



## How our activities added value for our stakeholders continued

### Value created for our customers

**79%**

CSAT score<sup>(1)</sup> for DStv in South Africa

#### Delivering value to our customers

MultiChoice remains committed to connecting our customers to the entertainment they love, every day. This commitment drives us to continually refine and adapt our brand and customer experience strategy to meet the ever-evolving needs of the customers we serve. Our customer teams across Africa monitor and respond to the voices of our customers, fostering a culture of continuous improvement and sparking innovation in our offerings. Utilising these customer insights, our goal is to exceed the needs and expectations of our customers at every turn.

**75%**

CSAT score<sup>(1)</sup> for DStv in the Rest of Africa

In FY24, we increased investments in our streaming platforms, including the relaunch of the DStv Stream platform in August and Showmax in February. Our content offering underwent transformation, with increased local relevance through investments in homegrown movies and series, refreshed daily slates through scheduling adjustments, and the introduction of new genres and formats while maintaining a commitment to delivering the best in the world of sports.

**72%**

CSAT score<sup>(1)</sup> GOtv in the Rest of Africa

To address the content distribution gap often tied to affordability, we put in significant effort to improve the levels of accessibility for all our customers.



This included offering periodic open views for key events across all packages (including the viral R19.95 offer for the Rugby World Cup final), while the annual Step-Up campaign, a highlight for subscribers in the Rest of Africa markets, also provided an opportunity for customers to explore top-tier content through complimentary upgraded packages.

#### Pricing

Our pricing decisions are based on a comprehensive analysis of the dynamics in each of our markets. We strive to carefully balance pricing and value perception with the reality of our input costs, most notably the cost of content and technology platforms which are primarily USD based and influenced by fluctuating exchange rates and our ability to hedge against exchange rate risk in a cost-effective manner.

We actively manage pricing to ensure competitiveness and value for our customers. This year, our pricing approach has closely followed inflation trends across most markets. However, in segments where customers faced affordability issues or experienced exceptionally high inflation rates, we have implemented pricing adjustments below the inflation benchmark or in a phased manner during the course of the year. This measured approach underscores our commitment to supporting customers during challenging economic circumstances and ensuring accessibility to our offerings in diverse market conditions.

In South Africa, our DStv Stream services are priced at a discount to our DTH offerings to reflect the lower customer acquisition, distribution and servicing costs of this offering. We are actively establishing partnerships with

mobile network operators and internet service providers across the Rest of Africa to bundle data with DStv Stream and Showmax at discounted rates. This initiative aims to enhance affordability and convenience for customers, making our streaming services more accessible and seamless.

To add additional value to our customers, we have implemented contract offers and bundled savings across all tiers in South Africa, while dedicated upsell campaigns were launched to encourage subscribers to derive even more value from our video entertainment platforms. These initiatives benefit our customers while improving activity rates and/or revenue mix in our existing subscriber base, independent of price increases.

#### Content

As Africa's leading entertainment company, we use the power of content to enrich lives. Our unrivalled content slate includes the very best local and international sports, movies, series, documentaries and reality shows. We strive to ensure our brand and content offering remains fresh and relevant within every market in which we operate.

Starting with sporting content, rugby's greatest competition came to life on SuperSport this year with MultiChoice holding exclusive rights to broadcast all World Cup matches live. With multi-language options, an array of support programming and a team embedded with the Springbok squad, the 10th Rugby World Cup was SuperSport's flagship event for the year. The mighty performance by the Springboks, once again united our nation behind the national team. We are proud to be part of the World Cup-winning team who went back to back, and were the "First to Four".

<sup>(1)</sup> The customer satisfaction (CSAT) score is an internally defined customer satisfaction measure based on aggregation of all key points on the customer journey, weighted in terms of importance to customers.



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The year contained an action-packed line-up of major local and international sporting events. We kept viewers entertained with the Cricket World Cup, the U19 Cricket World Cup, the Women's Netball World Cup (which was produced by an all-female crew, a world first), AFCON and the DStv Premiership, to name a few. In addition to these events, we continued to showcase the world's favourite leagues and tournaments with the UEFA Champions League, La Liga, tennis, F1, UFC (including seeing Dricus du Plessis becoming South Africa's first world champion) and all golf majors.

We endeavour to create and secure the rights to phenomenal general entertainment content from all over the world. In addition to our extensive line-up of the best international shows, movies and channels, local content remained a key differentiator for the group as we continued our investment in African-made entertainment with local actors and producers. MultiChoice also extended its selection of local channels, which now includes Playroom (kids local) and several other channels specific to their markets. This enhances our ability to continue showcasing authentic African stories and talent from across the continent.

