Our journey of Enriching Lives

MULTICHOOSE GROUP ESG REPORT 2024
MultiChoice makes a significant contribution to economic development in Africa. Through our social report, we share the stories of the impact of our social initiatives on the communities in which we operate.
MESSAGE FROM THE GROUP CEO

It is my pleasure to present our Environmental, Social and Governance (ESG) report, as we celebrate over three decades of enriching lives. From the outset, our vision was to provide access to diverse, quality content. This vision has transformed us into a platform offering rich diverse entertainment and scalable tech-based consumer services. We have continually pushed boundaries, introducing groundbreaking technologies and delivering a rich tapestry of content to millions of viewers across the African continent.

As a company deeply committed to making a positive impact, we understand our responsibility to extend our influence beyond entertainment. Our approach to ESG is guided by our purpose: to enrich lives. This commitment drives us to be an integral part of every community we serve and to remain attuned to the needs of our stakeholders. We share our resources, experience, expertise and platforms to contribute meaningfully to Africa and the world. Our aim is not merely to make a difference but to create lasting, sustainable value for all our stakeholders.

In this report, you will learn about our dedication to caring for our planet, connecting with people and offering transformative solutions. Our commitment to environmental stewardship is evident in our efforts to minimise our consumption of natural resources and reduce our carbon footprint. Recognising climate change as one of the greatest challenges of our time, we leverage our broadcast platforms to raise awareness and foster dialogue on how Africa can combat global warming. We are proud partners of The Earthshot Prize, supporting and elevating organisations and individuals in Africa who champion efforts to safeguard our planet.

Africa’s economic development relies on the entrepreneurial spirit of its self-starters and small businesses. This report highlights how we foster and unleash this entrepreneurial potential through our Innovation Fund. This initiative provides innovative entrepreneurs across the continent with exposure to local and global markets, propelling Africa’s economic growth. We are equally passionate about telling African stories and showcasing the rich diversity and talent of our continent. Through our platforms, we amplify African voices, support the local entertainment industry and bring African stories to a global stage. The MultiChoice Talent Factory exemplifies our dedication to nurturing the next generation of storytellers, ensuring a continuous supply of talented filmmakers in the industry.

As Africans, we share a profound love for sport and at MultiChoice, we wholeheartedly embrace this passion. We proudly stand as the largest funder of sport on the African continent. In this report, you will learn about our initiatives aimed at fostering a deeper appreciation for sport and nurturing the future generation of sports stars. The stories and triumphs shared in this report would not have been possible without your support. We invite you to be inspired and find your own unique ways to contribute to the development of our beloved continent.

As we look ahead, we remain humbled by the continued trust and support of our customers. Let us continue to shape a better, more sustainable future for Africa together.

Calvo Mawela,
CEO of MultiChoice Group
ABOUT OUR ESG REPORT

MultiChoice operates in developing countries with challenging economic conditions, income disparities and unpredictable political landscapes. These factors directly impact our communities, customers and business operations and present major sustainability challenges, which we are proactively addressing as a multinational entertainment and technology company. Our approach involves meeting present needs while safeguarding the interests of future generations.

Scope, boundary and audience

This report covers MultiChoice Group Limited and its subsidiaries, collectively referred to as MultiChoice or the group.

Boundary

We focus on creating value for our material stakeholders, with an emphasis on providers of financial capital. Our reporting is integrated and balanced, addressing strategic objectives, material matters and governance practices.

Audience

Our aim is to provide a comprehensive view of our ESG performance, emphasising the sustainability of our business. This report is intended for stakeholders interested in understanding MultiChoice’s ESG performance and governance structure.

Proportionality

MultiChoice acknowledges the importance of addressing ESG matters and opportunities across its diverse companies. We assess the size, workforce, resources and operational complexity of each entity to tailor our ESG initiatives accordingly. This ensures that our strategies effectively meet the unique circumstances of each business, maximising their impact and fostering sustainability across varying maturity levels. For example, in smaller subsidiaries, we may prioritise community engagement initiatives, while in larger entities, we focus on reducing the environmental footprint through sustainable practices.

Alignment with SDGs

MultiChoice aligns its initiatives with the UN’s Sustainable Development Goals (SDGs). We prioritise efforts towards SDGs where we can directly contribute to positive outcomes or mitigate negative impacts.

Materiality

MultiChoice identifies and reports on the most significant sustainability topics, known as material matters. We assess the impact of these material matters on the group and stakeholders, following industry best practices and stakeholder engagement. This approach ensures that our sustainability reporting effectively communicates the most important topics relevant to our business operations, strategic objectives and stakeholders’ interests.

We use a risk-based approach to identify material matters, and consider the following:

- Capital allocation
- Risk and opportunities
- Our operating environment
- Stakeholder needs and priorities
- Broader societal and environmental matters that impact, or are impacted by, our business

Reporting frameworks

MultiChoice continues to evolve and mature its reporting and disclosures, guided by internationally recognised standards and frameworks, including:

- International Sustainability Standards Board (ISSB) Integrated Reporting Framework, January 2021
- The JSE Sustainability Disclosure Guidance
- United Nations Sustainable Development Goals

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We support the communities we operate in, develop our workforce, promote economic prosperity and minimise environmental impact. This approach ensures transparency and accountability in demonstrating how we create value over time.

The board is ultimately responsible for integrating ESG matters into the group strategy and ensuring processes are in place to address any negative consequences on the economy, society and environment. Oversight of sustainable development and corporate citizenship is delegated to the social and ethics committee, while management is tasked with policy implementation.

Our approach to ESG is based on the principle of meeting present needs without compromising the future.

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Our purpose
To enrich lives

Our ESG strategy
Our ESG commitments guide our efforts towards sustainable development. We focus on key pillars within our ESG framework and have outlined our commitments and our approach, highlighting actions within each pillar.

Key commitments

Environment
Conserving natural resources by implementing solutions that optimise environmental performance and minimising our direct environmental impact.

Social
Enhancing the development of society and our employees through programmes and initiatives that enhance the quality of life.

Governance
Conducting business fairly, ethically and with integrity and complying with all relevant laws and regulations.

Awards
Corporate Social Responsibility (CSR) and Responsible Business Leadership Award
MultiChoice Talent Factory (MTF) received the prestigious Corporate Social Responsibility (CSR) and Responsible Business Leadership Award at the 5th CSR and Responsible Business Awards Ceremony held in Livingstone, Zambia in February 2024. The award was bestowed upon MultiChoice for its positive contributions to social cohesion on the continent.

This accolade was bestowed upon organisations that demonstrated excellence in Corporate Social Responsibility and Responsible Business Leadership.

Ubuntu Award
MultiChoice received the prestigious Ubuntu Award in the Economic Diplomacy in Africa category during an award ceremony held in Cape Town, South Africa, in February 2024. The award was bestowed upon MultiChoice for its positive contributions to social cohesion on the continent.

MultiChoice Talent Factory
MTF alumni showcased their talent and expertise at the Africa Magic Viewers’ Choice Awards (AMVCA) in Nigeria, securing multiple nominations across various categories. Productions by MTF graduates Wilson Nkya, Philipo Ngonyani, Jane Moshi, Orire Nwani and Emmanuel Mwape received recognition, highlighting the programme’s success in nurturing African storytellers.
MultiChoice prioritises environmental stewardship by minimising natural resource consumption and strictly adhering to environmental legislation and best practices in countries in which we operate. Our approach centres on reducing environmental impact through a risk-based and phased strategy.

Our environmental strategy is built on four pillars: strategic partnerships, conserving natural resources, creating solutions that enhance our environmental performance and limiting our direct impact on the environment. We promote sustainable practices in every aspect of our operations.

**Strategic partnerships**
We establish strategic partnerships with non-profit, non-governmental and community-based organisations, united by a shared vision. By combining resources and expertise, we achieve lasting results on sustainable development goals.

**Conserving natural resources**
The group promotes sustainable practices across all operations. We conserve natural resources by implementing initiatives to reduce resource consumption and promote responsible usage, such as optimising energy usage, reducing water consumption and minimising waste. Our goal is to preserve biodiversity and contribute to long-term environmental sustainability.

**Enhancing environmental performance**
We enhance environmental performance by adopting innovative technologies and practices that minimise impact while maximising efficiency. Whether through developing energy-efficient products or the implementation of eco-friendly processes, we strive to improve continuously and contribute to a greener future.

**Limiting direct impact on the environment**
The group reduces its direct environmental impact by putting in place stringent environmental management systems and following tight environmental rules. We actively monitor our operations to identify and mitigate environmental risks. Additionally, we engage with stakeholders to promote environmental awareness and foster a culture of sustainability within our organisation and beyond.

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**Key highlights**

- **67 675 CO₂** carbon emissions footprint
- **6 600** trees planted in partnership with Fruitful Office
- **90%** survival rate of trees planted at schools in Chalinze Municipality, Tanzania
- **A+ energy label** for our Irdeto Hoofddorp, Netherlands office
- **Solar power installed at MultiChoice City**

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**Five-star Green Rating**
from the Green Building Council South Africa for our Randburg office

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This is the Earthshot Decade, a decade in which we must, by 2030, reduce CO₂ emissions by over 40%, and protect 30% of nature, oceans and freshwater. The nominations to The Earthshot Prize remind us that human ingenuity, grit and determination can turn the seemingly impossible into the new normal. We’re delighted to be working with changemakers and partners across Africa to spotlight the incredible innovation emerging across the continent, to convene courageous conversations about scale and finance and to partner with young creators and filmmakers to tell the story of changemakers across Africa.

Hannah Jones, CEO of The Earthshot Prize

The Earthshot Prize

The Earthshot Prize is a global initiative dedicated to discovering and accelerating groundbreaking solutions for repairing the planet. The Earthshot Prize engages a worldwide network of over 430 nominating individuals and organisations from 139 countries.

As a member of this Earthshot Prize Global Alliance, MultiChoice collaborates with The Earthshot Prize to support environmental sustainability in Africa. The Earthshot Prize annually awards five winners with R20m (£1m) grants to scale their projects, which address urgent environmental challenges. Through the Global Alliance, winners and finalists gain access to diverse resources across various sectors, including manufacturing, retail, legal expertise, digital technology and government relations. This platform showcases the ingenuity and ambition of African innovators, activists and scientists on the global stage, driving meaningful change for our planet’s future.

Since its inception, The Earthshot Prize has recognised one winner, Mukuru Clean Stoves from Kenya and six finalists - Reeddi Capsules from Nigeria, Pole Pole Foundation from the Democratic Republic of Congo, ABALOBI from South Africa, Freetown the Treetown from Sierra Leone, Roam and Sanergy from Kenya.

Searching for the next environmental innovator: The Earthshot Prize entries

Nominations for the 2024 Earthshot Prize opened in September 2023, extending through December of the same year. Individuals and organisations were encouraged to enter into any of the five categories of The Earthshot Prize: Protect and Restore Nature, Clean our Air, Revive our Oceans, Build a Waste-Free World and Fix our Climate.

A recordbreaking 400 entries were submitted from across the continent for The Earthshot Prize 2024. The best African eco-innovators will be selected to compete for these 2024 Awards.

