

# 01 Our Huge story

## The Huge Business Model

### 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 45 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 iECS and iECNS licences provide intellectual capacity for strategic delivery

#### HUMAN CAPITAL

344 employees provide Huge with the central 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



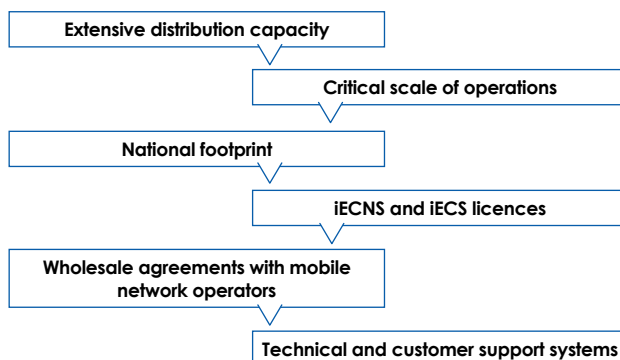
### OUR SERVICE PROVIDERS



Working with a common base of service providers, the Group operates within a federal management model where each entity takes control of their own operations.

### OUR BUSINESS ENABLERS

All our solutions are designed, developed and produced which means our people can create and implement, customer specific solutions at highly competitive tariffs.



### OUR CUSTOMERS

SMEs  
Corporates  
Individuals

### BENEFITING FROM OUR OUTPUTS

- Connecting 49 000 customers
- Sustainable investment in growing Huge
- Creating connections through locally and internally made 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

### HUGE OUTCOMES

#### FINANCIAL CAPITAL

- Paid dividend of **12,5 cents**
- Secured **R200 million** facility at favourable interest rates
- Generates **R74 million** cash from operations
- Increased EBITDA by **16%** to **R149 million**

#### SOCIAL AND RELATIONSHIP CAPITAL

- **R44 193 968** paid in commissions to Business Partners
- Cash, ICT equipment and services to the value of **R604 401** paid in support of education and welfare facilities
- **R1.34 million** paid in regulatory and licence fees

#### MANUFACTURED CAPITAL

- **R242.7 million** paid to service providers to provide products and services to our customer real estate

#### NATURAL CAPITAL

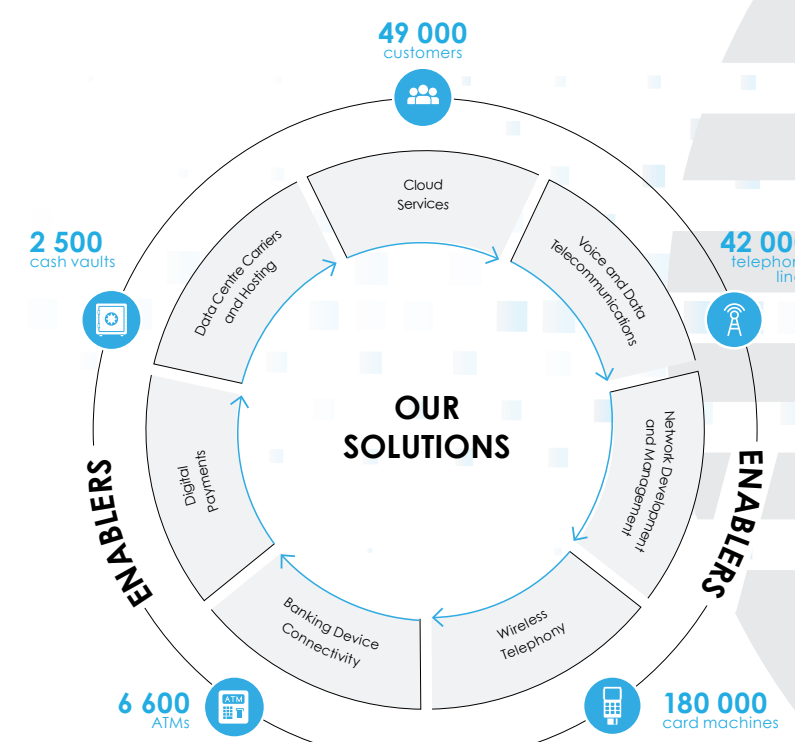
- Our technicians travelled **2 330 585km**, producing 527 tons of carbon emissions, in support of our customer real estate

#### INTELLECTUAL CAPITAL

- **R4.5 million** spend on research, development and furthering innovation
- Ability to develop bespoke technology to drive internal efficiencies

#### HUMAN CAPITAL

- **R130 million** paid in salaries
- Loss Time Injury Frequency Rate of **0.0001**
- **600 780** man-hours worked, of which only 37 were lost to minor injuries sustained in the workplace
- **R7 million** paid in fees to professional advisors



### OUR BUSINESS PARTNERS

The Group then works with Business Partners and internal and direct sales teams who drive the sales of our products and services.