



# STADIO

— HOLDINGS —

INTEGRATED REPORT

2024

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# 01

## OUR OVERVIEW

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An overview of our 2024 Integrated Annual Report, the year that's been and a brief look at our history

# OUR INTEGRATED REPORT

The Board acknowledges that integrated thinking is critical to achieving long-term value for our stakeholders, ensuring our strategy remains relevant and focused on enabling growth and sustainability. Integrated thinking breaks down the silos between the various capitals and allows us to be adaptable in finding solutions to support our overall vision and continue to positively impact the lives of many individuals.

## REPORTING SCOPE

Our Integrated Report covers the period from 1 January 2024 to 31 December 2024, as well as looking at the Group's strategy into the short-, medium- and long-term. It incorporates information relating to STADIO Holdings Limited (STADIO Holdings), its three registered private higher education institutions, STADIO Higher Education, AFDA and Milpark Education, as well as its other subsidiaries (together the Group).

## FINANCIAL AND NON-FINANCIAL REPORTING


Our Integrated Report is the outcome of a Groupwide reporting process and has been prepared for the benefit of all our stakeholders, acknowledging that the Integrated Report is a primary tool for communicating with, and providing relevant information to our investment community.

Our Integrated Report provides a concise, yet holistic, overview of the Group's strategy and our performance against this strategy, considering the Group's risk management strategies. It identifies risks that may impact the sustainability of the Group or adversely impact the achievement of our strategy over the short-, medium- and long-term, whilst identifying efforts to minimise value erosion and maximise value creation for our stakeholders.




## OUR REPORTING UNIVERSE

Additional reports are included on the Group's website as follows:

- Audited Annual Financial Results for the year ended 31 December 2024
- 2024 Summary Financial Results extract
- 2024 Financial Results presentation recording, and slides download
- Environmental, Social and Governance (ESG) matrix
- Notice of AGM

We use various icons throughout this Report to further assist users to understand our integrated thinking and to illustrate connectivity throughout this Report. These are detailed below and can be viewed on each page by clicking on the  in the ribbon above.

## OUR OVERARCHING STRATEGIC PRIORITIES

-  **KPA 1** Widen access for qualifying learners to quality higher education
-  **KPA 2** Establish STADIO Higher Education, AFDA and Milpark Education as credible and respected higher education providers
-  **KPA 3** Deliver acceptable growth targets and shareholder returns

## OUR "WWS"

The Group stands firmly on its key focus areas of "WWS" – this forms the foundation for all our decisions and planning.

 **Widening Access**

Providing qualifying learners access to quality higher education

 **World of Work**




Promoting workplace relevance in all our qualifications and ensuring our graduates are ready for the world of work

 **Student Centredness**

Our academic promise is "students at the centre – learning at the core". We are focused on student success, student support and student wellness

## OUR KEY STAKEHOLDERS

The STADIO Community was further entrenched in 2024 and is derived from our key stakeholders, who are detailed on pages 41 to 43 and include:

-  OUR STAFF
-  OUR STUDENTS
-  OUR SHAREHOLDERS

Other stakeholders of importance, also detailed on pages 43 to 46, include:

-  REGULATORY BODIES
-  ALUMNI
-  OUR WORLD
-  INDUSTRY

## OUR CAPITALS

-  ACADEMIC QUALITY AND INTELLECTUAL
-  INFRASTRUCTURE
-  HUMAN
-  FINANCIAL
-  SOCIAL AND RELATIONSHIP
-  NATURAL

# OUR INTEGRATED REPORT continued

## MATERIAL MATTERS

Material matters are areas identified that have, or may have, a material impact on our ability to execute our strategic priorities and to create value for our stakeholders in the short-, medium- and long-term. These material matters acknowledge that both financial and non-financial factors are important in understanding the Group’s overall performance and value creation for stakeholders (double materiality), recognising that environmental and social factors can also impact financial performance.

These material matters are shown below and discussed in more detail on pages 17 to 19.

-  **MM 1** ECONOMIC ENVIRONMENT
-  **MM 2** ACADEMIC QUALITY AND EXCELLENCE
-  **MM 3** REGULATORY DELAYS
-  **MM 4** AUTOMATION OF PROCESSES AND SYSTEMS
-  **MM 5** STUDENT VALUE PROPOSITION

## REPORTING FRAMEWORKS AND COMPARABILITY

In compiling this Report, we have been guided by the principles and requirements contained in the International Financial Reporting Standards (IFRS), the International Integrated Reporting Council (IIRC) Framework, the IFRS Sustainability Disclosures (IFRS S1 and S2); the King IV Report on Corporate Governance™ for South Africa, 2016 (King IV™), the Listings Requirements of the JSE Limited (JSE) and the requirements of the Companies Act of South Africa (the Companies Act). The sustainability aspects of this report have also been compiled with reference to the Global Reporting Initiative (GRI) Standards as well as the Sustainable Development Goals (SDGs).

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## SDGS AND ESG REPORTING

The 17 SDGs adopted by the United Nations are a set of aspirations aimed to assist in tackling the global challenges faced by the world, to, amongst others, reduce poverty, economic, social and gender inequality and environmental destruction, whilst bringing about peace and sustainable governance practices, by 2030.

We believe that the achievement of SDG 4 and the provision of Quality Education is essential in achieving the other SDGs. This is perfectly aligned to our core business operations. The Group has therefore adopted an integrated approach in reporting on our ESG matters.



## FORWARD-LOOKING STATEMENTS

Our Integrated Report may contain certain statements about the Group that may constitute forward-looking statements. By their nature, forward-looking statements involve risks and uncertainties because they relate to events and depend on circumstances that may or may not occur in the future. The Board cautions users that forward-looking statements are not a guarantee of future performance. Actual results, financial and operating conditions, liquidity and the developments within the industry in which the Group operates may differ materially from those made in, or suggested by, the forward-looking statements contained in our Integrated Report.

## APPROVAL AND ASSURANCE OF OUR REPORTS

Whilst the 2024 Integrated Annual Report is not audited, certain elements of our Integrated Report have been verified through the audited annual financial statements and the annual reporting to the Department of Higher Education (DHET).

The Board acknowledges its responsibility for overseeing the integrity and completeness of the 2024 Integrated Report. In doing so, it has considered the Group’s operating environment, strategy and value creation model in this process, as well as the unmodified audit opinion issued by PricewaterhouseCoopers Inc, our external auditors, on the consolidated Annual Financial Statements and the internal audit reports issued by BDO, our internal auditors, on the internal control environment.

The Audit and Risk Committee, Transformation, Social and Ethics Committee and Remuneration and Nominations Committee have assisted the Board in its review of the Integrated Report. Having applied its mind to the 2024 Integrated Report, the Board believes that the 2024 Integrated Report presents a fair account of the Group’s performance, addresses the material matters impacting the Group’s strategy and presents a balanced view in terms of how it creates value in the short-, medium- and long-term for its stakeholders.

Accordingly, the Board approved the 2024 Integrated Report on 30 April 2025.

  
**Vincent Maphai**  
Chairperson

  
**Chris Vorster**  
Chief Executive Officer

## NAVIGATION OF OUR REPORT

This report is an interactive PDF. It is best viewed in Adobe Acrobat – click to download the latest Adobe Acrobat Reader <https://get.adobe.com/reader/>.

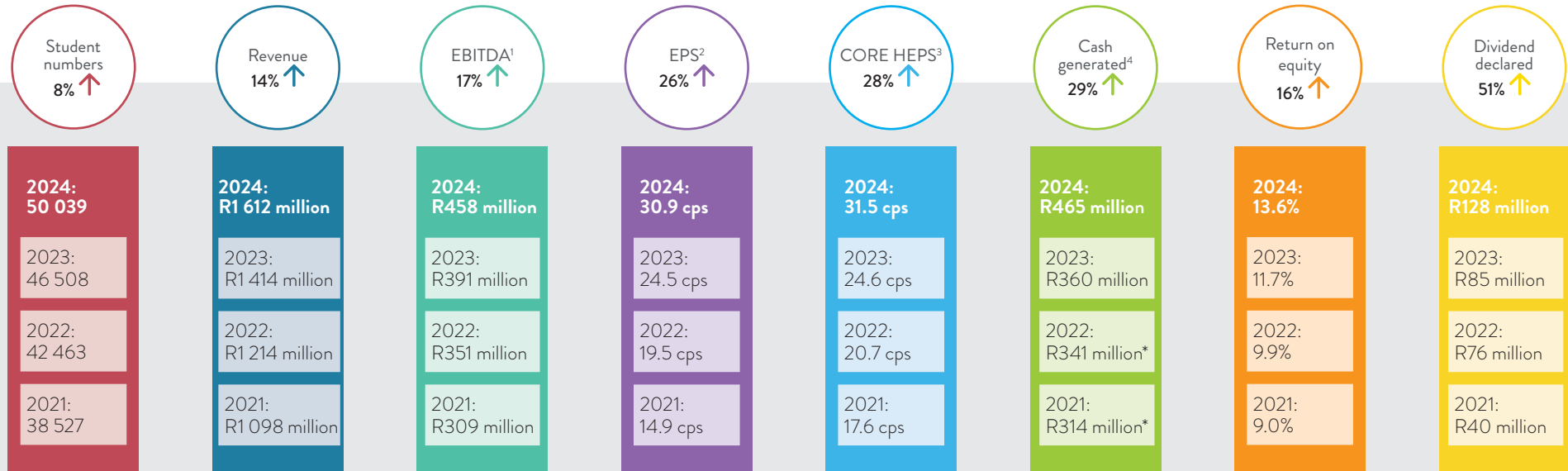
A glossary of terms used throughout this Report is also included on page 102.

## NAVIGATION TOOLS

-  DISPLAYS ICON GLOSSARY
-  RETURN TO MAIN MENU
-  PREVIOUS PAGE
-  NEXT PAGE
-  RETURN TO PREVIOUS VIEW

# THE GROUP AT A GLANCE

## 2024 WAS A GOOD YEAR – CONTINUING TO CREATE VALUE FOR OUR SHAREHOLDERS



<sup>1</sup> Earnings before interest, tax, depreciation and amortisation (EBITDA)

<sup>2</sup> Earnings per share (EPS)

<sup>3</sup> Core headline earnings per share (Core HEPS)

<sup>4</sup> Cash generated from operations

\* Normalised for corporate activity

## OUR BREADTH OF QUALIFICATIONS

The Group services more than 50 000 students across a diverse range of 96 accredited programmes, ranging from undergraduate (higher certificates, diplomas and degrees) to postgraduate programmes (honours, masters and doctorates) across both contact learning and distance learning modes of learning delivery. The programmes are fully accredited and registered with the same local authorities as universities. They aim to provide graduates with a real chance of creating employment opportunities (entrepreneurship) or finding employment. The Group has a further 34 programmes in the process of development and/or accreditation and continually strives to identify relevant new programmes to offer that will address the needs of our students as well as the world of work, to ensure our graduates are highly equipped and employable.

- 96 accredited qualifications
- 34 qualifications submitted for accreditation/in process of registration or certification

SCHOOL OF EDUCATION	SCHOOLS OF ACCOUNTING, COMMERCE, ADMINISTRATION & MANAGEMENT AND FINANCIAL SERVICES	SCHOOLS OF MEDIA & DESIGN, HUMANITIES AND FASHION	SCHOOLS OF FILM, LIVE PERFORMANCE, CREATIVE WRITING AND BUSINESS INNOVATION	SCHOOLS OF ENGINEERING AND ARCHITECTURE
SCHOOL OF INFORMATION TECHNOLOGY		SCHOOLS OF LAW AND POLICING & LAW ENFORCEMENT		BUSINESS SCHOOL

# THE GROUP AT A GLANCE continued

**STADIO Holdings** facilitates the widening of access to quality and relevant higher education programmes in southern Africa through its **three prestigious higher education institutions**:



**STADIO Higher Education** is the Group's comprehensive institution, offering programmes across 11 Schools, in both distance learning and contact learning (see pages 27 to 29)



**Milpark Education** is a leader in online distance learning, with a focus on financial services and accounting across its four Schools, including its Business School (see pages 30 to 34)



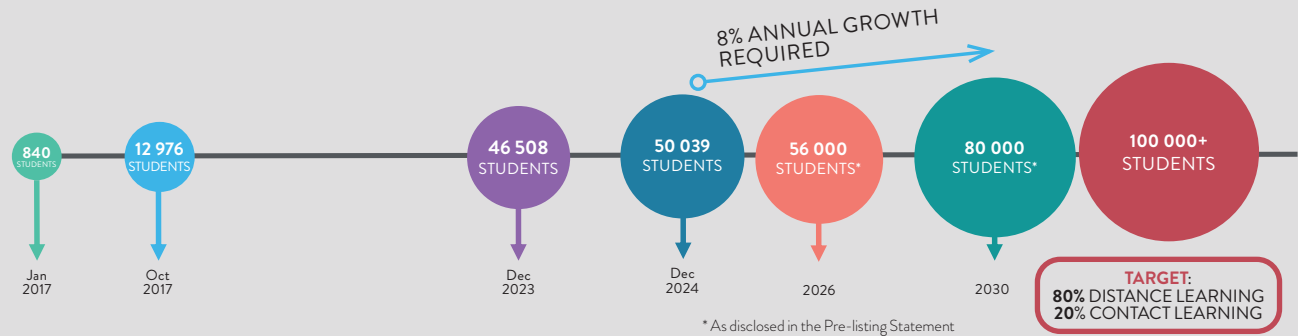
**AFDA** is Africa's leading school in the creative economies, being a contact learning offering (see pages 35 to 37)

## OUR BACKGROUND AND TARGETS

The Group listed in October 2017 with 840 students, and has grown to 50 039 students in 2024. We believe our prelisting target, of enrolling 56 000 students by the end of 2026, is within reach, and we can reach 80 000 students by 2030.

The Group is guided by its underlying principles of **W W S**, which is grounded by **QUALITY** and **INCLUSIVITY**.

### CONSISTENT GOOD GROWTH – WE'RE ONE OF THE TOP LARGEST HIGHER EDUCATION PROVIDERS IN SOUTH AFRICA WITH OVER 50 000 STUDENTS



2017	2020	2023 – 2026	2030 – BEYOND
<b>YEARS OF ESTABLISHMENT</b>	<b>POSITIONING YEARS</b>	<b>GROWTH AND EXPANSION</b>	<b>SUSTAINABLE RETURNS</b>
<ul style="list-style-type: none"> <li>Started with 840 students</li> <li>Listed on the JSE</li> <li>Acquired quality brands</li> <li>Purchased land in Centurion and Durbanville to build comprehensive campuses</li> </ul>	<ul style="list-style-type: none"> <li>Launched STADIO Higher Education (4 brands into 1)</li> <li>Implemented new Milpark Education strategy – online distance learning</li> <li>Invested in distance learning logistics centre, infrastructure, systems, processes, policies</li> <li>Accredited new programmes</li> <li>Opened Centurion comprehensive campus in 2021</li> </ul>	<ul style="list-style-type: none"> <li>Optimisation of campuses and staff (including consolidation of smaller campuses)</li> <li>Enhance academic quality</li> <li>Durbanville campus construction completed and opens</li> <li>Efficiencies starting to show</li> <li>Focus on student experience</li> <li>Positioned for university status</li> <li>56 000 students by 2026</li> </ul>	<ul style="list-style-type: none"> <li>80 000 students in 2030</li> <li>Recognised as first-choice institutions</li> <li>20%+ sustainable Return on Equity</li> <li>100 000+ students in time</li> </ul>

### WE'VE LAID THE FOUNDATIONS >>> WE'RE SET FOR GROWTH

The Group stands firmly grounded on the values of **service, quality, integrity** and **people-focus**... this is our lodestar in all that we promise, undertake and present.



# THE GROUP AT A GLANCE continued

## FAR-REACHING FOOTPRINT

The Group will not build a campus in every city, but instead, will have fewer comprehensive campuses, in key areas. Our campuses will also double up as support centres for our distance learning students. Currently, 87% of our students study via distance learning.

The Group is in the process of building its second comprehensive campus at Durbanville. This campus will open in January 2026 for new students. The Bellville campus will be consolidated with the Durbanville campus.

On completion of the Durbanville campus, and on opening of the AFDA Hatfield campus, the Group believes it has sufficient contact learning capacity to fulfil its target of 20 000 contact learning students over time, with 80 000+ distance learning students.





# CHAIRPERSON'S REFLECTIONS

VINCENT MAPHAI  
Chairperson



STUDENT  
NUMBERS  
TO REACH

**80 000**  
by  
2030

DIVIDEND  
PER SHARE

**up 51%**  
to  
15.1cps

RETURN  
ON EQUITY

**13.6%**  
from  
11.7%

2024 was a significant year for the Group, with student enrolments exceeding 50 000 and our institutions making their mark in the sector and the country.

The Board continues to challenge management to go beyond what's expected and this has shown in the strong 2024 performance. Despite a lagging South African economy, Revenue grew by 14% to R1.6 billion, with Core Headline Earnings per share up by 28%, year on year, and Return on Equity increasing to 13.6%. This allowed the Board to declare a 51% increase in our dividend in March 2025, with our dividend per share increasing to 15.1 cents per share from 10 cents per share in 2024.

The financial arena was not the only one in which we excelled. The Group made great strides towards university status (when regulations permit). Its Community Engagement initiatives are commendable, with its focus on engaged scholarship (integrating Sustainability and ESG principles into its curricula) and making a social impact.

