



How we engage with our stakeholders everywhere you go

2015

On pages 8 and 9 of our 2014 Group integrated report www.mtn.com/investors/FinancialReporting/Pages/IntegratedReports.aspx we give details of the key stakeholder themes in the year, the relevance of each group of stakeholders, the action taken in 2014 to address their issues, as well as the link of each theme to our strategy, priorities and the KPIs that we measure. In this table, we give more details of the way we engage with each group of stakeholders:

Stakeholder group	How we engage
<i>Investors – equity and debt</i>	<ul style="list-style-type: none"> ■ Annual integrated, governance and sustainability reports ■ SENS communications, news releases ■ Interim and annual financial results, presentations and quarterly trading updates ■ Equity investor roadshows, investor days as well as board and executive engagements with key shareholders ■ International roadshows for bond launches ■ Group annual general meetings
<i>Customers</i>	<ul style="list-style-type: none"> ■ Online and social media engagements ■ In-store face-to-face encounters ■ Customer surveys ■ Call centres and self-service platforms ■ Face-to-face relationship engagements with large customer segments such as corporates and those in the public sector
<i>Employees</i>	<ul style="list-style-type: none"> ■ Direct leadership engagements with employees ■ Employee satisfaction surveys ■ Performance management assessments ■ MTN Academy online training and development courses ■ Constructive engagement with organised labour unions and bargaining units
<i>Regulators and governments</i>	<ul style="list-style-type: none"> ■ Structured, bilateral leadership engagements with regulators ■ Written submissions to regulators and participation in public hearings ■ Formal discussions on sector issues and provision to regulators in some markets of financial and network performance data in line with requirements ■ Contributing to regulators' objectives with regards sector sustainability through sharing best practice and case study examples ■ Structured meetings with authorities, including heads of state, ministers, policy-makers and legislative arms of governments ■ Bilateral and organised engagements with ambassadors, tax, trade and investment authorities
<i>Industry bodies and business associations</i>	<ul style="list-style-type: none"> ■ Senior executives attend meetings of boards of which they are members ■ Senior executives and managers attend issue-specific seminars and workshops, and participate in cross-industry ecosystems partnerships ■ Company representatives add MTN's voice to issues of common business interest in a number of markets, including at international forums, on issues such as emerging market dynamics and ease of doing business etc
<i>Media</i>	<ul style="list-style-type: none"> ■ Press conferences, interviews and other engagements with journalists and editors
<i>Suppliers</i>	<ul style="list-style-type: none"> ■ Supplier forums and supplier days ■ Supplier surveys
<i>Communities</i>	<ul style="list-style-type: none"> ■ Social upliftment projects run by MTN foundations ■ Employee volunteering initiatives