### South Africa

Our priority is to ensure that we continue to provide unparalleled entertainment, bringing South African audiences the best local and international stories and the world's best sport. We rejuvenated our brand this year, bringing customers along on our "Home of Entertainment" journey. Our production of *Shaka Ilembe* was an enormous success and was met with commercial and critical acclaim. Local series, movies and reality shows such as *Big Brother Mzansi*, the *Real Housewives*, *Sibongile and the Dlaminis* and newly introduced series like *Devil's Peak* and *Champions* provided endless hours of entertainment to our customers.

We strengthened the sport offering in our lower tiers packs by launching a dedicated SuperSport Schools channel (i.e., Channel 216), while DStv Access subscribers are now able to enjoy watching their favourite Spanish football action on a dedicated SuperSport La Liga channel. When our national teams played in the Rugby and Cricket World Cups as well as AFCON, the matches were made available to all our viewers across all packages.

### Rest of Africa

Despite the challenging economic environment in the rest of Africa, we continued to provide top-tier local content that resonated with our audience.

We optimised our operations and enhanced our channel offerings to provide a broader array of viewing options. Across Africa, we introduced new programme formats like the "Overall Best" in Nigeria and *Husband Material* in Nigeria and Ghana. We also ventured into the reality genre in Ghana with shows such as *Kasa No Ye More*, *One Tough Question*, and *Family Bench*. Expanding our focus on local channels, we launched Afia TV in the Nigerian Igbo language and Maningue Kool Magic in Mozambique, along with Maaddii Abol in East Africa featuring content in the Oromo language, the fourth most widely spoken African language. These efforts were aimed at reaching a wider audience with more relevant and captivating local content.

FY24 marked the 20th Anniversary of Africa Magic in Nigeria, evolving from a single channel into a cluster of several specialised channels. This milestone was celebrated throughout the year with a supercharged content offering. Events included the 9th edition of the Africa Magic Viewer's Choice Awards, Big Brother All Stars (featuring the ultimate showdown of the biggest stars), and the grand reveal of refreshed Africa Magic channels with an open window period in October. During this period, customers enjoyed access to more channels and a

range of new series and movies. Highlights of the year included the introduction of the high-production action series, *Slum King*, increased indigenous language productions like *Kariya*, *Apo*, *Kadara*, new formats such as the anthology series *Love and Light*, and *Checkout*. The introduction of *Real Housewives of Port Harcourt*, the third Nigerian city in the cult franchise from NBC Universal, and the premiere of 30 new local films across our English and Indigenous channels further enriched the content offerings.

Celebrating three years in Ghana, the channel offerings on Akwaaba Magic and Akwaaba Magic Abusua were significantly enhanced, featuring a genre-diversified slate of hyperlocal content every month. These additions were aimed at delighting our customers with a diverse range of entertaining and culturally relevant content.

In East Africa, our customers enjoyed a captivating line-up of celebrity reality shows and authentic local stories, such as *Mutale Mwanza*, *Divas and Hustlas*, *Kampala Crème*, *Kuga Munu*, *Zari*, *Junior Drama*

*Club*, *Damalie*, and *10 Tamanga*. Our objective was to expand our storytelling beyond urban areas and uncover narratives from all regions, thereby creating more relatable and engaging local content. In Kenya, Maisha Magic Plus premiered shows like *Kasri* and *Real Housewives of Nairobi*, while Pearl Magic in Uganda featured compelling titles like *Damalie* and *Junior Drama Club*. Abol TV in Ethiopia achieved milestones with original productions like *Afaf* and the debut of *Dagimawi*, a drama based on true events.

In the Southern region, Zambia's Zambezi Magic aired the popular reality series *Mutale Mwanza*, offering viewers a fascinating glimpse into the daily life of one of Zambia's most beloved media personalities. Additionally, the acclaimed *Shaka Ilembe*, tracing the rise of a legendary Zulu king, received overwhelming praise and was broadcast





## How our activities added value for our stakeholders continued

### Value created for our customers continued

across local channels, including Portuguese markets, meeting high audience demand and exceeding viewer rating expectations. In January, DStv Angola premiered the highly anticipated soap opera *Windeck – The Origin of Ambition*.