Industry relevance and participation can be our differentiator:

- Milpark Education continued to hold the position of largest contributor to the CA pipeline in South Africa;
- AFDA students and alumni won multiple awards, including 17 Golden Horn awards at the SAFTAs; and
- STADIO Higher Education's Graduate Desirability Survey, conducted by the Bureau for Market Research, highlighted its graduates' employability, with 97.2% of respondents, having employed STADIO graduates or students, indicating that they would consider employing STADIO graduates again.

The Group made some key decisions, underpinned by its core purpose of widening access to quality higher education for more deserving individuals. These included, amongst others:

- agreeing on a new target of reaching 80 000 students by 2030;
- the relocation of the School of Fashion from the Randburg and Hatfield campuses to our comprehensive Centurion campus. This is aligned to the strategy of optimising and restructuring our smaller campuses;
- the phases for construction of the STADIO Durbanville Comprehensive campus for opening in January 2026;
- the student experience and sport strategy in the short-, medium- and longer-term;
- deliberated and agreed on the Group's B-BBEE ownership aspirations following the conclusion of the B-BBEE Private Placement lock-in period, noting the growth in the share price, over this time, from R2.96 in December 2017, to around R7 in December 2024;
- the development of key in-demand programmes and progress in selected premium School offerings, ensuring our institutions continue to cater for comprehensiveness across multiple schools and modes, whilst focusing on further expansion of postgraduate qualifications;
- the increased dividend, ensuring the Group has an appropriate balance between future growth opportunities and returning value to shareholders;
- continued share repurchase programme to ensure shareholder value is not diluted through future share issues (as part of the long-term share incentive scheme); and
- the progress of debtors' management and collections, noting the improvements and efficiencies starting to show.

## CHAIRPERSON'S REFLECTIONS continued



Affordability remains one of the biggest barriers to higher education and is the biggest challenge that management and the Board need to solve. The Group continues to drive inclusivity, whilst balancing the needs and expectations of all stakeholders and never compromising on academic excellence and quality. We continue to look for ways to drive simplicity in the Group's processes, looking to enhance the student experience throughout the journey with technology and improved processes, supported by a solid governance structure.

I am proud of all we've achieved, and the impact we are making on the lives of many and to the country. The indirect benefit can never be fully quantified, but I believe it is significant.

I want to extend my thanks to my fellow Board colleagues for their continued support and leadership over the past year. To Dr Chris van der Merwe, your passion for education in this country is exemplary and I want to thank you for your many contributions to the Group over the years. To our students, shareholders and other stakeholders, thank you for your continued support. We are a purpose-led business and your contributions and support help us to widen access to higher education to more qualifying individuals. Finally, to

management and the staff, well done on a great year and thank you for your many efforts in achieving the major milestone of 50 000 students. I believe that our new target of 80 000 students is reachable, and as the Group moves into its new leadership structure, with a separate CEO for each of our institutions, we will see the Group go from strength to strength.

Thank you

**Vincent Maphai**

# 02

## OUR BUSINESS

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Insight into how we navigate our operating environment and related risks and opportunities through our business model and strategy

# OUR OPERATING LANDSCAPE

THE SIZE OF THE MARKET IS BIG AND DEMAND CONTINUES TO OUTWEIGH SUPPLY AT PUBLIC UNIVERSITIES. THIS IS COMPOUNDED ANNUALLY.

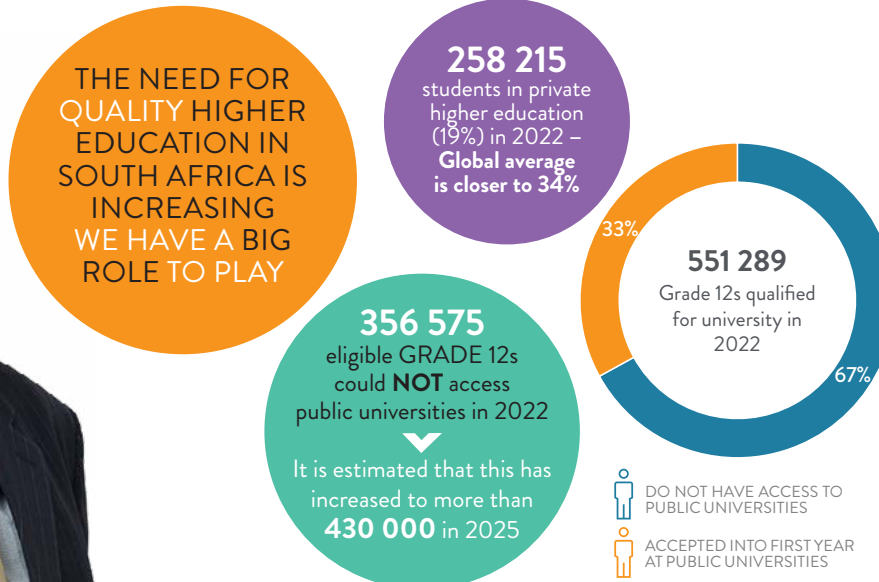
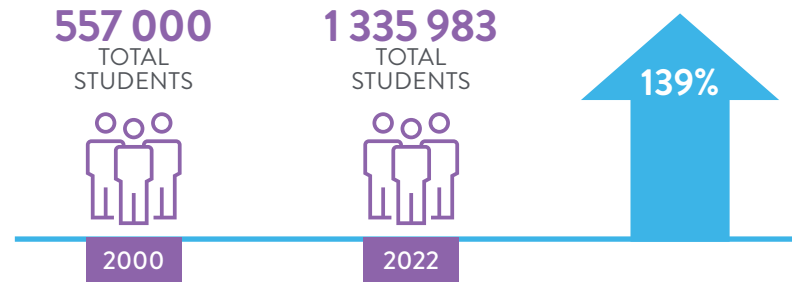
“THE SUCCESS OF THE STADIO GROUP IS BOTH A MORAL AND FINANCIAL IMPERATIVE FOR SOUTH AFRICA”

**Dr Vincent Maphai**  
Chairperson

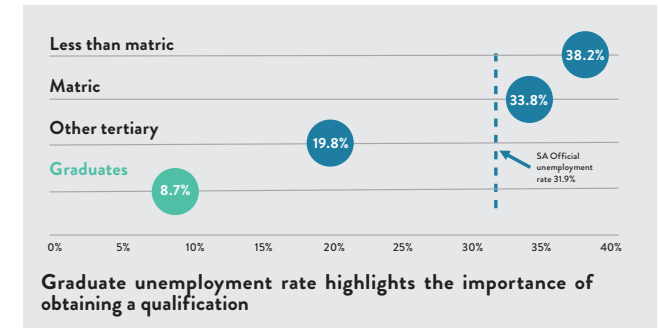


THERE ARE CURRENTLY **26** PUBLIC UNIVERSITIES AND **137** REGISTERED OR PARTIALLY REGISTERED PRIVATE HIGHER EDUCATION INSTITUTIONS OPERATING IN SOUTH AFRICA

## THE SIZE OF THE MARKET



## OFFICIAL UNEMPLOYMENT RATE STATS SA Q4: 2024 LABOUR SURVEY



## WHAT WE'VE DONE

- Affordability is a key barrier and the Group continues to offer quality qualifications that remain affordable with minimal tuition fee increases
- Continuing to seek ways to improve operational efficiencies to ensure costs remain at a minimum which will allow tuition fees to remain as low as feasible
- The Group continues to seek innovative funding solutions and financing partners for its students
- Facilitates the awarding of bursaries to students through the STADIO Kusasa Foundation, a Section 18A not-for-profit trust
- Introduction of student support initiatives and bridging modules to enable students to graduate in the shortest time possible
- Bringing industry into the “classroom” to ensure our graduates are ready for the workplace and can obtain a job – employability surveys indicate our graduates possess the skills necessary for the 21st century

Source: (1)  
 - Infographics For Statistics on Post-School Education and Training, 2022  
 - 2024 National Senior Certificate Examinations Report. Department of Basic Education, 2025.  
 - Statistics on Post-school Education and Training in South Africa: 2022. Department of Higher Education and Training, 2024.  
 - Powerheads peer data reports. <https://www.heda.co.za/PowerHEDA/dashboard.aspx>. Accessed 16 January 2025

# OUR OPERATING LANDSCAPE continued

## REGULATORY ENVIRONMENT

The tertiary landscape in South Africa is made up of Higher Education, Technical and Vocational Education and Training (TVET), and Community Education and Training (CET). The Group institutions fall within the higher education sector. The higher education sector is highly regulated with public and private higher education institutions governed by the same regulators. Despite this, a private higher education institution cannot currently call itself a university in South Africa. We await an updated institutional-type document from the DHET, that will allow private higher education institutions to call themselves universities should they meet certain criteria. University status is a strategic focus area for the Group and we believe that our identified institutions are well-positioned to achieve university status once the regulations allow.

### THE DEPARTMENT OF HIGHER EDUCATION AND TRAINING (DHET)

- Tasked with overseeing the regulatory environment
- Develops and implements policies and strategies for the higher education sector
- Oversees the quality assurance of institutions and programmes
- Responsible to register all private higher education institutions and to maintain the register of approved private higher education providers

### COUNCIL ON HIGHER EDUCATION (CHE)

- Focus on the quality of provisioning of both public and private higher education, including the accreditation of programmes offered
- Advises the Minister of Higher Education and Training on matters related to higher education, such as policy development and funding

### SOUTH AFRICAN QUALIFICATIONS AUTHORITY (SAQA)

- Development and implementation of the National Qualifications Framework (NQF) and the Higher Education Qualifications Sub-Framework (HEQSF)
- The registration of all accredited programmes.

### NATIONAL STUDENT FINANCIAL AID SCHEME (NSFAS)

- Provides financial assistance to eligible public higher education students
- Does not apply to private higher education

## WHAT WE'VE DONE

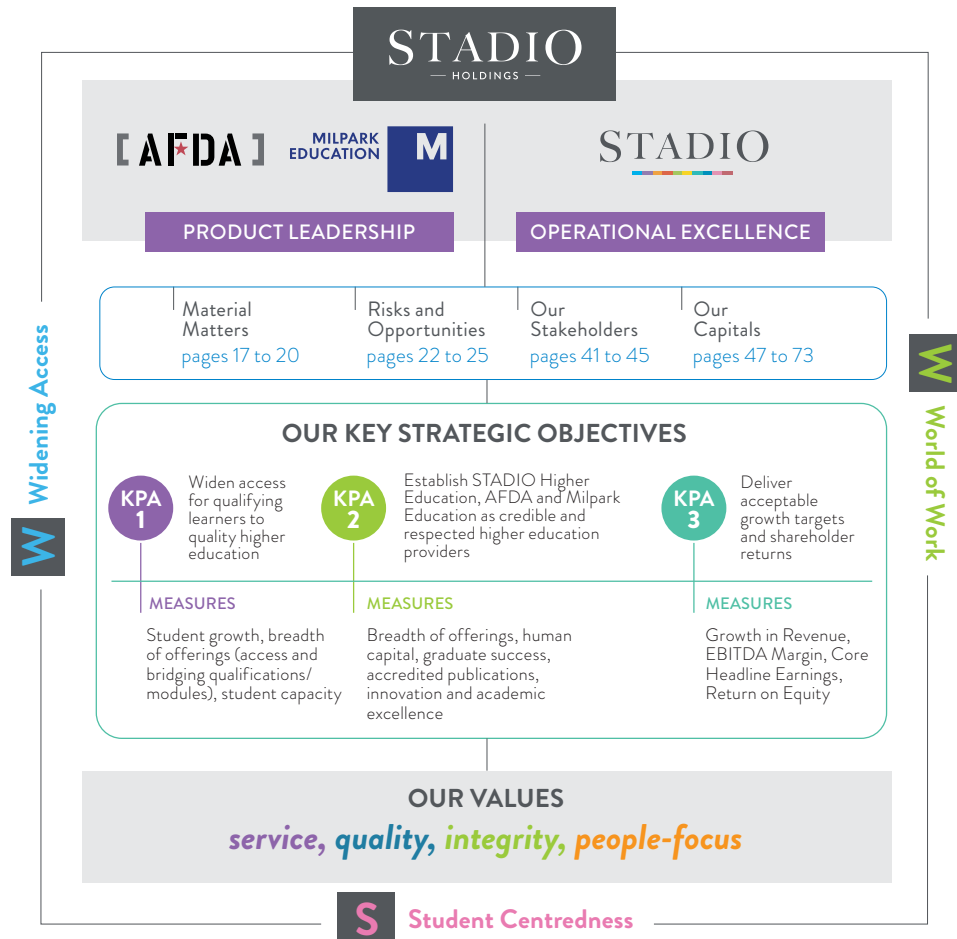
- Quality assurance committees and structures established
- Internal Academic Compliance and Risk Management audit and improvement plans in place, where necessary
- Investing in accreditation of further postgraduate qualifications and research outputs
- Establishing strong international collaborations e.g. GlobeEthics



# OUR STRATEGY

We are a purpose-led Group that makes a positive impact on the lives of individuals and society by providing more individuals with an opportunity to access quality higher education. Our strategy outlines a clear plan to achieve our goals and create value for all stakeholders in the short-, medium- and long-term.

The Group comprises three higher education institutions, each with a unique focus and strategy. The overarching Group strategy is guided by our key focus areas of **W** **W** **S**, ensuring value creation for stakeholders.



## OUR BUSINESS AIM

The Group's business aim is to grow its student numbers to 56 000 students by the end of 2026, with its next target being 80 000 students by 2030. Ultimately the STADIO Group's long-term business aim is to accommodate 100 000 students (i.e. approximately 5% market share of the total South African Higher Education market), over both contact and distance modes of delivery, with 80% of students studying via distance learning. We want to be a first-choice institution, a real alternative to the public universities.

The Group's growth strategy is supported by a strong balance sheet with no debt at 31 December 2024. The Group has access to R100 million debt through a rolling credit facility, with the option to increase this funding with a further R100 million, should the need arise. This allows the Group to respond quickly to emerging opportunities.

The construction of the Durbanville campus will be done in phases and will require some funding, although this will also be funded through cash resources.

## DRIVERS OF PROFITABILITY

Key drivers of profitability include:

- Growing student numbers across the Group in both contact and distance learning modes of delivery (this includes increasing new student numbers and ensuring adequate rollovers of existing students);
- Effectively growing and operating new greenfield campuses, whilst opening a new AFDA campus;
- Maintaining acceptable salaries, operating costs and bad debt margins;
- Enhancing operational efficiencies (including IT systems, property management and utilisation, marketing, finance, academic, regulatory and the like) and managing costs to acceptable levels; and
- Ensuring that student fees are collected timeously whilst minimising bad debt and aiding access to student funding initiatives.

## THE STADIO GROUP'S 2025 FOCUS AREAS

The Group's priority areas for 2025 build on the priority areas set for 2023 and 2024:

1. On track for university status with international and local partnerships expanded
2. Successfully complete the Durbanville Campus to open in January 2026
3. Campus optimisation and restructuring continues, including implementation of new academic model
4. System automation, integrity and data-driven decision-making
5. Student funding model is rolled out

## WE'RE SET FOR GROWTH

- ↑ EXPLORING NEW OPPORTUNITIES & MARKETS
- OPENING NEW COMPREHENSIVE CAMPUS & OPTIMISING EXISTING CAMPUSES
- OPENING NEW FACULTIES & SCHOOLS
- TAKING PROGRAMMES TO NEW SITES OF DELIVERY & TO NEW MODES
- ACCREDITING NEW IN-DEMAND PROGRAMMES

# OUR ESG FRAMEWORK

## OVERVIEW

The United Nations defines sustainability as “development that meets the needs of the present without compromising the ability of future generations to meet their own needs”.

This framework outlines the Group’s commitment to environmental, social and governance (“ESG”) principles in alignment with the requirements of IFRS S1 (General Requirements for Disclosure of Sustainability-related Financial Information) and IFRS S2 (Climate-related Disclosures). It highlights the Group’s commitment to integrating sustainability practices into all aspects of its operations, academic programmes and community engagements, over time.

## SUSTAINABLE DEVELOPMENT GOALS

The Group believes that the achievement of SDG 4 and the provision of Quality Education is essential in achieving all other SDGs. Our core business operations are perfectly aligned to SDG 4, which remains our primary focus. As a higher education provider, we have a pivotal role to play in contributing to the success of our country and the world. Our institutions must equip individuals with skills to enter the working world and start contributing to society. Furthermore, our graduates must possess the understanding and knowledge necessary to be advocates for sustainable development and climate-related risks, prepared to find much-needed solutions for the global challenges as identified through the SDGs.



The Group has identified the other SDGs as secondary to SDG 4, and believes the achievement of these SDGs is directly linked to the provision of quality education.

## STRATEGY

The Group is a purpose-led business. We stand for Quality and Inclusivity – looking to empower more individuals by providing access to quality higher education. All aspects of our strategy are underpinned by our **WWS** and our ESG strategy is no different. The Group looks to integrate ESG matters into its daily operations, ensuring that our approach continues to add value for all stakeholders.

The Group believes that both financial and non-financial factors are important for understanding an organisation’s overall performance and value creation for stakeholders, recognising that environmental and social issues can impact financial performance. In considering the Group’s material matters, we have therefore considered the impact on an ESG level too, with an emphasis on “double materiality”, noting that ESG matters are embedded in our overall business model and strategy, with appropriate governance and risk mitigating processes in place.

