



Our journey of
**Enriching
Lives**

CONTENT



MultiChoice makes a significant contribution to Africa's economic development. Through our social report, we share the stories of the impact of our social initiatives on the communities in which we operate.



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MESSAGE FROM THE GROUP CEO

Continuing our journey of enriching lives

I am proud to share this year's Environmental, Social and Governance (ESG) Report as we continue our journey of enriching lives. This journey has always been about ambition, impact and more recently, resilience and determination.

The past year brought plenty of change and challenge, but our purpose stayed strong: to enrich lives. That purpose continues to guide us, helping us deliver real, lasting value across Africa.

It all started more than 30 years ago with a bold idea to connect people by bringing them great, diverse content. That vision has grown into a mission that goes beyond entertainment. Today, we aim to uplift, empower and make a meaningful difference in the communities we serve. We're proud to play a role in driving social progress, creating economic opportunities and promoting environmental responsibility.

This report reflects the hard work we've put into ESG, even in tough times. Whether we're dealing with economic pressure, infrastructure hurdles or climate challenges, our commitment to Africa remains strong. From backing entrepreneurs through our Innovation Fund, to nurturing local talent via the MultiChoice Talent Factory (MTF), or sharing Africa's love for sport, we keep investing in the continent's potential.

MultiChoice's environmental efforts have also picked up pace. We're focused on shrinking our footprint and using our platforms to raise awareness around climate change. Through our partnership with The Earthshot Prize, we support African innovators who are coming up with bold ideas to protect our planet.

Through all of this, it's the people around us, including our customers, employees, partners and communities, who give us strength. Their trust reminds us that ESG isn't a side project. It's part of who we are and will be in the future. It shapes how we work, how we innovate and how we show up for Africa every day.

This report doesn't just sum up what we've done. It's a reminder of the perseverance that drives us and a call to keep building a future that's more inclusive, more sustainable and more connected.

Thanks for being part of the journey. Let us keep moving forward – together.



Calvo Mawela, Group CEO

ABOUT OUR ESG REPORT

This report is specifically designed for stakeholders who seek a deeper understanding of MultiChoice’s ESG performance and governance structure, with a particular emphasis on the long-term sustainability of its business. It provides a comprehensive overview of the company’s environmental and social impact, governance practices and ethical standards. By providing this information, MultiChoice aims to empower its investors, customers, employees and other stakeholders to make informed decisions about their relationship with the company. Transparency and stakeholder engagement remain central to MultiChoice’s ESG strategy, reflecting its commitment to shared responsibility and sustainable growth.

The ESG report covers MultiChoice’s environmental, social and governance performance for the financial year ended March 2025.

Scope, boundary and audience

This report provides a comprehensive overview of the ESG performance of MultiChoice Group Limited and its subsidiaries, collectively referred to as MultiChoice, with a primary focus on creating value for its material stakeholders. The report encompasses a wide range of environmental, social and governance factors that are relevant to MultiChoice’s business operations and its impact on society and the environment.

Proportionality

MultiChoice prioritises ESG matters across its companies by tailoring initiatives to each entity’s size, workforce, resources and complexity. This approach maximises impact and promotes sustainability at different maturity levels. Smaller subsidiaries may focus on community engagement, while larger entities aim to reduce their environmental footprint through sustainable practices.

This approach provides a clear roadmap for the company’s sustainability journey, enabling it to track its progress, identify areas for improvement and demonstrate its commitment to creating a more responsible and equitable future.

Boundary

By adopting an integrated reporting approach, MultiChoice aims to provide a balanced and transparent account of its ESG performance, highlighting both its successes and its challenges and demonstrating its commitment to continuous improvement.

Audience

This report serves as a valuable resource for investors, customers, employees and other stakeholders who are interested in understanding MultiChoice’s approach to sustainability and its contribution to a more responsible and equitable future.



Alignment with SDGs

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



ABOUT OUR ESG REPORT CONTINUED

Reporting frameworks

MultiChoice is committed to continuously evolving its reporting and disclosures guided by internationally recognised standards and frameworks, including the Global Reporting Initiative (GRI) and the Johannesburg Stock Exchange (JSE) sustainability guidelines. This commitment reflects MultiChoice’s dedication to transparency, accountability and best practices in ESG reporting.

By aligning our reporting practices with these globally recognised frameworks, MultiChoice ensures that its disclosures are comprehensive, consistent and comparable, providing stakeholders with the information they need to make informed decisions about the company’s ESG performance. This ongoing effort to enhance its reporting capabilities underscores MultiChoice’s commitment to maintaining the highest standards of corporate governance and sustainability, fostering trust and confidence among its stakeholders.

King IV Code on Corporate Governance for South Africa 2016 (King IV™*)

Listings Requirements of the JSE

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Materiality

MultiChoice identifies and reports on the key sustainability topics, referred to as material matters. We evaluate the impact of these material matters on the group and stakeholders, adhering to industry standards and engaging with stakeholders. This method ensures that our sustainability reporting accurately reflects the significant topics related to our business operations, strategic goals and stakeholders’ interests.

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

- Allocation of capital
- Risks and opportunities
- The needs and priorities of our stakeholders
- Operating environment
- Broader environmental and societal matters that impact, or are impacted by, our business

Our vision

To be the platform of choice for African households, enriching their lives by delivering entertainment and relevant consumer services through technology.

Corporate profile

Our purpose
To enrich lives



APPROACH TO ESG

Our approach to ESG is founded on the principle of addressing current needs without compromising future generations.

We are committed to supporting the communities in which we operate, fostering the development of our workforce, advancing economic prosperity and minimising environmental impact. This methodology ensures transparency and accountability in demonstrating how we create value over time.

The board holds ultimate responsibility for integrating ESG considerations into the group strategy and ensuring that processes are established to mitigate any adverse impacts on the economy, society and environment. Oversight of sustainable development and corporate citizenship is delegated to the social and ethics committee, while management is responsible for the implementation of relevant policies.

ESG strategy

MultiChoice's ESG commitments serve as the guiding principles for its sustainable development efforts, focusing on key pillars within its comprehensive ESG framework. These pillars encompass a wide range of environmental, social and governance considerations, reflecting MultiChoice's holistic approach to sustainability. By focusing on these key areas, MultiChoice ensures that its ESG efforts are aligned with its core business objectives and contribute to its long-term success.



Environment

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

The company recognises that achieving carbon neutrality will require a comprehensive and multifaceted strategy, involving investments in renewable energy, energy efficiency improvements and carbon offsetting initiatives.

By adopting a phased approach, MultiChoice can carefully manage the risks and challenges associated with this transition, ensuring that its business operations remain resilient and sustainable in the face of a changing climate.



Social

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

MultiChoice recognises its role as an integral part of the communities in which it operates, actively focusing on key areas such as job creation, skills development and community upliftment.

This commitment extends beyond simply providing entertainment services; it involves actively engaging with communities to understand their needs and developing targeted programmes that address those needs effectively.



Governance

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

This commitment is driven by the belief that sound corporate governance is essential for creating long-term value for all stakeholders and fostering a culture of trust and accountability.

By embedding these principles into its daily operations, MultiChoice seeks to ensure that its business is conducted in a responsible and ethical manner, contributing to a more sustainable and equitable future for all.

APPROACH TO ESG CONTINUED

Awards

MultiChoice recognised at the 2025 Women in Film Awards

MultiChoice in Kenya celebrated a remarkable achievement at the Women in Film Awards (WIFA), with multiple wins across key categories for its productions airing on Maisha Magic and Showmax.

The Awards, which took place on 8 March 2025, saw MultiChoice Kenya's shows and talent receive well-deserved recognition, showcasing the company's continued commitment to empowering women in the creative sector.



M-Net Group of Channels wins Marketing Team of the Year at Promax Awards

M-Net Group of Channels was named Marketing Team of the Year at Promax Africa which took place at The Tryst in Woodmead, Johannesburg in November 2024.

This award came after MultiChoice won 16 golds and 28 silvers at the broadcast industry's leading awards for marketing excellence.

Showmax won silver for the Creative Team of the Year and was the most awarded streamer, taking home seven golds, after relaunching in February 2024 in partnership with Comcast's NBCUniversal and Sky.

MultiChoice, DSTv, kykNET, M-Net, Mzansi Magic and SuperSport also took home golds for the group.



MultiChoice Talent Factory

- Victor Kasanga's (Zambia) documentary "*Before the Storm*" won **Best Documentary** at KISFF 2024.
- Gabriel Odigiri's (Nigeria) short film "*Love from Bayelsa*" won **Best Short Film** at the Imo International Film Festival.
- Allen Onyige and Adeniyi Joseph Omobulejo's (Nigeria) series "*Irora Iya*" won **Best Indigenous M-Net Series** at Africa Magic Viewers' Choice Awards (AMVCA) and was subsequently commissioned for a second season.



MATERIAL MATTERS

Materiality is the threshold at which sustainability topics become sufficiently important that they should be reported. We are guided by the process below when determining our material matters:

1 Using a risk-based approach, we identify matters that are potentially material

We reflect on the following:

- Our business strategy
- Our capital allocation process
- Our financial and operating performance
- Our budgets and business plans
- Our risk registers
- Our opportunity set
- Our engagements with stakeholders
- Our operating environment
- Our societal and environmental impact and obligations

2 We interrogate the matters we have identified to prioritise the material ones

We prioritise material matters based on their ability, potential and/or likelihood to meaningfully affect the creation, preservation or erosion of value through their impact on our business, our key stakeholders, our capitals and our internal and external operating environment. We consider both positive and negative matters, including a determination of what is material for our various stakeholders.

3 We review, address and report on our material matters

The material matters identified are also issues on our board and/or committee agendas. These matters are methodically discussed and addressed.

Our material matters are as follows:

1 Customer satisfaction (perpetual material matter)

Our customers are always our primary focus.

Delivering value to our customers is critical to our ongoing business success. To ensure we achieve this, we focus on developing, launching and improving relevant products and services, while designing excellent customer service experiences to support our offerings.

Optimising the elements that support customer acquisition and retention is a key driver of our operating performance, given our largely fixed-cost business. We also need to accommodate exogenous pressures such as tightening consumer spend and affordability across our markets, along with unique challenges around the availability of electricity and mobile broadband connectivity.

Link to risks:

- Economy
- Disruption and competition
- Securing content

Link to opportunities:

- Large and growing addressable pay-TV market
- A unique understanding of our customers' needs and experiences
- Rapidly developing linear and VOD OTT streaming market

Link to strategic priorities:



Link to stakeholders:



MATERIAL MATTERS CONTINUED

2 Evolution of our industries (perpetual material matter)

The sectors that we operate in undergo perpetual change, requiring us to adapt accordingly.

The global video entertainment industry continues to evolve as new technologies and business models provide differentiated and disruptive offerings. This presents both a risk of increased competition for subscribers and content and an opportunity to scale or adapt our business model, e.g. through our OTT and aggregation offerings.

The same principle applies to our Advertising business, DStv Media Sales, our Technology business, Irdeto and our investees in key verticals, namely KingMakers, Moment and NMSIS. This principle has also partially informed our strategy to develop our platform beyond pure video entertainment.

Link to risks:

- Disruption and competition
- Securing content
- Technology

Link to strategic priorities:



Content



Ecosystem



SVOD

Link to stakeholders:



Customers



Suppliers and partners

3 Executing on our strategic priorities (short to medium-term material matter)

We operate in a complex environment requiring focused strategic execution and capital allocation.

South Africa: Focus is on subscriber retention in the linear base, growth in the OTT base and profit and free cash flow generation.

Rest of Africa: Focus is to return to trading profit breakeven and sustainable free cash flow generation through scale, pricing and cost controls to offset extensive foreign exchange and other macro headwinds.

Showmax: Focus is on scaling the business while managing costs and funding requirements in order to move through the investment curve to breakeven.

Rest of group: Focus is to support group revenues, profits and free cash flows through established businesses like Irdeto and DStv Media Sales, while driving scale and growth into our core verticals through KingMakers, Moment and NMSIS.

Link to risks:

- Economy
- Securing content

Link to strategic priorities:



Efficiency

Link to stakeholders:



Shareholders



Suppliers and partners

MATERIAL MATTERS CONTINUED

4 Attracting and retaining talent (perpetual material matter)

Our people are fundamental to our ongoing success.

Attracting and retaining the right people to achieve our goals is a key aspect of our strategic thinking. We are passionate about creating a workplace where people are engaged and inspired to create the best solutions for our customers.

Key focus areas include growing diverse and representative talent in critical areas of differentiation (such as content, engineering and data science) and developing succession plans for leadership and critical strategic and technical roles to ensure growth and continuity.

Link to risks:

- Talent and skills scarcity

Link to strategic priorities:



All

Link to stakeholders:



Employees

5 Developing local entertainment and sports industries and African entrepreneurs (short to medium-term material matter)

Supporting the entertainment and sports industries across our footprint and supporting African entrepreneurs, benefits all of our stakeholders.

Our investment in local entertainment content creates jobs across the spectrum of the creative industries and provides a platform for homegrown talent to shine. Our investment in local sports supports sports bodies, enabling them to generate sustainable income streams and continue developing their codes and talent.