As an official broadcast partner for The Earthshot Prize in Africa, we leverage our extensive platforms to amplify its messages throughout the continent. We foster engagement, encourage innovators to showcase their solutions, back local finalists and mobilise communities to tackle sustainability challenges head-on.

The Earthshot Prize

Charging Interface Initiative e.V. (CharIN e.V.)

Fruitful Office
PARTNERSHIPS CONTINUED

Cape Town to host inaugural Earthshot Prize celebration in Africa

In November 2024, Cape Town will host the annual celebration of the 2024 Earthshot Prize, marking the first time the event is held in Africa. Following previous events in London, Boston and Singapore, the 2024 ceremony will shine a spotlight on the innovative solutions driving sustainability worldwide. The PSL and DSTv Diski Challenge will integrate the Earthshot Prize brand into their games, thereby fostering community engagement and spreading awareness.

Scheduled to air live on MultiChoice channels on 6 November 2024, the awards promise to be a momentous occasion, celebrating innovation and inspiring positive change. The evening will feature storytelling and performances, highlighting the remarkable work of The Earthshot Prize finalists.

Earthshot Week will include the annual Earthshot Fellowship Retreat in Cape Town, kicking off the year-long Earthshot Prize Fellowship Programme. This comprehensive support system, provided to each cohort of 15 finalists alongside the monetary prize, offers mentorship, resources and technical assistance. Access to a vast network of businesses, philanthropists, investors and environmental organisations will further accelerate the growth of these pioneering solutions, driving tangible progress towards a more sustainable future.

“As the leading entertainment company in Africa, we are immensely proud to be the African Broadcast partner for The Earthshot Prize at such a monumental time. This marks the first time the prestigious prize comes to our continent. MultiChoice is well positioned to not only amplify the urgent message of climate change but also to inspire and galvanise innovators, corporate partners and governments to prioritise sustainable solutions. This partnership signifies our ongoing commitment to fostering a sustainable future for Africa, and we look forward to playing a pivotal role in advancing the goals of The Earthshot Prize.”

Calvo Mawela, CEO of MultiChoice Group

CASE STUDY

ABALOBI

Among the finalists of the 2023 Prize was Cape Town’s ABALOBI, a pioneering non-profit partnership bridging fishers and scientists. ABALOBI’s mission revolves around safeguarding small-scale fishing communities while equipping consumers with enhanced information regarding the origin of their seafood.

Founded in South Africa by Serge Raemaekers and Nico Waldeck, ABALOBI works closely with small fishing communities to revolutionise catch data recording and ensure fair, sustainable livelihoods. Facing global threats such as overfishing and biodiversity loss, coastal communities are instrumental in preserving the health of our oceans. ABALOBI’s innovative solution, an easy-to-use app, connects fishers with a digital marketplace where they can transparently register their catches, providing vital information on how, when, and where the fish originate. This technology not only empowers fishers to demonstrate their sustainable practices but also helps build a deeper understanding of ocean challenges. With 1 500 fishers already supported across 12 countries, the technology is easy to use and scale, requiring only a smartphone.

ABALOBI’s solution makes it easier for fishers, buyers and other stakeholders to monitor fish populations and prevent overfishing while securing a fair livelihood, formal recognition and improved market access for fishermen and women. Users of the app report earning up to four times more revenue than before. Together, thousands of fishers and their communities are recognised as stewards of the ocean, helping to protect her for generations to come.

Fruitful Office

Irdeto has partnered with Fruitful Office, a fruit delivery company based in the Netherlands, to reduce negative environmental impacts. Fruitful Office delivers fresh fruit to Irdeto every week and runs a fruit tree-planting campaign with its employees. For every fruit basket ordered by Irdeto, a corresponding fruit tree is planted. Approximately 6 600 trees have been planted through this initiative to date.

Collaborating with the NGO Ripple Africa, Fruitful Office directs efforts towards tree planting in Malawi, combating deforestation and offsetting CO2 emissions. This initiative is one of the largest and most successful tree-planting projects in Malawi, providing a sustainable solution to combat indigenous deforestation in Africa.

The Charging Interface Initiative e.V.

In 2023, Irdeto partnered with Chargen e.V. and UL Solutions. Chargen e.V. is an international organisation dedicated to promoting interoperability and standardisation in electric vehicle charging infrastructure. UL Solutions specialises in safety science and certification services, particularly in the field of electric mobility. Together, they pioneered enhanced security and convenience within the electric vehicle ecosystem, spearheading the rollout of plug-and-charge infrastructure across Europe. This collaboration aims to advance the accessibility, reliability and safety of electric vehicle charging, contributing to a cleaner and more sustainable transportation landscape.
The impact of climate change on Africa is a pressing concern, especially given its reliance on climate-sensitive sectors. At MultiChoice, we recognise this urgency and are committed to mitigating our environmental impact. We are taking proactive steps through initiatives such as investing in renewable energy, implementing carbon footprint reduction strategies and adopting sustainable business practices. We are dedicated to combatting climate change and safeguarding the future of our planet.

Conserving our natural resources
MultiChoice is committed to achieving carbon neutrality in greenhouse gas emissions by 2050 through a phased, risk-based approach. The group conducts annual climate risk assessments to evaluate the impact of climate-related matters on the business, identify relevant risks and opportunities and integrate the findings into our management processes.

We are addressing the climate crisis and promoting sustainability with a detailed sustainability roadmap. The group measures its scope 1 and 2 greenhouse gas emissions. We have set reduction targets and are investigating renewable energy options.

Enhancing our environmental performance
MultiChoice has completed initial climate change risk assessments, which are being refined through biannual reviews. Identified risks include compliance with legislation, extreme weather events and natural disasters, high diesel and energy consumption, carbon emissions and effects on worker health and safety.

Our goal is to minimise our environmental impact through a phased approach, guided by the maturity levels of the environmental programmes in each of our businesses. Initial plans focus on solidifying our understanding of our environmental impact and recognising the potential adverse effects of climate change on the group and its stakeholders.

Many of our office buildings have been designed to be environmentally friendly or retrofitted for improved energy and water efficiency. For instance, our Randburg, South Africa office has a five-star green rating from the Green Building Council South Africa, while our Hoofddorp, Netherlands office operates entirely on renewable energy and boasts an A+ energy label.

MultiChoice measures its carbon footprint from scope 1 and 2 emissions taking guidance from the Greenhouse Gas Protocol. Our organisational carbon footprint reporting boundary identifies three types of sites:
In FY24, MultiChoice saw a substantial decrease in its scope 1 emissions, largely due to measures that allowed us to burn less generator diesel during power outages. Our refrigerant consumption also declined after we installed new air-conditioning units.

### Consumption

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<th>Consumption Type</th>
<th>FY24</th>
<th>FY23</th>
<th>Difference</th>
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<tr>
<td><strong>SCOPE 1 (UNIT)</strong></td>
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<tr>
<td>Stationary combustion Diesel (litres)</td>
<td>3,146,648</td>
<td>8,050,050</td>
<td>(4,903,402)</td>
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<td>Africa broadcasting Diesel (litres)</td>
<td>4,273,673</td>
<td>4,098,400</td>
<td>175,273</td>
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<td>Mobile combustion Diesel (litres)</td>
<td>1,010,355</td>
<td>894,898</td>
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<td>Subtotal</td>
<td>8,430,676</td>
<td>13,043,439</td>
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<td>Mobile combustion Petrol (litres)</td>
<td>1,143,498</td>
<td>1,081,433</td>
<td>62,065</td>
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<td>Refrigerants Fugitive gases (kilograms)</td>
<td>478</td>
<td>699</td>
<td>(221)</td>
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<tr>
<td>Stationary combustion Liquid petroleum gas (kilograms)</td>
<td>8,526</td>
<td>13,493</td>
<td>(4,967)</td>
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<td>Total</td>
<td>9,583,178</td>
<td>14,139,064</td>
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<td><strong>SCOPE 2</strong></td>
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<tr>
<td>Electricity Kilowatt hour</td>
<td>55,675,378</td>
<td>49,485,006</td>
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### Emissions (tCO₂e)

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<th>FY23</th>
<th>Difference</th>
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<tr>
<td><strong>SCOPE 1</strong></td>
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<tr>
<td>Stationary combustion Diesel</td>
<td>8,370</td>
<td>20,406</td>
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<tr>
<td>Africa broadcasting Diesel</td>
<td>11,368</td>
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<tr>
<td>Mobile combustion Diesel</td>
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<tr>
<td>Subtotal</td>
<td>22,426</td>
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<td>Mobile combustion Petrol</td>
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<td>Refrigerants Fugitive gases</td>
<td>923</td>
<td>1,413</td>
<td>(490)</td>
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<td>Stationary combustion Liquid petroleum gas</td>
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<td>(15)</td>
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<td>Total</td>
<td>26,061</td>
<td>37,008</td>
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<td><strong>SCOPE 2</strong></td>
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<td>Electricity Kilowatt hour</td>
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<td>Total emissions</td>
<td>67,675</td>
<td>75,060</td>
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CLIMATE CHANGE CONTINUED

Limiting our direct impact on the environment

Emissions and energy efficiency
We have taken proactive steps to enhance energy efficiency, which include electricity consumption, air-conditioning systems, data centres, heating and ventilation. We have also invested in green infrastructure, including installing light motion sensors within buildings, LEDs equipped with daylight harvesting capabilities, solar panels and energy-efficient inverter technology. These initiatives demonstrate our commitment to sustainability and responsible resource management, ensuring a greener and more eco-friendly operation.

MultiChoice South Africa
- Implemented solar photovoltaic solutions at our Samrand facilities in June 2018 and at MultiChoice City in January 2024.
- Installed solar PV solution at MultiChoice City for cleaner energy.
- Conducted Net Zero energy performance review for all buildings over 2 500m², with certifications registered at SANEDI.
- Identified electrical usage as major carbon emissions contributor, impacting operations including cooling equipment, technology infrastructure, studios, lights and desk equipment.
- Implemented initiatives to reduce electricity consumption, including energy-efficient air-conditioning, power factor correction systems, inverter technology and free cooling chillers.
- Introduced innovative solutions such as ice storage system, solar carports, LED lighting, variant refrigerant flow air-conditioning, LPG appliances, variable speed drives for water tanks and energy-efficient heat pumps.

Rest of Africa – Nigeria
- Identified electrical usage as the primary contributor to emissions at MultiChoice Nigeria.
- Targeted areas for reduction include cooling equipment, technology infrastructure, studios, lights and desk equipment.
- Implemented initiatives to curb electricity consumption:
  - Replacing outdated chiller with energy-efficient model.
  - Installing synchronising electric panels for better power regulation.
  - Continuously upgrading to inverter air-conditioning systems and energy-efficient LED lighting.
  - Planning ongoing installation of solar panels for a 30% reduction in daytime electrical usage.
  - Installing pumps with automatic pressure/float switch to back up water tanks and utilising variable speed drives for energy savings.