### New products and services

In today's dynamic video entertainment landscape, innovation is crucial for meeting customer needs and staying relevant. At MultiChoice, we prioritise innovation to not only keep pace but also lead in satisfying our customers' evolving demands.

Apart from the market specific launches outlined below, we have received great customer feedback on the launch of the new Showmax and how the MultiChoice team was able to use existing channels and marketing mechanisms to support that product offering. Bringing the best of local and international Subscription Video on Demand (SVOD) to the market at the lowest possible price has been very

well received. This resulted in a 16% increase in the Showmax base from launching the new platform to the end of the financial year.

The relaunched Showmax platform features an exciting new brand identity, a world-class user interface and user experience through the Peacock platform and NBCUniversal relationship, and a compelling consumer value proposition in our markets through:

- a pipeline of new Showmax Originals titles, supported by curated content windowed across from our linear platforms and international content from leading international studios such as Warner, HBO, Paramount and Sony
- a unique mobile-only English Premier League product at an affordable entry point
- strategic partnerships with mobile network operators to support affordable video consumption via mobile broadband customer payments support from the group's fintech investee, Moment.

### South Africa

The year saw the relaunch of DStv Stream, our standalone streaming service. This product allows customers to access DStv via the internet without a decoder, which enables customers to be watching their favourite content within 5 minutes. To support this launch, we responded to customers' requests to enable them to purchase an additional mobile

stream, Extra Stream, so that they could have more options for viewing on different devices at home. DStv Stream also gives our DTH customers a companion app viewing environment, which peaked at over 1.4m active viewers in October, up 12.6% from the biggest month in FY23.

Bolstering our aggregation strategy, we continue to offer our customers access to content from Showmax, Netflix, Amazon Prime Video, Disney+ and YouTube to continue our ambition of being Africa's aggregator of choice. These are offered as add-ons or linked to our subscription bundles. We continued to strengthen the exclusive Universal+ on-demand library programming, which allowed viewers to binge popular international content from EI, DreamWorks and Studio Universal all in one convenient place.

To support our customers in accessing the best streaming content through our platform and to stay connected, we extended our existing DStv Internet products by offering more data options in great value bundles, combining DStv Internet with our viewing packages. This has shown real appeal and we have nearly doubled the number of subscribers in this financial year. Our DStv Insurance business also saw significant growth, where we introduced a Decoder Care Plan into the portfolio and the overall portfolio grew in excess of 500k policies, a new record for the business.

Our ongoing ambition is to not only provide our customers with a wide range of value experiences, but also to reward our most loyal customers. This year, our objective was to build on this solid foundation by revamping our Rewards programme to be more relevant to all customers. This revamp included a refreshed logo and brand positioning with new innovative ways for customers to earn rewards. To celebrate our 3rd birthday in November 2023, we rewarded customers with prizes to the value of ZAR3m, which included an exclusive money-can-not-buy experience to meet the Springboks as well

as a chance to win groceries for a year. We also introduced early access windows for the purchase of tickets to Springbok fixtures which has been positively received and improved engagement. We now have more than 1.9 million customers who have opted in to our Rewards programme. Active customers have grown by 47% year-on-year and this is now one of the top 25 loyalty programmes in the country.

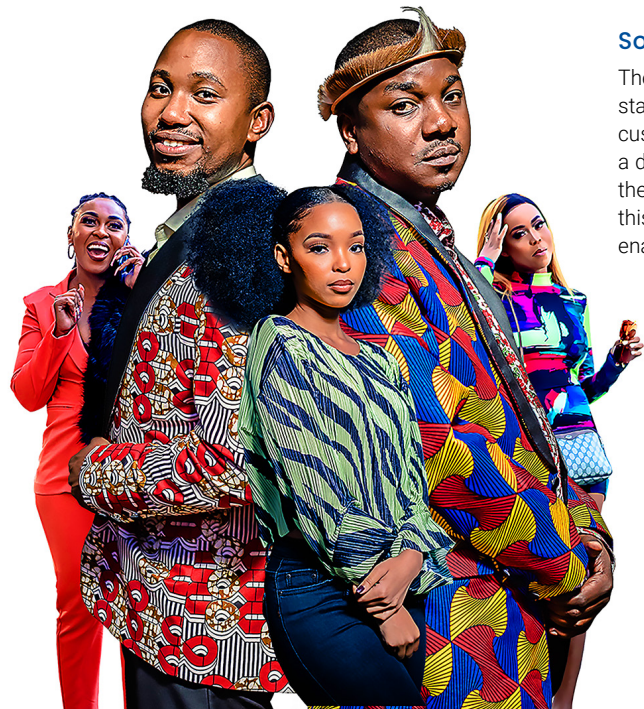
### Rest of Africa

Acknowledging the rising demand for streaming services, we expanded DStv Stream across major sub-Saharan African markets. This online service provides a wide range of live TV channels, on-demand shows, movies, sport and exclusive content via internet connectivity. DStv Stream offers flexibility, and provides customers access to their favourite programmes anytime, anywhere, on their preferred devices.