We also aim to make a contribution beyond just our business.

Our strategic Corporate Social Investment (CSI) initiatives are aimed at promoting sport and content production across sub-Saharan Africa, while positively addressing issues such as health, education and empowerment.

Link to risks:

- Economy
- Securing content
- Disruption and competition

Link to opportunities:

- A unique understanding of our customers' needs and experiences

Link to strategic priorities:



Content

Link to stakeholders:



Suppliers and partners



Society and the environment

MATERIAL MATTERS CONTINUED

6 Government policy, regulatory and tax environment (perpetual material matter)

Policies and regulations underpin market structure, but need to be well considered, while tax revenues support governments, but need to be judiciously and reasonably applied.

We operate across multiple highly regulated industries with varying regulations. An overly stringent or constantly changing regulatory environment may curtail economic activity if personal, property and contractual rights are not sufficiently protected. Taxation frameworks can disincentivise investment and economic activity if not applied with sufficient consideration.

Our approach to policies, regulation and taxation remains proactive as we engage with regulators and authorities constructively through our dedicated teams. This ensures we keep abreast of all developments, while providing input that promotes a balanced and evidence-based regulatory environment and fair taxation policies and implementation.

Link to risks:

- Regulatory and licensing

Link to opportunities:

- None

Link to strategic priorities:

None

Link to stakeholders:



Governments and regulators



Nurturing our planet

ENVIRONMENT: NURTURING OUR PLANET

OVERVIEW OF OUR STRATEGY

MultiChoice is committed to responsible environmental stewardship by minimising the consumption of natural resources and strictly adhering to environmental legislation and best practices across all countries where we operate.

Our approach focuses on reducing environmental impact through a risk-based and phased strategy.

Key highlights

7 048

trees planted in partnership with Fruitful Office

A+ energy label

For our Irdeto Hoofddorp, Netherlands office

90%

survival rate of trees planted at schools in Chalinze Municipality, Tanzania

Solar power

installed at MultiChoice City

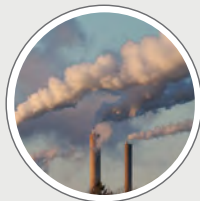
Five-star Green Rating

from the Green Building Council South Africa for our Randburg office

An official African Broadcast partner for The Earthshot Prize

Overview of our strategy

This strategy is anchored on four strategic pillars: building impactful partnerships, preserving natural resources, improving environmental performance and minimising our direct environmental footprint. We actively integrate sustainable practices into our operations to drive long-term environmental value.



Building strategic partnerships

MultiChoice forges strong alliances with non-profits, NGOs and community-based organisations that share our commitment to sustainable development. By leveraging our collective resources and expertise, we contribute meaningfully to the achievement of the SDGs.

Preserving natural resources

Sustainability is at the heart of our operations. We implement resource efficiency initiatives to reduce consumption and encourage responsible usage. This includes optimising energy use, lowering water consumption and minimising waste. Through these efforts, we aim to protect biodiversity and promote long-term ecological balance.

Improving environmental performance

We continuously seek opportunities to enhance our environmental performance through innovation. Whether by deploying energy-efficient technologies or adopting eco-friendly operational practices, our goal is to reduce our environmental impact while increasing efficiency across our value chain.

Minimising direct environmental impact

To reduce our direct environmental footprint, we have implemented robust environmental management systems aligned with global best practice and regulatory standards. We continuously monitor and address environmental risks and actively promote environmental awareness among our employees, partners and the broader stakeholder community.

Nurturing our planet

PARTNERSHIPS



The Earthshot Prize is a global initiative focused on identifying and advancing solutions for repairing the planet.

It engages a worldwide network of over 350 nominating individuals and organisations from 66 countries.

MultiChoice partnered with The Earthshot Prize to highlight African efforts in addressing global environmental challenges, in line with MultiChoice's ESG strategy.

As a member of The Earthshot Prize Global Alliance, MultiChoice collaborates with The Earthshot Prize to promote environmental sustainability in Africa. Each year, five winners of The Earthshot Prize receive R20 million (£1 million) each to develop ideas that address pressing environmental concerns. Through the Global Alliance, winners and finalists receive access to resources across various sectors such as manufacturing, retail, legal expertise, digital technology and government relations. This platform exhibits the work of African eco-innovators, activists and scientists globally, contributing to efforts for the planet's future.

Since its inception, The Earthshot Prize has recognised ten African organisations as finalists, including ABALOB from South Africa, Reeddi Capsules from Nigeria, Pole Pole Foundation from the Democratic Republic of Congo, Freetown the Treetown from Sierra Leone, ROAM, Sanergy and d.light from Kenya. Three African organisations have won The Earthshot Prize including the Green Africa Youth Organization (GAYO) from Ghana, Keep IT Cool and Mukuru Clean Stoves from Kenya.



African Eco-Innovators delivering positive impact

- 10 African Finalists since 2021.
- Three African Winners to date (Mukuru Clean Stoves and Keep IT Cool – Kenya, GAYO – Ghana).
- Two African Winners announced in 2024 (GAYO – Ghana and Keep IT Cool – Kenya).

Over 950 nominees for The Earthshot Prize are actively delivering positive impacts in Africa, with nearly 400 nominees in 2024 alone.

Partnership building

£6m overall partnerships secured to drive environmental innovation and climate creativity across the continent:

- Motsepe Foundation – £3 million towards selecting and awarding grants to the top 10 African nominees each year.
- Ninety One – £2 million towards committing grants and support to innovative and early-stage African companies from within the Prize's pool of nominees.
- GIBS & Donald Gordon Foundation – £1 million towards supporting a cohort of the most outstanding African entrepreneurs who, despite not winning The Earthshot Prize, demonstrate exceptional potential
- As the official broadcast partner for The Earthshot Prize in Africa, MultiChoice leverages its extensive platforms to amplify the prize's messages across the continent. This partnership enables us to drive engagement, motivate innovators to present their solutions, support local finalists and mobilise communities to actively address sustainability challenges.

Nurturing our planet

PARTNERSHIPS CONTINUED

Key achievements

2 500

guests attended an awards event in November 2024. Distinguished guests included members of the Government, the private sector, the media, as well as our MultiChoice Cape Town employees.

Awards broadcast

reached a potential audience of five million people.

11 media representatives

hosted from South Africa, Kenya, Nigeria and Ghana during TEP Awards week 2024.

Garnered media coverage

worth R642 million across leading platforms in SA, Rest of Africa and the rest of the world.

Panel discussions

conducted featuring African finalists and eco-entrepreneurs.

Strengthened

MultiChoice's brand equity as a sustainability leader in Africa.



Cape Town hosted the inaugural Earthshot Prize Celebration in Africa

In November 2024, Cape Town hosted the annual Earthshot Prize ceremony, marking the first time the event was held on the African continent. Following previous events in London, Boston and Singapore, the 2024 ceremony showcased innovative sustainable solutions from around the world. DStv Premier Soccer League (PSL) and DStv Diski Challenge integrated The Earthshot Prize brand into their games, thereby fostering community engagement and spreading awareness.

The event, which aired live on MultiChoice channels on 6 November 2024, was a powerful celebration of innovation and most importantly, a call to action for

positive change. The evening featured compelling storytelling and performances, highlighting the remarkable work of The Earthshot Prize finalists.

Earthshot Week included the annual Earthshot Fellowship Retreat in Cape Town, kicking off the year-long Earthshot Prize Fellowship Programme. Along with the cash award, each of the 15 finalists' cohorts was given a full support package that includes resources, technical help and mentorship. Through access to a global network of businesses, philanthropists, investors and environmental organisations, the programme is designed to accelerate the growth of pioneering solutions and drive tangible progress towards a more sustainable future.

"MultiChoice is proud to be Africa's broadcast partner for The Earthshot Prize, marking its first arrival on our continent. We aim to amplify the climate change message and inspire sustainable solutions through this partnership. This aligns with our commitment to a sustainable future for Africa and advancing The Earthshot Prize's goals."

Calvo Mawela, Group CEO of MultiChoice Group

PARTNERSHIPS CONTINUED

Africa finalists and winners - environmental and social impact

In addition to the prize money awarded to African winners over the past four years, TEP has catalysed an additional £1.6 million directly to support African finalists and another £6 million towards Africa's innovation ecosystem.

Case study



Since becoming a TEP Finalist, Freetown has signed a partnership to replicate its model in Pretoria, South Africa.

They are now partnering with an Earthshot Prize partner who will provide grants between US\$1 000 – US\$5 000 for local youth implementing environmental conservation projects.

They were featured in MultiChoice and TEP's Take your Shot Podcast series focused on climate innovators in Africa and spoke at the London Stories of Impact event about the replication of their model in Pretoria.

GAYO

In a powerful testament to the impact of community-driven climate solutions, the GAYO from Ghana won the prestigious 2024 Earthshot Prize in the "Clean Our Air" category. This youth-led, gender-balanced organisation, nominated by the Clean Air Fund, earned recognition for its innovative "Zero Waste Model". This transformative approach empowers communities across Africa to embrace circular waste management, reduce pollution and take bold steps toward a cleaner, healthier future for all.

Co-founder Desmond Alugnoa expressed his deep gratitude when receiving The Earthshot Prize: "We are incredibly honoured to be winning the Prize, which is a testament to the power of community-driven solutions and the importance of empowering those most affected by climate challenges. Our work in Ghana demonstrates that sustainable waste management isn't just a possibility - it's a necessity. The recognition by The Earthshot Prize fuels our commitment to replicating these models across Africa, proving that local solutions can have global impacts."

GAYO was founded in 2014 by two Ghanaians, Joshua Amponsem and Desmond Alugnoa. They recognised that the rapid expansion of cities and urbanisation presents significant waste management challenges. Their objective was to identify effective methods for disposing of organic waste and recycling plastic and other reusable materials to prevent them from ending up in landfills or being incinerated, which contributes to air pollution from waste.

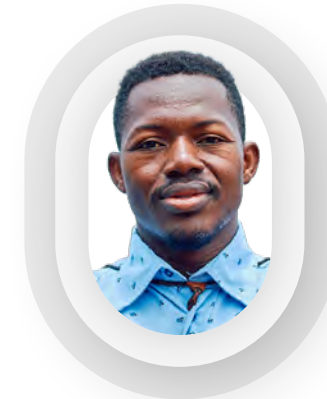
GAYO's Zero Waste Model focuses on putting the infrastructure in place to support circular waste management, which in turn creates much-needed jobs. They work with local assemblies, waste management and environmental sustainability resources, municipalities and communities across Ghana to implement their Zero Waste approach.

At its heart, GAYO is about creating jobs and generating income. It employs and trains waste collectors and waste pickers, as well as young people and women from the community. They are taught the best ways of managing waste to turn it into income. Money is generated from selling compost and charcoal briquettes made from the waste.

Their results tell the real story:

- Jobs created: 70 in the last five years, with 5 000 people benefiting directly or indirectly.
- Waste kept out of landfill: 170 tonnes since 2023 – 104 tonnes organic waste, being 66 tonnes of plastic.
- Impact on air pollution: 3.6 tonnes of CO₂ (estimated).

GAYO has ambitious plans to start a movement that will transform waste management practices throughout Africa. By expanding from Ghana into Kenya, Senegal, South Africa, Botswana, Sierra Leone, Morocco, Madagascar, Niger and Nigeria, GAYO hopes to increase its workforce from 150 to 500 people by 2030.



Desmond Alugnoa is currently taking part in The Earthshot Prize fellowship programme and being featured on our social media channels. He participated in The Earthshot+ Event in Cape Town.

In terms of impact on the environment, GAYO's goal is to reduce greenhouse gas (GHG) emissions and particle pollution in Ghana by up to 70% compared to open burning. It also aims to divert 50 tonnes per month (600 tonnes per year) of waste, building up to a total of 4 000 tonnes of waste diverted by 2030.

GAYO's Zero Waste Model is highly replicable. If this startup achieves its plan to scale up across Africa, it could grow into the leading climate change solution to waste management on the African continent.

PARTNERSHIPS CONTINUED

Case study

Keep IT Cool

In Kenya, food loss and wastage amount to a staggering USD550 million a year. The 2021 Food Waste Index Report by UNEP and WRAP notes that the average Kenyan discards approximately 99 kilograms of food per year, contributing to a national total of 5.2 million tonnes of food waste (UNEP, 2021). This is something Keep IT Cool is looking to tackle with its sustainable refrigeration and smart distribution solutions for small farmers and fishers.

KIC is a startup based in Nairobi, Kenya and a 2024 winner in the global Earthshot Prize competition in the Build a Waste-free World category.

Climate-related weather events and shifting patterns have triggered major humanitarian crises, severely impacting agriculture and food security among other areas. Food loss from farm to fork is a huge challenge in many markets in Africa. With inadequate cold storage and transport systems in place, fisherfolk on the Kenyan side of Lake Victoria are losing up to half of their catch every day. This is exacerbated by the lack of centralised energy grids and limited on-demand cold storage options that make it harder to keep produce cool, particularly when transferring from port to market. Localised cold storage provision is one option, but it doesn't address wider supply chain limitations, which have the biggest impact on the spoilage of fresh products.