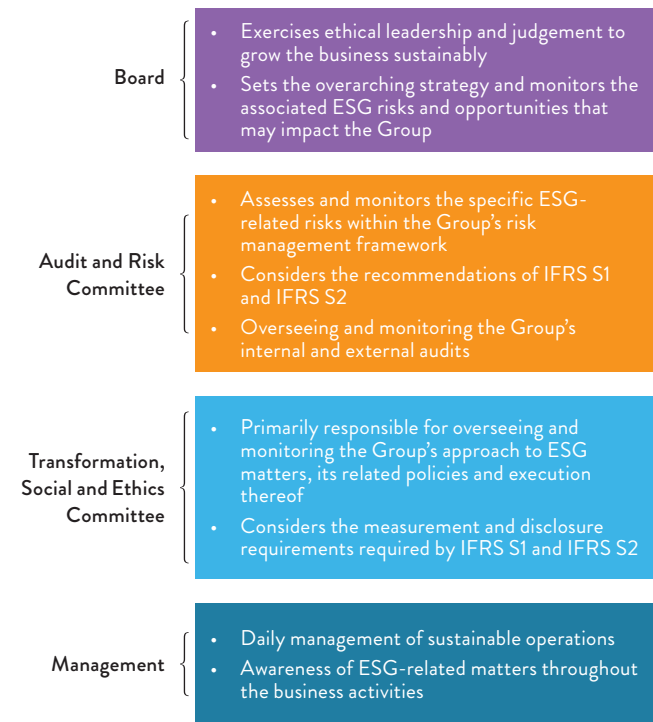
In this vein, the Group continues to enhance its ESG Reporting and continues to identify and understand its shortcomings in adopting the new Sustainability-related standards, whilst aligning its overall reporting structures, where necessary, to capture the pertinent information to report meaningful information to investors going forward. Furthermore, the Group has considered the specific education guidance set out in the Sustainability Accounting Standards Board (SASB).

## RISK MANAGEMENT

The Group assessed its ESG-related risks as part of its overall risk management framework, as discussed at the Audit and Risk committee. The Group’s operational Risk committee discussed the current and possible sustainability-related risks, as well as climate-related risks. Given the real concerns about climate change, the Group continued to assess the likely impact of climate change on its organisation and its supply chain. To date, given the nature of the Group’s offerings, management does not believe that climate-related risks have a material impact on meeting the Group’s strategic objectives. Furthermore, no material financial impact was identified and the sustainability and climate-related risks are being managed within the parameters of the Group’s usual risk management process. Refer to pages 22 to 25.

## GOVERNANCE

The Group has a robust governance structure with clearly defined responsibilities as outlined below:



## OUR ESG FRAMEWORK continued

### OUR IMPACT

The Group believes its direct impact on the environment is limited. In contrast, however, the Group believes its social impact, through educating individuals and providing them with access to quality higher education, is significant. The Group recognises the role it has as a responsible citizen and the key function our institutions can play in ensuring its staff, graduates and students are socially conscious and aware, with an understanding of the risks and the importance of ESG issues.

Although we are still in the early stages of our reporting journey, the Group has made good progress in collecting data to enable meaningful reporting going forward. In 2023, the Group introduced a sustainability matrix which has assisted in understanding how to improve its shortcomings in its reporting and data capturing processes. Where information is relevant to the operations of the Group and can add value to our stakeholders, this information is captured or processes are being put in place to allow data-driven decision-making. As an example, since monitoring the energy usage at our campuses, it was identified that the electricity usage at one of our campuses was high at night, when the campus was closed. On investigation, it was identified that the municipality had incorrectly connected other properties to our electricity board, resulting in higher usage at night.

The Group is guided by its double materiality approach and is in the process of finalising the key ESG metrics to report on annually. Some of these metrics include, amongst others:

- Number of students enrolled
- Number of students graduating
- Drop-out rates
- Module success rates
- Number of qualifications offered
- Employability
- CSR spend
- Energy usage and expenditure
- Cybersecurity
- Employment Equity



### ENVIRONMENTAL

Given the nature of our business, we believe our business activities have a minimal carbon footprint and the Group's direct impact on the environment is considered low. Nonetheless, the Group acknowledges the broader implications of climate-related risks and global warming, recognising that our institutions are not immune from these changes. The Group believes that sustainable business practices add value for our stakeholders and continues to seek ways to limit our carbon footprint with various initiatives on energy, water and waste management across the Group.

In 2024, the Group commenced construction of its Durbanville comprehensive campus, acknowledging that this will have an environmental impact. The construction team has environmental specialists on site to ensure responsible construction practices are followed with minimal environmental impact.

Throughout 2024, the Group made good progress in implementing solar solutions across its campuses. Although loadshedding has eased in the period, the beneficial effects on both the environment and energy savings for the Group has already been impactful.

Our Gauteng campuses continued to experience some disruptions due to water outages in the period. To date, the impact has been manageable and eased by the Group's alternative water sources in place, such as water tanks and boreholes. Management is busy rolling out its alternative water solution project to ensure all campuses have sufficient water backup to mitigate any possible impacts of water shortages in the future. Refer to pages 71 to 73 for our Natural capital.



# OUR ESG FRAMEWORK continued

## SOCIAL

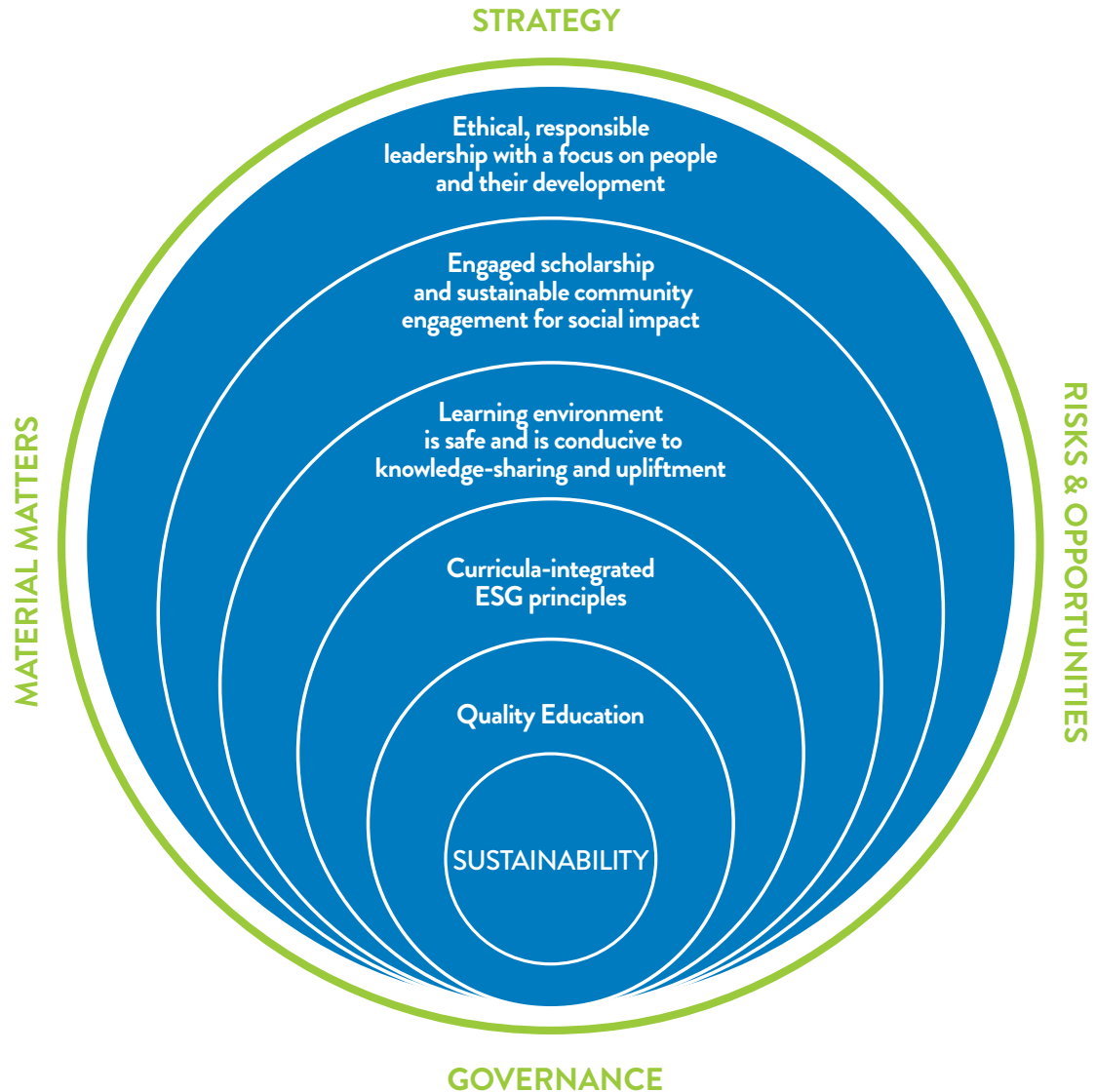
There is no doubt that education plays a critical role in providing individuals with the necessary skills and intellectual capital they need to not only find jobs, but to create jobs, promoting equality and ultimately social justice. Individuals who further their post-school education obtain a variety of financial, personal and other lifelong benefits, with society, as a whole, deriving a multitude of direct and indirect benefits.

The Group acknowledges the vast inequality in our country and the need for affordable quality education. The need extends beyond just access and student support initiatives, including the provision of bridging modules and basic literacy skills which are essential to our students, who in many instances, lack the basic education foundations necessary to succeed at a higher education level.

The Group is committed to producing graduates who are socially conscious and environmentally aware. To achieve this, we integrate key ESG principles into our qualifications, through ESG integrated modules, projects and business activities. We also adopt an approach to community engagement that is focused on social impact and sustainable relationships, whilst encouraging “engaged scholarship”.

Some examples of our integrated approach, and our Social Impact initiatives, are shown on pages 55 to 57, and include:

- *Community Engagement: Social Responsibility and Environmental Management* module offered by Milpark Business School with the core purpose of this module being to ensure that the postgraduate students explore the significance of social responsibility and environmental management from a corporate, government, individual and NGO perspective.
- The STADIO School of Fashion has embedded sustainability into its curriculum, teaching its students to be ethical and to embrace “slow” fashion, i.e. production of fewer products at a higher quality. The Stadio School of Fashion educates its students on the impact that the fashion industry has on the environment and ensures they are aware that they are part of an eco-system. The School of Fashion trains students in textile manufacturing, and the production of it, to ensure that all fashion practices are sustainable.



# OUR MATERIAL MATTERS

MATERIAL MATTERS ARE THE KEY ITEMS THAT:

1. Impact our ability to execute our strategic priorities

2. Impact our ability to preserve and create stakeholder value








Identifying the Group’s material matters requires input from all our institutions, as well as feedback from our various stakeholders. Our material matters are reviewed by the Risk Committee, Executive Committee, Audit and Risk Committee and Board for relevance, together with the Group’s risks and opportunities as identified on pages 22 to 25. In assessing our material matters, we consider double materiality, recognising that ESG issues may impact financial performance and have also considered the impact on an ESG level. The Group ensures its business model remains adequate in navigating these material matters, whilst continuing to preserve and create stakeholder value.

During the year the Board agreed to remove “**STADIO Higher Education operating as a single institution since Business Transfer**” as a material matter. STADIO Higher Education was registered in 2020 through the amalgamation of four former brands and has since established itself as a reputable higher education institution. A new material matter was introduced during the year, being “**Automation of Processes and Systems**”.


The below material matters are ranked according to their perceived impact on the Group.

Current-year MM ranking	MATERIAL MATTER	ESG IMPACT	Prior-year MM ranking	Strategic objectives	Risk
1	<b>ECONOMIC ENVIRONMENT</b> <small>MM 1</small>	<b>SOCIAL</b>	1	<small>KPA 2</small> <small>KPA 3</small>	1,2,4,5,9
	<p>The South African, and global economy continues to underperform with geopolitical risk adding to the uncertainty. This directly impacts the ability of our students to afford higher education and impacts the Group’s ability to execute its strategic goals.</p> <p>In 2024 we saw our debtors’ management processes starting to yield some returns, with the reduction in interest rates and reduced loadshedding aiding the economy. The geopolitical uncertainty, however, continues and the impact of US trade policy and other policy changes are yet to be fully understood.</p>	<p>In South Africa, capacity constraints at public universities limit an individual’s chances of accessing a place at a public university. Furthermore, the National Student Financial Aid Scheme (NSFAS) is only available for those individuals studying at a public universities.</p> <p><i>Our institutions play a key role in offering quality qualifications, at mostly affordable prices, that upskill our students and equip them to get a job, a promotion or become an entrepreneur, thereby benefiting society as a whole. Our institutions provide a real alternative to the public universities.</i></p> <p>With affordability being an issue, students who are unable to pay their tuition fees, risk exclusion from the institution and are not able to graduate.</p> <p><i>The Group continues to seek responsible ways of making education affordable, as well as finding financing solutions for our students through, amongst other things, our partnerships with Capitec, Student Hero, Fundi and Manati. In addition, we continue to monitor all debt levels and strive to ensure that students who are struggling to make payments are identified and assisted with financing plans, where permissible.</i></p> <p><i>The Group continues to seek funding for bursaries through the STADIO Kusasa Foundation, a Section 18A bursary trust.</i></p>			

# OUR MATERIAL MATTERS continued

Current-year MM ranking	MATERIAL MATTER	ESG IMPACT	Prior-year MM ranking	Strategic objectives	Risk
2	<b>ACADEMIC QUALITY</b> 	<b>ENVIRONMENTAL – SOCIAL</b>	2	 	3 - 10
	<p>Academic quality is critical to our credibility. It ensures we are a trusted partner for students and industry. The Group remains committed to academic excellence and continues to build its quality in pursuit of university status, for its identified institutions, once the regulations allow.</p> <p>The Group has invested in policies and processes, as well as staff resources, to ensure our academic quality meets our commitment to high-quality learning. We engage with industry to ensure the qualifications offered are relevant and take into account the needs of the world of work, giving our graduates a better chance of securing employment upon graduating.</p>	<p>Quality education is one of the Sustainable Development Goals and the provision of quality education is fundamental to all our institutions. Academic excellence remains an integral part of the Group's overall student value proposition.</p> <p><i>Our institutions recognise the key role they can play in educating our students and providing them with the understanding and knowledge to be socially conscious and aware, with an understanding of the risks and the importance of ESG issues.</i></p> <p><i>Our academic quality allows our institutions to expand their programme offerings and introduce new and exciting Schools, whilst enabling our graduates to enter the world of work with relevant and sought-after skills that empower them. Our breadth of offering provides individuals with more opportunities to study in their preferred area.</i></p>			
3	<b>REGULATORY CHANGES AND DELAYS</b> 	<b>ENVIRONMENTAL – SOCIAL – GOVERNANCE</b>	3	  	2,4,9
	<p>Our institutions are reliant on the CHE, SAQA and DHET (Regulators) (same regulatory bodies as the public universities) to accredit new products and existing products to new sites of delivery. Programmes can take up to 24 months to be registered and this uncertainty impacts the Group's growth strategy and makes planning difficult.</p> <p>Regulatory delays may also impact our status and ability to grow and open new campuses timeously, such as the Durbanville comprehensive campus.</p> <p>Our unidentified institutions' ability to achieve university status, when regulations allows, is also highly dependent on the DHET and Minister gazetting the regulations.</p> <p>The Group is subject to many other regulations, e.g. JSE Listing Requirements, Companies Act, IFRS, etc. All regulatory changes are assessed and the expectant impact is determined to ensure the Group manages these changes so that they do not impact our ability to create stakeholder value.</p>	<p>Good governance is critical for a sustainable business.</p> <p><i>The Group is committed to promoting and maintaining the highest level of governance across the institutions, despite the frustrations and impacts of delays on achieving our growth strategies.</i></p> <p><i>Sound corporate governance structures are in place within the Group, with Quality Assurance committees, and various other committees, look to discuss, evaluate and mitigate these regulatory changes.</i></p> <p><i>In the opening of any new campus, specific OHS certificates are required. Furthermore, the Group is committed to ensuring its campuses are constructed in an environmentally friendly way, looking to limit environmental damage and introduce solar solutions and alternative water solutions where feasible. Construction commenced on the Durbanville campus in 2024 and we are planning to open this campus to new students in January 2026.</i></p> <p><i>The Group is implementing an ESG plan to progress its ESG compliance and reporting whilst staying true to its core business.</i></p>			

# OUR MATERIAL MATTERS continued

Current-year MM ranking	MATERIAL MATTER	ESG IMPACT	Prior-year MM ranking	Strategic objectives	Risk
4	<b>AUTOMATION OF PROCESSES AND SYSTEMS</b> 	<b>ENVIRONMENTAL – SOCIAL – GOVERNANCE</b>	NEW	  	3,4, 5,6,9,10
	<p>Over the past few years, the Group has invested in new systems and technologies, aligning its processes and policies to the “STADIO Way” which will allow it to become a first-choice institution. The foundations have been set and the Group is now focused on ensuring that, as far as possible, it can automate its systems and processes.</p> <p>Automation of its systems and processes, and utilising AI technologies responsibly, will allow the Group to:</p> <ul style="list-style-type: none"> <li>• Expand its offerings to more individuals without losing the quality of its offering</li> <li>• Meet its students’ expectations in this fast-paced technological world</li> <li>• Provide improved and more efficient service</li> <li>• Provide relevant skills for the 21st Century workplace</li> </ul> <p>Automation will allow our business to scale to effectively manage and service 100 000 students without compromising on quality, service and our student value proposition.</p>	<p>Further automation of processes and systems will allow the Group to scale without the loss of quality. This will assist in unlocking more value to our stakeholders in the medium- to long-term, and allow us to scale whilst preserving or promoting quality higher education. Additionally, this expansion allows for a broader range of offerings and qualifications to cater for more individuals.</p>			
5	<b>STUDENT VALUE PROPOSITION</b> 	<b>ENVIRONMENTAL – SOCIAL – GOVERNANCE</b>	4	  	1,3,6,7,8, 9,10
	<p>The Group’s student value proposition encompasses the unique benefits and features that our higher education institutions offer to our students, with a focus on the quality of teaching, academic programmes, student support services, industry engagement, breadth of offerings, relevance, flexibility and ultimately, affordability. As mentioned previously, affordability is key and something that management consistently has to balance when making strategic decisions to create value for its various stakeholders.</p> <p>Developing a strong Student Value Proposition is crucial for the Group to attract and retain students and to differentiate ourselves from our competitors. Management and the Board recognises the importance of providing a strong student value proposition and “Student Experience” and “Student Retention” have been two of the key focus areas approved by the Board in recent years.</p>	<p>Our students are at the centre of what we do and they have high expectations of the higher education institution they choose to attend. Our academic and operational focus remains “students at the centre, learning at the core”. It is therefore important that we deliver on the high-quality standards we set ourselves to provide our students with skills that are relevant in industry and will assist them in obtaining a job, receiving a promotion, having the skills to create entrepreneurial opportunities, whilst ensuring our graduates and students are socially conscious and aware, with an understanding of the risks and importance of ESG issues. In turn, our graduates can positively impact society as a whole.</p>			

# OUR BUSINESS MODEL

## INPUTS

We use our six capital resources interchangeably and appreciate that there are trade-offs between them. These trade-offs are carefully considered to preserve stakeholder value.

