Delivering good performance

The board is committed to ensuring a strong performance and has a well-defined strategy to achieve this goal. Strategy is continuously discussed and monitored. Annually, the board reviews the group's specific strategic priorities, three-year strategic plans, and budgets, and approves the key performance measures and targets for all executives. Throughout the year, the board oversees the implementation of these strategic plans.

Ongoing training

On appointment, all directors participate in a formal and comprehensive induction programme. Director training is held to refresh their skills and knowledge.

Directors are required to attend ongoing professional development training and briefings to keep abreast of legal and regulatory risks, developments and changes that could impact the environment in which the group and its subsidiaries operate.

We offer MultiChoice e-learning modules specifically designed for directors and senior executives. These modules are accessible to all our directors and senior managers on the MultiChoice Academy platform and are customised to align with our internal policies and processes. The modules cover a range of topics, including the JSE Listings Requirements, corporate governance, King IV, trading in securities, and the specific duties of directors.

Board evaluations

The board and its committee charters mandate annual assessments. Performance assessments of the board, individual directors, and its committees are conducted every two years. However, overall performance is reviewed annually as part of the evaluation of the board's composition and its committees. The nomination committee chair is responsible for evaluating the chair.

In March 2025, we evaluated the board committees' performance against their charters. All committees were found to have materially fulfilled their duties.

A formal performance assessment of the board and individual directors was conducted in May 2025. The assessment consisted of a formal online board evaluation focusing on individual directors' performance based on an online peer review, the board's performance as a whole, and the chair and CEO's performance.

The board evaluation looks at each individual director's input and attributes holistically and includes aspects such as competencies, participation, meeting attendance and constructive deliberation.

The 2025 assessment found that the board and board committees effectively discharge their duties, and the overall feedback was very positive with respect to the board's work. No significant areas of concern were identified during these discussions.

Assessment highlights

This section provides a summary of themes derived from board members' feedback.

Highlights

Overall the board performed well and is effective. High performance areas included ethics and accountability, shareholder engagement process, risks and financial monitoring, the board's relationship with senior management, and committee functioning. While there were no areas of concern, areas of focus included:

- board skills
- strategy and strategic acquisitions
- the Canal+ mandatory offer
- shareholder expectations
- subscriber growth