Food insecurity and malnutrition remain pressing issues, affecting millions of Kenyans daily. An estimated one in three people, or 33% of the population, experiences food insecurity, largely due to significant disparities in food distribution, which contribute to high levels of waste while many go hungry.

Urban populations, particularly those in informal settlements, face limited access to fresh produce, relying on informal traders for their supply. The inadequate



Francis Nderitu is currently taking part in The Earthshot Prize fellowship programme and being featured on our social media channels. He participated in The Earthshot+ Event in Cape Town.

packaging of fruits and vegetables — such as the use of non-permeable materials — further exacerbates spoilage by trapping moisture and encouraging bacterial growth. These inefficiencies in the food system highlight the urgent need for more equitable distribution and improved handling practices to reduce waste and address food insecurity.

To minimise food spoilage, KIC offers localised, sustainable refrigeration systems that assist small farmers and fishermen in preserving their produce. They oversee the transportation of the catch to markets after installing solar-powered cold storage facilities where fish are landed to keep the catch fresh. Food waste and spoilage are greatly decreased as a result.

In addition to refrigeration, KIC connects farmers and fishers directly to retail markets. By brokering agreements with 1 600 retailers, they ensure timely the purchase of the produce. This system provides income security for farmers and fisherfolk, as KIC agrees on a guaranteed price at collection, eliminating the dependence on middlemen and fluctuating prices based on the condition of the catch.

Extending the shelf life of the produce reduces spoilage and creates more stable incomes. By improving profits and cutting down on food waste, KIC is helping build a more sustainable future for these communities.

KIC currently works with eight fisherfolk cooperatives representing 4 500 members. As a result of their efforts, they've saved 25% of the catch that would have been wasted and 3 600 fisherfolk have seen their incomes increase by more than 15%.

KIC measures its success through the reduction of food waste and post-harvest losses (PHL), as well as avoiding emissions from reducing spoilage, clean energy use and hybrid trucks. Currently managing 250 000kg of produce per week, KIC has achieved a 98% reduction in PHL for 1.5 million kilograms of food since 2022. Its outputs supply over 2 000 small businesses and 40 supermarkets, with demand growing from another 350 small businesses.

In the food storage area, the solution's potential is practically endless. This year, Kenya's largest solar-powered cold chain distribution facility for smallholder farmers will be launched by Keep IT Cool. The new facility will have a 70-tonne capacity, which is seven times its current capacity.

Nurturing our planet

PARTNERSHIPS CONTINUED

Fruitful Office

To lessen environmental impacts, Irdeto has teamed up with Fruitful Office, a fruit delivery business with headquarters in the Netherlands. Fruitful organises a fruit tree-planting effort and provides weekly fresh fruit deliveries to Irdeto, which plants a fruit tree for each fruit basket ordered.

Between April 2024 and March 2025, 357 trees were planted, bringing the total number of trees planted since 2013 to 7 048.

Fruitful Office works with an NGO, Ripple Africa, to plant trees in Malawi to combat deforestation and offset CO₂ emissions. This initiative is one of the largest and most successful tree-planting projects in Malawi, providing a long-term solution to fighting indigenous deforestation in Africa.

Comprehensive training and ongoing monitoring ensure the successful growth and care of the trees throughout the year.



Irdeto CrossCharge

The Irdeto Electric Vehicle Business Line has created and introduced a range of goods and services under the name Irdeto CrossCharge that complies with the ISO 15118 standard. Irdeto CrossCharge delivers cryptographic keys and certificates to secure the electric vehicles (EVs) charging session and manage certificate provisioning and storage on behalf of electric vehicle OEMs, charge point operators and mobility service providers.

The integration of EVs into a smart grid, also known as Vehicle-2-Grid, is made possible by ISO 15118, the worldwide standard for charging EVs. When plugging a car into a compatible charging station, a technique known as "Plug and Charge" initiates a charging session automatically.

Irdeto expects to contribute to the growing EV market of 350 million vehicles globally by 2030, with an expected Plug and Charge adoption leading to USD2 billion market value by 2025.

Irdeto's long-established security expertise is well positioned to support the EV charging market as it struggles with potential attacks on critical infrastructure, vehicles, data and energy theft.



Nurturing our planet

CLIMATE CHANGE

Africa’s heightened vulnerability to climate change, driven by its dependence on climate-sensitive sectors, makes urgent action essential.

At MultiChoice, we are acutely aware of this challenge and have committed to mitigating our environmental impact through a proactive and strategic response. Our efforts include investments in renewable energy, the adoption of low-carbon practices and the integration of sustainability into our core business operations. These actions reflect our commitment to climate resilience and to safeguarding the planet for future generations.

Reducing GHG emissions

MultiChoice has set a long-term goal of achieving carbon neutrality in GHG emissions by 2050, guided by a phased and risk-informed approach. We conduct annual climate risk assessments to identify the physical and transitional risks and opportunities associated with climate change. These insights are embedded in our strategic and operational planning.

Our detailed sustainability roadmap outlines key initiatives to reduce our environmental footprint, including the measurement of Scope 1 and Scope 2 GHG emissions and the active exploration of renewable energy solutions across our operations.

MultiChoice measures its carbon footprint from Scope 1 and 2 emissions taking guidance from the GHG Protocol. Our organisational carbon footprint reporting boundary identifies three types of sites:

Office buildings with a **3% materiality level**

Warehouses, owned or leased (>1 000m²), excluding shared leased premises

All key broadcasting sites

In line with global best practice, MultiChoice calculates its carbon footprint in accordance with the GHG Protocol focusing on Scope 1 and Scope 2 emissions.

Emissions (tCO ₂ e)		FY25	FY24	Difference
SCOPE 1				
Stationary combustion	Diesel	2 903	8 370	(5 467)
Africa broadcasting	Diesel	11 620	11 368	252
Mobile combustion	Diesel	2 582	2 688	(106)
Mobile combustion	Petrol	2 138	2 687	(549)
Refrigerants	Fugitive gases	222	923	(701)
Stationary combustion	Liquid petroleum gas	18	25	(7)
Total		19 483	26 061	(6 578)
SCOPE 2				
Electricity	Kilowatt hour	52 916	41 614	11 302
Total emissions		72 399	67 675	4 724



ENHANCING ENVIRONMENTAL PERFORMANCE

We have undertaken initial climate risk assessments and continue to strengthen them through biannual reviews. These evaluations have identified a range of material risks, including compliance with evolving climate regulations, increased frequency and severity of extreme weather events, high diesel and energy consumption, carbon emissions and related health and safety concerns for our workforce.

By systematically addressing these risks and integrating sustainability into decision-making processes, MultiChoice aims to enhance operational resilience, reduce emissions and promote a low-carbon, climate-smart future.

Energy efficiency

MultiChoice has advanced its energy efficiency agenda through targeted initiatives and strategic investments across its operations. Several office buildings have been purpose-built or retrofitted to meet high environmental standards, including the Randburg campus in South Africa, which holds a five-star Green Star rating and the Hoofddorp office in the Netherlands, which operates entirely on renewable energy and carries an A+ energy label. In FY25, the group achieved a notable reduction in energy consumption through efforts such as optimising electricity use, enhancing heating, cooling and ventilation systems and improving the efficiency of energy-intensive infrastructure like data centres.

These improvements are supported by the deployment of technologies including motion-sensor lighting, LED systems with daylight harvesting, solar panels and energy-efficient inverters. MultiChoice South Africa's operational solar systems at MultiChoice City and Samrand generated over 1 million kWh of renewable energy during the reporting period, avoiding an estimated 1 144 tonnes of CO₂e emissions—demonstrating the group's sustained focus on reducing its environmental footprint and enhancing the resilience of its operations.

Consumption		FY25	FY24	Difference
SCOPE 1 (UNIT)				
Stationary combustion	Diesel (litres)	1 155 194	3 146 648	(1 991 454)
Africa broadcasting	Diesel (litres)	4 623 893	4 273 673	350 220
Mobile combustion	Diesel (litres)	1 027 509	1 010 355	17 154
Mobile combustion	Petrol (litres)	1 025 877	1 143 498	(117 621)
Refrigerants	Fugitive gases (kilograms)	112	478	(366)
Stationary combustion	Liquid petroleum gas (kilograms)	6 002	8 526	(2 524)
Total		7 838 587	9 583 178	(1 744 591)
SCOPE 2				
Electricity	Kilowatt hour	65 735 124	55 675 378	10 059 746*

* We have an increase due to significantly less load shedding and more accurate reporting for ROA broadcast sites.



Nurturing our planet

ENHANCING ENVIRONMENTAL PERFORMANCE CONTINUED

MultiChoice South Africa/MultiChoice Group



- Implemented solar photovoltaic solutions at our Samrand facilities in June 2018 and at MultiChoice City in January 2024.
- 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 systems, solar carports, LED lighting, variable 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, 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 the Hoofddorp and Salzburg offices operate on renewable energy sources.
- LED lighting installed in Hoofddorp offices for energy savings.
- Successfully completed external Energy Efficiency Directive (EED) Audit, adhering to European guidelines.
- Initiating energy-saving obligations to the government through the Recognised Measures List (EML), ensuring compliance with energy-saving measures.



ENHANCING ENVIRONMENTAL PERFORMANCE CONTINUED



Water security

MultiChoice South Africa recognises the important role it plays in responsible water management across all its operational facilities. The company has taken a proactive approach by focusing on several key aspects of water stewardship. In terms of water conservation, MultiChoice South Africa has implemented a range of technologies, including dual flush cisterns and a drip irrigation system to enhance irrigation efficiency.

Additionally, a grey water system has been installed in the MultiChoice City building, allowing for the reuse of water to flush toilets and urinals. To track water usage, the company records monthly consumption based on municipal billing data, with plans to include this information in the FY26 reporting cycle.

In line with its supply chain responsibility, MultiChoice South Africa intends to engage its key suppliers to encourage the adoption of responsible water management practices throughout its value chain.

At MultiChoice, water usage is primarily concentrated in restrooms, canteens, landscaped areas and shower facilities. Recognising the growing importance of water stewardship, we have implemented targeted initiatives to reduce our water consumption and minimise our impact on this vital resource. These efforts include:

MultiChoice South Africa/MultiChoice Group



- 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

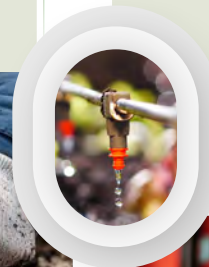


- Extended drip-piping sprinkler systems to other locations where feasible to optimise water distribution and conservation efforts.
- Repurposed water from sewage treatment plants for irrigating flower gardens in various locations, promoting sustainable landscaping practices.

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.



Nurturing our planet

ENHANCING ENVIRONMENTAL PERFORMANCE CONTINUED



Waste management

MultiChoice South Africa collaborates with third-party vendors to ensure that both general waste and electronic waste (e-waste) are responsibly managed, either through recycling or appropriate disposal. For general waste, the company employs a structured sorting system that categorises waste into landfill (non-recyclable items), recyclable materials (including glass, cans, various types of paper and plastic, cardboard, polystyrene and Tetra Pak) and food waste designated for safe disposal. A total of 464 550 kg of general trash were disposed of by MultiChoice South Africa between 1 April 2024 and 31 March 2025. An estimated 832 tonnes of CO₂ equivalent (tCO₂e) emissions were produced as a result; however, this amount is excluded from the company's carbon emissions reporting since it is classified as Scope 3 emissions.



Landfill
305 891kg



Food safe disposal
21 687kg



Recycled
136 972kg



Total waste disposed
464 550kg

In addition to general waste, the company also handles electronic waste with stringent environmental care. E-waste is removed from company sites by two certified vendors who follow ISO 14001-compliant procedures. The collected e-waste is recycled mechanically and in an environmentally responsible manner. During the reporting period, a total of 6 407 kilograms of e-waste was collected and certified as safely recycled.



We are committed to keeping our planet clean and have implemented waste management and recycling programmes across our facilities such as:

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 recycling bins to sort recycled waste.
- E-waste: E-waste containers at the warehouse where e-waste is kept for disposal and destruction at a government-approved e-waste 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



- Recycled 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.
- E-Waste: Due to the potential harmful environmental effects of e-waste that is not recycled properly and the sensitive nature of the information stored on such equipment, e-waste 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 the Hoofddorp restaurant:
 - Avoiding the use of plastic spoons, forks, cups and straws.
 - Recycling coffee waste by using it as ground for mushroom growth.

SOCIAL: EMPOWERING COMMUNITIES

OVERVIEW OF OUR STRATEGY

Creating Shared Value in our communities

MultiChoice is committed to creating meaningful, long-term impact through initiatives in job creation, skills development, talent pipeline building and small business empowerment. Our efforts also respect human rights, foster diversity and inclusion and support procurement that prioritises historically disadvantaged individuals, women and youth.

We invest in our people by nurturing a diverse and inclusive work environment. MultiChoice empowers employees through education, training and development opportunities, ensuring they thrive in a rapidly evolving industry and contribute to their communities.