### ACADEMIC QUALITY AND INTELLECTUAL CAPITAL

- Three distinct registered private higher education institutions
- 96 accredited programmes across both contact and distance learning modes of delivery (2023: 87)
- R20 million spent on development of in-demand programmes (2023: R15 million)
- Quality assurance and excellence structures
- Continued investment in system, processes and technology solutions to support students and ensure operational efficiency, whilst also ensuring academic integrity (Proctorio)
- Internationally recognised accreditations

### HUMAN CAPITAL

- 1 219 permanent employees (2023: 1 193 employees)
- R685 million spent on salaries and wages (2023: R601 million)
- Highly qualified and skilled leadership team with expertise in education, academics, finance, business and entrepreneurship
- Robust Board of Directors

### SOCIAL AND RELATIONSHIP CAPITAL

- Access to quality education for 50 039 students (2023: 46 508)
- Bursaries and corporate and social investment R48 million (2023: R45 million)
- Community engagement initiatives
- Continued roll-out of STADIO Khulisa Student Share Scheme
- Staff phantom share scheme, staff study bursary programme and staff and family study discounts

### INFRASTRUCTURE CAPITAL

- Construction of Durbanville comprehensive campus commences
- 14 campuses or distance learning support centres nationwide
- Continued implementation of new technologies with new ERP system at Milpark Education being rolled out
- R70 million invested in infrastructure and software development (2023: 39 million)

### FINANCIAL CAPITAL

- Strong balance sheet with no gearing at year end
- Revolving debt facility of R100 million available (with opportunity to raise an additional R100 million)
- R132 million cash on hand (2023: R130 million)
- R465 million cash generated from operations (2023: R360 million)

### NATURAL CAPITAL

- Invested R16 million in solar projects during the year (2023: R5 million)
- Investigating alternative water solutions
- Managing and optimising water and electricity usage
- Investing in curricula to educate students to be socially conscious and environmentally aware
- Community engagement projects and social impact projects

Our various capital resources and inputs are allocated across our business activities and converted into our outputs. This allows the Group to measure and monitor progress against the Group's strategic objectives, ensuring we create value for our stakeholders and that we remain focused on our **WWS** whilst striving for 100 000 students over time, servicing 80% of these via distance learning.

## BUSINESS AND VALUE CREATION ACTIVITIES

We create value through the growth and development of our three higher education institutions by:

- Developing new programmes in both contact and distance modes of learning
- Investing in IT infrastructure, systems and shared services
- Exploring geographic expansion through greenfield developments and other partnership opportunities
- Providing strategic direction
- Drawing on expertise and synergies available within the STADIO Group (see pages 46 to 73)

## OUTPUTS

- Quality academic offering
- Broad range of qualifications across all modes of learning delivery
- World-class infrastructure
- Construction of targeted comprehensive campuses in response to capacity constraints at public universities whilst optimising existing campuses
- Growth in student numbers
- Operating efficiency
- Good return on equity

(Refer to pages 46 to 73 for more detailed information on value created through our Capitals)

## OUTCOMES

### ACADEMIC QUALITY AND INTELLECTUAL CAPITAL

- 9 079 graduates (2023: 8 103)
- 11 new programmes accredited/extended to new sites of delivery
- 34 programmes in development (2023: 54)
- First Engineering qualifications accredited
- 194 research outputs (2023: 133)
- Good progress to university status

### HUMAN CAPITAL

- New CEO of AFDA appointed, effective 1 January 2025
- New CEO of STADIO Higher Education appointed, effective 1 August 2025
- Strong new Heads of Campus appointed for STADIO Higher Education
- Gender pay gap of 14.4% (2023: 13.4%)
- Roll-out of staff wellness strategy continues
- A number of staff acquired Doctorates

### SOCIAL AND RELATIONSHIP CAPITAL

- 8% growth in students
- Increased number of shareholders in the STADIO Khulisa Student Share Scheme
- R2.3 million paid to staff through the Staff Phantom Share Scheme
- 14 employees received bursaries to study further
- Some students excluded due to non-payment

### INFRASTRUCTURE CAPITAL

- Commenced construction of Durbanville comprehensive campus
- Continued investment in technology and systems
- ERP implementation at Milpark Education in progress
- Impairment of R7 million on Randburg campus







### FINANCIAL CAPITAL

- Revenue up 14%
- Operating efficiencies starting to show with EBITDA margin up to 28.4%
- Core Headline Earnings up 28%
- R15 million spent on share repurchase scheme
- Return of Equity up to 13.6% (2023: 11.7%)
- Dividend per share of 15.1 cents declared (2023: 10.0 cents per share)
- Loss allowance down marginally to 8.7% (2023: 9.0%)

### NATURAL CAPITAL

- Solar solutions implementation completed
- Investigating alternative water solutions at all campuses
- Webinars held for students on ESG matters
- Second transcript for students completing certain graduate attribute, including ESG matters

# OUR BUSINESS MODEL

	STUDENTS	STAFF	SHAREHOLDERS	INDUSTRY	REGULATORS	OUR WORLD
	+	*	*	+	+	*
	*	+	+	*	+	*
	+	*	*	*	*	*
	+	● SHORT-TERM + LONG-TERM	● SHORT-TERM + LONG-TERM	*	*	*
	*	+	+	*	*	*
	+	+	*	*	*	+

+ CREATE VALUE    
 \* PRESERVE VALUE    
 ● ERODE VALUE

## TRADE-OFFS

### ACADEMIC QUALITY AND INTELLECTUAL CAPITAL

Financial capital is utilised for ongoing research and development of academically sound curricula and processes. This positively impacts our academic quality and intellectual capital, human capital and social and relationship capital. Academic excellence needs to be balanced with ensuring our qualifications remain affordable. Delays in accrediting qualifications also negatively impacts the Group's growth plans and financial capital.

### HUMAN CAPITAL

Financial capital is utilised in hiring additional staff members and training and developing staff, which positively impacts on our human capital.

### SOCIAL AND RELATIONSHIP CAPITAL

Financial capital is utilised to assist in granting bursaries and funding which positively impacts our social and relationship capital.

### INFRASTRUCTURE CAPITAL

The construction of our new comprehensive campuses, and our investments in technologies and processes may have short-term implications on staff wellness and shareholder returns and yet in the long-term, should be positive use of financial capital ("j-curve"). Construction may also negatively impact our natural capital, however, careful environmental assessments are performed to mitigate and minimise the impact.

### FINANCIAL CAPITAL

There is a fine balance between financial capital utilisation and the other capitals – financial capital is needed to invest in and positively impact, the other capitals and yet this allocation must be balanced, ensuring the Group continues operating and providing a return to its shareholders.

### NATURAL CAPITAL

Financial capital has been utilised in solar projects which is already seeing savings in electricity costs. This also has a positive impact on natural capital as energy usage is reduced.

# OUR RISKS AND OPPORTUNITIES

## RISK MANAGEMENT AND GOVERNANCE

The Group recognises that effective risk management is a fundamental aspect of its business operation and that integrating strategy, risk, performance and sustainability is essential in creating value for its stakeholders.

The Group seeks to provide stakeholders with a transparent view of its risk management approach and how it is addressing the challenges faced by the higher education landscape. By showcasing a proactive and comprehensive approach to managing these risks, the Group aims to foster trust and confidence among its stakeholders, creating long-term value for its stakeholders and maintaining its position as a leading institution in the higher education sector.

## RISK GOVERNANCE

The Board has mandated the oversight of the Group's risks to the Audit and Risk Committee, who ensure that identified risks are properly mitigated to within acceptable tolerance levels. Management is tasked with identifying and managing the risks (and opportunities) and a Risk Committee has been established to facilitate regular and focused discussions on the risks and opportunities identified.

The Group's combined assurance approach provides the Board and management with greater assurance over the internal control environment.

## STRATEGIC RISKS AND OPPORTUNITIES

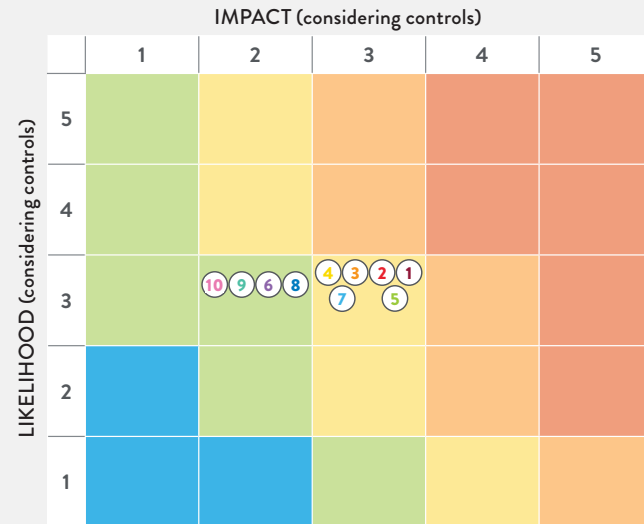
The Group identifies the key risks that may impact its ability to meet its primary strategic objectives, some of which are also discussed within "Our Material Matters". These risks and opportunities are actively managed within tolerable levels and disclosed on the following pages.

The Board and Audit and Risk Committee have evaluated the risks identified and are comfortable that appropriate controls are in place to mitigate or reduce the risks to an acceptable level.

The strategic risks identified remain largely unchanged since the prior year.

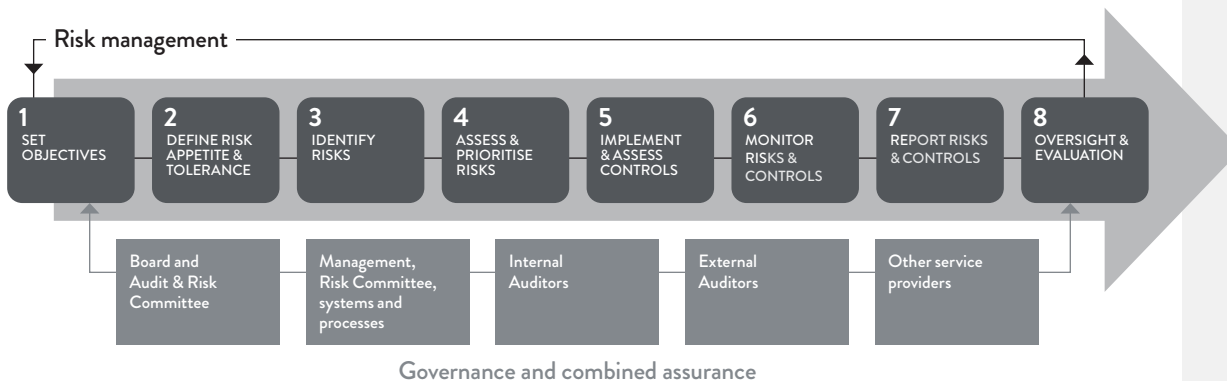
## RISK MATRIX

The identified risks are categorised and shown below in terms of severity of risk.



- |                       |   |                   |   |   |
|-----------------------|---|-------------------|---|---|
| 1 ECONOMIC            | ↓ | 6 HUMAN RESOURCES | ↓ | ↑ RISK HAS INCREASED SINCE PRIOR YEAR     |
| 2 POLITICAL           | ↔ | 7 REPUTATION      | ↔ | ↓ RISK HAS DECREASED SINCE PRIOR YEAR     |
| 3 TECHNOLOGY SYSTEMS  | ↔ | 8 COMPETITION     | ↔ | ↔ RISK REMAINS UNCHANGED SINCE PRIOR YEAR |
| 4 REGULATORY          | ↔ | 9 OPERATIONAL     | ↔ |   |
| 5 SALES AND MARKETING | ↔ | 10 ACADEMIC       | ↔ |   |

RESIDUAL RISK LEGEND	MILD	MINOR	MODERATE	MAJOR	EXTREME
(Likelihood x impact = Inherent Risk) (Inherent risk x assessment of controls effectiveness = Residual Risk)	<5	5-10	10-15	15-20	>20



# OUR RISKS AND OPPORTUNITIES continued

**ECONOMIC**

1

**(2023: 1)**  
Risk decreased, but remains at 1

↓

EXTERNAL

**KEY RISK INDICATORS**

- South African economy continues to lag, impacting the ability of students to afford higher education
- Failure to achieve key strategic imperatives
- Failure to achieve projected student numbers due to affordability issues
- Increase in debtors' book with slower collections and increased bad debts
- Large investments in capital projects with lower-than-expected capital returns
- Continued refusal by DHET to support students in private higher education with funding

---

**OPPORTUNITIES:**

- Collections are better than expected
- Student funding model to widen access and support affordability
- New technologies to better facilitate ease of payments
- Operational efficiencies from investment in processes, systems and structures

**CONTROLS IN PLACE / WHY CHANGED**

- Pricing products reasonably and competitively
- Focused debtor collection policy and processes – have seen improvement since prior year
- Continued optimisation of current operations and processes
- Investigating student funding model and alternative payment methods for students
- Interest rates have decreased slightly and impact of loadshedding eased during 2024

INHERENT RISK	RESIDUAL RISK	STRATEGIC LINK
Major	Moderate	<div style="display: flex; justify-content: space-around; font-size: 10px;"> <span style="background-color: #4a4a8a; color: white; border-radius: 50%; padding: 2px;">KPA 1</span> <span style="background-color: #4a4a8a; color: white; border-radius: 50%; padding: 2px;">KPA 3</span> </div>

**POLITICAL**

2

**(2023: 2)**

↔

EXTERNAL

**KEY RISK INDICATORS**

- Geopolitical tension continues with increased uncertainty around international trade and other policies with Donald Trump as US president
- Slow pace of political support for private higher education
- Continued emphasis on the cost of higher education (#FeesmustFall; #missingmiddle)

---

**OPPORTUNITIES:**

- Private institutions are seen as more stable
- South Africa is heading up G20 which could see more foreign investment

**CONTROLS IN PLACE / WHY CHANGED**

- Regular engagement with Regulators and policy decision-makers
- Regular engagement with student bodies
- Commitment to responsible and reasonable pricing, delivering on student value proposition
- South African elections were positive. New Higher Education Minister appointed and establishment of GNU

INHERENT RISK	RESIDUAL RISK	STRATEGIC LINK
Moderate	Moderate	<div style="display: flex; justify-content: space-around; font-size: 10px;"> <span style="background-color: #4a4a8a; color: white; border-radius: 50%; padding: 2px;">KPA 1</span> <span style="background-color: #4a4a8a; color: white; border-radius: 50%; padding: 2px;">KPA 3</span> </div>

**CYBERSECURITY & TECHNOLOGY SYSTEMS**

3

**(2023: 3)** Cybersecurity risk decreased, integration of new systems increased – overall remains at 3

↔

EXTERNAL AND INTERNAL

**KEY RISK INDICATORS**

- IT system is breached and data is lost or stolen through cybersecurity attack or students lose access to the system
- Risk that cyber threats evolve quicker than the software and measures in place to prevent them
- Risk that unauthorised AI tools are used by staff exposing confidential information
- Implementation of new IT systems do not meet the needs of the business, cost more than expected and are dependent on key individuals
- Lack of integration of systems causes inefficiencies and impacts ability to bill timeously
- Data integrity

---

**OPPORTUNITIES:**

- Effective IT systems should promote quality offering to students and bring about efficiencies

