

Our business model

Creating value for our stakeholders

We anticipate changes in the world around us ...

Machine learning and artificial intelligence will soon become an integral part of everything we do.

▶ Read more on page 19

... and we take into account the views of our stakeholders.

Engaging with our stakeholders, understanding their perspectives and feedback.

▶ Read more on pages 20 to 25

The resources we need (Our six capitals)



Financial



Human



Social and relationship



Manufactured



Intellectual property

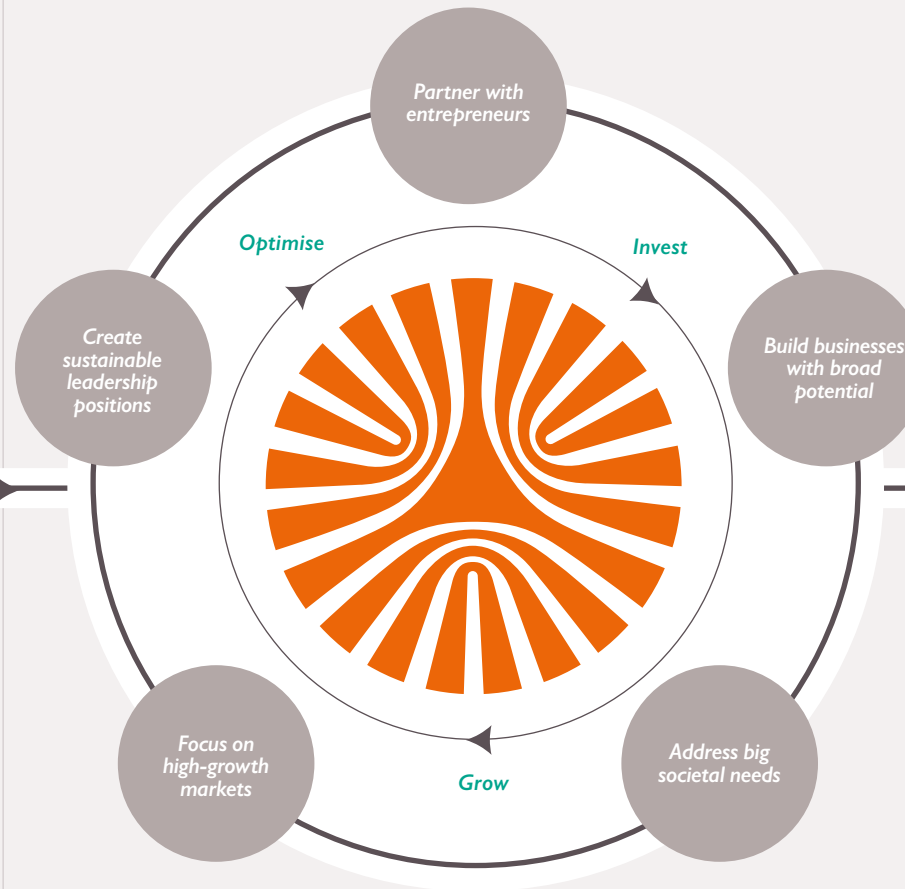


Natural resources

How we add value

We pursue growth by building leading companies that empower people and enrich communities.

What we do:



Underpinned by our active capital allocation and strategy.

We ensure we optimise our portfolio for growth and competitiveness.

▶ Read more on page 26

For all our stakeholders

Customers

Provide exciting and innovative products and services to improve our customers' lives.

Employees

Create a compelling place to work where our people are engaged and motivated to achieve their full potential.

Shareholders and investors

Deliver long-term shareholder value through disciplined capital allocation, differentiated execution and strong financial performance.

Suppliers and partners

Treat our suppliers fairly and drive high social, ethical and environmental standards in the products and services we buy.

Local communities

Invest in improving the communities we operate, live and work in.

▶ Read more on pages 36, 43, 46 and 47

Industry

Leverage our global scale to ensure industry development considers and benefits stakeholders.

Regulators

Engage in developing dialogue and policy that support vibrant industries and benefits stakeholders.

We create value for key stakeholders across all our businesses.

REVENUE

US\$20.1bn⁽¹⁾

TRADING PROFIT

US\$3.4bn⁽¹⁾

CONSOLIDATED DEVELOPMENT SPEND

US\$669m

CORE HEADLINE EPS

581 US cents

INVESTMENT IN EMPLOYEE TRAINING

US\$17m

Note

⁽¹⁾ Presented on an economic-interest basis.

PROPOSED DIVIDEND PER SHARE

650 SA cents

TAXES PAID TO GOVERNMENTS WHERE WE OPERATE

US\$1.4bn

ENVIRONMENT

All emissions (scope 1 and scope 2) totalled 87 022.47 (2017: 184 458) tonnes of CO₂e with electricity the highest contributor of total measured emissions at 78%. MultiChoice is the largest contributor within the scoped entities representing 65% of the total emissions. The carbon footprint excludes Novus which historically was the largest contributor to total emissions measured.