50

production companies that have been created by MTF Alumni

162

films produced by MTF graduates

350

players have been promoted from the reserve league to the PSL

136

nationalities represented in our workforce

486

MTF interns and graduates to date

300

schools, including those from surrounding communities, have benefited from the Let's Play Multipurpose Sports Fields

44%

female representation in the group's top and senior management positions

260

Diski Challenge players have represented various South African National teams at international competitions

2 879

high schools participated in the DStv Schools Netball Challenge, reaching over 28 000 schoolgirls



Empowering communities

MULTICHOICE TALENT FACTORY

The MTF is a 12-month filmmaking training programme available in 14 countries across Africa, with four MTF academies strategically located in Kenya, Nigeria, Zambia and South Africa. This programme includes an internship, masterclasses for industry professionals and a pan-African digital networking portal for creatives. The internship involves the production of films for broadcast on M-Net's local channels and on Showmax.



MTF collaborates with international industry institutions like the New York Film Academy and broadcasters such as Zee World to provide students with film training, mentorship and opportunities for job-sharing and to produce content for channels like Zee Zonke.

Partnerships and collaborations

MTF collaborates extensively with industry (Zee World, Amstel Malta, Sony, Mastercard Foundation), government (Ministry of Youth, Arts and Sport, Kenya Film Commission, US Mission in Nigeria) and other organisations (GIZ, Kenya Actors Guild) to provide students with real-world experience, networking and expert-led masterclasses.

Capacity building and training

MTF trained and mentored over 300 emerging filmmakers through a range of practical and immersive experiences across Africa.

Highlights include:

Specialist masterclass topics covered included Adaptation and Rewriting, Film Funding & Distribution, Intimacy Coordination (GIZ) and Sound Design (US Embassy). Interns worked on over 20 major productions (eg *Adulthood*, SAFTAs, Miss SA), with expert-led masterclasses by leaders like Bongzi Selane, Sara Blecher and John Vlismas.

MTF alumni participated in festivals and markets including Cannes, Marche du Film, ZIFF and the Jozi Film Festival. It helped alumni-led companies (Lekompo, Mashaya, Hha! Agnes) create successful, commissioned films, increasing industry involvement and employment.

MULTICHOICE TALENT FACTORY CONTINUED

MTF stakeholder engagement

Southern Africa

MTF Malawi graduate Brian Magombo directed Pa Mango Lodge – the first MultiChoice-commissioned production in Malawi; Namibia’s Tekla Nakale won Best Scriptwriting for Ataman at the MultiChoice Namibia Film Festival and the Southern Africa Academy secured Public Benefit Organisation (PBO) status to support long-term sustainability.



West Africa

Partnered with the U.S Consulate in Lagos to deliver Hollywood-led masterclasses and internships; produced three Earthshot Prize documentaries on environmental sustainability; and launched the Creative Summer School and SMC Nollywood Filmmakers Forum.



East Africa

MTF participated in national tree planting campaigns, produced the Where Are They Now video series featuring Kenyan alumni and produced public service announcements on climate change that included Uniting for a Sustainable Tomorrow. It also hosted a panel on the East African Film Business Model at the Zanzibar International Film Festival that was chaired by Victoria Goro, director of the MTF Academy.



MTF South Africa

Hosted masterclasses with experts like Bongzi Selane and John Vlismas and partnered with Henley Business School to offer entrepreneurship training to graduates, boosting business acumen in the film industry.



MultiChoice Talent Factory

In FY25, the MTF added 86 graduates to the film and TV industry, bringing the total number of graduates to date to 486.

Government officials, corporate stakeholders and proud parents attended the graduation ceremony, highlighting the programme’s impact in Africa. The top three students from each Academy won internships: six weeks at New York Film Academy, two weeks at Zee World India and two weeks at South African production companies.



Empowering communities

MULTICHOICE TALENT FACTORY CONTINUED

MTF Alumni

Tanzanian storyteller Kefa Igilo discovers his voice and secures an AMVCA victory

Rising Tanzanian filmmaker Kefa Igilo is quickly becoming a name to know. At just 28 years old, the young filmmaker, writer and producer has won Best Unscripted Series at the 2025 AMVCA for *Wa Milele*, Tanzania's first Showmax reality show.

It is a long way from when Kefa began writing short stories as a nine-year-old and passing them around to classmates. That early passion set the stage for a career rooted in local voices, cultural relevance and a deep love of storytelling.

After earning his degree in film and television, Kefa applied to the MTF in 2019, a training programme designed to nurture creative talent across Africa. During his time at MTF, he worked on major East African productions like *Selena* and *Kina*. These shows taught him the process of producing and shaping stories for local viewers while keeping them powerful and meaningful. At MTF, Kefa took part in an eight-week internship with MultiChoice, where he gained experience in writing for animation, further expanding his skill set.

"That period was intense and required a high level of creativity because we were creating content for a younger audience. This equipped me with the ability to write for both children and adults."

Kefa credits much of his success to the MTF programme and mentor Damaris Irungu, who taught him the value of strong characters and story conflict.

"The East African industry is rapidly growing in local content production, thanks to MTF's investment. This has significantly improved the quality of work, with production values often matching those produced across Africa and internationally."

After graduating, he joined the Tanzania Broadcasting Corporation (TBC) as a producer and director, where he applies his skills daily. He went on to produce award-winning films, including *Still Okay to Date?*, which won Best International Film at the Kalasha Awards in Kenya and *Love Transfusion*, a drama that earned an AMVCA nomination.

Now, with a growing list of awards and a small production company he co-founded with a friend, Jerryson Onasaa, Kefa sees a bright future not just for himself but for the Tanzanian film industry. He hopes to continue growing his career while inspiring other young filmmakers to believe in their voices and focus on telling local and relatable stories.

"Stay passionate and committed to your craft, as audiences connect with authentic stories. Network, collaborate and be open to learning. Believe in your unique voice—no one else can tell your story. Develop it and let it be heard."



Empowering communities

MULTICHOICE TALENT FACTORY CONTINUED

MTF recognition, awards and return on investment



Award-winning productions and recognition: MTF alumni and student projects are achieving significant recognition on the international stage.

International recognition includes:

- Victor Kasanga's (Zambia) documentary "Before the Storm" won Best Documentary at KISFF 2024.
- Gabriel Odigiri's (Nigeria) short film "Love from Bayelsa" won Best Short Film at the Imo International Film Festival.
- Allen Onyige and Adeniyi Joseph Omobulejo's (Nigeria) series "Irora Iya" won Best Indigenous M-Net Series at the AMVCAs and was subsequently commissioned for a second season.

Community and social impact: MTF projects address important social issues, including migration, family dynamics and cultural practices. Students create Public Service Announcements for organisations like the Zambia Revenue Authority.

The programme also engages with local communities through initiatives like tree planting at Nderi Primary School (Kenya) and donations of literature textbooks to Junior and Secondary schools.

MTFza Extended Cut

The MTFza Extended Cut remains committed to supporting up-and-coming South African filmmakers.

MTF graduates and eligible small, black-owned TV/film production firms (backed by the MultiChoice Innovation Fund (MIF)) have the chance to apply for MultiChoice production business through the MTF Extended Cut Programme.

During this financial year the Extended Cut team helped produce four films:

1. *Hha Agnes* - Premiered on Mzansi Magic on 6 July 2024 and screened at the Avi Jozi Film Festival in August 2024.
2. *Aunties* - Premiered on Mzansi Magic on 17 August 2024.
3. *Lekompo* - Premiered on Mzansi Magic on 5 October 2024. Notably achieved the #1 spot on Catch-Up for a week.
4. *Mashaya/Midrand* - Premiere date 30 November 2025.

Following the success of these films, Mzansi Magic has commissioned three additional films from the Extended Cut Programme's MTF alumni:

1. *Lekompo 2*
2. *Running Keletso*
3. *New Years Night Shift*

Production on these films will begin in July 2025.

Two of our incredibly talented MTF alumni, produced "Isithembu Sika Msongelwa," an innovative three-part mini-series with support from our General Entertainment and current MTF interns.



Empowering communities


MULTICHOICE TALENT FACTORY CONTINUED

FY25 key highlights and extended cut activities
Highlights for the year include:
East Africa


- Kenya: MTF hosted a Music Project Showcase – a series of music videos featuring renowned Kenyan musicians Nviiri, Charisma and Vijana Baru. This music project, which was part of the academic curriculum in collaboration with the New York Film Academy, was entirely shot and produced by the students over two months.
- Kenya: MTF Alumni Profiling – MultiChoice Kenya revved up MTF Alumni Profiling and generated prominent media coverage through feature stories and interviews across leading media outlets.
- Kenya: MTF Graduation 2024 – Supported the Class of 2024 graduation event in December.
- Ethiopia: MTF 2025 call to entry – Achieved the highest number of applicants, including the largest number of female applicants.
- Ethiopia: MTF 2024 Graduation – Announced MTF 2024 graduates, covered by local media and shared on social media. Facilitated radio interviews for the MTF alumni who secured internships with Zee World.


West Africa


- Nigeria: Collaborated with the US Consulate in Lagos to enhance local filmmaking skills and provided internship opportunities for MTF students at Entertainment Week Lagos.

Southern Africa


- Botswana: Profiled and published an article on MTF alumna – Babedi Kelesitse; facilitated a radio interview with Head of Corporate Affairs Oesi and MTF Alumnus Daniel Ramasu. Additionally, DStv Botswana Head of Corporate Affairs Oesi had an interview with BTV news about the MTF graduates.
- Namibia: MTF alum Lucia Hamunghete is working on two films for the 'Ombura' project – the second phase of the Namibia local content film initiative.
- Namibia: MTF alum Lucia Hamunghete is currently working as a co-director for '*Dhina Boys*' and '*Ataman*' as a producer.
- Namibia: MTF Alum Esther Beukes was selected for Talents Durban and appointed to the board of the Filmmakers Association of Namibia.
- Malawi: Brian Magombo, an MTF alumnus, won a six-week training opportunity with the New York Film Academy (NYFA). An internship programme was developed in collaboration with industry partners to enhance the professional competencies of MTF alumni.
- Angola: MTF Alumnus Justino de Carvalho was shortlisted for several film festivals in Angola and abroad, which led to the creation of an article about his trajectory and the impact MTF has had in his short career.

South Africa


- After six months in the programme, the MTF SA interns benefited from mentorship, training and skills development under Academy Director Bobby Heaney. They also attended masterclasses conducted by industry experts such as Desireé Markgraaff, Sarah Fletcher, Nandi Mkhize and Star Kganki.
- Between September and November 2024, interns acquired practical experience through placements in diverse productions and production houses, such as House of Zwide, Adulging and Queendom.
- Interns provided production support for the MultiChoice Rewards and Recognition Awards in November.
- MTF SA interns have successfully facilitated the production of four films, with their first film (*iZixholoxhola*) completed and broadcast at their graduation on 26 June 2025.

These achievements underscore MTF's dedication to cultivating talent, promoting diversity and driving innovation within Africa's vibrant film and television industry.



SPORT DEVELOPMENT

MultiChoice is committed to advancing sport in Africa. We invest in talent development, support emerging sport broadcasters and production crews and provide essential training for administrators through our Sports and Development Trust. Our initiatives include the DStv Schools Netball Challenge (DSNC), the Let's Play programme and the SuperSport Schools Playing Fields.

The DSNC celebrates young female athletes aged 16 to 19 competing in netball at secondary schools across South Africa. The tournament spans all nine provinces, including rural and urban areas, with matches broadcast on DStv. It aims to identify and nurture netball talent while developing skills for coaches and match officials.

2024 DStv Schools Netball Challenge

In 2024, over 2 800 high schools enthusiastically participated in the tournament, rendering it one of the most successful school sports events of the year. Throughout the tournament, more than 28 000 enthusiastic schoolgirls engaged in weekly matches during the earlier rounds, including cluster, regional and district playoffs.

In the Ubuntu Stream, Khombindlela High School of KwaZulu-Natal (KZN) emerged victorious after defeating Lambalati High of Mpumalanga. In the 2023 final, Lambalati lost to Hlabi Secondary School and it was bridesmaid time again. Afrikaanse Hoër Meisieskool successfully defended its 2023 title in the Botho Stream, going back-to-back against fierce rivals Hoërskool Menlopark.

Khombindlela High capped off a successful 2024 by being crowned School of the Year at the KZN Sports Awards on the back of its Netball Challenge triumph.

SuperSport schools' playing fields

The Let's Play Multipurpose Sports Fields initiative has enabled over 140 000 learners from rural schools to participate in weekly sport programmes and various activities on new sports fields. Each school receives kit bags with essential sport equipment, such as balls, whistles and cones. In addition, life orientation teachers receive training on new physical education methodologies through the Premier Skills Teacher Training Programme to ensure the effective use of fields. In FY25, over 250 teachers, in Burgersfort, Mahikeng, Kroonstad and Kimberley successfully completed the five-day programme, which is a joint partnership with the English Premier League. These fields are also available to children in nearby communities. The project aims to increase access to modern sporting facilities

for disadvantaged schools and communities, encouraging more active and healthier lifestyles. It reflects a commitment to promoting 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 sports broadcasting. Through its multifaceted approach, the programme facilitates a football competition for the South African 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 ten years, the DStv Diski Challenge has been instrumental in propelling the careers of the country's next generation of football stars from promising academy talents to professionals, ensuring a continuous talent pipeline that has become the foundation of South Africa's professional football. 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.