**CONTROLS IN PLACE / WHY CHANGED**

- Digitisation and introduction of more online processes, systems and technological solutions increase risk
- Data encryption tools, implementation of cybersecurity solutions and other security software, multi-factor authentication
- Continued cybersecurity training and awareness campaigns
- Cybersecurity insurance with penetration testing completed at all institutions
- Continuous analysis of processes and systems to ensure operating effectively
- AI workshops and policy forums established with staff restricted to using AI tools within secure IT framework
- Appointment of a Group CIO will assist in aligning policies and procedures across the three institutions that have differing levels of IT controls
- Milpark Education implementing new ERP system
- Manual workarounds in place to aid billing timeously, where necessary

INHERENT RISK	RESIDUAL RISK	STRATEGIC LINK
Major	Moderate	<div style="display: flex; justify-content: space-around; font-size: 10px;"> <span style="background-color: #4a4a8a; color: white; border-radius: 50%; padding: 2px;">KPA 1</span> <span style="background-color: #4a4a8a; color: white; border-radius: 50%; padding: 2px;">KPA 2</span> <span style="background-color: #4a4a8a; color: white; border-radius: 50%; padding: 2px;">KPA 3</span> </div>

**REGULATORY**

4

**(2023: 4)**

↔

EXTERNAL AND INTERNAL

**KEY RISK INDICATORS**

- Delays in accreditation of new programmes and sites hinder growth opportunities and make planning difficult
- New CHE Quality Assurance and Institutional Audit Frameworks are designed for public institutions and achieving self-accreditation status and university status is onerous and costly
- Not achieving university status may impact our perceived quality (especially if competitors achieve this and we do not)

---

**OPPORTUNITIES:**

- Early accreditation/successful site extensions will allow new programmes to be offered earlier and enable growth projects
- Achieving university status adds to perceived quality of brand

**CONTROLS IN PLACE / WHY CHANGED**

- Programmes are taking between 18–33 months to be accredited in full
- Good pipeline of programmes. Quality assurance includes external expert reviews and internal dual oversight prior to submission for accreditation
- Good pipeline of programmes with regular quality submissions
- Proactive assessment of institutional preparedness for the CHE audits including mock audits, self-evaluation reports and Institutional improvement plans where needed
- CHE audit for private institutions was delayed and did not go ahead in 2024, as originally expected, therefore more time to get institutions ready.
- Achieving university status for STADIO Higher Education is an approved focus area

INHERENT RISK	RESIDUAL RISK	STRATEGIC LINK
Major	Moderate	<div style="display: flex; justify-content: space-around; font-size: 10px;"> <span style="background-color: #4a4a8a; color: white; border-radius: 50%; padding: 2px;">KPA 1</span> <span style="background-color: #4a4a8a; color: white; border-radius: 50%; padding: 2px;">KPA 2</span> </div>



# OUR RISKS AND OPPORTUNITIES continued

### SALES AND MARKETING

**5** (2023: 5)

EXTERNAL AND INTERNAL

#### KEY RISK INDICATORS

- Lack of public awareness and/or misunderstanding regarding the status of private higher education
- Not responding timeously to student queries due to staff capacity and increased volume of queries over registration period

#### OPPORTUNITIES:

- Institutions' brand awareness is growing
- Institutions are seen as first choice
- Capacity constraints at public universities increases every year

#### CONTROLS IN PLACE / WHY CHANGED

- Focused resources allocated to both general brand awareness and targeted marketing activities.
- Participation in sporting programmes is growing brand awareness and assists in building a holistic offering
- Continued focus on student response rates with introduction of new technologies

INHERENT RISK	RESIDUAL RISK	STRATEGIC LINK
Major	Moderate	KPA 1 KPA 3

### HUMAN RESOURCES

**6** (2023: 6)  
Risk has decreased, but remains at 6

INTERNAL

#### KEY RISK INDICATORS

- Staff wellness and fatigue – mental health, burnout and depression in staff and students (This is a global problem and not unique to the Group)
- Staff uncertainty due to campus optimisation and other restructuring
- Insufficient resources and skills impacting quality, service delivery and institutional sustainability
- Staff remuneration is low in comparison to other public universities' remuneration structures
- Meeting transformation targets at senior management level will be costly

#### OPPORTUNITIES:

- Many individuals choosing to work for our exciting brands
- Many individuals want to “work for purpose” and therefore education is attractive to them

#### CONTROLS IN PLACE / WHY CHANGED

- Various staff support services available e.g. SADAG, FAMSA, Momentum
- Staff and student wellness strategy in place
- School of Fashion has successfully moved to Centurion
- Building a culture and institutions that staff want to work for and be associated with (institution of choice)
- Offering market-related remuneration combined with good working conditions to attract and retain the best academic and professional support staff, with a remuneration project team established to set out a harmonisation plan over the short- and medium-term
- Comprehensive employee value proposition being developed, staff bursaries, phantom scheme, improved culture, exciting brand and working for purpose
- Providing opportunities, albeit below public university standards, for research incentives (research publications and research titles) and study assistance for staff and their families

INHERENT RISK	RESIDUAL RISK	STRATEGIC LINK
Moderate	Moderate	KPA 2

### REPUTATION

**7** (2023: 7)

EXTERNAL AND INTERNAL

#### KEY RISK INDICATORS

- Institutions do not meet the expected standards of service delivery and quality
- Students are quick to use social media to voice any concerns or dissatisfaction
- Delays and service inefficiencies in responding to student complaints – students seek instant gratification and are not prepared to wait (long waiting queues in online world are not visible)
- Inability to deal with rapid increase in student numbers – student support, infrastructure, etc., resulting in a delay in responding to student queries and applications and resultant increase in student complaints

#### OPPORTUNITIES:

- Good service and academic offerings will improve reputation and brand and increase institutions' standing
- Brand awareness and perception improved through sports sponsorships and partnerships

#### CONTROLS IN PLACE / WHY CHANGED

- Organisational commitment to student-centredness and ethical conduct of all roleplayers
- Organisational monitoring of “minimum standards of quality” through centralised quality and learner support committees
- Continuous monitoring of curricula by academic heads, as well as the institutional Senates
- Quality management at subsidiary Boards and STADIO Holdings Board
- Customer service remains a focus area for all staff and is driven from CEO's office
- Continued reflection on improving processes and systems to operate more efficiently and improve the overall student experience
- Good progress towards university status

INHERENT RISK	RESIDUAL RISK	STRATEGIC LINK
Moderate	Moderate	KPA 2

### COMPETITION

**8** (2023: 8)

EXTERNAL AND INTERNAL

#### KEY RISK INDICATORS

- Large number of competitors in the higher education space with increasing number of investors and larger conglomerates
- Price is critical and competitors are entering market at lower price points than feasible
- Increased competition in distance learning (including in the public space)

#### OPPORTUNITIES:

- Opportunity exists to assist public higher education institutions with capacity constraints
- Increased competition ensures one does not become complacent and aids in improving processes and striving for excellence

#### CONTROLS IN PLACE / WHY CHANGED

- Continue to focus on our **WWS** and being first-choice institutions
- Continued refinement of our programme and qualification mix ensuring the programmes offered are relevant, high-quality and in demand
- Committing to responsible and reasonable pricing and promoting affordability of offerings
- Focusing on high-quality international partnerships and collaborations to promote global “competitiveness”

INHERENT RISK	RESIDUAL RISK	STRATEGIC LINK
Moderate	Moderate	KPA 3

# OUR RISKS AND OPPORTUNITIES continued

## OPERATIONAL

9 (2023: 9)

 EXTERNAL AND INTERNAL

### KEY RISK INDICATORS

- Organisational disruptions due to:
  - Increased levels of loadshedding and water outages
  - Ongoing change management, the alignment of new processes and implementation of new IT systems
  - Strikes and unrest (e.g. KZN riots, Western Cape taxi strikes)
- Implementation of campus and school optimisation plans may lead to business disruptions

### OPPORTUNITIES:

- Synergies and efficiencies through optimisation plans and harnessing new AI technologies
- Automation of processes and systems allows efficiencies
- Solar solution implementation should assist in saving energy costs going forward and aids Group's commitment to the environment

### CONTROLS IN PLACE / WHY CHANGED

- Loadshedding schedule has eased somewhat and solar solutions implemented across campuses
- Water tanks at all campuses and investigating boreholes as alternative water supply
- Protocols in place across campuses with ability to teach and service students online
- Institutions are adaptable with good practices and protocols in place with ability to teach and service students online
- Construction of Durbanville campus in phases with clear timelines, with bi-weekly site meetings and progress reports

INHERENT RISK	RESIDUAL RISK	STRATEGIC LINK
Moderate	Minor	KPA 1 KPA 2

## ACADEMIC

10 (2023: 10)

 INTERNAL

### KEY RISK INDICATORS

- Failure to deliver high-quality programmes
- Integrity of online assessments, especially in light of disruptive AI and Machine Learning software being used by students
- Impact of student wellness and external pressures on students' ability to engage, pay and pass

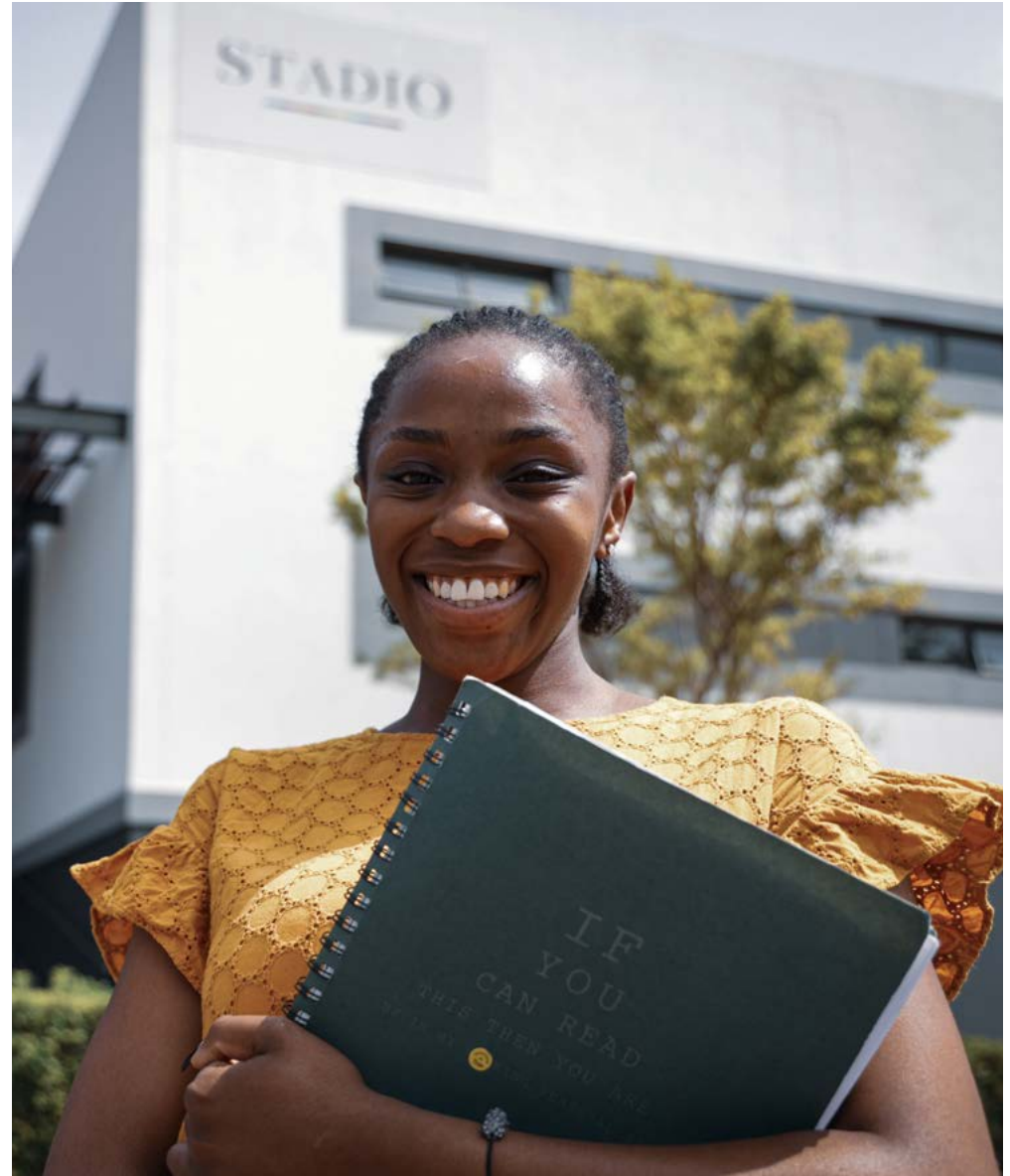
### OPPORTUNITIES:

- Use of AI can bring about efficiencies and enhance the learning experience
- Quality becomes our competitive advantage
- Micro-credentials and "just-in-time" learning presents an opportunity to enter a new market of premium short learning programmes

### CONTROLS IN PLACE/ WHY CHANGED

- Rigorous quality assurance continues
- Continuous monitoring of student success rates, dropout rates and graduation rates with concomitant improvement plans (as required)
- Continuous monitoring of curricula, assessments and teaching with formal remedial interventions for improvement
- Stakeholder participation and industry engagement in curriculum design and review, as well as learning and teaching ensure workplace relevance
- Return to venue-based assessments in some instances
- Establishing international student exchange programmes, as well as collaborations with international partners
- Academic teaching and learning models in place which cater for the blended contact and online distance models of learning and teaching at differing price points
- Student retention dashboard created assisting in identifying students at risk

INHERENT RISK	RESIDUAL RISK	STRATEGIC LINK
Moderate	Minor	KPA 2



# 03

## OUR INSTITUTIONS

- 27 STADIO Higher Education
- 30 Milpark Education
- 35 AFDA



A look at our three institutions  
and some of their achievements  
during the year

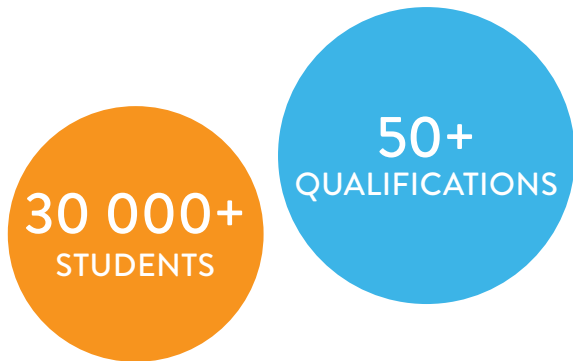
# STADIO

## HIGHER EDUCATION

*STADIO Higher Education (“STADIO”) is a comprehensive institution offering qualifications across various disciplines including education, commerce, management and administration, policing, law, information technology, fashion, media and design, architecture and spatial design and humanities, with qualifications offered on both the contact and distance learning modes of delivery.*

2024 saw STADIO’s strategy coming together. The many years of consolidation and alignment started to bear fruit, with programmes moving through the ‘j-curve’ (i.e. filling a full cohort with students enrolled in years 1, 2 and 3 of a new programme), debtor’s collection processes improving and student numbers exceeding 30 000 enrolments. We saw the School of Fashion relocate to the comprehensive Centurion campus and the installation of solar solutions also starting to show some savings. Furthermore, we invested in numerous new technologies and a new campus and academic structure. These initiatives have resulted in efficiencies starting to show, and we are pleased with the financial performance of STADIO, whilst always balancing its underlying goals of **W** **W** **S**, and ensuring its offerings remain affordable and relevant.

One of STADIO’s values is PEOPLE FOCUS, and accordingly, STADIO made good strides in both its Employee Value Proposition and Student Value Proposition.



## EMPLOYEE VALUE PROPOSITION

STADIO recognises the importance of its staff in providing academic excellence and continues to look for ways to invest in our staff’s growth and development. STADIO continued to offer its staff bursaries, where staff can pursue and advance their own studies via our distance learning offering. STADIO also introduced the Staff Family Discount Scheme, whereby immediate family members of full-time employees receive significant tuition discounts when studying at STADIO, Milpark Education, or AFDA, reinforcing our dedication to lifelong learning and career advancement. Succession planning plays a key role in identifying and nurturing high-potential employees, creating a pipeline of future leaders ready to assume critical roles seamlessly.



*“2024 was an exceptional year for STADIO. We have positioned ourselves for university status with our comprehensive offerings and our focus on quality. We have continued to build our student value proposition and are offering our students a holistic experience, always seeking to improve our student journey and service.”*

Chris Vorster, CEO

By investing in our employees’ professional growth, we foster a culture of continuous learning, innovation, and leadership that supports both individual aspirations and organisational success. Our Management Competence Development Programmes aims to enhance core managerial skills by equipping our leaders with the skills, knowledge, and leadership capabilities needed to excel in a dynamic academic and business environment. These programmes prepare our managers to drive performance and support their teams effectively. Furthermore, our Leadership Development Programme is designed to cultivate strategic thinking, decision-making, and leadership excellence, empowering individuals to take on greater responsibilities within the organisation.

## STAFF WELLNESS

Employee well-being is essential to a thriving and productive workplace and STADIO’s holistic approach to staff wellness focuses on physical, mental, and emotional well-being. We want our staff to feel supported both professionally and personally. We offer a range of wellness initiatives, including access to an Employee Assistance Programme (EAP) for confidential counselling and support and health and wellness campaigns. By fostering a culture of care and well-being, we create an environment where our employees can perform at their best while maintaining a healthy and fulfilling lifestyles.