Building on the success of DStv Stream, we introduced GOtv Stream in December 2023 as a value-added service exclusively for GOtv customers.

We expanded our linear services with new subscription packages. The GOtv Supa+ package, launched in September 2023, offers an exclusive Premier League experience and over 80 channels of entertainment and lifestyle content. Familia+ in Angola enhances our bouquet selection, offering families more wholesome entertainment options with over 15 additional channels compared to the Familia package. Additionally, the launch of DStv Lite in Namibia, Malawi, Zambia, and Botswana provides a more affordable option for customers in these regions.

This year, we introduced the Movies Festival campaign, allowing customers to vote for their preferred movies on our Movies channels. This initiative addresses concerns about repetitive content, showcasing our commitment to customer satisfaction and empowering their entertainment choices.



**EXPIRY DATE**



## How our activities added value for our stakeholders continued

### Value created for our customers continued

#### Customer sales and service

Our business is centred on providing seamless customer service. We know that in today's competitive world, how we interact and help our customers is key to our success. Whether online, in-person, or through customer support, we work hard to go above and beyond, anticipating and meeting the different needs of our valued customers.

In FY24, MultiChoice transitioned to a new self-service web platform to enhance customer engagement and retention and reduce complaints via the contact centre. This new platform features a visually appealing user interface and navigation, enabling customers to easily manage their profiles, account details, and products.

#### South Africa

We are truly passionate about providing our customers with an exceptional sales and service experience. Our improved CSAT results for the last financial year demonstrate our commitment to providing great service to our customers. This has allowed us not only to retain customers through our service teams, but also to increase their wallet share of our value-added products. Our focus in the coming year is to continue to use our service channels to generate revenue through an ongoing focus on providing great service and delivering sales through service. The revenue generated by our service teams is further enhanced by us building an Outbound Sales division with a specific focus on our DStv Internet, DStv Insurance, and Price Lock products.

Our focus on enhancing customer experience through personalised interactions remains a top priority in all our engagements with our customers. This dedication was recently validated at the Mobile Marketing Association event in Berlin, where our innovative DStv WhatsApp Bot clinched a prestigious Smartie award for its outstanding contribution to customer experience. Powered by advanced Artificial intelligence (AI) technology, our bot efficiently serves 1.4m active customers, facilitating seamless issue resolution and achieving an impressive 80% average CSAT score.

Our digital payment footprint in South Africa continues to expand, and ZAR3.6bn in payments originated from digital platforms during this financial year, up 49% year on year. This is a critical focus for DStv, together with Moment, as it provides a far improved customer experience and comes at a fraction of the cost of physical payment options.

We also continued to expand our customer service and retail footprint in underserved areas. We rolled out a further five DStv Express Containers across the country and further promoted our full customer experience with more interactive kiosks in shopping malls. In addition, we upgraded the Cape Town Walk-In Centre into a Customer Experience Centre, to reflect the contemporary look and feel of the DStv brand, introducing new, innovative and convenient features like the Xpress bar where customers can arrange pre-booked services.

In South Africa, we delivered a CSAT score of 79% in FY24 (FY23: 78%), which exceeded our target of 78%.

#### Rest of Africa

In FY24, we revamped our new subscriber acquisition offers by separating all hardware items (set-top boxes, dishes or antennas) from the subscription. This change has made our packages more affordable for new customers and offers them greater flexibility in choosing their desired package. Moreover, this adjustment has resulted in cost savings for our business by reducing the decoder subsidy associated with the bundled offer. This transition also involved the introduction of digital solutions, enabling customers to effortlessly add packages and make payments when creating new accounts across all self-service platforms.

We rolled out our new Field Sales and Services application that integrates customer service, sales automation, and after-sales services (such as installation), empowering all our points of sale and agents to provide enhanced customer service and experience. We deployed the customer services functionalities in our key markets and conducted trials

of the sales automation management in select markets. The full deployment of this application is expected by the end of FY25.