Empowering communities

SPORT DEVELOPMENT CONTINUED

DStv Diski Challenge since 2014

In the 10 Years of the DStv Diski Challenge, over 350 players have been promoted to Premiership first teams.

- Prominent players who have made the step up from amateur football to the professional ranks include Relebohile Mofokeng, Yusuf Maart, Teboho Mokoena and Lyle Forster, who all now Bafana Bafana regulars. The Diski Challenge continues to play a pivotal role in the South African football ecosystem, especially in the success of the junior national teams. The U17 and U20s have both qualified for their respective FIFA World Cups for the first time in six years.
- A healthy and vibrant Diski Challenge ensures competitive football week-in and week-out for youth players. A total of 23 players out of the 46 used by the U17s and U20s to qualify for the World Cup were selected from Diski Challenge teams, bringing the total of Diski Challenge graduates to have represented the SA national teams to over 260 since the inception of the DStv Diski Challenge in 2014.
- With the 10th season having recently been concluded, the number of players promoted to date stands at 19 and is expected to grow upon the completion of the Premiership season. These include one of the country's most promising defenders, Orlando Pirates' Mbekezele Mbokazi.

Emerging talent shines

As the nation prepares to qualify for the U17 and U20 FIFA World Cups, South African football continues to grow thanks in large part to the 10th instalment of the DStv Diski Challenge in FY25.

Both junior national teams are on the right track for World Cup qualification, having made it through the regional qualifiers. In the COSAFA Qualifiers Tournament South Africa's U17s finished fourth, while the U20s finished first. The next stage in the journey is the Africa Cup of Nations (AFCON), in April for the U17s and May for the U20s. A top four finish at the AFCON will book them a ticket to the World Cup.

The season kicked off with a repeat of the tournament's first fixture in 2014, a match between AmaZulu and Orlando Pirates at the King Zwelithini Stadium in Umlazi.

Kaizer Chiefs signalled its intention to win from the outset, staying in the first four log positions throughout the season and being crowned champions for the first time.

Chiefs' title charge was spearheaded by striking sensation, Naledi Hlongwane. Other notable players include goalkeeper Takalani Mazamba, Kabelo Nkgeswa, Thulani Mabaso and Ntandoyenkosi Nkosi, who have all been promoted to the senior team.

Notable Diski graduates in FY25

The duo of Malibongwe Mdletshe (Mamelodi Sundowns) and Mohau Nkota (Orlando Pirates), who scored in their Premiership debuts.

Mbekezeli Mbokazi of the Orlando Pirates has been dubbed "The new OJ Mabizela" due to his maturity and technical skill at the young age of 19. Mbokazi has already won three Man-of-the-Match honours for the first team and is now a vital member of the Pirates' senior national squad. Calls are growing for him to be selected for Bafana Bafana.

Diversity, equity and inclusion through sports broadcasting

MultiChoice is committed to enhancing gender diversity in sports coverage, promoting female athletes and ensuring that women's sports receive the recognition and attention they deserve. This commitment extends beyond simply broadcasting women's sports; it involves actively working to change the narrative around women in sports, challenging stereotypes and promoting positive role models. By increasing the visibility of female athletes and providing them with a platform to showcase their talents, MultiChoice aims to inspire young girls and women to pursue their dreams and break down barriers in the sports industry. This commitment to gender diversity is a key element of MultiChoice's social impact strategy, reflecting its belief that everyone should have the opportunity to participate in and enjoy sports, regardless of their gender.



SPORT DEVELOPMENT CONTINUED

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.



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

- The best Olympians, Paralympians and guides from Namibia who competed in the 2024 Summer Olympics and Paralympics were hosted by DStv Namibia at its headquarters in Windhoek. Each participant was gifted with a token of appreciation, reiterating our commitment to stand behind our Namibian athletes.
- MultiChoice Namibia sponsored promo items to the Namibia Hockey Union for the Indoor Africa Cup 2024. This significant event held in Swakopmund served as a qualifier for the Indoor Hockey World Cup 2025, attracting hundreds of athletes, officials and sports enthusiasts from across Africa.



Kenya

- The Eliud Owalo Foundation received a donation of buses, supported jointly by the Ministry of Information, Communications and the Digital Economy (MICDE) and Gor Mahia football club.
 - The GOV 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).
- In 2024 MultiChoice partnered with Sports Journalism Association of Kenya to organise football tournaments in Nairobi and Mombasa and across the country.



Empowering communities

DIVERSITY AND INCLUSION

At MultiChoice, we are guided by our values of Connect, Care and Create. We believe that diversity enriches lives and enhances our ability to engage, educate and entertain our customers. Our workforce reflects this belief, representing 136 nationalities, with 44% of top and senior management positions held by women. MultiChoice's commitment to equal opportunities and inclusivity is firmly embedded in our policies, which support all individuals and groups across the organisation.



EMPLOYEE CORPORATE SOCIAL INVESTMENT

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 employee-led CSI initiatives.

CSI activities – rest of Africa



Zambia

During the 16 Days of Gender Activism, MTF supported women and girls in sports by hosting a fundraising event in collaboration with the National Organisation for Women in Sports. Furthermore, the MTF cohort graduation ceremony was graced by the presence of the Permanent Secretary, partners, media and ambassadors as distinguished guests.



Angola

In celebration of its 25th anniversary, MultiChoice Angola organised a donation campaign across stores in Luanda and other provinces to benefit 25 children's shelters. This campaign included gifting installations and yearly subscriptions offered by the company and involved mobilising employees and customers to donate essential items such as food, clothing, toys and school supplies.



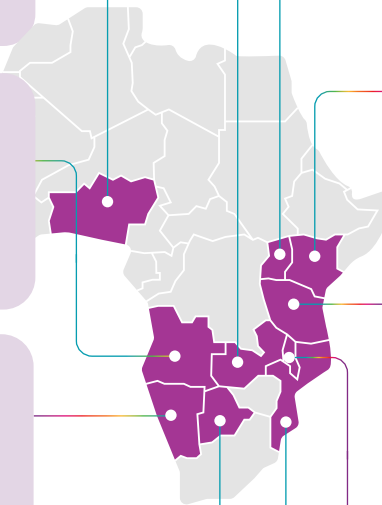
Namibia

MultiChoice Namibia collaborated with Rural Rise Community Empowerment to screen the local production "Wish for Death" for the youth of Okombahe and sponsored a one-year DStv Lite subscription for Takarania Early Childhood Development Centre in Mariental. Additionally, the region donated VIP goodie bags for the 2024 Men's Indoor Hockey Africa Cup in Swakopmund. They partnered in launching the Society of Broadcast Veterans and hosted the press briefing for the 2024 Africa Aquatic Zone IV Swimming and Open Water Championship.



Botswana

MultiChoice Botswana has extended support to students in rural schools by providing sanitary pads and stationery to facilitate a smooth examination process. Additionally, they distributed Christmas gifts, including stationery, toiletries and toys, to orphans and vulnerable children.



Nigeria

Established Creative Summer School with the aim of training teenagers in cinematography, photography, editing, storytelling and other creative industry skills. MultiChoice Nigeria has further demonstrated its commitment to improving healthcare delivery with the donation of medical supplies valued at N1.6 billion to the Sickie Cell Foundation Nigeria (SCFN).



Uganda

Supported the Stanbic Entebbe Match Play Challenge to promote sports development, community engagement and economic growth.



Kenya

The MTF East Africa Academy donated a set of books to Nderi Primary - Junior High School as appreciation for supporting the shoot of the two MTF graduation films.



Tanzania

Partnership between MultiChoice Tanzania and Muhimbili National Hospital to enhance the experience of children undergoing treatment in the oncology wards. As part of this collaboration, MCT installed six TV screens and provided an annual DStv Bomba subscription. Additionally, MCT completed the installation of five additional TV screens at CCBRT Hospital's Maternal & Newborn Wing Initiative.



Malawi

MultiChoice Malawi donated desks to Namiwawa Primary School and actively participated in the Mothers' Fun Run, an annual fundraiser for maternal health organised by Nation Publications Limited.



Mozambique

The HR department organised a Christmas Solidarity initiative in Maputo to bring festive cheer to children at an orphanage. Employees were invited to contribute food, clothes and toys. On December 18th, a group of employees visited the orphanage to deliver the donations and spend quality time with the children.



Empowering communities

EMPLOYEE CORPORATE SOCIAL INVESTMENT CONTINUED

Cape Town Carnival

In 2024, MultiChoice continued its support for the Cape Town Carnival, with the goal of fostering job creation and skill development within disadvantaged communities. MultiChoice contributed R2 million in donations and R2.7 million in airtime sponsorship, bringing the total value of its contribution to R4.7 million. The carnival resulted in the creation of 991 job opportunities and injected R5.5 million into local small, medium and micro-enterprises (SMMEs).

MultiChoice support

R2.0m

Sponsorship fee

R2.7m

Airtime sponsorship fee

R4.7m

Total

Economic impact

991

Work opportunities created

R5.5m

Spent with local SMMEs

Social and cultural impact

2 619

Community group participants

50

Community groups



Empowering communities

EMPLOYEE CORPORATE SOCIAL INVESTMENT CONTINUED

Joburg Film Festival

In 2024, MultiChoice continued its support of the Joburg Film Festival (JFF), held under the theme “The Golden Thread – Connected Through Stories.” Our involvement championed authentic African storytelling and celebrated a decade of impact through the MTF, with alumni featured in panels and public masterclasses.

Through our sponsorship of the JBX industry programme, we supported over 165 producers, buyers and investors in connecting around African content. The festival’s Youth and Audience Development Programme further demonstrated our commitment to nurturing emerging talent across the continent. Internally, employee engagement remained a priority, with staff access to screenings and events enhancing participation in Africa’s creative economy.

In 2025, MultiChoice was once again the headline sponsor for the JFF which took place from the 11th – 16th March 2025, with various government leaders attending the ceremony. The Gauteng Film Commission, Gauteng Tourism, South African Tourism and the National Film and Video Foundation attended the opening night of the awards.

The objective of this partnership is to showcase MultiChoice’s content and for the JFF to become an international film festival. During this festival, MultiChoice premiered nine films across various sold-out shows at the festival venues. Furthermore, we organised roadshows to six postsecondary institutions in collaboration with JFF and 102 students from these institutions attended the MTF Day. MultiChoice organised MTF Day at the JFF. Programmes at the event commemorating its tenth anniversary. Additionally, The Earthshot Prize and MultiChoice, in collaboration with the European Union, screened films about climate change for 100 people, with both receiving standing ovations.



Donations

R5.0m

cash sponsorship

R2.5m

in airtime

R500 000

airtime donation

Key highlights

9 000

attendees

105

films showcased in 29 countries

35

female-directed titles

12

world premieres

29

African premieres

Over

29

screenings

Contribution to education

MultiChoice participated in the Adopt-a-School Foundation’s fundraising dinner on 05 October 2024, hosted by His Excellency, President Cyril Ramaphosa. Alongside various corporates, our contribution helped to raise a total of R6 million, facilitating the adoption of 665 schools. This collective effort has significantly enhanced the overall development of these schools, leading to improved pass rates across the Foundation’s educational institutions.

R6.1m

raised

665

schools adopted

Empowering communities

EMPLOYEE CORPORATE SOCIAL INVESTMENT CONTINUED

Bursary programme

MultiChoice's FY25 bursary programme demonstrates its dedication to education and talent development by giving students from a variety of backgrounds the chance to pursue their academic and career objectives. These bursaries not only provide financial assistance but also offer mentorship and support to help students succeed in their chosen fields. By investing in education and talent development, MultiChoice aims to create a pipeline of skilled professionals who can contribute to the development of the media industry in Africa. This commitment to education is a key element of MultiChoice's social impact strategy, reflecting its belief that education is a powerful tool for social and economic empowerment.

Vincent Tshabalala Trust

On 22 November 2024, we honoured an invitation by the patron of the Trust, Honourable Deputy President Paul Mashatile, at the Vincent Tshabalala Education Trust Fundraising Golf and Dinner at Killarney Country Club.

The purpose of the event was to raise funds for academically capable students from the five high schools in Alexandra. These funds will contribute to upgrading science labs, administration buildings and staff rooms, as well as supporting educators.

MultiChoice contributed R270 000 towards the Trust.

In celebration to what would have been Vincent Tshabalala's 60th birthday, the organisation awarding 62 bursaries to top matric learners from five Alexandra high schools for tertiary institutions around the country. In addition to the 62 bursaries, the organisation also awarded prizes to 60 top Grade 10s and 60 top grade 11s to encourage them to stay in and complete high school.

The Deputy President also launched a school sports festival for 17 public schools in the district that featured soccer (males and females) and netball. This launch also included poetry and book clubs that were launched for the five high schools in Alexandra.

National Men's Day and Walk

MultiChoice partnered with the GoodMen Foundation for their third annual National Men's Day and Walk, where King MisuZulu, together with KZN Premier, dignitaries and a representative from MultiChoice, were in attendance.