# STADIO HIGHER EDUCATION continued

## STUDENT VALUE PROPOSITION

Our primary focus is on providing a high-quality academic offering, ensuring our students are equipped with the skills necessary to succeed in the workplace. This offering is always balanced with our commitment to ensuring we widen access to quality higher education for more individuals and accordingly, we ensure our offerings remain affordable. We continue to grow our breadth of offerings and look for innovative ways to support our students through innovative funding initiatives.

**97.2%** of respondents in the Graduate Desirability Survey would employ STADIO graduates again

**80%** employment success rate within 9 months

**5 739** graduates in 2024

Student success is a critical element of our offering and we have a Centre for Student Support on all campuses. We also recognise the often-big gap for school leavers entering higher education and continue to offer bridging modules to assist with this transition and assist with basic competencies required for them to succeed. Additionally we have an agreement with the South African Depression and Anxiety Group (SADAG), which offers 24/7 support and counselling to all students, with in-house counsellors available for students on campus.

As part of offering a holistic student experience, STADIO continued to roll-out professional and recreational sport to students. STADIO's sports strategy is being implemented in a phased approach, carefully balancing resources available with students' expectations and needs. During the last quarter of 2024, STADIO completed the construction of recreational sport facilities on its Centurion, Waterfall and Musgrave campuses. These multi-sport courts have already seen students and staff enjoy these facilities - keeping active whilst socialising with their peers. The STADIO Sabres, our sevens rugby team, participated in the USSA Men's 7's Rugby Tournament hosted in Kimberley. Our team progressed to the playoff finals of the A-division, where they narrowly lost to University of Pretoria (Tukkies).



Picture: Happy team members of the STADIO Sabres after winning silver medals at the USSA 7s rugby tournament in Kimberley last year

STADIO also contributes to sport by awarding bursaries and through sponsorships, recognising the huge role that sport plays in South Africa. STADIO understands the need for flexible learning whilst pursuing one's career or passion, outside of the "classroom". STADIO continued to be the official education partner of Western Province and the Vodacom Blue Bulls and was an official partner of the Under-18 Craven Week, amongst others. STADIO also contributes to other events, including the MTBS Flashes and inter-school athletics competition in 2024.

## STADIO HIGHER EDUCATION continued



Picture: The 2025 MTBS Flashes were held at DHL Stadium on 8 February 2025. Named for the four schools who compete each year: DF Malan High School, Tygerberg High School, Bellville High School and Stellenberg High School, it is the largest such event of its kind in the country and comprises two elements, the war-cry event (the Flashes), which consists of a medley of songs during which the learners of each school create a “human LCD screen” on the pavilion. This is achieved by them opening and closing their school blazer at unique pre-determined moments, with each student effectively functioning as a pixel and allowing images and animations to be displayed. The second element is the athletics competition itself. The schools went head to head in a thrilling display of athletic process. The winner of the STADIO Flashes for the year 2025 was Stellenberg High School.

During the year, we launched our own mobile network, STADIO Connect, providing students, staff and friends with access to affordable data and airtime whilst zero-rating certain websites to encourage student engagement with online teaching and learning resources. Student surveys identified the cost of data as a barrier to accessing higher education and we believe the use of technology in teaching and learning is critical to support and advance our students’ learning experiences, aiding our students to be “tech savvy” and ready for the world of work.

We continue to invest in our student experience through enhanced technologies and processes, looking to simplify the student journey as far as possible. We acknowledge that we still have much to do in ensuring our customer service is exceptional, and continually strive to improve our responsiveness with new technologies and processes being introduced. We have also invested in our infrastructure with two new regional distance support learning centres and are also commencing construction on the new comprehensive campus in Durbanville, Western Cape. The campus will be operational in January 2026.



Picture: A rendering of the new STADIO Durbanville Campus in the Western Cape.

Furthermore, we completed the installation of our solar solutions across all campuses, allowing for operations to seamlessly continue in the event of loadshedding, whilst also positively contributing to the environment.

### Continuing to build our brand

STADIO is cementing itself as a real first-choice institution and has positioned itself for university status once the regulations allow. We have appointed a new CEO, Prof Stan Du Plessis, who will start on 1 August 2025. Stan’s considerable knowledge in economics and research, coupled with his expertise in contact learning and the public university space, will be of great benefit to STADIO and complement our strong distance learning capabilities. We are confident that, with Stan at the helm, STADIO will continue to go from strength to strength. Chris Vorster is not going anywhere and will continue to play a big role in STADIO as he continues as the CEO of the STADIO Group. We are excited for what the future holds – the opportunities are everywhere!

# MILPARK EDUCATION



Milpark Education (“Milpark”) is a registered Higher Education Institution, currently offering 23 accredited qualifications across a broad range of disciplines. Established in 1997, Milpark was one of the first private providers of management education in South Africa and continues to serve both public and corporate students.

Milpark’s Corporate Learning team partners with clients to create tailored programmes that align with the organisation’s culture, product and service offering and strategic objectives – enabling employees to acquire targeted, workplace-relevant skills.

Qualifications and programmes are delivered through four specialised schools: the Business School, the School of Commerce, the School of Financial Services and the School of Professional Accounting (incorporating CA Connect).

Milpark offers two flexible learning modes: Distance Learning (DL) allows self-paced study with optional live sessions and lecturer support through online chat. Distance Learning Online (DLO) includes instructor-led engagement, structured milestones and regular interaction with lecturers.

## MILPARK’S FLAGSHIP PROGRAMMES INCLUDE:

- Doctorate in Business Administration (DBA)
- Master of Business Administration (MBA)
- Postgraduate Diploma in Accounting (PGDip (Accounting)/CTA) (Accredited by the South African Institute of Chartered Accountants)
- Postgraduate Diploma in Financial Planning (Accredited by the Financial Planning Institute of Southern Africa)
- Postgraduate Diploma in Business Administration
- Postgraduate Diploma in Banking
- Postgraduate Diploma in Investment Management
- Postgraduate Diploma in Public Administration
- Postgraduate Diploma in Risk Management
- Bachelor of Commerce in Accounting
- Bachelor of Commerce – with a selection of Majors
- Bachelor of Business Administration – with a selection of Majors
- Undergraduate qualifications in banking, financial planning, short-term insurance, human resources management, accounting and management.

## HIGHLIGHTS DURING 2024

Milpark is committed to shaping our collective future by applying a values-driven, innovative strategy to higher education. With a strong foundation in holistic student support, academic integrity and future-fit curricula, Milpark equips students with work-ready skills that are relevant to industry and contribute meaningfully to society.

“At Milpark, we enable people to unlock their potential and be more than they dared imagine. Our articulated learning pathways empower students to achieve their success. Our tagline, ‘We’ve got you, you’ve got this.’ is helping us connect more consistently with our current and prospective students. As our brand continues to evolve, strengthening it remains key to our sustained future success.”

– Andrew Horsfall, CEO

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**Thea Ngele - Senior Lecturer**

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MILPARK EDUCATION 

# MILPARK EDUCATION continued

## IN 2024, MILPARK FOCUSED ON:

- **Enhancing the student experience**

This is evident in several initiatives across the organisation, including the launch of a new immersive learning management system designed to make learning more engaging and accessible through multiple devices for every student.

- **Strengthening academic integrity**

Academic integrity remains a cornerstone of Milpark's approach. The institution has implemented updated policies, help guides and live support sessions to guide students in ethical assessment conduct. Furthermore, Milpark piloted a project involving 100% video monitoring during proctored online assessments. Students received personalised feedback letters to address concerns and encourage behavioural change.



- **Evolving academic and service offerings**

The School of Professional Accounting is committed to producing forward-thinking, ethical professionals ready for a changing business environment. This was further validated through Milpark's BCom in Accounting achieving SAICA endorsement, with SAICA also recognising the Bridging Short Course Programme in Advanced Accounting (BCTA) for the Associate General Accountant (South Africa) (AGA(SA)) designation.

Milpark's Business School maintained its position among the world's leading postgraduate institutions, receiving re-accreditation from the Association of MBAs (AMBA). **It remains the only online MBA in Africa to hold this prestigious recognition.** The Business School also introduced a renewed MBA programme with a focus on South African values, ethical leadership and collaboration for sustainable global impact.

The School of Financial Services launched two new streams: the Higher Certificate and Advance Certificate in Management with a Major in Risk and Compliance. Both are endorsed by the Institute of Risk Managers South Africa (IRMSA) and align with its Certified Risk Management Practitioner (CRM Prac) designation requirements to prepare students for this critical profession. These industry-aligned qualifications offer a valuable opportunity for aspiring risk professionals to fast-track their careers in an in-demand field.

Milpark Credit, a registered credit provider wholly owned by Milpark Education, was established in October 2024 to assist in reducing financial barriers to quality education through tailored funding support. The education loan enables students, who would otherwise not be able to fund their studies, to do so through responsible lending, to unlock their potential. Milpark Credit is currently offered exclusively to qualifying MBA students and provides market-leading flexibility through its two-phase repayment plan.

- **Fostering a strong internal culture**

Several employee-focused initiatives were implemented to expand the value proposition Milpark offers to its largely remote workforce, while also enhancing engagement and professional development. Milpark launched BambooHR to streamline recruitment and onboarding and introduced the Values in Action campaign to re-balance workplace behaviours with the

“Despite our successes, we encountered several operational challenges as we onboarded staff to new systems and processes. Whilst these moments were frustrating, they showcased our remarkable organisational culture as everyone rallied together when it mattered most to address the issues. It's a powerful reminder of the strength and resilience inherent in our people.”

– Andrew Horsfall, CEO





## MILPARK EDUCATION continued

institution's core values: Learn, Strive, Real and Care. The October Health employee wellbeing programme was expanded, reinforcing a culture of care.

The first-ever Milpark Awards were also hosted, recognising excellence in teaching, research and student support across the institution. Milpark also continues to support employee-driven community-building initiatives that reflect Milpark's commitment to social responsibility and our collective future.

### • Building authentic connections

Milpark students and alumni continue to build meaningful connections within a vibrant, values-driven community that thrives on a common purpose. The community does this through sharing experiences and insights on navigating the learning journey.

In some instances, words were not needed to strengthen this connection. A notable initiative by the Student Support Development team called "Come Study with Me", saw students come together to study alongside one another in silence, much like they would in a physical library, through a series of virtual sessions.

Milpark alumni continue to raise the bar in their respective industries, many of whom give back through mentorship, partnerships and collaboration. This deeply engaged community underscores the long-term value of receiving an education at Milpark, and the role this has in enacting positive impact in our society.

This growing network serves as both inspiration and resource for current and prospective students.



### • The Blue Pledge: A commitment to graduate success and societal impact

Milpark has defined five Graduate Attributes that capture the values and attitudes nurtured within its learning community. These attributes transcend the students' field of interest, reflecting the broader skills, mindsets and capabilities that students are expected to develop or enhance during their learning journey. These Graduate Attributes are encapsulated in the Blue Pledge.

The Graduate Attributes are:

1. Human first, digitally fluent.
2. South African-inspired, globally relevant.
3. Creative problem solvers, resilient enactors.
4. Relevant contributors, active collaborators.
5. Excellence within, service beyond.

**The Blue Pledge signals a dual promise: Milpark's dedication to educational excellence and the Milpark graduates' role in advancing societal progress.**

# MILPARK EDUCATION continued

## NOTABLE INSTITUTIONAL ACHIEVEMENTS

- For the third consecutive year, the School of Professional Accounting maintains its position as the number one contributor to the CA(SA) pipeline – a consistent outcome that reflects both the calibre of our students and the expertise of our academic team. Milpark currently accounts for 18% of the total qualifying exam passes.
- The BCom in Accounting earned its SAICA endorsement (previously called accreditation) in October 2024 and the Bridging Short Course Programme in Advanced Accounting (BCTA) is also recognised by SAICA in July 2024 for the AGA(SA) designation.
- In partnership with the African Women Chartered Accountants Association (AWCA), the School of Professional Accounting awarded full bursaries to 10 PGDA/CTA students. Yolanda Sapho, the first recipient, graduated this year.
- The Business School once again earned AMBA accreditation, affirming its position among the world's leading institutions for postgraduate business education. It remains the only online MBA in Africa to hold this prestigious accreditation.
- The Business School also introduced the human-centred, ethically grounded MBA to market. With its focus on South African values, the renewed AMBA-accredited programme blends rigorous academic theory with practical skills to drive sustainable progress through collaboration, innovation and strategic thinking for global impact.
- Dr Khalida Akbar was appointed as the new Head of Research in the Business School in September 2024. In addition to leading the research portfolio, Dr Akbar will oversee the Doctorate in Business Administration (DBA) programme, strengthening its academic rigour and relevance. With a research portfolio that includes more than 20 published works and several international collaborations, she brings a depth of expertise that reflects Milpark's ongoing commitment to academic excellence.
- Also from the Business School, Shaun Berry was appointed to the International Advisory Board of India's Woxsen University in June 2024. This strategic appointment strengthens Milpark's global presence and fosters academic collaboration, particularly with higher education institutions in countries that maintain economic and trade partnerships with South Africa.
- Milpark Business School received the Outstanding 1st Overall, Diamond Arrow 2024 from PMR.Africa for its Executive

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Education Courses. This prestigious award, based on independent research and respondent feedback, recognises excellence in customer service and satisfaction. The PMR.Africa Awards celebrate organisations setting benchmarks in their industries.

- The School of Financial Services launched two new streams: the Higher Certificate and Advance Certificate in Management with a Major in Risk and Compliance. Both are endorsed by the Institute of Risk Managers South Africa (IRMSA) and align with its Certified Risk Management Practitioner (CRM Prac) designation requirements to prepare students for this critical profession. These industry-aligned qualifications offer a valuable opportunity for aspiring risk professionals to fast-track their careers in a high-demand field.
- In partnership with the Insurance Institute of the Border (IIB) and Santam Insurance and other local stakeholders, The School of Financial Services participated in the Border Youth Experience League in East London to introduce learners to career paths in financial services. Head of Risk and Insurance, Marisa Grundling,

and Lecturer, Onwaba Maqabangqa, collaborated on creating opportunities for pupils with limited post-matric options for the 2025 academic year.

- The School of Financial Services continues to demonstrate industry leadership and strategic influence by actively engaging in high-impact sector initiatives, including the 10th season of The Insurance Apprentice (TIA) – an esteemed platform for identifying and developing top talent in the insurance sector. Marisa Grundling, served as competition judge.
- As part of its commitment to responsible business practices and sustainable development, the School of Financial Services (SoFS) became a supporting partner of the UN's Principles of Sustainable Insurance initiative, reinforcing its dedication to integrating ESG considerations into the insurance and financial services sector. This will be done by incorporating these principles in our teaching and learning.

Milpark's **Postgraduate Diploma in Business Administration** gives you a **HEAD START** on the MBA

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# MILPARK EDUCATION continued

## RESEARCH OUTPUTS AND CONFERENCE PARTICIPATION

- Dr Thobile Mhlongo completed her Doctorate in Business Administration (DBA) with a thesis titled “An Examination of the Role of Leadership in Dealing with the Complexities of the Fourth Industrial Revolution within South African Local Government”, supervised by Dr Peta Thomas. She is a Senior Manager for Municipal Learning and Development at the South African Local Government Association (SALGA) and holds professional registrations with the South African Board for People Practices (SABPP), Project Management South Africa (PMSA) and the Institute of Directors (IoD).
- Dr Rui Carvalho completed his DBA at Milpark Business School. His thesis, supervised by Prof Theuns Pelsler, focused on “Strategic Organisational Enablers of Sustainable Business Practices in the South African Small Business Sector”. With over 20 years’ experience as a Senior Financial Director, Dr Carvalho has led revenue growth and implemented financial controls across both start-ups and multinational organisations.
- Dr Nthabiseng Debeila completed her DBA at Milpark Business School. Her thesis is titled “Corporate Social Responsibility (CSR) Reporting in South Africa: Developing a Coherent CSR Reporting Framework for Companies Listed on the JSE Top 40 Index” and was supervised by Dr Jacques van Zyl, with Dr Jane Usher as co-supervisor. She holds a PGDip (Business Administration) and an MBA, both from Milpark and currently works in the Applied Research and Statistics unit at an international not-for-profit organisation.
- Dr Judith Terblanche, Head of Learning Innovation and Development at Milpark co-authored three chapters and authored an additional chapter in leading academic handbooks. Her contributions feature in *Philosophical Adventures in African Higher Education: Cultivating Doctoral Encounters within Democratic Citizenship Education*, *The Bloomsbury Handbook of Context and Transformative Leadership in Higher Education* and *The Bloomsbury Handbook of Diversity, Crises and Transformative Leadership in Higher Education*. She also co-presented at a local conference and presented at an international conference where she delivered a paper titled *Transformative Learning Journeys: The Be-in(g) of the Teacher-self as a Catalyst for Belonging*.