As digital transformation becomes more prevalent across Africa, we understand the increasing demand for digital interactions among customers. To meet this demand, we strive to provide seamless digital solutions for discovering our content and managing services. This includes access to our website in 50 countries, our mobile app available in 48 countries, and the convenience of WhatsApp self service, accessible in 12 markets (FY23: 12).

Making digital payments easy and quick for our customers is a top priority. Our extensive third-party payment network includes integrations with 170 vendors in the Rest of Africa. Total revenue collected via our digital channels amounted to ZAR2.45bn in FY24 (FY23: ZAR2.45bn) and payment volumes grew 2.5% YoY. Our cash-to-digital initiative, carried out by our sales team and partners using the MultiChoice USSD platform, aims to encourage customers that prefer to make cash payments to transition to digital. This initiative has seen widespread adoption, with monthly revenue collected through this initiative increasing by 59% in the first four months. We are also working on introducing recurring payment features for 25 PayU markets, allowing customers to set up upfront recurring payments via mobile apps. This capability is already available in Nigeria, Kenya, Ethiopia and Zimbabwe.

Beyond the digital realm, our dedicated customer service teams provide customer service that is easy, fast, and accessible, resulting in a 2% CSAT increase YoY. Our multi-channel setup includes 19 inbound contact centres and 73 MultiChoice walk-in centres, where 1 932 customer service representatives handle about 2.2 million conversations monthly. Agile and seamless, our customer care centres utilise an "Always On" system to address unexpected events that could disrupt communication. This cloud telephony solution supports all 14 markets within

the Rest of Africa segment, ensuring continuous assistance during operational disruptions.

#### B2B customers

DStv Media Sales provides advertising solutions to MultiChoice's corporate customers and advertisers in our Video Entertainment business, and served 1 163 (FY23: 935) clients in FY24. Our MultiChoice linear pay-TV customer base covers 15.7m economically active subscribers and their families and we are able to reach and communicate with a broad potential customer base. Our DStv Media Sales business is also increasing its focus in the digital advertising space with strong progress made in OTT dynamic ad insertion during FY24 and is actively growing its advertising business in our Rest of Africa markets. Historically the Rest of Africa lacked third-party ratings data to support pricing and selling of ad inventories, but we are leveraging our internal data, popular properties like Big Brother Nigeria and our growing portfolio of local channels to address this issue and pursue the growth opportunity. Our customer insights, coupled with our understanding of our advertising clients' brands and marketing needs, enable us to assist our corporate customers in growing their businesses without impairing our customers' viewing experience.

Aside from protecting the group's content, and that of its suppliers, as well as its platforms and devices, Irdeto provides digital platform cybersecurity services to more than 400 external customers across 76 (FY23: 77) countries. Irdeto's operations span Video Entertainment and Video Gaming, as well as Connected Transport. Irdeto is able to leverage its core security and software capabilities to protect content, data and devices in different verticals. We typically have a long-term relationship with our corporate customers and work closely with them as partners to ensure that we provide them with the most appropriate, cutting-edge technology solutions to solve their evolving security needs.



## How our activities added value for our stakeholders continued

### Value created for our customers continued

#### Issues raised by customers

##### 1 Pricing

Customers typically express a desire for lower prices or lower price increases on packages, especially during difficult economic times when household budgets are stretched.

#### How these were addressed

Pricing is based on consumer research and local market dynamics and is balanced against input costs, especially the cost of content and technology. Although a significant portion of our costs are in USD, we generally maintained price increases in line with inflation, but in some instances, where necessitated by specific circumstances, kept prices flat or below inflation.

We provided value-added services and offers to enhance our value proposition for customers and offered savings through various products, including discounted subscription rates on contracts taken out over a fixed period, or bundled offers e.g., with Showmax or with DStv Internet.

In markets experiencing high levels of inflation, we aimed to accommodate customers with a phased approach to price increases.

##### 2 Affordability

Customers are finding it increasingly difficult to afford their preferred MultiChoice services due to intensifying macro-economic and consumer pressures.

Rising inflation and unemployment across our markets are hindering our customer's ability to afford their preferred DStv and GOtv subscriptions.

In response, we are committed to offering value across different price ranges, helping customers manage economic changes. In FY24, we expanded our package options to include Familia Mais in Angola and introduced a lower-priced choice, DStv Lite, in more markets in the rest of Africa. Subscriptions now start from around USD5 per month for DStv and USD2 to USD3 per month for GOtv in many of our main markets.