Objectives: The aim of this partnership is to support the National Men's Day dialogue and efforts to curb gender-based violence and femicide. The abuse of women and children is a scourge in South Africa and King MisuZulu issued a strong call for all businesses and social groups to band together to combat it.

MultiChoice-owned channels (M-Net, Mzansi Magic, Mzansi Wethu, SuperSport etc.) were instrumental in spreading awareness of the messaging around GBV.



Muzomuhle Primary School in Diepsloot

MultiChoice reached out to Muzomuhle Primary school in Diepsloot, a school that is in desperate need of furniture for their learners.

Previously the school's learners from Grade 4 to 7 sat on buckets, make-shift tables and chairs, or leaned on their knees during lessons.

Donations

Through the intervention of our Legal Department, MultiChoice donated furniture in the form of desks, chairs and cupboards to the school.



Empowering communities

ECONOMIC IMPACT: CONTRIBUTING TO GROWTH AND DEVELOPMENT

OVERVIEW OF OUR STRATEGY

With a vast African footprint spanning multiple languages and channels, MultiChoice plays a vital role in advancing socio-economic development across the African continent. Through strategic initiatives and partnerships, we actively invest in local content creation, support small and medium-sized enterprises (SMMEs) and champion skills development.

These efforts are key drivers of job creation, economic inclusion and community upliftment. By empowering local talent and fostering entrepreneurship, we contribute meaningfully to the prosperity and resilience of the communities we serve. Our unwavering focus on innovation and excellence ensures that MultiChoice continues to be a catalyst for positive change and sustainable growth throughout Africa.

Key highlights

Disbursed **R410m** in loans, grants and business development expenses through MIF

172 bursaries provided to MCG employees, for a total investment of R37 820 000

Supported **79** black-owned small businesses

2 new companies launched through Enterprise Development Fund

Helped create over **1 000** new jobs through MIF

1 980 jobs created in partnership with Youth Employment Service (YES)



Empowering communities

ENABLING INDUSTRY GROWTH AND COMMUNITY IMPACT

Broadcasting industry

At MultiChoice, our role extends beyond content delivery as we actively shape industries and empower communities. Through initiatives like The Earthshot Prize, we champion sustainability and innovation while using the power of broadcasting to uplift society. From nurturing creative talent and supporting local sports to guiding entrepreneurs, our platforms do more than entertain—they enrich lives, drive development and inspire positive transformation. We believe in the transformative potential of media to help build a more inclusive and empowered future for all.

Empowering our ecosystem of installers and agencies

Collaboration underpins the success of our broadcasting operations. Across our footprint, we work closely with a wide network of agencies, installers and payment partners who play critical roles in decoder distribution, dish installations and transaction processing. To support their effectiveness, we provide system access, comprehensive training and continuous operational guidance. This collaborative model not only enhances efficiency but also ensures that customers enjoy a seamless and reliable service experience.

Supporting entrepreneurship through enterprise development

Africa is a continent brimming with entrepreneurial energy and untapped potential. Yet, despite its dynamic landscape, African startups continue to attract only a small share of global venture capital. At MultiChoice, we recognise this gap and are committed to closing it by actively supporting small businesses and innovators.

Enterprise Development Trust

MultiChoice's Enterprise Development Trust is committed to nurturing early-stage businesses and entrepreneurs. MultiChoice's Innovation Fund is mandated to unlock growth, drive innovation and promote economic inclusivity by creating opportunities for previously disadvantaged communities.



MultiChoice Innovation Fund

Established in 2012, the MIF has provided targeted support to small enterprises through loans, grants and business development funding. While prioritising black-owned businesses, particularly those led by women and youth, the Fund focuses on high-impact sectors such as Information, Communication, and Technology (ICT), broadcasting technology and emerging digital solutions. Its diverse investment portfolio spans industries including FinTech, EduTech, HealthTech, HR Tech and media platforms.

Overview of the portfolio

The MIF actively supports companies operating within the ICT industry sector, fostering innovation and promoting technological advancements that can contribute to sustainable development. This Fund provides financial and advisory support to promising startups and established companies alike, helping them to develop and scale their innovative solutions. By investing in the ICT sector, MultiChoice aims to drive economic growth, create jobs and improve the lives of people across Africa. This commitment to innovation is a core element of MultiChoice's overall business strategy, reflecting its belief that technology can play a powerful role in addressing some of the world's most pressing challenges.



Innovation and technology for sustainability: supporting small businesses

As of January 2025, the MIF proudly supports 22 dynamic companies through interest-free loans across three industry segments within the ICT industry sector. These loans provide crucial financial support to help these companies grow and scale their operations, creating jobs and contributing to economic development. By providing interest-free loans, the MIF makes it easier for companies to access the capital they need to succeed, fostering a more equitable and inclusive innovation ecosystem. This commitment to providing financial support is a key element of MultiChoice's overall strategy, reflecting its belief that investing in innovation is essential for building a sustainable future.



The MIF places a strategic emphasis on supporting women and youth-owned businesses, aligning with our broader mission to nurture the next generation of innovators and industry leaders.

VALUE CHAIN

At the heart of MultiChoice's business is the aggregation and delivery of high-quality content and services to our customers. To ensure seamless operations and continued industry growth, we foster strong, collaborative partnerships with our suppliers.

Our procurement strategy places a strong emphasis on supporting local, emerging and previously disadvantaged suppliers, particularly within key sectors such as film, television, media and information technology. This inclusive approach not only strengthens our value chain but also contributes to broader socio-economic development.

 For further details, please refer to our **Integrated Annual Report**.
www.investors.multichoice.com/integrated-annual-reports

Research and development

	FY25	FY24
R'm		
DStv-I research and development costs	45	84
Cybersecurity development solutions	115	118
Research - original and planned investigation (undertaken with the prospect of gaining new scientific or technical knowledge and understanding)	27	-
R&D related costs incurred for Project Earth/Peacock platform costs	-	1 771
Technology modernisation run costs	110	215
Total R&D costs	297	2 188

Broad-based black economic empowerment (B-BBEE)

MultiChoice is devoted to driving transformation and fostering inclusivity within the South African economy. Our flagship B-BBEE share scheme, Phuthuma Nathi, stands as a powerful example of this commitment. As one of the most successful B-BBEE ownership initiatives in South Africa, Phuthuma Nathi has opened the door to economic participation for a diverse range of black South Africans, including professionals, domestic workers, gardeners, teachers, nurses, stokvels and black-owned small businesses.

Holding a 25% equity stake in MultiChoice South Africa, Phuthuma Nathi ensures that our business success is broadly shared. To date, the scheme has benefited 73 795 black shareholders and has distributed over R19.2 billion in dividends, significantly advancing economic empowerment and contributing to a more inclusive society.

Both MultiChoice Group and MultiChoice South Africa proudly hold Level 1 B-BBEE contributor status, reflecting our sustained commitment to transformation.

Preferential procurement

Our preferential procurement strategy plays a vital role in supporting the growth of SMMEs, a key driver of job creation and economic resilience in South Africa. MultiChoice South Africa prioritises procurement from black-owned businesses, ensuring that our supply chain contributes directly to inclusive economic development. We also place a specific emphasis on black women-owned businesses, defined as those with at least 30% black women ownership. This approach not only advances gender equity but also helps build a more representative and empowered entrepreneurial ecosystem.

Economic contribution

	FY25	FY24
Revenue	50 760	55 968
Operating costs	(46 690)	(48 002)
Employee wages and benefits	(6 726)	(7 298)
Payments to providers of capital	(2 100)	(1 341)
Payments to government (taxes, royalties, levies etc)	(8 810)	(10 788)
Community investment (including charitable giving, impact investment and other social investment)	(251)	(301)

Empowering communities

EMPLOYMENT CREATION

Creating opportunities for unemployed youth

Youth unemployment remains one of South Africa's most critical socio-economic challenges, with far-reaching implications for individuals, communities and the broader economy. High levels of youth joblessness fuel poverty, deepen inequality and contribute to social instability, while simultaneously limiting economic growth by reducing the pool of skilled and experienced workers.

A key factor behind this crisis is the mismatch between education outcomes and labour market needs. Many young people lack access to quality education and skills training that align with the demands of the modern workforce, making it difficult to secure sustainable employment and perpetuating a cycle of exclusion.

To help address these systemic barriers, initiatives like Yes4Youth play a vital role. The programme offers one-year paid work experiences for unemployed youth, equipping them with essential workplace skills, professional exposure and targeted training. Through such collaborative efforts, South Africa is taking steps to unlock the potential of its youth and build a more inclusive economy.

In support of these national goals, MultiChoice Group also invests in educational upliftment, offering bursaries both to our employees and to promising young individuals pursuing careers in the broader media and technology industries.

Overall bursaries	Value	Number of students	Value female	Number of female students
Amount invested in external bursaries	28 769 999.77	159.00	13 014 486.27	72.00
Amount invested in internal bursaries	7 976 768.69	172.00	4 742 105.48	107.00
Amount invested in child bursaries	1 072 842.94	17.00	690 905.91	11.00
	37 819 611.40	348.00	18 447 497.66	190.00

STEM bursaries	Total number	Total female	Total value	Total value female
Internal (Employees)	44.00	16.00	1 951 537.08	65 271.60
External	132.00	58.00	23 884 639.91	10 497 603.00
Child	4.00	1.00	114 016.98	533 410.00
	180.00	75.00	25 950 193.97	11 096 284.60

172

bursaries provided to MCG employees, for a total investment of R7 977 000

180

bursaries provided to external applicants within the STEM segment for a total investment of R26m

17

bursaries provided to children of employees for a total investment of R1 073 000

Empowering communities

EMPLOYMENT CREATION CONTINUED

YES programme

At MultiChoice, our commitment to skills development goes beyond upskilling our employees; we strive to create meaningful, lasting change in our communities.

Through our partnership with YES (Youth Employment Service), we are actively addressing youth unemployment in South Africa by providing skills development and meaningful work experiences. 2024 marks the third year of our commitment to this transformative initiative. To date, we have invested R177 million, benefiting 1 980 learners and interns across all nine provinces. This includes TVET students, university graduates, matriculants and individuals with disabilities, equipping them with the tools to build sustainable careers. Additionally, 1 905 of the 1 980 learners have secured permanent employment, reinforcing our impact beyond the programme.

MultiChoice's commitment to creating employment pathways and driving sustainable job creation was recognised in 2024 through the ESG Award for 'Social Impact Through Job Creation' and a feature in the YES Alumni 'Top 35 Under 35 Awards', powered by Daily Maverick.

Key highlights

1 980
new jobs created

1 905
of the participants have been permanently employed



TAX CONTRIBUTION

Facilitating access to essential services and advancing social development are central pillars of government mandates. At MultiChoice, we recognise the importance of contributing to these efforts and are committed to playing our part in supporting the long-term success of both nations and businesses.

MultiChoice maintains full compliance with all legal tax obligations, upholds strong relationships with tax authorities and proactively manages tax-related risks. The corporate income taxes we pay, both directly and indirectly, represent a significant contribution to the countries in which we operate.

All entities within the MultiChoice Group are required to align with the MultiChoice Group Tax Policy, as approved by our board of directors and executive committee. This policy establishes a robust governance framework and a structured approach to tax risk management, ensuring transparency, accountability and alignment with global best practices.

Value created for governments

R1.6bn VAT and sales tax collected
(FY24: R3.8bn)

R2.3bn employee taxes paid and collected
(FY24: R2.2bn)

R0.7bn paid and collected in customs,
excise and other operating taxes
(FY24: R0.8bn)

R1.2bn withholding taxes paid and collected
(FY24: R1.3bn)

R3.0bn paid in corporate income taxes
(FY24: R2.8bn)

The breakdown of our tax contribution per segment is set out below:

Our total tax contribution **R8.8bn** (FY24: R10.8bn)

Of our total tax contribution (taxes collected and paid to tax authorities), **42%** was paid to the South African fiscus (paid R2.8bn; collected R1.0bn) (FY24: 50%, paid R2.7bn; collected R2.7bn)

48% of our total tax contribution was collected and paid by the Rest of Africa segment (paid R1.5bn; collected R2.7bn) (FY24: 40%, paid R1.6bn; collected R2.8bn)

The Technology segmented contributed **12%** (paid R0.6bn; collected R0.4bn)
(FY24: 9%, paid R0.5bn; collected R0.4bn)

The Showmax segment contributed **-2%** (paid R0bn; collected -R0.2bn¹)
(FY24: 1%, paid R0.1bn; collected R0.1bn)

¹Due to VAT refunds received.

The contribution comprises taxes paid² of **R4.9bn** (FY24: R4.8bn) and taxes collected² (on behalf of governments) of **R3.9bn** (FY24: R6.0bn).

² 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 (eg, PAYE and VAT).

GOVERNANCE: BUILDING TRUST AND TRANSPARENCY

Building trust and transparency

APPROACH TO GOVERNANCE

Upholding excellence in corporate governance

The MultiChoice Group is dedicated to the highest standards of corporate governance, ethics and integrity, which we believe are essential for creating value for all stakeholders.