Irdeto
- Achieved A+ energy label for our Hoofddorp building through various sustainable features:
  - Geothermal cooling/heating system provides efficient heating and cooling, with upgrades to reduce reliance on backup chillers.
  - Double glazing and moss covering on the roof act as natural thermal insulation.
- Conducted comprehensive office maintenance scan in February 2023, identifying areas for improvement.
- Implemented better management of air-conditioning systems to optimise energy usage, particularly focusing on the geothermal heating system.
- Both Hoofddorp and Salzburg offices operate on renewable energy sources.
- LED lighting installed in Hoofddorp offices for energy savings.
- Initiating energy-saving obligations to the government through the Recognised Measures List (EML), ensuring compliance with energy-saving measures.
CLIMATE CHANGE CONTINUED

Water security
At MultiChoice, water is primarily used in bathrooms, canteens, gardens and shower facilities. As water conservation has become increasingly important, we have implemented initiatives to minimise our impact on water resources. These include:

MultiChoice South Africa
- Implemented dual flush system across all toilet facilities, achieving up to 40% reduction in water usage.
- Installed drip-piping sprinkler systems for efficient water distribution and conservation.
- Implemented a grey water system at MultiChoice City, utilising water from shower and basin facilities to flush toilets, promoting sustainable water management practices.

Rest of Africa – Nigeria
- Extended drip-piping sprinkler systems to other locations where feasible to optimise water distribution and conservation efforts.
- Repurposed water from sewage treatment plants for irrigating flower gardens in various locations, promoting sustainable landscaping practices.

Irdeto
- Implemented dual flush system on all toilet facilities, capable of saving up to 40% in water usage.
- Installed fire sprinkler system for enhanced safety measures.

Waste management
We are committed to keep our planet clean and have implemented waste management and recycling programmes across our facilities. These include:

MultiChoice South Africa
- General waste: A waste management company manages recyclable waste and sends it to respective recycling partners. The amounts are reported to MultiChoice every month.
- Ewaste: Containers for ewaste are available at Randburg, Durban and Cape Town for employees and customers. The waste removal company provides certification of upliftment.

Rest of Africa – Nigeria
- General waste: We employ the services of a government waste management company to dispose of waste from the MultiChoice office. We partner with a recycling company and use recycle bins to sort recycled waste.
- Ewaste: Ewaste containers at the warehouse where ewaste is kept for disposal and destruction at a government-approved ewaste centre. The company that removes the waste provides certification of upliftment.

Rest of Africa – Ghana
- Renewable energy: MultiChoice Ghana installed advanced 44KV solar panels at its Accra headquarters.

Irdeto
- Recycle office furniture: 40% of the furniture used in our current offices was previously utilised and has been re-upholstered for continued use.
- Phasing out single-use plastics: Single-use plastics contribute significantly to global plastic pollution. Irdeto has decided to ban their use from all our offices.
- Waste separation: To minimise waste, Irdeto implements waste management and recycling programmes at our facilities, supported by local municipalities or waste management companies.
- Ewaste: Due to the potential harmful environmental effects of ewaste that is not recycled properly and the sensitive nature of the information stored on such equipment, ewaste is handled by a dedicated waste management company in accordance with our security policy. In line with circularity principles, we aim to extend the lifespan of our electronic equipment before disposal. Equipment such as cell phones, computers and server hardware follow a refresh cycle to optimise their use.
- Initiatives at Hoofddorp restaurant:
  - Avoiding the use of plastic spoons, forks, cups and straws.
  - Recycling coffee waste by using it as ground for mushroom growth.
MultiChoice is an integral part of the communities in which we operate.

Our purpose-driven initiatives focus on key areas such as job creation, skills development, creating a future talent pipeline and empowering small businesses. Our commitment extends to respecting human rights, promoting diversity and practicing preferential procurement targeting historically disadvantaged individuals, women and youth.

Investing in our people and their continuous development is also important to us. We have created a diverse and inclusive workplace and support our employees through education and skills development.
The MultiChoice Talent Factory (MTF) is a 12-month filmmaking training programme offered in 14 countries across Africa. It includes an internship, masterclasses for industry professionals and a pan-African digital networking portal for creatives. The internship includes the production of films for broadcast on General Entertainment channels and on Showmax. The four MTF academies are based in Kenya, Nigeria, Zambia and South Africa.

MTF collaborates with global industry institutions and broadcasters to enhance its programme further. Partnerships with organisations like the New York Film Academy and Lights, Camera and Diaspora! provide students with valuable opportunities for training, mentorship and job-sharing. Additionally, MTF partners with broadcasters such as ZEE World, offering students access to film training, internships and opportunities to produce content for channels like Zee Zonke.

Over the past nine years 467 film makers have been trained by MTF.

FY24 key highlights

Highlights for the year include:

**East Africa**

- In East Africa, graduates secured story development grants, gained acclaim at international film festivals and showcased their commitment to environmental consciousness by presenting at the Youth and Climate Action meeting.
- Rita Saxon and Ivan Tusabe from the Class of 2022 secured US$10 000 in story development grants from the DW Akademie Film Development Fund, highlighting their international recognition.
- MTF East Academy showcased its work at the Africa Climate Summit, underscoring the importance of youth involvement in climate action. Its presentation featured a public service announcement (PSA) titled Be the Change: Fight Climate Change.
- Alumni from East Africa received recognition at various award ceremonies, underscoring the quality and impact of their work on both local and international stages.

**Southern Africa**

- N&M Productions, a successful scriptwriting and film administration company, was founded by two MTF Alumni in Botswana. Their debut feature film, The Painting, premiered and broadcast on Zambezi Magic, while their collaboration with Angolan filmmaker Levis Albano resulted in Muti Mbi Ma Pessoa, which screened internationally.
- MTF’s support extends to institutions like the Zambia National Broadcasting Corporation (ZNBC), reinforcing its dedication to nurturing local talent and fostering industry growth.

**West Africa**

- Azeezah Sama, produced by a student from the class of 2023, was selected for prestigious film festivals such as the Toronto International Nollywood Film Festival 2023 and Silicon Valley Film Festival 2023.
- A movie from the current class of 2023 was also honoured at the Lift-Off Filmmaker Festival 2023.
- TefiT, produced by the class of 2021 in Ghana, earned praise and secured a spot in the African Cinema Section of the International Festival of Author Film in Morocco.
- In West Africa, Africa Magic acquired the short film Take Back The Night by MTF student Elvis Damptey.
- Africa Magic commissioned productions from three MTF alumni companies, generating employment opportunities and amplifying the programme’s impact in the region.

**South Africa**

- MTFza interns contributed to over 30 professional productions in the past year, including hit shows like Idols, Adulting, My Brother’s Keeper, Champions and Gen Zee.
- They gained invaluable insights from top industry experts through masterclasses and live theatre experiences, while also assisting in various MultiChoice events like the Springbock announcements and victory celebrations.

These accomplishments serve as a testament to MTF’s commitment to nurturing talent, fostering diversity and fostering innovation within Africa’s dynamic film and television (TV) industry.
MULTICHOICE TALENT FACTORY (MTF) CONTINUED

MTFza Alumni

The impact of MTF’s work is evident in the numerous films produced by its alumni’s high-profile campaigns. They have crafted numerous movies, short films and public service announcements, such as the United Nations #PledgetoPause initiative, spotlighting the diverse African talent. Alumni have garnered recognition at prestigious film festivals worldwide, showcasing the success of MTF’s training programme. These include Mbali Zulu, who is now recognised as a top South African film and television writer, and Thembalethu Mfebe, who was the senior director on the groundbreaking Adulting series and is currently senior director on the youth drama series Gen Zee.

The alumni community in South Africa boasts almost 130 active professionals, with numerous members earning prestigious awards such as SAFTA accolades and recognition from the National Film and Video Foundation. Their collective efforts have resulted in the production of 119 Mzansi Magic Movies over eight years.

MTFza Extended Cut

In 2023, MTFza Extended Cut continued its commitment to nurturing emerging filmmakers in South Africa. This dedication was evident as the programme produced 10 high-value stories, evaluated 30 proposals and selected four promising projects for production. These efforts underscored the growth and potential of participants within the MTFza alumni network.

With the debut of these films on Mzansi Magic in April 2024, MTFza Extended Cut remains a cornerstone in fostering creativity, developing talent and enriching the South African film industry landscape.
MULTICHOICE TALENT FACTORY (MTF) CONTINUED

MTF activities

Botswana

MultiChoice Botswana’s Youth Development efforts achieved a significant milestone with the successful return of the MTF Academy Class of 2023 graduates to Botswana. The team entered discussions with New Look Studios, a local production house, with the aim of exploring opportunities for engaging the new alumni as interns. These discussions revolved around involving MTF alumni in a local Botswana film project intended for Mzansi Bioskop, showcasing the talent and skills nurtured through the MTF programme.

Ethiopia

In Ethiopia, our focus has been on facilitating content commissioning engagements. We recognised the exceptional potential of Habtamu Mekonen, an MTF alumni and Emmy award winner, by profiling his achievements and contributions to the industry.

Kenya

In December 2023, MTF held its graduation ceremony in Kenya, a significant event attended by the Cabinet Secretary of the Ministry of Youth Affairs, Creative Economy and Sports. This marked a momentous occasion as emerging filmmakers from Kenya and across the region were celebrated for their accomplishments and contributions to the film industry. The presence of the Cabinet Secretary highlighted the government’s support for empowerment and the creative economy, highlighting the importance of initiatives like the MTF in nurturing talent and driving innovation in the country’s entertainment sector.

Mozambique

MultiChoice Mozambique had a bustling year of activities, featuring a variety of initiatives. These included the MTF call to entry, which was promoted across television, radio, print, online media and social media platforms. Additionally, MultiChoice Mozambique organised KUGOMA Roundtable talks with Maningue Magic Stars, offering insightful discussions. A Masterclass in TV Production Management was also hosted, providing valuable learning opportunities. Furthermore, MTFxSAE Online Short courses were made available for interested participants. The programme also explored the behind-the-scenes stories of the Class of 2023’s internship at FTA, shedding light on its experiences. Finally, MultiChoice Mozambique celebrated the achievements of the MTF Alumni, congratulating the Class of 2023 and highlighting the programme’s impactful contributions.

Namibia

Namibian alumni Riejaat Wohluter and Hilma Sheehama premiered their first-ever film InstaLove on kykNET & Kie and Showmax as part of the MultiChoice Namibia/M-Net film project.

Nigeria

MTF celebrated the graduation of the Class of 2023, marking the culmination of a year filled with impactful activities. The event not only recognised the achievements of the graduates but also underscored the profound influence of MultiChoice in shaping the African film industry. Through this campaign, MultiChoice Nigeria showcased the enduring impact of MTF’s initiatives on talent development and industry growth across the continent.

Uganda

MultiChoice Uganda celebrated the vibrant journey of MTF with an enthusiastic send-off of the 2023 cohort to the Nairobi Academy. Additionally, MultiChoice Uganda showcased the remarkable cinematic works produced by MTF through premieres on Maisha Magic, offering these films a platform for wider viewership.