- Dr Judith Terblanche served as an associate editor for the accredited academic journal, the *South African Journal of Higher Education* and evaluated presentation submissions for the 19th International Network of Philosophers of Education (INPE) conference. Her industry engagement includes acting as an examiner for Master’s students at public universities and serving on the Education and Transformation Committee of the Independent Regulatory Board for Auditors (IRBA), and its sub-committee on the competency framework.
- Dr Khalida Akbar has published two peer-reviewed scientific articles in accredited journals.
  - *Investigating Barriers to Green Human Resource Management Implementation at a South African Government Department* co-authored by Farai Nyika and Precious Nompumelelo Nqobile Nkosi-Mahlangu and published in *Management and Entrepreneurship: Trends of Development* (December 2024).
  - *Reframing Global Health Governance: BRICS Impact on South Africa’s Pandemic Response and the Evolution of International Health Frameworks* published in *Business and IT* (February 2024).

This demonstrates Dr Akbar’s commitment to contributing high-quality research to the scientific community and the recognition of this work by peers in the field.



## ALUMNI ACHIEVEMENTS

- Milpark’s first-ever team to enter the prestigious Spencer-RIMS Risk Management Challenge comprised Nicole Stow, Prudence Mbatha, Nobuhle Moyo and Matthew Vagle. Competing against 38 teams from nine countries, the “Risk Avengers” developed a professional risk report for the municipality of Tukkula, Washington. The team earned a place on the global stage and was shortlisted as one of eight teams to present their findings at the RISKWORLD Conference on 5 to 8 May 2024 in San Diego, California.
- For the October, July and April sittings of the Financial Planning Institute’s Professional Competency Exam (FPI PCE) for candidates who want to become CFP® Professionals, Milpark alumni consistently outperformed the national average by 13%, 16% and an impressive 24%, respectively. In addition to strong pass rates, Milpark students excelled in the top ranks, securing first place in both the October and July exams, as well as second and fifth places in the October and April sittings, respectively.
- An MBA syndicate comprising of eight students raised R320 000 for SAICA’s Thuthuka Bursary Fund as part of the Social Responsibility and Environmental Management (SREM) module. The module challenges students to collaborate with non-profits and community organisations to address societal needs.
- DBA candidate and alumnus João Jaime Mahumana contributed expert insights at the London Indaba (25–26 June 2024), a premier forum for shaping the future of African mining. João highlighted key strategies for gold recovery based on his research. His thesis topic is “Development of an In-situ Leaching (ISL) Business Model for Gold Recovery in the Witwatersrand Basin”.
- Head of Product: Home Loans at Absa Group and MBA alumna Portia Letlape shared her insights on sustainable housing at the Green Building Council South Africa’s (GBCSA) 17th Green Building Convention on 5 to 7 November 2024. Portia’s leadership in green mortgages continues to shape the future of the housing market.

# [ AFDA ]

AFDA celebrated its 30th year of operation in 2024, and has established itself as one of the leading institutions of its kind in the world today. AFDA currently has over 2 500 students on its four campuses in Johannesburg, Cape Town, Durban and Gqeberha. AFDA's 7 000+ alumni continue to have an unmistakable impact on the local and international entertainment industry with an illustrious list of acclaimed industry awards.

In the last three years alone, AFDA alumni have won:

- 52 South African Film and Television (SAFTA) awards.
- 16 Simon "Mabhunu" Sabela awards.
- 14 KykNET Silwerskermfees awards.
- 12 South African Society of Cinematographers (SASC) Visual Spectrum awards.
- 8 Durban International Film Festival (DIFF) awards.
- 8 South African Music Awards (SAMA).
- 6 Loeries.
- 5 Fleur du Cap awards.
- 4 Jozi Film Festival awards.
- 4 Naledi awards.
- 3 Standard Bank Ovation awards.

2024 was no different, with AFDA proudly celebrating another extraordinary year of success amongst its students and alumni. From award-winning graduation films to alumni excelling in entertainment and innovation, AFDA continued to uphold its reputation as a leader in creative education.



# AFDA continued

## STUDENT FILM SUCCESS

AFDA's 2023 graduation films – *Anguish*, *Warm* and *Cipher* – dominated the awards circuit in 2024, showcasing AFDA's ability to nurture world-class filmmakers.

- *Anguish* (Dir. Mandisa Mary-Jane Mtembu, Prod. Raheem Razak) won **Best Student Film** at the **Sony Future Filmmaker Awards** in Los Angeles and the **SAFTA for Best Student Film**.
- *Warm* (Dir. Lindokuhle Mthimkhulu) won **Best South African Student Film** at the **Durban International Film Festival**, **Best Student Production** at the **African Emerging Filmmakers Awards** and the **Equality Unleashed Award** at the **Sauti Zetu Film Festival**.
- *Cipher* (Dir. Matthew Oscrift, Prod. Skyee Ndlovu) won **Best Student Film** at the **Simon "Mabhunu" Sabela Awards**, marking AFDA Durban's 10th consecutive win.

These achievements reaffirm AFDA's role in shaping the future of South African and global cinema.



## ALUMNI EXCELLENCE IN 2024

AFDA alumni continue to excel across film, television, music and innovation. Notable achievements include:

### AFDA'S NEW CEO

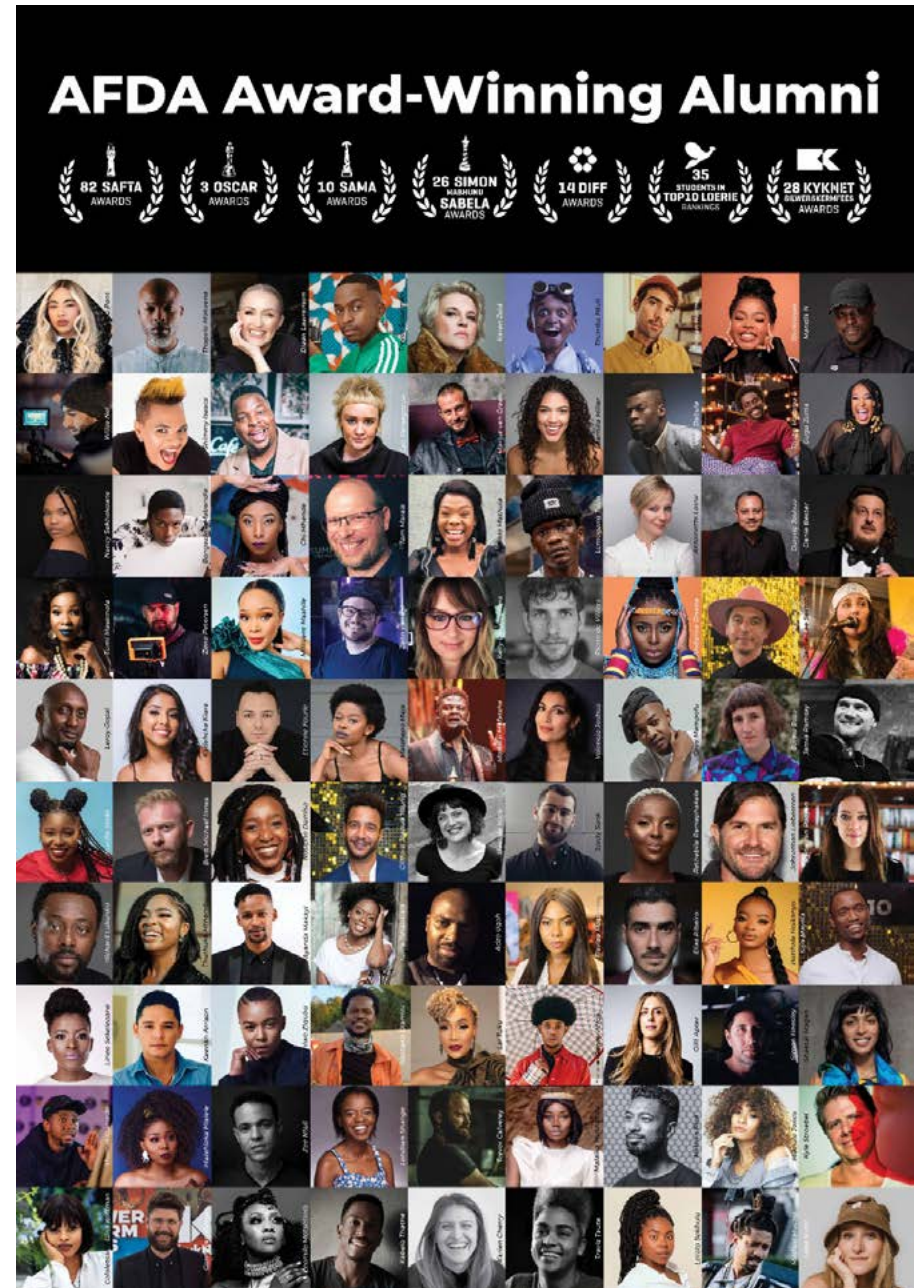
- **Alumna Diaan Lawrenson** was appointed CEO of AFDA, effective January 2025.

### MAJOR FILM AND TELEVISION ACHIEVEMENTS

- **Joburg Film Festival:** Vusi Africa, AFDA's first Artist in Residence in the Master of Fine Arts (MFA) programme, won **Best African Film** for *Happy: The True Story of Happy Sindane*.
- **Oscars:** AFDA alumnus **Adam Thal** was the **Executive Producer** of *The Last Ranger*, nominated for an Academy Award.
- **SAFTA:** AFDA students and alumni secured **17 Golden Horn awards** across seven categories.
- **SASC Visible Spectrum Awards:** Alumni won 10 major awards and 25 Gold, Silver and Bronze certificates.
- **Oscars Representation:** *Old Righteous Blues* (Dir. Muneera Sallies) was selected as South Africa's official submission for the 97th Academy Awards.
- **KykNET Silwerskerm Festival:** *Die Kwiksilwers* (Dir. Jordy Sank) won Festival Favourite and two technical awards.
- **Durban International Film Festival:** *Sierra's Gold* (Dir. Adze Ugah) won **Best South African Film**.

### COMMERCIAL INDUSTRY RECOGNITION – LOERIES OFFICIAL RANKINGS 2024

- **Film Director Category:** AFDA graduate Zee Ntuli ranked #1, with alumni Karien Cherry, Dean Blumberg and Jozua Malherbe securing 7th, 10th and 11th place, respectively.
- **Cinematography:** AFDA alumnus **Adam Bentel** maintained his #1 ranking for the third consecutive year, while **Rory O'Grady** placed 3rd.
- **Editing:** **Charmaine Greyling** secured 5th place.
- **Producing:** **Anastasia Tsobanopulos** achieved the highest ranking.



## AFDA continued



### OTHER PRESTIGIOUS WINS

- **Vuyo Dabula** (*The Butcher's Soul*) – **Best Supporting Actor** (*National Film & TV Awards*).
- **Motlatsi Mafatshe** (*House of Zwide*) – **Outstanding Lead Actor** (*Royalty Soapie Awards*).
- **Bongeziwe Mabandla** – **Best African Pop Album** (*Metro FM Music Awards*).
- **Mail & Guardian 200 Young South Africans**: Four AFDA alumni were featured.
- **Innovation Awards**: **Given Masondo** won the **Absa Hackathon** and was named a **Top 40 Nedbank Innovator**.



### A LEGACY OF IMPACT

AFDA's influence extends far beyond graduation, empowering students and alumni to drive innovation, lead in the creative industries and shape cultural narratives worldwide. With an exceptional 2024 behind us, AFDA remains at the forefront of creative excellence, inspiring future generations to tell their own stories.

AFDA is recognised internationally through its full membership of CILECT – The International Association of Film and Television Schools. All AFDA students and alumni have the opportunity to continue or further their studies at any of the more than 180 CILECT member film schools around the world. These include: UCLA (Los Angeles), Tisch (New York), Columbia, (Chicago), La Femis (Paris), London Film School (London), Chapman University (California) and the Beijing Film Academy (Beijing), to name but a few.

AFDA is also fully registered and accredited by DHET, CHE and SAQA. AFDA participates proactively in the ongoing reaccreditation and quality assurance processes of the CHE to maintain the quality of the AFDA programmes.

### DRIVING INNOVATION IN A TRANSFORMING WORLD

As AFDA looks toward the future, newly appointed CEO Diaan Lawrenson affirms the institution's commitment to innovation:

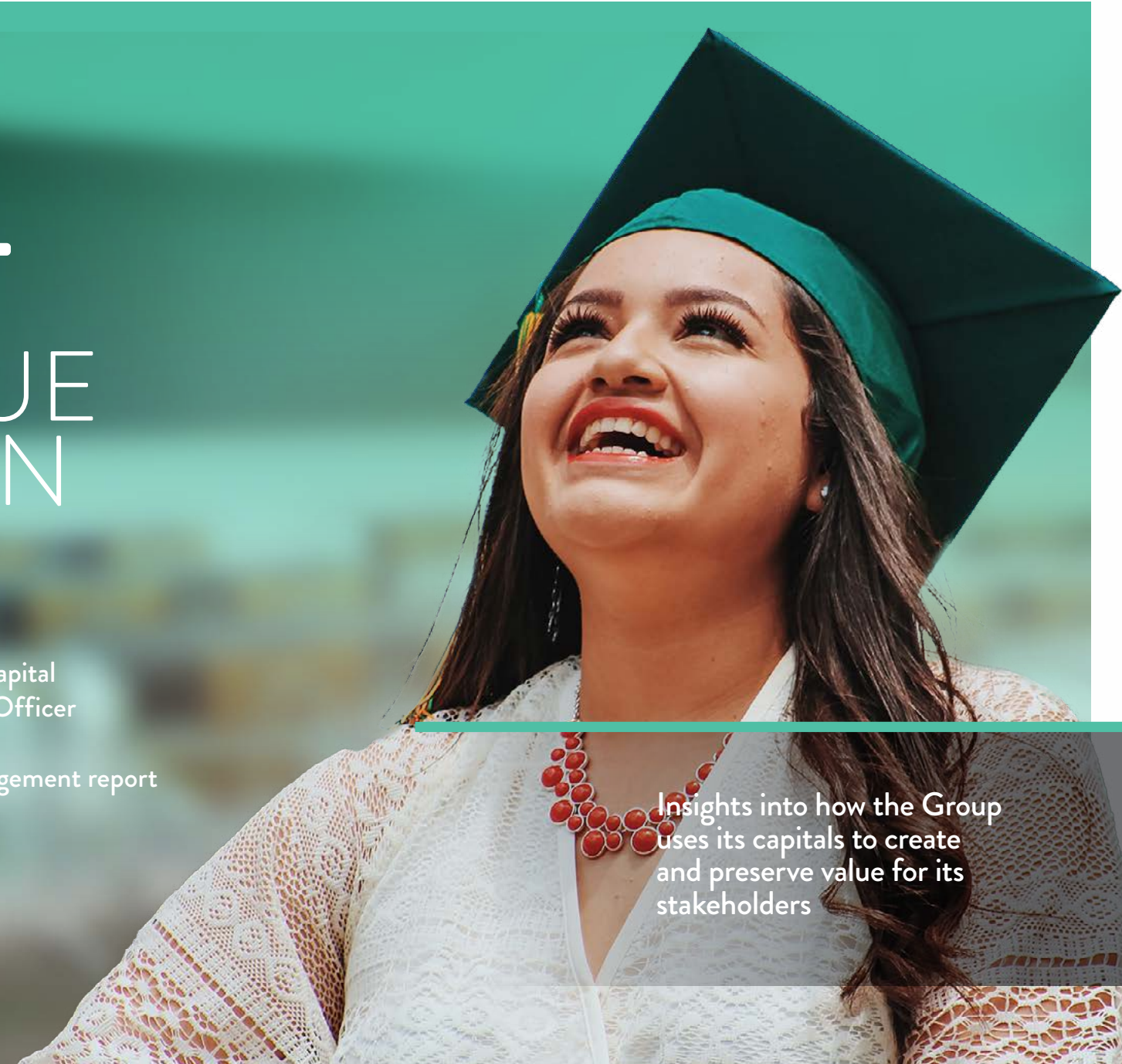
“Our institution has always been a cornerstone of innovation, producing graduates who lead, create and redefine industries. As we look ahead, we must harness the momentum we've built to embrace the challenges and opportunities of a rapidly changing world. This is an age defined by transformation – technological, cultural and economic – and AFDA stands ready not only to adapt, but to lead.

“I envision an AFDA that continues to pioneer creative education, preparing students to thrive in evolving landscapes such as AI, immersive technologies and global digital economies. These fields are not just the future; they are the present. It is our duty to ensure that our students graduate not only as employable professionals, but as industry leaders, entrepreneurs and changemakers who create opportunities for themselves and others.”