We continuously embed sound corporate governance principles across our multinational organisation, ensuring that appropriate ethics and governance standards guide our business conduct. The board recognises its responsibility to protect and represent the interests of the group's stakeholders, aiming to build a successful and sustainable business that achieves the group's strategic objectives.

Governance framework

The board serves as the custodian of corporate governance across the group, ensuring consistent application of the principles outlined in the King IV™ Report on Corporate Governance across all subsidiaries. This includes oversight of board committees and governance structures at both group and subsidiary levels, fostering a culture of accountability and transparency.

Each year, an annual CEO/CFO sign-off process reaffirms compliance with MultiChoice's governance standards, which define minimum expectations across jurisdictions. In addition, the group's business and governance approval frameworks are reviewed annually to ensure clarity, consistency and robust decision-making.

The board also performs an annual assessment of the company secretary, evaluating this individual's performance, qualifications and competence. The internal Company Secretariat supports this exercise by ensuring compliance and promoting transparent communication throughout the organisation.

A formalised reporting structure keeps the board informed of subsidiary-level risks, activities and strategic opportunities, enabling informed and proactive governance. While group-wide governance principles are anchored in King IV, their implementation is adapted to suit the specific characteristics and maturity of each business unit, ensuring relevance and effectiveness across our diverse portfolio.

ESG governance

Oversight of ESG matters is delegated to the social and ethics committee (SEC). Implementation of the ESG framework is led by executive directors and senior management, supported by an ESG forum that brings together key stakeholders from across the group. This integrated approach reflects our commitment to aligning ESG priorities with strategic business objectives and governance best practices.

Our King IV™ journey

MultiChoice conducts a comprehensive annual review to assess the group's adherence to the principles and recommended practices of King IV™. Each principle is evaluated for implementation across our operations. The board is satisfied that during the reporting year, the group fully applied the King IV™ principles and complied with all relevant recommendations – affirming our commitment to governance leadership and continuous improvement.

In accordance with the JSE Listings Requirements, the MultiChoice Group is required to report on its application of King IV™ principles and recommended practices. Each year, the MultiChoice Group carries out a thorough review in this regard, noting whether each principle and practice is applied and explaining how this is done. The board, to the best of its knowledge, believes the group satisfactorily applied King IV™. In FY25, having applied all principles and adopting all relevant recommended practices.

The group continues to develop its governance policies, practices and procedures in line with an integrated governance, risk and compliance framework and continues to entrench and enhance its understanding and application of the practices and principles of King IV™.



For further details, see the King IV™ application report on our website.

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

We support the overarching goals of King IV™, being:



Ethical culture



Good performance



Legitimacy



Effective control

BOARD OF DIRECTORS


Board leadership and governance oversight

The MultiChoice Group has a unitary board, which oversees and controls the group. The board charter sets out the board's responsibilities, providing for delegation of authority and enabling the board to retain effective control. The board delegates its authority through clearly defined mandates to established board committees and to the CEO. The majority of board members are non-executive directors, independent of management.

To ensure no single individual has unfettered powers of decision-making and authority, the roles of the chair and CEO are separate and well defined in the board charter.

The board's responsibilities include providing the group with clear strategic direction, ensuring there is adequate succession planning at senior levels, reviewing operational performance and management and reviewing policies and processes that seek to ensure the integrity of the group's risk management and internal controls.

The board is the focal point and custodian of corporate governance, exercising its leadership and oversight role by annually approving the strategy and the business plan and overseeing its implementation. Its role, responsibilities, membership requirements and procedural conduct are documented and set out in the board charter, which it regularly reviews to guide its effective functioning. In addition, it is the board's responsibility to ensure compliance with all statutory and regulatory requirements and in particular, the Companies Act and the JSE Listings Requirements.

 For our board's detailed profiles, see page 114 of the **Integrated Annual Report**.



BOARD OF DIRECTORS CONTINUED

Board demographics


The group recognises that a balanced board supports value creation. The board, supported by the nomination committee, determines its size and composition subject to the group's Memorandum of Incorporation (MOI), applicable legislative and regulatory requirements that include King IV™. Non-executive directors bring diverse perspectives and independence to the board's decision-making and executive directors offer operational insights into the business's operations. The CEO and CFO (CFO referred to as the 'financial director' by the JSE) are board members. To support the board, where necessary, subject matter experts are available for matters requiring specialised guidance.

As at year-end, the board comprised 10 directors, being two executive directors (CEO and CFO) and eight independent non-executive directors.

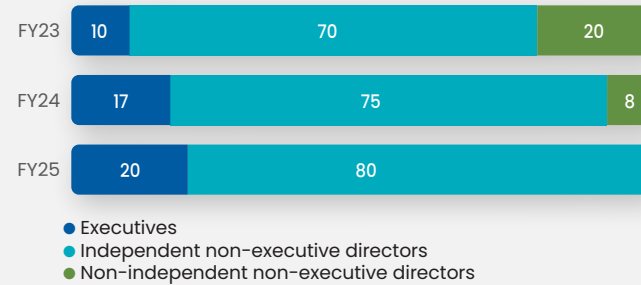
Board competence

MultiChoice recognises that an effective board must combine diverse perspectives with deep operational insight. Non-executive directors bring valuable external viewpoints, while executive directors contribute direct knowledge of the group's day-to-day operations. When required, the board engages subject matter experts to provide specialist advice.

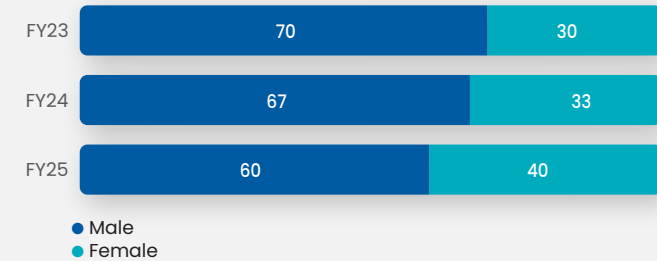
Board appointments follow a rigorous, merit-based evaluation process that aligns candidates' skills and experience with the group's strategic needs. The group's board appointment policy emphasises diversity, aiming to reflect the demographics of the markets we serve and ensuring balanced gender and racial representation at board level.

 Gender diversity is also a focus area for our employee group as a whole. Read more about our initiatives in this regard on page 34.

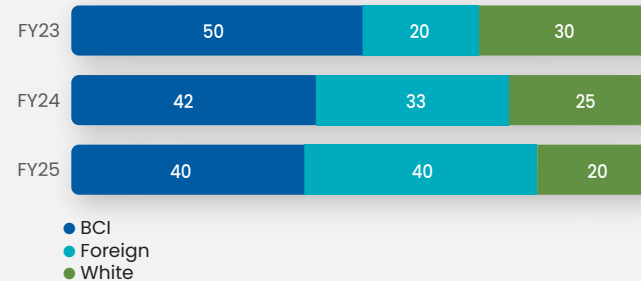
Director categorisation (%)



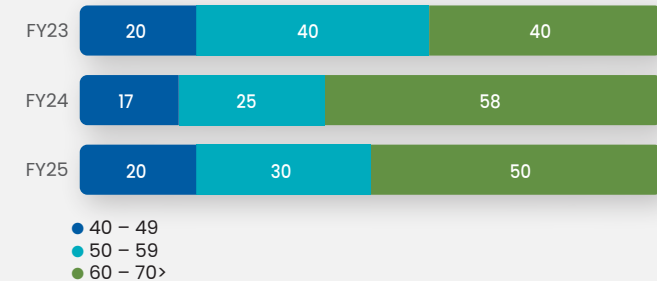
Gender (%)



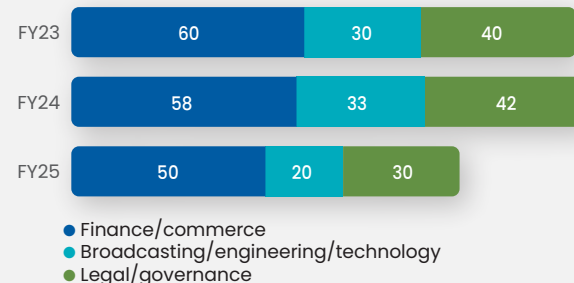
Race (%)



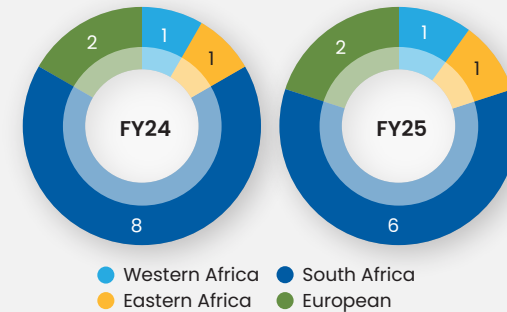
Age (%)



Skills, qualifications and expertise (%)



Geographic diversity




UPHOLDING ETHICAL STANDARDS

Embedding an ethical culture

At MultiChoice, we are committed to fostering a culture of ethics, integrity and accountability across all levels of the organisation. This ethical foundation is supported by a comprehensive framework that integrates ethical standards into every aspect of our operations. All directors are held to the highest standards of ethical conduct, with accountability mechanisms in place to ensure integrity, competence, responsibility and transparency throughout the group.

The SEC plays a central governance role in shaping and overseeing the group's ethical direction. This committee is responsible for setting the tone from the top and ensuring that ethical principles are effectively embedded into the business. Supporting this governance structure, the Executive Head: Ethics and Legal Compliance and Ethics Officer manages ethics performance and drives ongoing cultural change in collaboration with segment CFOs and General Counsels, who also serve as ethics officers.

MultiChoice's ethical culture is further reinforced by a robust Code of Ethics and Conduct Policy code, supported by a suite of related policies and mandatory annual training. These efforts collectively foster a strong culture of compliance, transparency and ethical decision-making.

 For more information, please visit our governance page: **MultiChoice Governance**

Zero tolerance for bribery and corruption

MultiChoice Group maintains a strict zero-tolerance policy on bribery and corruption, in full compliance with all applicable laws and regulations across our operating markets. Our Anti-Bribery and Anti-Corruption (ABAC) Policy, overseen by the SEC, addresses key risk areas and is supported by complementary internal policies.

Internal Audit conducts independent reviews and periodic risk assessments to ensure the ongoing effectiveness of our anti-corruption controls. Any violations of the ABAC policy are met with decisive disciplinary action, reinforcing our commitment to responsible and lawful conduct.

Ethics and ABAC training

Ongoing education is key to embedding an ethical culture. All new employees complete ethics and ABAC training as part of their onboarding, supplemented by interactive online modules and practical case studies. These are hosted on the MultiChoice Academy platform, with a mandatory ethics module required every two years.

Training is aligned with annual ethics plans to ensure consistent reinforcement of ethical standards across the group. This structured and comprehensive approach reflects MultiChoice's long-standing commitment to integrity, transparency and responsible business practices.

The total number of employees who completed ethics-related online learning modules during FY25 is as follows:

Online training activities – Completed during FY25	Total employees	Total %	Governing body	Employees	Third parties
BROKEN DOWN BY AUDIENCE					
Delegation of authority (targeted)	795	90	–	719	–
Code of ethics and conduct (Irdeto)	945	75	–	711	–
Total modules completed	1 740	82	–	1 430	–
BROKEN DOWN BY SEGMENT					
MultiChoice South Africa	755	91	–	690	–
MultiChoice Rest of Africa	40	73	–	29	–
Irdeto	945	75	–	711	–
Total modules completed	1 740	82	–	1 430	–

Performance and future focus

Our key areas of focus during the reporting period were:

- Updated 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 FY25 ethics strategy and plan.
- Executed on activities included in the FY25 ethics training and awareness plan.
- Monitored and reported on the group's ethics performance.
- Reviewed the adequacy and effectiveness of the group's monitoring activities.

Going forward, we will focus on:

- Applying the code and related ethics and compliance programmes across the group.
- Entrenching ethics across the business through focused training interventions and awareness campaigns.
- Deploying the code and improving relevant processes.
- Refining the third-party risk management framework in accordance with changes in legislation.
- Identifying and implementing enhanced controls for identified areas of weakness.
- Developing and launching a group-wide ABAC risk assessment.
- Updating the ethics risk assessment to assess the effectiveness of the ethics programme.
- Continuing to implement mitigating controls flowing from the ethics risk assessment.
- Deploying the ethics and ABAC online learning module/s.
- Revising the ABAC programme in line with changes in laws and regulations.

COMPLIANCE AND RISK MANAGEMENT

MultiChoice is listed on the JSE and fully complies with the JSE Listings Requirements, the King IV™. Report on Corporate Governance and all applicable South African legislation governing publicly listed companies.

Its board of directors is responsible for ensuring that the group adheres to these legal and regulatory frameworks, reinforcing a culture of ethical conduct and responsible corporate citizenship. Oversight of the group's legal compliance framework is delegated to the risk committee, which monitors the implementation and governance of the Legal Compliance Policy.