Zambia

The graduation ceremony for the Class of 2023 was successfully conducted, marking a significant milestone in its journey with the MTF programme. Following the ceremony, the alumni actively engaged in a media tour, collaborating with several radio and TV stations to share their experiences and insights gained from their time at MTF. Additionally, they embarked on a social media campaign, posting weekly quotes reflecting on their MTF journeys, which garnered attention and engagement across platforms, including LinkedIn.
MultiChoice is deeply committed to advancing sport growth and development in Africa. Through strategic investments, we cultivate promising talent, support emerging sport broadcasters and production crews and offering essential training for administrators.

Our Sports and Development Trust is dedicated to enhancing access and engagement in sport within historically marginalised communities. Initiatives like the DStv Schools Netball Challenge, the PSL Player Transition Programme and the SuperSport Schools Playing fields empower young individuals, offering invaluable opportunities for personal growth and skill honing.

To date, our investments have surpassed R23m across various impactful initiatives, demonstrating our unwavering dedication to fostering sport excellence and inclusivity across the continent. The DStv Schools Netball Challenge (DSNC) is a premier platform celebrating the prowess and commitment of young female athletes aged 16 to 19-years-old, who compete in netball at secondary schools throughout South Africa. Spanning all nine provinces, this tournament encompasses secondary schools from both rural and urban areas, with matches broadcasted on DStv. It serves as a spotlight for emerging female sport stars to shine and capture the attention of sporting scouts. The aim of the DSNC is to identify and nurture tomorrow’s netball talent from diverse corners of South Africa, while also providing skills development for coaches and match officials.

In July 2023, over 2 653 high schools enthusiastically participated in the tournament, rendering it one of the most successful school sport events of the year. Throughout the tournament, more than 30 000 passionate schoolgirls engaged in weekly matches during the earlier rounds, including cluster, regional and district playoffs.

Hlabi Secondary School and Afrikaanse Hoër Meisieskool emerged as this year’s champions in their respective Ubuntu and Botho Streams, highlighting the depth of talent across diverse settings.

SuperSport Schools Playing fields
Thanks to the Let’s Play Multipurpose Sports Fields, more than 135 000 learners from rural schools now enjoy weekly sport programmes and a diverse range of activities on newly established sports fields. Each school receives kit bags containing essential sport equipment such as balls, whistles and cones. Additionally, life orientation teachers undergo training on new physical education methodologies to ensure optimal field use. These fields are also accessible to children in surrounding communities. The initiative aims to increase access to state-of-the-art sporting facilities for disadvantaged schools and communities, promoting active and healthier lifestyles. It demonstrates our commitment to fostering a culture of sport participation and development within communities.

DStv Diski Challenge
The DStv Diski Challenge serves as a vital platform for nurturing talent in both football and sport broadcasting. Through its multifaceted approach, the programme facilitates a football competition for the South African Premier Soccer League (PSL) reserve teams, offers sport broadcasting internships to aspiring broadcasters, and grants free broadcast rights to community television stations on DStv for airing reserve league soccer matches. Over the past nine years, the DStv Diski Challenge has been instrumental in propelling the careers of players from PSL reserve teams to the first teams. Moreover, the programme has played a significant role in cultivating a new generation of sport production crew and on-air broadcasters through hands-on internships in production and broadcasting.

DStv Diski Challenge since 2014
Over 314 players have been promoted to the PSL first teams from the DStv Diski Challenge
10 Diski Challenge graduates represented South Africa at the 2023 Africa Cup of Nations.
Emerging talent shines

The 2023 season saw promising players like Keabetswe Ramotsei from Mamelodi Sundowns rise to prominence. Ramotsei’s standout performance in the 2023 season not only earned him the title of ‘man-of-the-match’ but also caught the eye of senior team coaches, leading to his swift promotion. His story exemplifies the transformative impact of the reserve league in identifying and developing future stars. This trend of young talents making their mark in the reserve league and subsequently earning first-team opportunities is gaining momentum across PSL clubs. With the mantra of “if they are good enough, they are old enough,” coaches are increasingly turning to the DStv Diski Challenge as a breeding ground for talent. Recognising the importance of showcasing these young talents, MultiChoice initiated a strategy to broadcast more DStv Diski Challenge matches during FIFA breaks, aiming to provide senior coaches with a platform to scout emerging talent more extensively. The success of players like Ramotsei showcases the undeniable impact of the PSL reserve league in shaping the future of South African football.

PSL Player Transition Programme

In January 2024, the PSL Player Transition Programme continued its mission to support professional footballers after they retire. Launched in 2022, this initiative equips players with skills and knowledge for life beyond their playing careers. The programme enrolled 32 players from various clubs and backgrounds. Notably, its eligibility criteria were expanded, now including players aged 18 to 35, ensuring inclusivity and catering to younger athletes in transition.

Key to the programme’s success was the voluntary participation of players, reflecting their commitment to personal growth. This approach contributed to a 94% graduation rate, with a significant portion of the cohort successfully graduating in March 2024.

Strategic partnerships, notably with the Gordon Institute of Business Science (GIBS), facilitated the development of critical life skills and knowledge among programme participants. These skills ranged from communication and emotional intelligence to project management and financial literacy, empowering players to navigate diverse opportunities post-retirement.

Sport development in the Rest of Africa

Uganda

• In Uganda, DStv4B facilitated a significant step in sport development through the MCU x Singleton match-play challenge tournament partnership.
• Stanbic Match Play Challenge (Golf) with DStv4B: This initiative aimed to promote golf in Uganda and foster sport development by providing a platform for golfers to showcase their skills. Through collaboration with DStv4B, the tournament sought to engage golf enthusiasts and contribute to the growth of the sport in the country.

Tanzania

• Athletics Tanzania partnered with the National Cross-Country Championship, held in February 2024, to promote athletics and provide a platform for athletes to showcase their talent at the national level.

Zambia

• Zambia witnessed the launch of the Zambia Premier League, signalling a new era in the management and marketing of local football. To complement the launch of the Zambia Premier League, football media officers underwent specialised training to leverage social media platforms for promoting local football and generating revenue for clubs.

Namibia

• DStv Namibia hosted a Here for Her Women’s Brunch, recognising and celebrating women achievers in local sport. This initiative, introduced through SuperSport, aimed to highlight the importance of gender equality and the transformation of stereotypical gender roles in the world of sport.
• The event focused on women’s sport, coinciding with thrilling events such as the ICC Women’s T20 World Cup, Women’s Ashes, Netball World Cup, and the FIFA Women’s World Cup, which have captivated global audiences.
• During the event, DStv Namibia honoured Ms Marika Bruns, the winner of a DStv 100% Premium competition. This competition rewards DStv Premium customers who achieve 100% Premium status by participating in all DStv’s value-added services. Marika Bruns received prizes worth more than N$100 000.

Kenya

• The Eliud Owalo Foundation received a donation of buses, supported jointly by the Ministry of Information Communications Technology and Gor Mahia football club.
• The GOtv Supa Plus media football tournament was organised to strengthen ties between media houses, coinciding with the launch of GOtv Supa Plus by the Media Council of Kenya (MCK).
• MCK staff participated in a tree-planting event in November 2023, contributing to environmental conservation efforts during a public holiday.
**DIVERSITY AND INCLUSION**

At MultiChoice, our values of Care, Connect and Create guide everything we do. We believe that diversity not only enriches lives but also engages, educates and entertains our customers.

Our workforce represents 91 nationalities, with women accounting for 43% of senior management positions. Our dedication to equal opportunities and inclusivity is reflected in our policies, which support all individuals and minority groups.

We encourage engagement and discussion on issues of diversity and equity, which are facilitated by forums such as the Women’s Forum and Inclusion Council. Through open discussions, campaigns and learning tools, we foster inclusivity, striving to create a work environment in which diverse perspectives are valued, respected and encouraged to thrive.

**Here for Her**

The Here for Her campaign made history by assembling a 120-strong all-female production crew and cast to successfully deliver the 2023 Netball World Cup, a groundbreaking achievement in the sport industry. This innovative approach included comprehensive in-house training for eight months leading up to the event, ensuring seamless execution and unparalleled quality.

Expanding its impact, SuperSport launched a dedicated Here for Her channel on both DStv and GOtv, featuring coverage of the Netball World Cup and the FIFA Women’s World Cup. Additionally, all matches involving African teams were made accessible to DStv Access customers, promoting inclusivity and broadening access to women’s sport.

The campaign reached its pinnacle with the Here for Her Celebratory Event held at MultiChoice City, recognising the invaluable contributions of women in the sport industry. Meanwhile, SuperSport’s culture committee organised a special event on Women’s Day, further championing diversity and gender equality within the group.

**EMPLOYEE CSI**

Over and above the group’s investment in uplifting the industry’s next generation, supporting sport and advancing diversity and inclusion, we also believe in supporting the communities in which we operate through various CSI initiatives.

**Vibe Tribe Christmas toy drive**

The Vibe Tribe, an initiative by MultiChoice South Africa Support Services, serves as a platform for employees to participate in team-building activities. In December, the Vibe Tribe organised a donation drive, urging employees to contribute Christmas gifts for orphanages. Thanks to the generous donations, two orphanages received gifts, marking the initiative as a success.

“We are most grateful to MultiChoice for this incredibly generous donation of the Christmas gifts we received today. Thank you to all who contributed donations to Kids Haven. This means the world to us and reminds us that we are not alone in protecting and caring for our children. Thank you again for helping us make a special Christmas for our amazing boys and girls. Kids Haven uses 100% of this donation received for the benefit of vulnerable children and youth.”

Kids Haven, December 2023
CORPORATE SPONSORSHIP

Rest of Africa activities

**Botswana**
- MultiChoice Botswana played a key role in the opening of Studio 4 at the Mass Media Complex. This was done in collaboration with His Excellency Dr Mokgweetsi Masisi, President of the Republic of Botswana, media icon Steve Harvey and the Department of Broadcasting Services. This event not only showcased our support for enterprise development but also highlighted our role in contributing to the advancement of Botswana's media landscape, aligning with our mission to empower local talent and promote economic growth in the region.

**Ghana**
- In July 2023, MultiChoice Ghana celebrated its 30th anniversary. The event was marked by a cycling and walking event held in Accra. The aim of the event was to promote fitness and camaraderie among employees, clients and partners.
- As part of its anniversary celebrations, MultiChoice Ghana donated a DStv decoder with a one-year subscription and a 43-inch television set to the Senior Correctional Centre in Accra. This donation includes a DStv decoder with a one-year subscription and a 43-inch television set to the Senior Correctional Centre in Accra. The aim of the event was to promote fitness and camaraderie among employees, clients and partners.
- In partnership with the Tariq Lamptey Foundation, MultiChoice Ghana donated sport equipment to schools, continuing its commitment to community development and youth empowerment initiatives.

**Namibia**
- In October 2023, as part of International Teacher’s Day, MultiChoice Namibia joined forces with One Africa Television to support education. The initiative culminated in the donation of two TVs and two decoders each to AI Steenkamp Primary School and Elia du Plessis Secondary School, to enhance learning environments and empower educators and students alike.
- MultiChoice Namibia, in partnership with LearnOnOne, reaffirmed its dedication to education by generously donating TV sets and GOtv decoders to two local schools. This donation includes a year’s worth of GOtv subscriptions, empowering learners with access to LearnOnOne’s supplementary video lessons during afternoon school hours, benefiting both day scholars and hostel residents. LearnOnOne, known for its valuable supplementary education broadcasts since 2020, delivers curriculum-based lessons tailored for primary to secondary school students on OneAfrica, available on GOtv channel 24 and DStv channel 284.

