



## MTN POSITION STATEMENT

### Stakeholder Management

#### The issue

Effective stakeholder management is essential to MTN's ability to operate responsibly, maintain trust and create long-term value. MTN's diverse stakeholders, including customers, employees, communities, governments, investors, suppliers and business partners, have expectations that shape the company's social licence to operate. Poorly managed engagement can lead to misunderstanding, misalignment, reputational harm, compliance risks and weakened relationships that may affect MTN's ability to deliver on its strategic ambitions.

#### Linking the issue to our strategy

Stakeholder engagement enables MTN to understand evolving expectations, anticipate risks, support responsible decision-making and sustain collaborative relationships. MTN's approach is guided by the principles in the Stakeholder Management Policy. The policy is part of the MTN Group Stakeholder and Reputation Management framework, which anchors engagement in responsibility, transparency, inclusiveness and integrity. This supports our business strategy by strengthening trust, improving responsiveness to stakeholder needs and ensuring alignment with the company's commitments to ethical conduct and sustainable operations. Stakeholder input supports MTN's long-term value creation and contributes to socio-economic and sustainability outcomes.

MTN's approach aligns with globally recognised principles, including King IV, the UN Global Compact, Organisation for Economic Co-operation and Development (OECD) and AA1000 principles, reinforcing ethical and responsible engagement.

#### Scope

This position statement applies to MTN's operations across all markets. It reflects the intent and principles of MTN's internal Group Stakeholder Management Policy, which provides the detailed processes that govern implementation across the Group.

#### Our commitments

##### Direct operations

MTN commits to:

- Meaningful, inclusive and structured stakeholder engagement to understand legitimate expectations and address material issues.
- Engaging stakeholders in a manner that is purposeful, timely and aligned with the company's strategic objectives.
- Engagement will be undertaken in good faith, ensuring accuracy, fairness, balance, transparency and respect for stakeholder perspectives.
- Ensuring stakeholder interactions adhere to legal, regulatory and governance requirements in every market.
- Respecting the rights and interests of stakeholders, committing to respond to legitimate stakeholder concerns and integrating them into decision-making processes.
- Internal coordination mechanisms will be maintained to make sure engagements are consistent, well-informed and appropriately authorised.
- Managing the risks associated with stakeholder relationships, including reputational, operational and compliance risks.



### **Value chain**

MTN commits to:

- Expecting suppliers, partners and third parties act on our behalf to uphold our engagement principles and to interact with stakeholders in a responsible and ethical manner.
- Collaborating with stakeholders across the value chain, including customers, communities, governments, industry bodies and civil society, to support mutual understanding, shared value and constructive dialogue.

### **Systems change**

- MTN will maintain a structured approach to identifying and prioritising stakeholders, based on legitimate interests, influence and material sustainability topics, while ensuring the voices of vulnerable or marginalised groups are considered, where relevant.
- MTN will incorporate stakeholder insight into business planning, sustainability priorities and long-term decision-making.
- Engagement will support alignment with broader social, regulatory and development objectives in our markets, including national priorities and global sustainability expectations.
- MTN will foster long-term relationships that contribute to responsible industry leadership and system-wide improvement in our operating environments.

### **Accountability**

- Oversight of stakeholder engagement rests with MTN's Board through the Group Social and Ethics Committee, as outlined in the Group Stakeholder Management Policy.
- MTN will monitor and report on material stakeholder issues and expectations in line with transparency commitments and regulatory requirements.
- Employees engaging with stakeholders are expected to act in accordance with MTN's values, the Code of Ethics and Conduct and the principles of the Group Stakeholder Management Policy.
- Training and awareness will support consistent and responsible engagement across the organisation.
- MTN commits to ongoing improvement of its stakeholder engagement approach.