Operational responsibility for compliance lies with senior management, who work in close coordination with the Executive Head: Ethics and Legal Compliance. MultiChoice's compliance efforts, guided by the principles of the Compliance Institute Southern Africa and, are deeply aligned with the group's commitment to cultivating a strong ethical culture, embedded through the following focus areas:

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

These assessments identify and prioritise compliance risks, allowing for swift mitigation measures.

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 FY25, was as follows as of 31 March 2025:

Compliance training

The total number of employees who completed compliance-related online learning modules during FY25 is as follows:

Online training activities – Completed in FY25	Total employees	Total %	Modules completed Governing body	Modules completed Employees	Modules completed Third parties
BROKEN DOWN BY AUDIENCE					
Cybersecurity awareness (all staff)	6 139	86	–	5 257	–
Content Security (targeted)	506	99	–	478	21
Total modules completed	6 645	87	–	5 735	21
BROKEN DOWN BY SEGMENT					
MultiChoice South Africa	4 122	81	0	3 325	21
MultiChoice Rest of Africa	2 523	96	0	2 410	0
Irdeto	–	–	–	–	–
Total modules completed	6 645	87	0	5 735	21

Legal compliance and assurance

MultiChoice applies a combined assurance model to ensure the effectiveness of its legal compliance management. In this model, line managers take ownership of compliance-related risks, while dedicated compliance and risk managers evaluate exposure and oversee controls. In addition, the internal audit function conducts independent reviews, providing an extra layer of assurance. This integrated approach enables the board and risk committee to maintain comprehensive oversight of the group's legal compliance framework, reinforcing our commitment to good corporate citizenship and ethical governance.

Operating in a highly regulated industry, MultiChoice actively engages with regulatory bodies and participates in industry forums to shape policy and support the development of responsible standards. Legal compliance is not only essential to our operations – it also forms a core component of our ESG responsibilities.

During the reporting period, there were no material incidents of non-compliance or breaches relating to ESG matters. The directors affirm that the group has remained fully compliant with:

- The provisions of the **Companies Act** and other applicable legislation governing the group's operations and incorporation.
- The terms set out in the **MultiChoice Group MOI** and all other relevant constitutional documents.

Additionally, no inspections were conducted by regulatory authorities during this period. As a result, the group has not incurred fines, settlements, penalties, or other monetary losses in connection with ESG incidents or breaches.

EUR103 000 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 has a comprehensive and proactive approach to risk management, embedded across all areas of our operations. In light of evolving macroeconomic conditions, organisational developments and shifting competitive dynamics, we place strong emphasis on the identification, assessment and mitigation of risks that could impact our strategic and operational objectives.

Risk management plans are continuously monitored and adapted to ensure they remain responsive and effective in a fast-changing environment. At the same time, we actively identify and leverage emerging opportunities that support value creation and long-term resilience.



A detailed overview of our key risks and opportunities is available in the MultiChoice 2025 **Integrated Annual Report**.



PIRACY

Unauthorised retransmission and piracy remain among the most serious threats facing MultiChoice and the broader broadcasting industry. Activities such as illegal connections, file sharing and the unauthorised streaming of sports and local content undermine revenue streams, disrupt legitimate operations and erode the overall value and integrity of the content ecosystem. Worldwide partnerships involving governments, law enforcement agencies, cybersecurity experts and civil-society NGOs are making significant strides in curbing content piracy across the African continent.

Efforts to dismantle international crime syndicates responsible for content theft have recently gained momentum. These successes are expanding collaborative efforts and tightening enforcement against content pirates. Across Africa, raids and arrests are now occurring almost weekly, with illegal streaming platforms being taken offline. Simultaneously, advanced digital technologies are being used to trace both the origins and the consumers of illicit streams. While technology may facilitate content piracy, it also provides powerful tools for identifying and prosecuting offenders.

Among these critical international collaborations is a recently signed Memorandum of Understanding (MoU) in Ethiopia. The agreement aims to combat piracy, strengthen the creative sector and preserve Ethiopia's cultural heritage.

The MoU between MultiChoice Africa, the Ethiopian Ministry of Culture and Sport (MOCS) and the Ethiopian Intellectual Property Authority (EIPA), focuses on jointly enhancing the enforcement of intellectual property rights within the country. This agreement, along with others across the continent, builds on the foundation of the Africa-wide Partners Against Piracy (PAP) initiative.

Piracy threatens the livelihoods of content creators and rightsholders, while also harming local cultures by weakening the domestic content ecosystem. Protecting creative and cultural assets not only ensures a sustainable future for creators but also supports the ongoing evolution of Africa's vibrant creative industries.

The PAP initiative is actively collaborating with African governments and law enforcement to modernise legal frameworks and enhance the fight against streaming piracy. Current legislation in many African countries is outdated and insufficient to effectively prosecute such crimes. There is an

urgent need for legal provisions to enable technology-driven anti-piracy tools like dynamic IP and domain blocking. These tools are effective at disrupting piracy networks but require formal legislative backing.

While most pirated content originates outside Africa, local intermediaries, including hardware resellers and agents selling illicit access credentials, facilitate its distribution. PAP, alongside local law enforcement, carries out frequent raids and arrests to dismantle these networks. Technological advances also allow authorities to disconnect users of pirated services remotely.

PAP further cooperates with international agencies such as Interpol, Europol and US Homeland Security to target global piracy kingpins. Jonker commends the collaborative efforts of police, lawmakers, civil society and citizens in achieving recent successes, emphasising the importance of a unified approach to combating piracy.

Recent breakthroughs

PAP last year conducted more than 155 successful raids across Africa, resulting in the closure of 4 351 networks and the arrest of 107 individuals involved in illegal activities. Since piracy is a global phenomenon, the secret to PAP's effectiveness lies in its international presence. The vast number of PAP initiatives across jurisdictions is proof of this global and pan-African approach. Among recent PAP accomplishments, the organisation:

- Launched PAP in **Namibia** in partnership with the Business and Intellectual Property Authority and the Namibia Investment Promotion and Development Board.
- Raided five shops and prosecuted five syndicate members selling illegal decoders in **Botswana** in an enforcement action led by the Botswana Police Service and the Companies and Intellectual Property Authority.
- In collaboration with the **Kenya** Copyright Board and the National Police Service, successfully shut down the pirate sports streaming site "score808.US".
- Partnered with the **Uganda** Registration Services Bureau for a media workshop to address content piracy and intellectual property.
- Deployed artificial intelligence (AI) technology in **Zimbabwe** to scour the web and detect pirate content.
- Participated in an anti-piracy conference in **Angola**, alongside the US embassy and copyright consultancy Portão.
- In **Mozambique**, launched raids after 160 hotels and lodges were found to be using pirated decoders and foreign accounts.
- Apprehended the operator behind the notorious pirate sports-content domain www.score808.com.ng in **Nigeria**.
- In **Malawi**, launched a campaign with MultiChoice Malawi and the Copyright Society of Malawi to raise awareness of copyright protections and fight piracy.



CYBERSECURITY, ARTIFICIAL INTELLIGENCE AND DATA GOVERNANCE

Cybersecurity

Cybersecurity is a core component of MultiChoice's enterprise risk management framework and we remain committed to maintaining the highest standards in line with global best practices and local regulatory requirements. Oversight and strategic direction are provided by the MultiChoice Group, ensuring cybersecurity initiatives align with broader business objectives.

To maintain a high level of security readiness, we conduct regular business assessments and quarterly governance reports, supported by ongoing risk management efforts and independent cyber vulnerability testing. The group risk committee is responsible for reviewing and approving the group's Cybersecurity Policy, while the board of directors provides oversight, reinforcing our commitment to resilience and governance.

Artificial intelligence

MultiChoice leverages AI across multiple business functions to enhance customer experience, drive operational efficiency and optimise revenue management. Strategic investments in AI research and deployment have led to improvements in customer support, content localisation, platform personalisation and media operations.

To ensure the ethical and responsible use of AI, we have adopted an AI Ethics and Governance Policy, guided by Responsible AI Principles. The AI ethics and governance committee oversees all AI-related activities and reports to both the risk committee and the board, ensuring strong governance and accountability in our AI initiatives.

Data governance and privacy

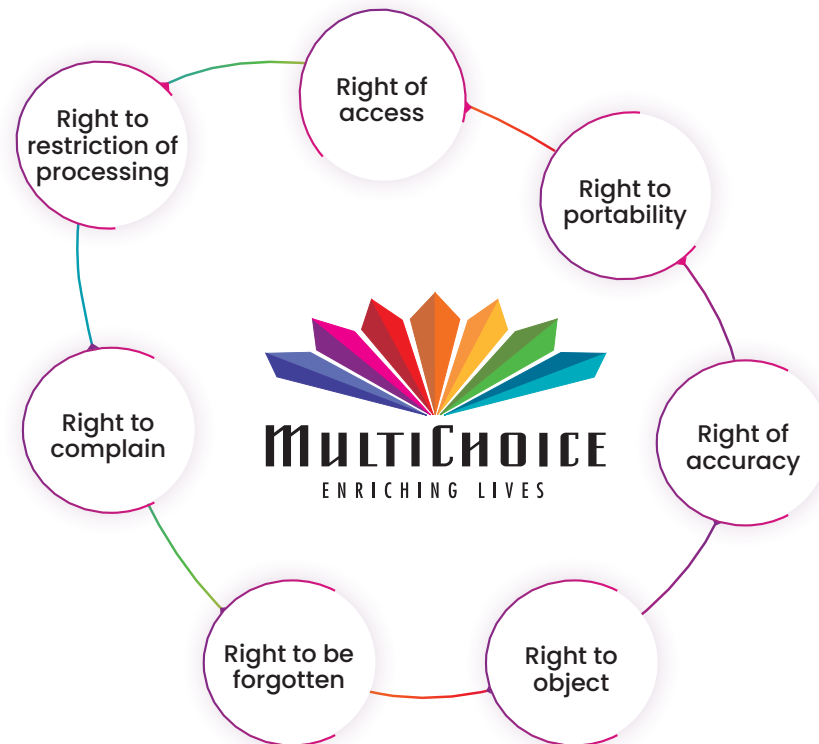
MultiChoice has established a dedicated data privacy team to oversee compliance with data protection regulations and to embed privacy by design into our operational and technological landscape. This team works closely with legal advisors, business units and senior leadership through a Data Governance and Privacy Council, which oversees the administration of data privacy rights and provides regular reports to the group risk committee and the SEC, both of which escalate to the board for final oversight.

Data processing and protection

We uphold strict standards around the acquisition, processing and use of personal information, guided by clearly defined public and employee privacy policies. These policies ensure compliance with key data protection regulations, including the General Data Protection Regulation (GDPR), the Protection of Personal Information Act (POPIA) and other applicable Data Protection laws across our markets.

MultiChoice enforces third-party risk assessments and Data Processing Agreements with third-party service providers to safeguard information. To proactively manage data-related risks, the data privacy team conducts Data Processing Impact Assessments (DPIAs), helping to identify and mitigate potential exposures.

The MultiChoice Group recognises the following data subject rights:



CYBERSECURITY, ARTIFICIAL INTELLIGENCE AND DATA GOVERNANCE CONTINUED

Privacy incidents and response

MultiChoice offers multiple accessible channels for customers to report data privacy concerns, including through our website, self-service platforms, call centres and contact centres. All queries are logged in a ServiceDesk and tracked to ensure proper investigation and regulatory compliance.

To ensure a consistent and timely response to incidents, MultiChoice has implemented governance mechanisms, including a clearly defined Incident Response Management policy. This policy outlines procedures for identifying, escalating and managing incidents in a compliant and timely manner, from detection through to resolution and post-incident review.

Cross-functional collaboration is central to MultiChoice's incident response strategy, aligning coordination to detect, assess, contain and remediate incidents. This integrated approach not only strengthens MultiChoice's ability to mitigate risks and reinforce compliance but also ensures that impacted stakeholders are promptly and appropriately informed, in accordance with applicable legal and regulatory requirements.

MultiChoice is committed to learning from every incident to enhance its overall resilience. Lessons learned from past experiences have led to a strengthened security posture and monitoring capabilities, as well as improved escalation and communication protocols. These efforts reflect MultiChoice's ongoing dedication to regulatory compliance and the protection of personal information.

Data loss prevention (DLP)

MultiChoice integrates advanced DLP tools within its Microsoft-based workplace systems to monitor and manage sensitive information. These tools enable data classification and oversight to prevent the unauthorised sharing of personal or confidential information by employees.

Data classification and monitoring

Automated systems are used to scan email attachments for sensitive information, helping to prevent accidental disclosure. Files containing personally identifiable or confidential data are automatically classified, encrypted and monitored. In the event of a potential data breach, real-time alerts are sent to the Data Governance team to initiate a timely response.

Employee training and awareness

Raising employee awareness of data protection is a core component of our governance programme. We conduct ongoing training campaigns, including mandatory e-learning modules that cover essential data privacy topics such as the POPIA, GDPR and Africa-specific privacy frameworks. These initiatives ensure employees understand their responsibilities and the importance of handling data responsibly.

Customer data privacy reporting

MultiChoice offers multiple accessible channels for customers to report data privacy concerns, including through our website, self-service platforms, call centres and contact centres. All queries are logged in a ServiceDesk and tracked to ensure proper investigation and regulatory compliance.





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