MultiChoice runs special offers throughout the year, particularly on hardware and value-added content, to relieve some of the financial pressures associated with staying connected to our world of entertainment.

In South Africa, we are encouraging our customers to sign up for one of our price guarantee contracts, which secures a lower price for our customers who sign up for our 24-month deal. Furthermore, customers can enjoy the same content using DStv Stream at a discount to DTH pricing levels.

##### 3 Repeats

Content is repeated on our linear platform which can erode the customer's perceived experience if done to excess.

As Africa's leading entertainment company, we strive to create and secure the rights to phenomenal content from all over the world. In addition to producing over 6.5k hours of content this year, we remain focused on sourcing and licensing the freshest and best available content and differentiating our offering through local content. We have refined our channel line-up over time to reduce the perceived occurrence of repeats across channels and time.

For the channels we own, we have updated the content line-up with new titles, especially during prime time when viewers often see the same content for a while. We have also ended long-running shows and reduced repeated omnibus broadcasts. Working closely with our marketing team, we have improved content discovery on both our channels and third-party channels, highlighting new content and channel focuses in various ways.

However, repeat viewing is a natural component of linear programming as it enables viewers, especially those without PVR and Catch Up, to watch shows and movies when convenient.

As loadshedding continued to intensify in South Africa into FY24, we maintained our SWITCH'D ON channels to repeat popular programming to help our viewers navigate disruptions to their viewing schedules. Customers can also download content on the DStv Stream companion app, allowing them to watch their favourite shows anywhere, anytime.



**BINNELNDERS**



## How our activities added value for our stakeholders continued

### Value created for our customers continued

#### Issues raised by customers

4

##### Flexible packages

Customers often express a desire to select their own package of channels (*à la carte*), or packages based on specific genres, such as a dedicated sports package or movie package.

#### How these were addressed

We are constantly looking for ways to innovate and improve our offering, supported by customer research to assess the feasibility of developing new products. The African markets in which we operate are diverse, with each market having different customer segments with unique content preferences, income levels, and payment methods. To manage these efficiently and cost-effectively, we keep our product ranges simple, usually offering five to six main price points with tailored content.

Customers who have downloaded our DStv Stream app, or who have connected their decoders to the internet, also have access to a large range of on-demand content through our extensive Catch Up catalogue.

Our value-added "ADD Movies" service provides Compact Plus, Compact, Family, Access and Easy View customers with the ability to sign up for DStv's dedicated movie channels that were previously only available to Premium subscribers.

In addition, Showmax continues to enable customers to customise their viewing experience through streaming, including the recent introduction of a low-cost Showmax Premier League mobile product.

5

##### Limit to concurrent streaming

During FY23, we restricted simultaneous streaming through the DStv app by limiting it to one device at a time. This created frustration in our customer base which persisted into FY24.

Due to the impact of both piracy and abusive use of our simultaneous streaming feature through excessive password sharing, we were forced to reduce the number of concurrent streams on DStv Stream to one device during the previous financial year.

We have now introduced the option of adding up to two Mobile Extra-Streams to your existing DStv account at a significantly reduced price. This unlocks the option for more users in the family to consume the content they love at the same time.

### Key focus areas going forward

- In line with the group's strategy, we will continue to focus efforts on expanding our ecosystem by introducing new products and services that exceed our customer's customer needs and draw on our extensive experience in the video entertainment industry over the last four decades.
- We will continue our Value Strategy in Rest of Africa, which will emphasise investments in local content, sports, talent, and technology as we identify untapped market opportunities.
- We are dedicated to optimising our subsidy allocation by refining our acquisition offers to maintain affordability while balancing customer acquisition rates. This strategy will be bolstered by enhancements in regionalisation, refined incentives, and the integration of digital tools.
- In South Africa, we will continue to stabilise our core business while growing our DStv Internet and DStv Stream businesses, and give our customers even more unique rewards and experiences through DStv Rewards.
- We are expanding our partnership footprint and will leverage key strategic partners to get even more customers connected to the entertainment they love. This will include a focus on scaling our Showmax and SuperSportBet businesses across the continent.
- Local, original exclusive content remains at the heart of our strategy and we will persist in our investment in our catalogues and the local industry, while continually improving our user experience to ensure we can provide what our customers want in a digital TV service via our connected devices and streaming services.
- The group will increase our investment in building technology-focused businesses to address customers' everyday needs and drive digital optimisation across our functional areas, increasingly leveraging AI and ML technologies as relevant and appropriate.
- We will further enhance customer privacy and data protection.