and direct sales teams who drive the sales of our products and services.



### Benefiting from our outputs

- Connecting 49 000 customers
- Sustainable investment in growing Huge
- Creating connections through locally and internally developed technology
- Entrepreneurial, innovative and cost-effective solutions to provide connectivity
- Strengthening the connectivity community through Business Partners and contributing ICT resources to educational and welfare facilities
- Servicing customers sustainably

### Our customers

- SMEs
- Corporates
- Individuals

## Huge Outcomes

### Financial Capital

- Paid interim dividend of 6.25 cents.
- Maintained sustainable debt funding at favourable interest rates.
- Generated R95.7 million cash from operations.
- Increased EBITDA by 33% to R178 million.

### Social and Relationship Capital

- R45.5 million paid in commissions to Business Partners.
- Cash, ICT equipment and services to the value of R800 000 paid in support of education and welfare facilities.
- R1 million paid in regulatory and licence fees.

### Manufactured Capital

- R110 million paid to service providers, enabling us to provide products and services to our customer real estate.

### Natural Capital

- Our service engineers travelled 2.3 million km, producing 570 tons of carbon emissions, in servicing our customer real estate.

### Intellectual Capital

- R5.1 million spent on research, development and furthering innovation.
- Proven ability to develop bespoke technology to drive internal efficiencies.

### Human Capital

- R157 million paid in salaries and benefits.
- Loss Time Injury Frequency Rate of 0.0022.
- R11 million paid in fees to professional advisors.
- R1.1 million invested in training and development.