**Kenya**
- The State of the Film Industry Summit, hosted by the Kenya Film and Classification Board, provided a crucial platform for stakeholders to discuss and address key issues shaping the film landscape in Kenya. This inaugural event marked a significant step towards fostering collaboration and driving positive change within the industry.
- MultiChoice Kenya’s sponsorship of the first-ever Presidential Charity Golf Tournament underscores its commitment to sport development and community engagement. This initiative exemplifies the company’s dedication to nurturing young talent and making a positive impact on society, aligning with the group’s commitment to empowerment and social responsibility.

**Mozambique**
- MultiChoice Mozambique celebrated World Food Day by joining forces with the MAKOBO KAYA Project, demonstrating its commitment to community involvement and social responsibility. Employees volunteered their time and efforts, working alongside the MAKOBO team to support less privileged groups and contribute to the country’s social, cultural, and economic development. Through this collaborative initiative, MultiChoice Mozambique showcased its dedication to making a positive impact on society and fostering a culture of giving back within the community.

**Uganda**
- During the festive season, MultiChoice Uganda collaborated with the Bless A Child Foundation to uplift spirits and spread joy among orphaned and vulnerable children. As part of this initiative, MultiChoice Uganda refurbished the foundation’s TV area, providing a comforting and welcoming space for the children under their care.
- In a bid to foster economic growth and collaboration between Uganda and South Africa, MultiChoice Uganda actively participated in the UG-SA Trade and Investment Summit. This event served as a platform for exploring opportunities for enterprise development and enhancing trade relations between the two countries.

**Zambia**
- MultiChoice Zambia extended its support to the Zambia Correctional Service by donating sanitary towels to incarcerated women, coinciding with this year’s International Day of Prayers and Action for Prisoners. Valued at over US$2 000, the donation was presented at the MultiChoice Zambia head office in Lusaka. This collaboration builds on previous initiatives, including MultiChoice Zambia’s donation of GOtv decoders to juvenile facilities in December 2021.
In March 2023, MultiChoice continued its support for the Cape Town Carnival, aiming to foster job creation and skill development within disadvantaged communities. MultiChoice donated R2m and R2.6m in airtime sponsorship, totalling the value of the contribution to the Cape Town Carnival to R4.6m. The carnival created 849 work opportunities and injected R5.5m into local SMMEs.
MultiChoice’s extensive network helps to drive socio-economic progress across Africa. Through our strategic initiatives and partnerships, we invest in local content, support small and medium-sized enterprises and promote skills development. These actions contribute to job creation, economic empowerment and the overall prosperity of the communities in which we operate. Our commitment to innovation and excellence ensures that we remain at the forefront of driving positive change and sustainable development across Africa.

**ECONOMIC IMPACT**

**Key highlights**

- **R407m**
  disbursed in loans, grants and business development expenses through the MultiChoice Innovation Fund (MIF)

- **Over 1 400 jobs**
  created through MIF

- **77 black-owned small businesses**
  with at least 50% female black ownership, supported through MIF

- **4 new companies**
  launched through Enterprise Development Fund

- **1 585**
  jobs created in partnership with Youth Employment Service (YES)

- **254**
  bursaries provided to MCG employees, for a total investment of R12.8m
INDUSTRY CONTRIBUTION

BROADCASTING INDUSTRY
Beyond delivering quality content, we impact industry verticals and the communities. From fostering community upliftment to championing sustainable initiatives like The Earthshot Prize, our ethos revolves around making a meaningful difference. Talent discovery, support for sport codes, nurturing creative pursuits and providing entrepreneurial guidance not only entertains but also enriches lives and catalyses positive change. We believe in the power of broadcasting to create a brighter, more inclusive future for all.

INSTALLERS AND AGENCIES
In our broadcasting operations, collaboration is key. We engage with diverse agencies, installers and payment partners across our extensive footprint, each playing a vital role in decoder sales, dish installations and payments processing. We provide support to these partners including granting them access to our systems and comprehensive training. This approach strengthens operational efficiency and customer experience, ensuring seamless access to our services.

ENTERPRISE DEVELOPMENT FUND
MultiChoice’s Enterprise Development Trust oversees two key initiatives aimed at fostering the growth of startups and small enterprises: the Innovation Fund and the Africa Accelerator programme.

MULTICHOICE INNOVATION FUND
The MIF, established in 2012, has provided significant support to small businesses in the form of loans, grants and business development expenses. Targeting black women and youth-owned businesses, the Fund focuses on various sectors including information and communication technology (ICT), broadcast technologies and emerging technologies. Notably, it has invested in businesses across sectors such as FinTech, EduTech, HealthTech, HR Tech and media platforms.

CONTRIBUTION TO EDUCATION
MultiChoice participated in the Adopt-a-School Foundation’s fundraising dinner on 11 November 2023, hosted by His Excellency, President Cyril Ramaphosa. Alongside various corporates, our contribution helped to raise a total of R6m, facilitating the adoption of 663 schools. This collective effort has significantly enhanced the overall development of these schools, leading to improved pass rates across the Foundation’s educational institutions.

Joburg Film Festival
In March 2024, MultiChoice continued to support the Joburg Film Festival. Our participation in the festival included amplifying the narrative of the African Storyteller, showcasing diverse content offerings and fostering talent development. Leveraging premieres, panel discussions and extensive branding opportunities, MultiChoice ensured a prominent presence throughout the festival. Additionally, the group actively engaged with international buyers at the JBX Content Market, promoting our content portfolio to a global audience. Internally, MultiChoice enhanced employee engagement by offering festival tickets and exclusive interactions with renowned personalities, contributing to a vibrant and dynamic festival experience for all involved.

Contribution to education

R6m raised
663 schools adopted

Vincent Tshabalala Trust
Under the guidance of its esteemed patron, Honourable Deputy President Paul Mashatile, the Vincent Tshabalala Trust celebrated academic excellence by recognising and awarding top achievers from schools in Alexandra, including Kwa-Bhekilanga, East Bank High, Alexandra High School, Realogile High School and Minerva High School. Looking ahead to the 2024 academic year, the Trust is proud to announce its commitment to funding 61 top achievers from high schools in Alexandra, enabling them to pursue their academic studies at tertiary institutions across the country.

61 top achievers from Alexandra to be funded in their tertiary studies
SUPPORTING SMALL BUSINESS

MULTICHOICE AFRICA ACCELERATOR
The MultiChoice Africa Accelerator programme aims to connect African entrepreneurs with global investors, facilitating business growth and development. Selected small businesses from South, East and West Africa receive support to promote their brands, enhance their investor readiness and connect with potential investors globally. In recent years, the programme has experienced notable success, with entrepreneurs securing substantial investments. For instance, in 2023, 11 entrepreneurs from South Africa secured over US$17m in investments from investors in the United Arab Emirates, demonstrating MultiChoice’s track record in supporting entrepreneurship and driving economic growth across the continent.

ENTERPRISE DEVELOPMENT FUND IMPACT
In 2023, the Enterprise Development Fund funded four new companies, including two owned by black women. This R26.74m funding was directed towards tech-enabled sectors. The support provided to these companies has contributed to the creation of 395 jobs.

Africa, known for its entrepreneurial spirit and dynamic landscape, is ripe with opportunities for innovation and growth. However, despite this potential, African startups currently attract only a fraction of global venture capital. MultiChoice recognises this disparity and is actively supporting small businesses. Africa stands on the precipice of a transformative revolution as its digital economy is projected to soar from US$115bn to US$712bn by 2050. In this rapid expansion, MultiChoice is committed to empower entrepreneurs, drive innovation and help to shape Africa’s digital future.

MIF’s deliberate focus on women and youth-owned businesses aligns with the broader goal of fostering a new generation of game-changers.

The success stories emerging from MIF partnerships exemplify the Fund’s impact across various sectors. One such venture is ITThynk Gaming, led by Raymond Ledwaba, which, with MIF support, aims to elevate Africa’s presence in the global gaming sector. MIF’s collaboration has empowered ITThynk Gaming to represent Africa on the global stage and drive innovation within the gaming and tech sectors.

PREFERENTIAL PROCUREMENT
Our preferential procurement programme is dedicated to supporting small, medium and micro-enterprises, essential for economic growth and job creation. MultiChoice South Africa directed its procurement spend to prioritise black-owned businesses. Additionally, our commitment to empowerment extends to black women-owned businesses, defined by having at least 30% black women ownership.

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- 4 new companies
- R27.8m in total funding
- 50% black female owned in total portfolio
- 395 jobs created by SMMEs under management
- R13.8bn spent on local South African suppliers
- R4.5bn spent on South African small, medium and micro-enterprises
- R3.1bn spent on South African suppliers who are at least 30% female-owned
VALUE CHAIN

MultiChoice’s core business involves aggregating and delivering exceptional content and services to its customers. We nurture collaborative relationships with our suppliers to ensure the smooth operations and contribute to industry development.

In 2023, our procurement activities prioritised local, upcoming and previously disadvantaged operators in critical industries such as film, TV, media and information technology-yielding notable outcomes. For more information, refer to our integrated annual report:

www.investors.multichoice.com/integrated-annual-reports.

BBBEE

We are dedicated to fostering inclusivity and driving transformation within our industry.

Our South African BBBEE share scheme, Phuthuma Nathi, is as a testament to this commitment. As one of the most successful BBBEE share schemes in the country, Phuthuma Nathi provides ownership to black South Africans from diverse backgrounds, including professionals, helpers, gardeners, teachers, nurses, stokvels and black-owned small businesses. Phuthuma Nathi enables us to share the success of our business with a wide spectrum of black South Africans, contributing to economic empowerment and creating a more inclusive society.

MultiChoice Group and MSCA are level 1 BBBEE companies. Phuthuma Nathi owns 25% of MultiChoice South Africa, benefiting 75,175 black shareholders. Since its inception, Phuthuma Nathi has paid R17.8bn in dividends, contributing significantly to economic empowerment.

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<tr>
<th>Research and development</th>
<th>FY24</th>
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<tbody>
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<td>DStv-I research and development costs</td>
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<td>Cybersecurity development solutions</td>
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<tr>
<td>Research – original and planned investigation (undertaken with the prospect of gaining new scientific or technical knowledge and understanding)</td>
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<td>R&amp;D related costs incurred for Project Earth/Peacock platform costs</td>
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<td>Technology modernisation run costs</td>
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<td><strong>Total R&amp;D costs</strong></td>
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Economic contribution

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<td>Revenue</td>
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<td>Operating costs</td>
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<td>Employee wages and benefits</td>
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<td>Payments to government (taxes, royalties, levies, etc)</td>
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<tr>
<td>Community investment (including charitable giving, impact investment and other social investment)</td>
<td>(301)</td>
<td>(285)</td>
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EMPLOYMENT CREATION

CREATING OPPORTUNITIES FOR UNEMPLOYED YOUTH

Youth unemployment is a pressing challenge in South Africa, with far-reaching consequences for individuals and society. It has a ripple effect across the economy, contributing to increased poverty, inequality and social instability. High levels of youth unemployment also hinder economic growth by depriving the workforce of skilled and experienced individuals.

