Value creation for our stakeholders and providers of capital

Our capitals

We define the capitals we use in our business in a way that aligns with the International Integrated Reporting Council's framework:

Financial capital

The financial resources available to the group, including cash held and cash generated, existing third-party leases and debt funding, and untapped equity and debt funding available through capital markets. We also leverage partnerships where appropriate to defray the capital outlays required by the group e.g. through co-productions, joint ventures or wholesale and distribution agreements.

Technology and platforms

Our physical and virtual infrastructure includes our satellite and digital terrestrial broadcast networks, online streaming platforms and broader information technology support systems. We often develop innovative products and services ourselves or leverage the capabilities of our various partners in video entertainment, interactive entertainment, fintech and consumer household services.

Industry expertise

Our understanding of customer preferences and industry dynamics across our markets. Our expertise spans the entire value chain, from key differentiators like entertainment and sport content curation, as well as local content development, to unrivalled capabilities in marketing, logistics and payment integration, in addition to perfecting the basics in regulatory compliance and signal transmission.

Our people

The people in our organisation contribute their time, skills and expertise to make a positive impact on our operations across our markets and segments. We also rely on critical services from people who aren't directly employed by our group, such as our accredited DStv installers, employees in our non-controlled investee companies or agents operating on behalf of our traditional and/or new business lines.

Customer, supplier and partner relationships

Our established ties and working relationships with our customers, suppliers, and partners, without whom we would not be able to operate or prosper. We always aim to develop sustainable relationships with the customers we serve and the entities who work with us by nurturing and reinvesting in these relationships over time. Upholding and enhancing our corporate reputation is paramount.

Corporate citizenship

Our social licence to operate in the communities we serve necessitates broader stakeholder engagement beyond our immediate corporate constituencies. We use our established scale, reach and distribution to make a positive contribution in these communities. Our anti-piracy initiatives protect employment in creative industries and in the broader video ecosystem across Africa. In addition, even though our consumption of natural resources is low, we ensure that we minimise our footprint through sustainable initiatives.

Provided by

Financial capital	Technology and platforms	Industry expertise	Our people	Customer, supplier and partner relationships	Corporate citizenship
Shareholders and lenders Suppliers and partners	Employees Suppliers and partners	Employees Suppliers and partners	Employees	Customers Suppliers and partners	Suppliers and partners Government and regulators Society

Value creation for our stakeholders and providers of capital continued

How we engage with our stakeholders

Customers

Customer Care

We offer our customers a variety of service channels to suit their needs. These include digital channels such as Live Chat and our artificial intelligence (AI) chatbot, T.U.M.I., WhatsApp and similar instant messaging platforms, social media, Self-Service via our apps, websites and USSD, notifications through our set-top boxes, face-to-face service channels such as service centres and agencies as well as traditional service channels like the phone, including our Interactive Voice Response system, and email. We also engage our customers through our DStv, GOtv and Showmax platforms, our websites, our Rewards offering, mass media (above the line), targeted campaigns, sponsorships, and activations.

DStv Media Sales

We engage directly with business customers in advertising. Most of our interactions with advertisers happen through our frontline sales team. These include ongoing meetings directly with clients or through their media agencies. We also interact with advertisers through email communication, trade events, and agency roadshows.

Irdeto

We engage with customers and potential customers through various channels to meet their needs. Sales interactions occur via meetings, emails, trade shows, industry events, and website requests, while request for proposals and finance transactions often use customer-specific platforms. Customer support is managed through the Fresh Service portal. Marketing engages customers through events, campaigns, and digital marketing on social platforms.

Our people

Our people are the driving force behind our success, and we continue to show our commitment to them by investing in their growth, well-being and fostering a thriving workplace culture to maximise their potential.

Our employee offerings are designed to meet the diverse needs of our workforce and are benchmarked against global standards to ensure we provide the highest quality support. This includes a holistic approach to wellness including dedicated regionalised hubs with access to medical and psychological professionals, as well as tailored interventions for employees facing mental health challenges.

Open communication and engagement platforms such as recognition and innovation forums, culture committees and regular CEO updates promote a culture of transparency, inclusivity, and teamwork. Amplifying our passion for our employees is our curated learning and development approach in partnership with recognised and globally acclaimed institutions to foster career advancement, build leadership skills and benchmark strengths and future skills for a seamless transition into new roles.

Suppliers and partners

We aim to foster meaningful engagements with our suppliers and partners to enable seamless business relationships.

We connect through various channels, such as a bespoke platform in the video entertainment business, chat interfaces, video and audio conferencing, email, face-to-face meetings, and industry conferences.

Our comprehensive third-party risk management process mitigates diverse risks, including reputational, compliance, and fraud risks. We also maintain continuous engagement to ensure alignment with contractual commitments through formal budgets and reviews, as well as additional informal feedback loops.

Value creation for our stakeholders and providers of capital continued

How we engage with our stakeholders continued

Shareholders and lenders

We engage with financial market participants in a timely, consistent, and transparent manner, using a variety of channels.

These include the hosting of Annual General Meetings (AGMs), conducting calls and meetings (in person or virtual) with all providers of capital (i.e. shareholders and lenders), hosting conference calls (specifically around the announcement of results or other important developments) and issuing announcements through the JSE Stock Exchange News Service (SENS) and the A2X News Service to keep the market informed.

We also conduct regular in-person and/or virtual investor roadshows and meetings with our lenders, attend several investor conferences annually and host Capital Market Days from time to time. In addition, we publish reports and results materials, host tours of our facilities when feasible, maintain an updated company website and offer a dedicated email address for general investor queries and for specific AGM feedback.

Governments and regulators

Our engagements with governments, tax authorities and regulators are focused on proactive and constructive participation to ensure the best outcome for all stakeholders in the industries and countries in which we operate.

We comply with the necessary requirements as defined in relevant regulatory processes, laws, licences, or frameworks. We make oral and written representations about legislative, taxation and regulatory developments and directly engage key government departments and industry stakeholders to achieve fair and balanced regulatory outcome.

Society

Our focus is to have meaningful engagement with our broader stakeholders within our industry including film and television, broadcasting, sports, arts, and culture.

Outside of our industry, we have cultivated long-term programmes that make a lasting impact on entrepreneurs and small businesses, as well as non-profit organisations. This engagement happens in-person or virtually through meetings and events, workshops and training, and industry forums as well as through our Integrated Annual Report and our ESG report, produced digitally and as a print publication.

We publish news, latest developments, and company initiatives on the company digital platforms and in the media. We also engage rating agencies on sustainability matters.