

# Value creation for our stakeholders and providers of capital

We believe in an inclusive approach to stakeholder engagement, which means we focus on continuously aligning the needs, interests and expectations of our stakeholders with those of our business. We build lasting and impactful relationships based on trust, which ultimately deliver stakeholder value. We recognise that our operations impact a broad range of stakeholders, who are the custodians of the capital that supports our operations.

We define the capital we use in our business in line with the International Integrated Reporting Council's framework, as follows:

## Our capitals



### Financial capital

The funding received and the financial resources available to and generated by the group.



### Technology and platforms

Physical and virtual infrastructure that includes our satellite and transmission networks, OTT apps, user platforms and information technology systems are the backbone that enables us to deliver video entertainment and other consumer services to our customers.



### Industry expertise

Our understanding of customer preferences, content curation and local content development is our key differentiator. Our expertise spans the entire value chain from regulations and signal transmission, to marketing, distribution and payment processing. Development of new business lines, notably through strategic partnerships and equity investments, builds on our expertise.



### Our people

Our diverse people contribute their time, skills and expertise to make a positive impact on our operations across our markets.



### Customer, partner and supplier relationships

The customer is at the centre of everything we do and we could not meet all of our customers' needs without our partners and suppliers. As such, we continue to build relationships with these critical stakeholders, without whom we cannot deliver or prosper.



### Corporate citizenship

Our licences to operate in the countries we serve are premised on fostering solid stakeholder relationships through meaningful engagement. We operate in a responsible manner across all our operations, ensuring that we use our resources to make a positive contribution in these communities. While our consumption of natural resources is not material, we ensure it is minimal and complies with all existing environmental legislation.

## Our stakeholders

### Customers



Our customers are our largest stakeholder group. They are ultimately the reason we exist and, while our retail customers are our primary source of revenue, our business customers support the economics of our platform while ensuring that we remain at the cutting edge in our industries.

### Employees



A company is only as good as its people. We are incredibly proud of our 7 204 employees across the group – their diversity, combined knowledge, expertise and passionate dedication towards our business and customers provide the foundation for our success.

### Suppliers and partners



Our suppliers are critical to our operations. They provide us with exceptional content, the technology to distribute our products, and a wealth of other services that support our business. We believe in mutually beneficial, transparent partnerships with our suppliers and partners.

### Shareholders



Our local and international shareholders represent a diverse range of interests as the owners of our business and trust us to generate returns in excess of our cost of capital over the long term.

### Government and regulators



We are contributing, tax paying members of the societies in which we operate. We engage with governments and regulators to ensure we cooperate and collaborate in a way that supports a stable and flourishing industry in each of our key verticals.

### Society and the environment



We see beyond business priorities and strive to make a lasting impact on the environment and the communities in which we operate. These communities represent future customers and employees, as well as national sport and film heroes. Our initiatives aim to enrich lives, while being mindful of our planet's sustainability.

Next: [Our stakeholders and how we engage](#) →

# Value creation for our stakeholders and providers of capital continued

## Stakeholders

## How we engage

## Capitals provided

### Customers



We offer our retail customers a variety of customer service channels to suit their needs. These include:

- Digital channels such as Live Chat, WhatsApp, social media, self-service via our dedicated apps, online and unstructured supplementary service data (USSD), and notifications on DSTv,
- Face-to-face channels such as service centres and agencies, and
- Traditional service channels like phone and email.

We engage with our customers through our DSTv and GOtv platforms, mass media, sponsorships and activations. We also reach customers through our investments in KingMakers and AURA. As we develop our platform to include additional consumer services, our customer touchpoints will grow.

We engage with our business customers through formal business communication channels, trade shows, trade publications, and corporate websites and blogs.



### Employees



Our employees are the engine at the heart of our business. Our engagement with them is designed to inspire and motivate them to deliver their very best. We create opportunities for in-person interaction through company-wide townhalls and leadership forums, ad hoc employee events, and workplace forums. We also interact digitally through regular email updates, social collaboration tools, live engagement tracking and anonymous feedback.



### Suppliers and partners



We strive to have meaningful engagements with our suppliers and want to make it easy for them to do business with us. Our main interface in our video entertainment business, for example, is through our bespoke digital platforms. We further enhance our engagement through other digital channels such as chat box, and video and audio conferencing.

We also use more traditional communication channels such as email, conference calls, face-to-face meetings, and attendance at industry conferences. As a responsible corporate, we have a thorough third-party risk management process in place. We gather information through questionnaires, which are then used to conduct due diligence enquiries to assess any potential risks. As we build out our aggregation strategy in video, our broader consumer services platform and our Connected Industries verticals in Irdeto, we are engaging with suppliers and partners in new and innovative ways.



### Shareholders



We aim to engage in a timely, open, consistent and transparent manner with our shareholders and we do this through a variety of channels. Formal AGMs, individual shareholder calls and meetings (in person or via video), conference calls, results announcements, virtual or in-person investor roadshows and conferences, JSE Stock Exchange News Service (SENS) announcements, reports and results, tours of our facilities, when possible, a dedicated email address for general investor queries, a dedicated email address for AGM feedback, and regular updates on our website.



### Government and regulators



Our engagement with government and regulators focuses on constructive participation to ensure the best outcome for our industry and the countries in which we operate. We always comply with the necessary requirements as defined in any process or framework. We make oral and written representations about legislative and regulatory processes and also directly engage key government departments and industry stakeholders.



### Society and the environment



Our objective is to make a lasting difference in the communities in which we operate. To achieve this, we engage with communities through our Corporate Social Investment initiatives with a view to uplifting society, strengthening our industries, and sharing our experience and expertise. We support video entertainment industry stakeholders through the MultiChoice Talent Factory and aspiring entrepreneurs through the MultiChoice Innovation Fund. Our interactions include meetings, events, workshops, training and industry forums, as well as sponsorships and grassroots development. We also engage rating agencies on sustainability matters.