One of the underlying issues contributing to youth unemployment is the education and skills gap. Many young people lack access to quality education and training opportunities that would equip them with the skills needed for the modern workforce. This mismatch between skills and market demands makes it challenging for them to secure employment, perpetuating the cycle of unemployment.

In response to these challenges, initiatives like Yes4Youth have emerged to tackle youth unemployment head-on. Yes4Youth provides one-year paid work experiences for unemployed youth, offering valuable workplace skills, experience and training. Through collaborative efforts and targeted interventions, South Africa can address the multifaceted challenges of youth unemployment.

MultiChoice Group also invested in bursaries, both for our employees and young people in the industry:

- 254 bursaries provided to MCG employees, for a total investment of R12.8m
- 214 bursaries provided to external applicants within the Science, Technology, Engineering and Mathematics (STEM) segment for a total investment of R38.5m
- 50 bursaries provided to children of employees for a total investment of R2.1m

95% of participants have been placed in different host employers
32% of participants have been permanently employed

YES PROGRAMME

In 2023, our collaboration with the YES demonstrated our ongoing commitment to creating employment opportunities for unemployed black South Africans aged 18 to 35 years.

Since the inception of our partnership, we invested R192m in learnerships, internships and apprenticeships across all nine South African provinces. This investment yielded 1 585 job opportunities, empowering individuals to pursue meaningful career paths and make positive contributions to their communities.

LEARNERSHIPS

In 2023, SuperSport launched the SuperSport Learnership, welcoming 41 unemployed youth, 80% of whom are women. SuperSport introduced the Producer and Director Learnership to tap into the internal talent pool within the organisation. The programme featured a blend of academic learning and hands-on experience to provide individuals well-rounded skills and nurture them for key roles. A bespoke learning curriculum leverages the wealth of knowledge and expertise possessed by SuperSport’s seasoned professionals.

Following a rigorous selection process, 10 candidates were selected, driving excellence and innovation within the sport broadcasting industry.
Providing access to services and uplifting society are two parts of the government’s larger social mandate. MultiChoice is cognisant of these issues and works to ensure the long-term success of nations and businesses. We follow all legal requirements, gain the respect of tax authorities, and keep their tax risk management strategies strong. The corporate income taxes that MultiChoice pays, both directly and indirectly, are substantial.

All the group’s entities are required to adhere to the principles outlined in the MultiChoice Group Tax Policy as adopted by the board and the executive committee. Our group tax policy has created a well-defined framework for tax governance and a systematic method for managing tax risk within MultiChoice.

Value created for governments

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<th>Description</th>
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</tr>
<tr>
<td>Employee taxes paid and collected</td>
<td>R2.2bn</td>
</tr>
<tr>
<td>Withholding taxes paid and collected</td>
<td>R1.3bn</td>
</tr>
<tr>
<td>Paid in corporate income taxes</td>
<td>R2.8bn</td>
</tr>
</tbody>
</table>

The breakdown of our tax contribution per segment:

Our total tax contribution R10.8bn
(FY23: R11.8bn)

Of our total tax contribution (taxes collected and paid to tax authorities), 50% was paid to the South African fiscus (paid R2.7bn; collected R2.7bn) (FY23: 48%, paid R2.5bn; collected R3.1bn)

40% of our total tax contribution was collected and paid by the rest of Africa segment (paid R1.6bn, collected R2.8bn) (FY23: 43%, paid R1.9bn; collected R3.3bn)

The technology segment contributed 9% (paid R0.1bn; collected R0.1bn) (FY23: 9%, paid R0.6bn; collected R0.4bn)

The contribution comprises taxes paid\(^1\) of R4.8bn (FY23: R5.0bn) and taxes collected\(^2\) (on behalf of governments) of R6.0bn (FY23: R6.8bn)

For more information about the group’s approach to tax and our tax contribution per country, please refer to page 37 of our integrated report.

\(^1\) The total tax contribution amount reflects all material cash taxes paid and collected by the group. The tax paid amount is the actual cash tax incurred and paid by the group and includes corporate income tax, property taxes, social security contributions, etc. The tax collected amount reflects taxes not incurred by the group, but taxes that were collected by the group on behalf of revenue authorities (e.g., PAYE and VAT).

\(^2\) In the prior year Showmax did not constitute a separate segment but was reported as part of the South Africa and Rest of Africa segments.
GOVERNANCE OVERVIEW

MultiChoice is dedicated to upholding the highest standards of corporate governance, ethics and integrity. These principles are fundamental to our ability to generate value for all stakeholders.

We are committed to embedding sound corporate governance practices and ethical standards in all aspects of our business operations throughout our multinational organisation. Our board recognises and embraces its responsibility to safeguard and represent the interests of our stakeholders, ensuring the success and sustainability of our business while aligning with our strategic objectives.

Governance framework
The board serves as the steward of the group’s corporate governance practices, ensuring adherence to the principles outlined in King IV across all subsidiaries. This responsibility extends to overseeing committees within the board and its subsidiaries, fostering a culture of robust governance throughout the organisation.

A structured reporting mechanism keeps the board informed about subsidiary activities, risks and opportunities, enabling proactive decision-making. While adhering to the overarching principles of King IV, governance practices are tailored to each subsidiary’s unique characteristics and stage of development. This approach ensures that governance standards are appropriately applied across the diverse portfolio of companies within the group.

Businesses within the group undergo an annual CEO/CFO sign-off process to confirm alignment with MultiChoice Group standards, which establish minimum governance requirements across jurisdictions. Approval frameworks for business and governance structures also undergo annual review to ensure clarity and effective decision-making.

Additionally, the board conducts an annual assessment of the company secretary’s performance, qualifications and skills, underscoring the organisation’s commitment to maintaining high standards of corporate governance. The internal company secretariat function further supports the group in fulfilling its governance obligations and facilitating transparent communication channels.

ESG governance
The oversight and reporting of ESG matters within MultiChoice are entrusted to the sustainability, ethics and compliance (SEC) committee. Implementation of the group’s ESG framework is the responsibility of executive directors and management, with support from an ESG forum comprising key stakeholders. This coordinated approach demonstrates our commitment to upholding the highest standards of corporate governance.

King IV journey
MultiChoice conducts a comprehensive annual review to assess our application of King IV principles and recommended practices. We evaluate each principle and practice, detailing how they are implemented across the group. The board is satisfied that in the year under review, MultiChoice applied King IV principles and adheres to all relevant recommended practices.

We support the overarching goals of King IV, being:

- Ethical culture
- Good performance
- Legitimacy
- Effective control

For a detailed account of our King IV application, please refer to the dedicated report on our website: [www.investors.multichoice.com/integrated-annual-reports](http://www.investors.multichoice.com/integrated-annual-reports).
The MultiChoice Group maintains a unitary board responsible for overseeing and controlling the organisation.

The board charter delineates its duties, allowing for effective delegation of authority while retaining overall control. Delegation occurs through clear mandates to board committees and the CEO, with the majority of members being independent non-executive directors.

Distinct roles for the chair, lead independent director, and CEO are defined in the charter to prevent concentrated decision-making power. The board’s duties include providing strategic direction, succession planning, reviewing operational performance and ensuring the integrity of risk management and internal controls.

The board is pivotal in corporate governance, annually approving strategy and business plans, and overseeing their execution. Its role, responsibilities, and procedural conduct are outlined in the board charter, reviewed regularly for guidance. Additionally, the board ensures compliance with statutory and regulatory requirements, including the Companies Act and JSE Listings Requirements.

**BOARD COMPETENCE**

MultiChoice recognises the value of a balanced board in which non-executive directors contribute diverse perspectives, and executive directors provide operational insights. Subject matter experts are engaged as necessary to provide specialised insights and guidance in relevant areas. Candidates for board positions are rigorously assessed, ensuring merit-based appointments aligned with the group’s needs. The appointment policy prioritises diversity to reflect market demographics and ensure gender and racial diversity at board level.

**BOARD INDEPENDENCE**

In the year under review, the 12-member board comprised two executive and 10 non-executive directors, with nine considered independent. Directors’ independence is evaluated holistically, considering various factors and avoiding undue influence. Non-executive directors serve a maximum of nine years without fixed terms, with one-third subject to annual retirement and re-election. The mandatory retirement age is 75, promoting board refreshment. The nomination committee annually reviews board composition and diversity, with emphasis on skills, experience and demographic representation.

For a detailed account of our Board Composition, visit [www.investors.multichoice.com/integrated-annual-reports].
In FY24, the board had a non-executive chair, Imtiaz Patel. In September 2023 it was announced that Imtiaz Patel would retire as chair of the board and as a non-executive director with effect from 23 April 2024 and that Elias Masilela, an independent non-executive director, had been appointed as the chair of the board with effect from 1 April 2024. As at year-end, the board comprised 12 directors – two executive directors (CEO and CFO) and 10 non-executive directors, nine of whom were considered independent. Post year-end from 23 April 2024, the board comprised 11 directors.

The board recognises that a balanced board supports value creation.

### Director categorisation (%)

<table>
<thead>
<tr>
<th></th>
<th>FY23</th>
<th>FY24</th>
</tr>
</thead>
<tbody>
<tr>
<td>Non-independent non-executive directors</td>
<td>10%</td>
<td>8%</td>
</tr>
<tr>
<td>Executives</td>
<td>20%</td>
<td>17%</td>
</tr>
<tr>
<td>Independent non-executive directors</td>
<td>70%</td>
<td>75%</td>
</tr>
</tbody>
</table>

### Race (%)

<table>
<thead>
<tr>
<th></th>
<th>FY23</th>
<th>FY24</th>
</tr>
</thead>
<tbody>
<tr>
<td>White</td>
<td>30%</td>
<td>25%</td>
</tr>
<tr>
<td>Foreign</td>
<td>20%</td>
<td>33%</td>
</tr>
<tr>
<td>BCI</td>
<td>50%</td>
<td>42%</td>
</tr>
</tbody>
</table>

### Gender (%)

<table>
<thead>
<tr>
<th></th>
<th>FY23</th>
<th>FY24</th>
</tr>
</thead>
<tbody>
<tr>
<td>Female</td>
<td>30%</td>
<td>33%</td>
</tr>
<tr>
<td>Male</td>
<td>70%</td>
<td>67%</td>
</tr>
</tbody>
</table>

### Age (%)

<table>
<thead>
<tr>
<th></th>
<th>FY23</th>
<th>FY24</th>
</tr>
</thead>
<tbody>
<tr>
<td>40–49</td>
<td>20%</td>
<td>17%</td>
</tr>
<tr>
<td>50–59</td>
<td>40%</td>
<td>25%</td>
</tr>
<tr>
<td>60–70</td>
<td>40%</td>
<td>58%</td>
</tr>
</tbody>
</table>

### Geographic diversity

<table>
<thead>
<tr>
<th></th>
<th>FY23</th>
<th>FY24</th>
</tr>
</thead>
<tbody>
<tr>
<td>Western Africa</td>
<td>8%</td>
<td>8%</td>
</tr>
<tr>
<td>Eastern Africa</td>
<td>1%</td>
<td>1%</td>
</tr>
<tr>
<td>South Africa</td>
<td>1%</td>
<td>1%</td>
</tr>
<tr>
<td>European</td>
<td>1%</td>
<td>2%</td>
</tr>
</tbody>
</table>

### Skills, qualifications and expertise (%)

<table>
<thead>
<tr>
<th></th>
<th>FY23</th>
<th>FY24</th>
</tr>
</thead>
<tbody>
<tr>
<td>Finance/Commerce</td>
<td>40%</td>
<td>33%</td>
</tr>
<tr>
<td>Legal/Governance</td>
<td>60%</td>
<td>60%</td>
</tr>
<tr>
<td>Broadcasting/Engineering/Technology</td>
<td>0%</td>
<td>33%</td>
</tr>
</tbody>
</table>
UPHOLDING ETHICAL STANDARDS

MultiChoice is dedicated to embedding an ethical culture, supported by a robust framework that integrates ethical standards into all aspects of operations. This commitment is upheld by all directors, who are held accountable for ethical behaviour, ensuring integrity, competence, responsibility and transparency.

The social and ethics committee plays a central role in ethics governance within MultiChoice Group. Tasked with setting the direction and overseeing business ethics, this committee ensures adherence to ethical standards. Supporting the committee’s efforts, the group’s legal compliance and ethics officer manages ethics performance and drives cultural change along with segment CFOs/general counsels acting as ethics officers. Together with a robust code of ethics and conduct policy, backed by related policies and annual training, they foster a culture of compliance and integrity.

For more information, refer to: https://www.investors.multichoice.com/governance

ANTI-BRIBERY AND ANTI-CORRUPTION (ABAC)

MultiChoice Group maintains a zero-tolerance stance on bribery and corruption, complying with laws and regulations across markets. The ABAC policy, overseen by the social and ethics committee, addresses key risk areas and is supported by related policies. Internal audit performs independent reviews and periodic risk assessments to enhance effectiveness. Violations result in disciplinary action.

TRAINING

Ethics and ABAC training are integral to the onboarding process for new employees, supplemented by online learning modules and case studies. The MultiChoice Academy platform hosts these modules, with mandatory completion of the ethics module every two years. Training activities align with annual plans, ensuring continuous reinforcement of ethical standards. The comprehensive approach to entrenching an ethical culture reflects the group’s commitment to integrity, transparency and responsible business conduct.

The total number of employees who completed the ethics-related online learning modules, rolled out during FY23 and FY24, were as follows as at 31 March 2024:

<table>
<thead>
<tr>
<th>Online training activities – Completed during FY23 and FY24</th>
<th>Total modules completed by employees</th>
<th>Total %</th>
<th>Modules completed by governing body</th>
<th>Modules completed by employees</th>
<th>Modules completed by third parties</th>
</tr>
</thead>
<tbody>
<tr>
<td>BROKEN DOWN BY AUDIENCE</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Anti-bribery and anti-corruption</td>
<td>5 521</td>
<td>91</td>
<td>7</td>
<td>5 480</td>
<td>34</td>
</tr>
<tr>
<td>Better place to work</td>
<td>5 765</td>
<td>91</td>
<td>6</td>
<td>5 727</td>
<td>32</td>
</tr>
<tr>
<td>Code of ethics and conduct</td>
<td>3 442</td>
<td>92</td>
<td>5</td>
<td>3 402</td>
<td>35</td>
</tr>
<tr>
<td>Total modules completed</td>
<td>14 728</td>
<td>91</td>
<td>18</td>
<td>14 609</td>
<td>101</td>
</tr>
<tr>
<td>BROKEN DOWN BY SEGMENT</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>MultiChoice South Africa</td>
<td>10 225</td>
<td>91</td>
<td>15</td>
<td>10 109</td>
<td>101</td>
</tr>
<tr>
<td>MultiChoice Rest of Africa</td>
<td>3 753</td>
<td>90</td>
<td>2</td>
<td>3 751</td>
<td>–</td>
</tr>
<tr>
<td>Irdeto*</td>
<td>750</td>
<td>100</td>
<td>1</td>
<td>749</td>
<td>–</td>
</tr>
<tr>
<td>Total modules completed</td>
<td>14 728</td>
<td>91</td>
<td>18</td>
<td>14 609</td>
<td>101</td>
</tr>
</tbody>
</table>

* The Anti-Bribery and Anti-Corruption module was the only online training module rolled out in Irdeto.

Performance and future focus

Our key focus areas during the reporting period:
- Launched the ethics risk assessment to assess the effectiveness of the ethics programme
- Implemented enhanced controls for identified areas of weakness
- Executed on activities included in the FY24 ethics training and awareness plan
- Launched the ethics online learning module
- Monitored and reported on the group’s ethics performance
- Reviewed the adequacy and effectiveness of the group’s monitoring activities

Going forward, we will:
- Continue to apply the code and related compliance programme across the group
- Continue to entrench ethics across the business through focused training interventions and awareness campaigns
- Continue to deploy the code and improve relevant processes
- Continue to refine the third-party risk management framework
- Identify and implement enhanced controls for identified areas of weakness
- Develop and launch a group wide anti-bribery and anti-corruption risk assessment
- Continue to implement mitigating controls flowing from the ethics risk assessment
MultiChoice has a primary listing on the Johannesburg Stock Exchange (JSE). The group complies with JSE Listings Requirements, King IV guidelines and South African laws for publicly listed companies. The board ensures compliance with laws and standards to uphold ethical conduct and good corporate citizenship. The risk committee oversees the legal compliance policy, while senior management supports the group legal compliance and ethics officer.

**COMPLIANCE AND RISK MANAGEMENT**

Compliance efforts align with principles from the Compliance Institute Southern Africa and focus on embedding an ethical culture as follows:

- **Annual risk assessments**
  These assessments identify and prioritise compliance risks, allowing for swift mitigation measures.

- **Third-party due diligence**
  Our due diligence procedures are aligned with the group’s risk management policy, ensuring thorough risk assessment.

- **Communication and training programmes**
  Our programmes support awareness and comprehension of laws and policies among employees, enhancing compliance.

- **Continuous monitoring**
  Continuous monitoring maintains an effective control environment, driving ongoing improvement efforts.

- **Comprehensive legal compliance reporting**
  Detailed reporting enables thorough assessment of programme effectiveness, aiding in strategic decision-making.

- **Quarterly reports to the risk committee**
  These reports highlight successful compliance initiatives and pinpoint areas requiring further measures to meet regulatory standards and internal controls.

- **Employee compliance training**
  Employees receive regular training to ensure adherence to compliance standards.
COMPLIANCE AND RISK MANAGEMENT CONTINUED

The total number of employees who completed the compliance-related online learning modules, rolled out during FY23 and FY24, were as follows as at 31 March 2024:

Compliance training

<table>
<thead>
<tr>
<th>Online/in-person training activities – Completed in FY23 and FY24</th>
<th>Total modules completed by employees</th>
<th>Total %</th>
<th>Modules completed by governing body</th>
<th>Modules completed by employees</th>
<th>Modules completed by third parties</th>
</tr>
</thead>
<tbody>
<tr>
<td>Broken down by audience</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cybersecurity – essentials</td>
<td>5 498</td>
<td>91</td>
<td>6</td>
<td>5 455</td>
<td>37</td>
</tr>
<tr>
<td>Cybersecurity – phishing</td>
<td>5 016</td>
<td>91</td>
<td>1</td>
<td>4 886</td>
<td>29</td>
</tr>
<tr>
<td>Digital transformation</td>
<td>4 934</td>
<td>89</td>
<td>3</td>
<td>4 901</td>
<td>30</td>
</tr>
<tr>
<td>Diversity, equity and inclusion</td>
<td>3 308</td>
<td>89</td>
<td>4</td>
<td>3 271</td>
<td>33</td>
</tr>
<tr>
<td>Occupational health and safety</td>
<td>3 381</td>
<td>91</td>
<td>4</td>
<td>3 347</td>
<td>30</td>
</tr>
<tr>
<td>Software asset management</td>
<td>3 082</td>
<td>83</td>
<td>3</td>
<td>3 051</td>
<td>28</td>
</tr>
<tr>
<td>Total modules completed</td>
<td>25 219</td>
<td>87</td>
<td>21</td>
<td>25 011</td>
<td>187</td>
</tr>
</tbody>
</table>

BROKEN DOWN BY SEGMENT

| MultiChoice South Africa                                     | 19 862                             | 89     | 20                                 | 19 656                        | 186                             |
| MultiChoice Rest of Africa                                  | 5 357                              | 83     | 1                                  | 5 355                         | 1                               |
| Irdeto*                                                      | –                                  | –      | –                                  | –                             | –                              |
| Total modules completed                                      | 25 219                             | 87     | 21                                 | 25 011                        | 187                             |

* The Anti-Bribery and Anti-Corruption module was the only online training module rolled out in Irdeto.

Assurance on the effectiveness of legal compliance management operates through a combined assurance model. In this model, line managers assume ownership of the risks, while compliance and risk managers assess the compliance exposure. Additionally, internal audit conducts independent reviews. This combined approach allows the board and the risk committee to oversee the group’s legal compliance comprehensively, supporting its commitment to good corporate citizenship.

INCIDENTS, FINES AND PENALTIES

Operating within a highly regulated environment, legal compliance is key to our business. We actively engage in regulatory processes impacting our industry, contributing to forums and discussions to shape industry standards and strategies. During the reporting period, there were no material incidents of non-compliance or issues related to environmental, social and governance matters. Directors affirm that the group has adhered to:

- Provisions outlined in the Companies Act and other relevant laws pertaining to the group’s incorporation.
- MultiChoice Group’s Memorandum of Incorporation (MOI) and other pertinent constitutional documents.

Additionally, there were no inspections conducted by the regulatory authorities which have resulted in any significant or repeated fines, settlements, penalties, or other monetary losses suffered in relation to environmental, social or governance incidents or breaches.

EUR103k received from the Austrian government for research and development. The loan was given to a gaming company (Denuvo) that was acquired by Irdeto for research on gaming security. The loan is repayable in the 2024 calendar year. Balance at R2m at year-end.

RISKS AND OPPORTUNITIES

MultiChoice maintains a rigorous risk management approach across all operational facets. Given the dynamic nature of macro-economic factors, organisational shifts and competitive landscapes, we prioritise the development and execution of risk plans to identify and counter potential threats to our strategic and operational goals. These plans undergo continuous monitoring and adaptation to ensure ongoing relevance and effectiveness. Our risks and opportunities are detailed in our 2024 integrated annual report.
PIRACY

Unauthorised retransmission and piracy of content are significant threats to our business and the wider industry. These practices, including illegal connections, file sharing and streaming of sports and local content, have a detrimental impact on our operations, revenue streams and the integrity of the industry.

We are committed to implementing robust measures to combat piracy and protect the value of our content.

STRENGTHENING ANTI-PIRACY MEASURES

In March 2024, Justice and Correctional Services Minister Ronald Lamola and Director General Adv Doctor Mashabane met with Partners Against Piracy at the MultiChoice offices to discuss an anti-piracy partnership, marking a significant step in combating broadcasting piracy. Partners Against Piracy (PAP) collaborated with the Department to establish a framework for capacity building, intellectual property rights protection, and skills development, culminating in the signing of a memorandum of understanding (MOU).

The MOU aims to establish a partnership for capacity building, benchmarking and experience sharing, as well as intellectual property rights protection, training and skills development within legal frameworks.

Additionally, a multi-governmental workshop was confirmed for mid-2024 to review piracy policies and actions, focusing on amending cybercrime legislation. This workshop will include key departments, such as Justice and Constitutional Development, Communication and Digital Technologies and Correctional Services, demonstrating a collective commitment to combatting piracy and protecting intellectual property rights.

ANTI-PIRACY ENGAGEMENT: WESTERN REGION

Ghana

In November 2023, MultiChoice Ghana was honoured at the Promax Awards for its innovative content piracy campaign Piracy Untells Our Stories. The campaign was recognised for its pioneering efforts in addressing piracy and its impact on the industry.

Nigeria

In November 2023, a roundtable titled ‘Piracy Untells Our Stories’ was held to address the detrimental effects of piracy on the Nigerian movie industry and the economy. The event brought together industry stakeholders, intellectual property experts and regulatory body representatives. Moderated by television presenter Ojikwa Anne Okpe, the panel included legal practitioner and intellectual property expert Obafemi Agaba, Deputy Director of Operations at the Nigerian Copyright Commission (NCC) Lagos Charles Amudipe, Executive Head of Content and Channels West Africa at MultiChoice Dr Busola Tejumola, and President of the Directors Guild of Nigeria Victor Okhai.

In 2023, we remained steadfast in this commitment. As part of our efforts, Irdeto, a key partner, received prestigious recognition for its anti-piracy solutions and team performance. Notably, Irdeto received the Silver award for Best Anti-Piracy Solution at the Sports Pro OTT Awards, highlighting the effectiveness of our anti-piracy strategies.
PIRACY CONTINUED

ANTI-PIRACY ENGAGEMENT: SOUTHERN REGION

Angola
MultiChoice Angola held a press conference to announce the Forum of the National System of Intellectual Property, bringing together all stakeholders and partners to address piracy and its implications.

Botswana
MultiChoice Botswana engaged with the Botswana Communications Regulatory Authority (BOCRA) and Irdeto to seek clarity on the exemption of OpenView HD devices entering Botswana. This dialogue resulted in an agreement, in principle, to collaborate with the Botswana Police Services to resume raids and combat piracy effectively.

Mozambique
MultiChoice Mozambique collaborated with the local cultural and creative industries sector to organise a workshop titled ‘Partners in the Fight against Piracy.’ The workshop aimed to increase public awareness about the adverse effects of piracy.

Zambia
In Zambia, PAP orchestrated a successful panel discussion titled ‘The Piracy Conversations: The Fight Against Piracy: The Role of Regulatory Bodies.’ This event convened various stakeholders, including the Patents and Companies Registration Agency, Zambian Music Copyright Protection Society, Zambia National Broadcasting Corporation (ZNBC) and the Zambia Police Service, to address piracy’s impact on the creative industries and explore solutions.

Furthermore, in Zambia, we continued our efforts to raise awareness about piracy through interactive PAP Comic Strips shared with media houses and stakeholders. These comic strips aim to educate the public about the detrimental effects of piracy on the economy and promote anti-piracy sentiments on social media platforms.

ANTI-PIRACY ENGAGEMENT: NORTHERN REGION

Ethiopia
MultiChoice Ethiopia successfully launched its second Anti-Piracy Ethiopia Stakeholders Workshop, uniting 52 stakeholders from government agencies, law enforcement, judiciary and media companies. The workshop featured presentations by experts from the Ethiopian Media Authority and Ethiopian Intellectual Property Authority, shedding light on piracy challenges and legal frameworks. Media representatives, including DStv Ethiopia and Ethiopian Broadcasting Corporation, shared insights into piracy’s adverse effects on content creators. This collaborative effort fostered increased awareness and understanding of piracy issues and legal frameworks, strengthening the collective fight against piracy in Ethiopia.

In engagement with the Ethiopian Intellectual Property Authority, MultiChoice addressed major piracy issues in Ethiopia and took decisive actions. Notably, MultiChoice identified and removed 15 184 illegal links containing its content on Telegram, reported and removed 250 infringing links and channels on YouTube, and reported and took down over 1 000 infringing links on Daily Motion and various websites. Furthermore, MultiChoice collaborated with law enforcement to arrest four individuals involved in distributing illegal devices and software for accessing DStv content, confiscating 1 170 illegal devices used for piracy.
MultiChoice prioritises cybersecurity as part of its enterprise risk management framework, adhering to global best practices and local laws. Oversight and guidance are provided by the MultiChoice Group, ensuring alignment with strategic objectives. Regular business assessments and quarterly governance status reports ensure ongoing security readiness, supported by risk management and external cybervulnerability tests. The group risk committee reviews and authorises the cybersecurity policy, with the board providing oversight and governance.

**ARTIFICIAL INTELLIGENCE (AI)**
MultiChoice leverages AI across various business areas to enhance customer experience, operational efficiency, and revenue management. Investments in specialised AI research and applications have improved customer service, content localisation, platform personalisation and media operations. To ensure responsible AI integration, MultiChoice has implemented an AI ethics and governance policy guided by Responsible AI Principles. The AI ethics and governance committee oversees AI-related activities and reports to the risk committee and board.

**DATA GOVERNANCE AND PRIVACY**
A dedicated data privacy team ensures compliance with data protection laws and embeds privacy by design into business operations and technology. The team collaborates with legal experts, business unit representatives and management to establish a robust data governance and privacy council. This council manages data privacy rights administration and reports to the group’s risk committee and social and ethical committee, which, in turn, report to the board for oversight and compliance.

**DATA PROCESSING**
MultiChoice’s public and employee privacy policies detail the acquisition, processing and purpose of personal information obtained from users. We ensure compliance with General Data Protection Regulation (GDPR), Protection of Personal Information Act (POPIA) and other data protection regulations through data protection agreements with third-party service providers and the implementation of data protection addendums. The data privacy team conducts data processing impact assessments to identify and manage risks effectively.

The MultiChoice Group recognises the following data subject rights:
DATA LOSS PREVENTION
Data loss prevention tools are integrated into Microsoft programmes used by employees, allowing for data categorisation and oversight to prevent unauthorised sharing of personal or confidential information.

DATA CLASSIFICATION
Automatic scanning for sensitive fields in email attachments is performed to prevent accidental disclosure of information. Files containing sensitive data are classified and encrypted, with alerts notifying the data governance team of any potential data breaches.

EMPLOYEE TRAINING AND AWARENESS
Employee awareness initiatives, including campaigns and e-learning modules, focus on raising awareness of data privacy and governance principles. Mandatory online courses cover topics such as POPIA, GDPR, and Africa Data Privacy and Governance.

DATA PRIVACY ISSUES
MultiChoice offers multiple channels for customers to report data privacy issues, including the website, self-service portals, call centres and contact centres. Queries are logged in an incident management system and tracked to ensure compliance with GDPR, POPIA and other privacy regulations.

In the reporting period under review, four complaints were received regarding breaches of customer privacy rights, all of which were responded to and resolved with the regulatory bodies. Additionally, one breach incident was identified, stemming from credential harvesting due to external data breaches affecting MultiChoice applications. However, no fines or enforcement notices were issued against MCG entities in FY24.

Necessary steps were taken to report the incident to the relevant regulatory body, notify affected parties and implement security measures to safeguard personal information. Remedial measures have been undertaken to prevent similar incidents in the future.
In 1986, South African media businesses launched M-Net, an analogue pay-TV channel aimed at delivering high-quality information and entertainment. This initiative led to the formation of MultiChoice in the early 1990s, which has grown significantly to reach 20.9 million households and over 100 million people across 50 African countries today.

**Early innovations and expansion**
In 1992, M-Net expanded to 20 additional African countries, partnering with local businesses to ensure relevant content. SuperSport, initially a segment on M-Net, became an individual 24-hour sports channel. By 1995, MultiChoice Africa had offices across the continent and launched DStv, a pioneering satellite service, marking a significant milestone as the first of its kind outside the United States.

**Technological advancements**
MultiChoice introduced its first personal video recorder (PVR) decoder in 2005, catering to families wanting to watch different shows simultaneously. In 2010, the DStv Catch Up service allowed subscribers to watch shows on demand. The digital terrestrial platform Gotv launched in 2011, making affordable entertainment accessible to more customers. The same year saw the introduction of BoxOffice, enabling movie rentals for both DStv and non-DStv customers.

**Adapting to changing trends**
By 2014, the DStv Now app was introduced, making content available on tablets and smartphones. MultiChoice then launched Showmax, an internet-TV streaming service allowing customers to stream content on various devices for a single monthly fee.

**Shaping the industry**
In 2019, MultiChoice launched the MTF, a Pan-African training initiative with academies in Lagos, Nairobi and Lusaka, aimed at raising production standards and empowering young filmmakers. In 2020, MultiChoice became the major sponsor of South Africa’s football league, now known as the DStv Premiership, and launched the SuperSport Schools platform.

**Expanding entertainment offerings**
Recognising the growing popularity of sports betting, MultiChoice integrated BetKing into its entertainment ecosystem, aligning with the company’s commitment to comprehensive sports entertainment.

**Hyperlocal relevance and economic impact**
MultiChoice produces over 6,000 hours of local content annually, catering to diverse audiences in 40 languages. Shows like Big Brother Titans, Afaf, Selina, and Mpali highlight the company’s dedication to telling African stories. The hit series Shaka Ilembe exemplifies this commitment, achieving record viewership and generating significant economic benefits for local communities through production-related activities.

**New ventures and future growth**
MultiChoice continues to evolve, leveraging its platform to offer new consumer services. A partnership with Comcast’s NBCUniversal and Sky aims to enhance Showmax with world-class content and technology. The launch of Moment, a fintech platform in collaboration with Rapyd and General Catalyst, aims to facilitate digital payments across Africa. MultiChoice’s acquisition of Namola, an emergency response app, and the introduction of connectivity solutions like DStv FLTE internet and uncapped fibre, further demonstrate the company’s commitment to improving the quality of life for its customers.

**Commitment to the future**
MultiChoice’s legacy of innovation and customer focus has positioned it as one of the top three linear video businesses globally, outside China. CEO Calvo Mawela emphasises the importance of staying humble, understanding community needs, and continually integrating into the lives of their customers to ensure continued success for the next 38 years.

By consistently putting customer aspirations first and adapting to technological advancements and market demands, MultiChoice has transformed from a broadcaster to a leading content producer, driving economic growth and creating jobs across Africa. Its commitment to telling African stories and enriching the lives of African households ensures its continued relevance and impact in the years to come.