# 04

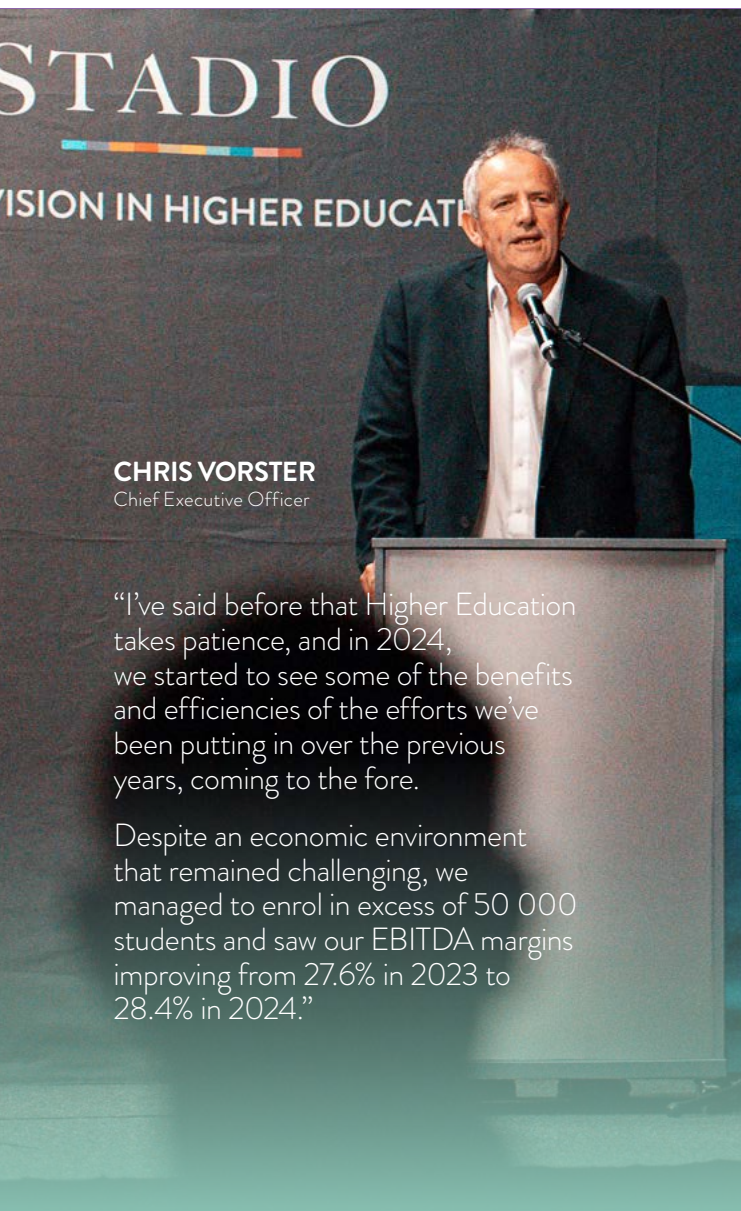
## OUR VALUE CREATION

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Insights into how the Group uses its capitals to create and preserve value for its stakeholders

# CHIEF EXECUTIVE OFFICER'S REVIEW



**CHRIS VORSTER**  
Chief Executive Officer

“I’ve said before that Higher Education takes patience, and in 2024, we started to see some of the benefits and efficiencies of the efforts we’ve been putting in over the previous years, coming to the fore.

Despite an economic environment that remained challenging, we managed to enrol in excess of 50 000 students and saw our EBITDA margins improving from 27.6% in 2023 to 28.4% in 2024.”

Our debt management processes and collections have improved, and we saw some of our programmes moving into maturity. This all contributed to an overall increase in our core headline earnings, up 28%, and our cash generated from operations up significantly by 29%, to R465 million in 2024, from R360 million in 2023.

These results are not achieved without dedication, hard work and continued efforts towards excellence. Thank you to my Executive team, our three institution’s leadership teams, and the staff across the Group! I am proud of our Group’s performance and believe we are well on our way to meet our prelisting target of 56 000 students in 2026, and our new target of 80 000 students by 2030.

Enhancing our student journey and student experience was a key focus in 2024. The Group invested in multi-sport courts across STADIO Higher Education’s campuses, with multiple new technologies and processes introduced to aid the various student touch points across the student journey. At AFDA, our top-quality cameras and equipment help to set our student offerings in the creative economies apart. This was demonstrated by our AFDA students and alumni once more winning multiple awards and gaining good recognition across both the local and international film and television circuit in 2024. Milpark Education continued to lead in online distance learning and expanded its online technologies across some of its legacy offerings whilst making good progress in the implementation of CANVAS, our world-class learning management system. Our holistic student offerings are further illustrated through various student engagements during the year, such as the Prof Hlatswayo Africanisation Debate, challenging students to define Africanisation from local, continental, and global perspectives, with the Waterfall campus emerging victorious.

Our drive for excellence sees the Group continuing to invest in new technologies and looking for ways to streamline our processes. This will enable a seamless engaging experience for our students, without compromising on quality. It will also allow management to make data-driven decisions, whilst continuing to incorporate and explore responsible ways of using AI in our business and in our teaching and learning.

The Group has continued to expand our range of offerings with 11 new programmes being offered in 2024 and 11 new programmes on offer in 2025, Semester 1. Our strategy of campus optimisation is working and in 2024, we moved the School of Fashion from our Randburg and Hatfield campuses, to our Centurion campus. I believe this relocation will bring benefits to our students who will now experience “university life” to its fullest, engaging with students from other Schools and having access to a range of facilities. I acknowledge that this move could not have been easy for all staff and students and appreciate the enthusiasm and participation that all involved have shown in making this move – I’m excited to see the School of Fashion thriving once more! All campuses at STADIO Higher Education are now multi-School offerings with the construction of our new comprehensive Durbanville campus on track. Our Durbanville campus will open in January 2026 with our Bellville campus being relocated to this site. We believe it is feasible to open this campus with 1 000 students.

Quality remains a non-negotiable for us. The Group has made good progress in our commitment to academic excellence, whilst balancing the realities of the economic environment and providing affordable education. In 2024, we saw the appointment of a new CEO at AFDA, Ms Diaan Lawrenson. Diaan was formerly the Dean of the AFDA Cape Town campus and commenced this new role effective 1 January 2025. Diaan’s industry experience and passion will bring renewed energy and enhanced quality into this institution, and we look forward to the future. 2024 also saw the introduction of two new Heads of Campuses, at STADIO Higher Education, and the introduction of a new campus and academic structure that should see improved workloads and alignment of our offerings across the various sites and modes of delivery.

Furthermore, our institutional credibility was lifted with the increased number of research outputs and our professional academic conferences across the three institutions. These included a co-hosted international Conference with Middlesex University, Mauritius on *Leadership in the Digital Era: A Praxis-Based Approach*. The Group continued to enhance our international and local partnerships and collaborations with a focus on contributing to improved scholarship including academic exchanges, research partnerships and collaborative seminars. This is all aligned to achieving university status when the regulations allow.



## CHIEF EXECUTIVE OFFICER'S REVIEW continued

The Group constantly strives to contribute positively to the environment in which we live, firstly through the provision of quality higher education to more individuals, providing our graduates with skills and better opportunities to gain employment or create jobs through entrepreneurship. Secondly, by investing in solar solutions and the investigation of alternative water solutions to contribute positively to the environment, whilst integrating important ESG principles into our curricula. And lastly, by staying true to our values of service, quality, integrity and people focus. The Group is making a big impact on the lives of many, and on society as a whole, and we believe we have a much bigger role to play going forward.

Accordingly, in 2025, we announced the appointment of a new CEO for STADIO Higher Education, Prof Stan Du Plessis. Stan will start on 1 August 2025, having been the COO at Stellenbosch University. Stan's considerable knowledge in contact learning will be of great benefit to STADIO Higher Education, complementing STADIO Higher Education's strong distance learning capabilities. This will assist in taking STADIO Higher Education to new heights, whilst freeing up the current leadership team, who double up as management for both STADIO Holdings and STADIO Higher Education. STADIO Higher Education has reached the point where the solid foundations have been laid, and it is set for growth. The time is right for the Holdings leadership team to start focusing on other expansion opportunities and realising many untapped synergies across the three institutions. I am excited about what the future holds for the Group!

I would like to thank Dr Chris van der Merwe for his dedication and many contributions to the Group, since the inception of STADIO Holdings, and his tenure as CEO, to more recently, his many inputs as a non-executive director. His passion and enthusiasm for education and our country is tangible.

To our STADIO Community – our staff, our students, the members of the Board, our shareholders, and other stakeholders, a big thank you for your continued support. Together we can achieve far more and, as we move towards 100 000 students, we will continue to positively contribute the lives of many!



# OUR STAKEHOLDERS

As a higher education provider, we understand that our success is intrinsically linked to our role and the impact we have on our stakeholders. Our stakeholders play a crucial role in our growth and development and it is through their continued support that we are able to fulfil our mission and vision.

The Group is committed to fostering an environment that promotes collaboration and engagement among all stakeholders. We believe that our key stakeholders – staff, students and shareholders – form our core “STADIO Community”, where the success of one stakeholder results in the success of another.

In line with IFRS S1, we are dedicated to generating value for all stakeholders by understanding their needs, nurturing relationships, engaging in fruitful activities and contributing to their success. IFRS S1 emphasises the importance of sustainability-related disclosures, which help ensure transparency and accountability in our practices. By adhering to these standards, we utilise our capitals to create and safeguard value for our stakeholders, ensuring long-term sustainability and striving for success for the entire STADIO Community.



# OUR STAKEHOLDERS continued

## LEVEL OF INFLUENCE ON DECISIONS

- H HIGH
- M MEDIUM
- L LOW

## PERCEIVED RELATIONSHIP WITH STAKEHOLDERS

- + POSITIVE
- NEUTRAL
- ! NEGATIVE

## VALUE MEASURE

- + VALUE CREATED
- \* VALUE PRESERVED
- VALUE ERODED

## STAFF



PERCEIVED RELATIONSHIP /QUALITY OF RELATIONSHIP



LEVEL OF INFLUENCE ON DECISIONS

### WHY WE ENGAGE

Our staff are the heart of our business. Their knowledge, skills and experience allow us to provide a high-quality offering to our students and other stakeholders, directly contributing to the students' successful learning and graduation. Our highly qualified and highly skilled leadership team, with expertise in education, academics, finance, business and entrepreneurship, are key in executing the Group's strategy and provides the Group with a strong competitive advantage.

### HOW WE ENGAGE

- Daily engagement and communication
- Performance development and evaluation
- Training and professional development
- Social engagements
- Regular executive and key management meetings

### THEIR NEEDS AND EXPECTATIONS

- Fair and market-related remuneration
- Professional development
- Supportive and inclusive work environment
- Access to sufficient resources and materials
- Work-life balance
- Recognition for their contributions

### VALUE MEASURE

- Market-related remuneration +
- Gender pay gap -
- Staff phantom share scheme payouts +
- Staff bursary and study assistance programmes +
- Staff and family study discounts +
- Staff wellness strategy +
- Culture and reputation +



CAPITALS IMPACTED

## STUDENTS



PERCEIVED RELATIONSHIP /QUALITY OF RELATIONSHIP



LEVEL OF INFLUENCE ON DECISIONS

### WHY WE ENGAGE

Students are central to our business, both in fulfilling our vision of empowering the nation by widening access to higher education, and in ensuring our business is financially sustainable by creating demand for our products and offerings.

### HOW WE ENGAGE

- Regular engagement and communication
- Social media and marketing campaigns
- Orientation
- Regular lecturer and student support engagements
- Virtual learning environments
- Graduations



CAPITALS IMPACTED

### THEIR NEEDS AND EXPECTATIONS

- Provide quality and affordable education
- Access to highly qualified lecturers and staff
- Access to sufficient resources and materials
- Relevant, flexible and supportive learning environment
- Provide a safe, healthy and inclusive environment for learning
- Creating opportunities for employment

### VALUE MEASURE

- Module success rate +
- Qualification breadth and relevance +
- Student experience and value proposition +
- Student support and engagement +
- Relevance and industry participation and partnerships +
- Discounts available through institution partners +
- Timeous response to queries \*

# OUR STAKEHOLDERS continued

## LEVEL OF INFLUENCE ON DECISIONS

- H HIGH
- M MEDIUM
- L LOW

## PERCEIVED RELATIONSHIP WITH STAKEHOLDERS

- + POSITIVE
- NEUTRAL
- ! NEGATIVE

## VALUE MEASURE

- + VALUE CREATED
- \* VALUE PRESERVED
- VALUE ERODED

# OUR SHAREHOLDERS



PERCEIVED RELATIONSHIP /QUALITY OF RELATIONSHIP



LEVEL OF INFLUENCE ON DECISIONS



CAPITALS IMPACTED

## WHY WE ENGAGE

Investors provide us with the financial resources to deliver on our strategic objectives and create shareholder value, whilst holding us accountable to continue delivering acceptable growth targets and shareholder returns.

## HOW WE ENGAGE

- Regular financial results presentations and AGM
- Investor engagements and roadshows
- Stock Exchange News Service (SENS) announcements

## THEIR NEEDS AND EXPECTATIONS

- Good return on equity
- Growing dividend payout ratio
- Preservation of shareholding
- Robust strategy
- Innovative, transparent and ethical leadership
- Good corporate governance, policies and structure

## VALUE MEASURE

- Return on equity +
- Dividend per share +
- Financial performance against budget +
- Debt equity ratio \*
- Progress against key strategic priorities +
- Leadership team +
- Growth strategy +
- Stock liquidity ○

# REGULATORY BODIES



PERCEIVED RELATIONSHIP /QUALITY OF RELATIONSHIP



LEVEL OF INFLUENCE ON DECISIONS



CAPITALS IMPACTED

## WHY WE ENGAGE

Higher Education is a highly regulated industry, with high regulatory barriers to entry. All institutions must meet the high-quality standards required by the CHE and DHET. Any new qualifications will only be offered after institutions are assessed by the CHE, SAQA and DHET quality assurance teams who will accredit and certificate.

## HOW WE ENGAGE

- Regular communication
- Attendance of CHE meetings, conferences, workshops
- Collaboration on policies and papers
- Regulatory submissions as required

## THEIR NEEDS AND EXPECTATIONS

- Compliance with regulations and minimum quality standards
- Government aims to have 1.6 million students in higher education by 2030
- Public universities have capacity constraints and the annual demand for university exceeds the available capacity at public universities
- Research capabilities

## VALUE MEASURE

- Strong quality assurance structures working effectively \*
- Contribution to the National Development Plan for 2030
  - breadth of offerings from access qualifications (higher certificates and diplomas catering to individuals without degree entry) to doctorates; and +
  - number of students +
- No academic failings identified +
- Number of Doctorate graduates +
- Number of research outputs and publications +

# OUR STAKEHOLDERS continued

## LEVEL OF INFLUENCE ON DECISIONS

- H HIGH
- M MEDIUM
- L LOW

## PERCEIVED RELATIONSHIP WITH STAKEHOLDERS

- + POSITIVE
- NEUTRAL
- ! NEGATIVE

## VALUE MEASURE

- + VALUE CREATED
- \* VALUE PRESERVED
- VALUE ERODED

## INDUSTRY

+

PERCEIVED RELATIONSHIP /QUALITY OF RELATIONSHIP

M

LEVEL OF INFLUENCE ON DECISIONS



CAPITALS IMPACTED

### WHY WE ENGAGE

Industry relationships are critical in assisting us to develop qualifications that remain relevant and aligned to industry needs, ensuring our graduates are highly employable.

### HOW WE ENGAGE

- Engagement on programme development, moderation, lectures
- Teaching practice and internships
- Industry partnerships
- Provision of tailored short-courses and other qualifications for staff development
- International and local collaborations

### THEIR NEEDS AND EXPECTATIONS

- Well-rounded, knowledgeable graduates who are ready for the world of work
- Relevant qualifications
- Quality academic offering
- Graduates who are prepared for the 21st century workplace and understand the importance and value of social responsibility

### VALUE MEASURE

- Industry surveys and feedback +
- Qualification relevance +
- Graduate attributes +
- International partnerships and collaborations +
- Graduate desirability and employability +

## ALUMNI

+

PERCEIVED RELATIONSHIP /QUALITY OF RELATIONSHIP

L

LEVEL OF INFLUENCE ON DECISIONS



CAPITALS IMPACTED

### WHY WE ENGAGE

We strive to be our students' partner for life and want are alumni to come back to the Group to study further and refer their families and friends – they are our marketing force and play an important role in providing honest and constructive feedback to the institution.

### HOW WE ENGAGE

- Communication and updates
- Regular Khulisa shareholder engagements
- Social media campaigns

### THEIR NEEDS AND EXPECTATIONS

- Skills to enable them to find employment, become an entrepreneur or progress in their current jobs
- Relevant qualifications equipping them for 21st century workplace with an understanding of key financial and IT literacies
- Association with a prestigious brand and institution

### VALUE MEASURE

- Employability rate +
- Quality and relevance of qualifications +
- Brand perception +
- Alumni industry awards +
- Number of new STADIO Khulisa shareholders +

# OUR STAKEHOLDERS continued

## OUR WORLD



PERCEIVED  
RELATIONSHIP  
/QUALITY OF  
RELATIONSHIP



LEVEL OF  
INFLUENCE ON  
DECISIONS



CAPITALS  
IMPACTED

### WHY WE ENGAGE

Our institutions are reliant on natural resources such as water, energy, clean air and land (to name a few) to run their daily operations in a safe and healthy environment. Furthermore, access to quality education and the development of individuals in South Africa and beyond is imperative and the STADIO Group is committed to partnering with the state to alleviate the challenges experienced by public higher education institutions by making quality education more accessible and programmes relevant to the world of work.









### HOW WE ENGAGE

- Daily operations and interactions
- Risk committee and management engagements

### THEIR NEEDS AND EXPECTATIONS

- Reduce carbon footprint
- Responsible ESG strategy in place
- Responsible management of sustainability and climate-related risks

### VALUE MEASURE

- Curricula incorporating social responsibility and global citizenship good practices and principles of civic responsibility 
- Graduate attributes include graduates who are socially conscious and environmentally aware 
- The Group acknowledges the critical role that it has, as a higher education institution, in growing social and environmental awareness and understanding amongst our students to assist in tackling environmental and climate-related changes and issues in the world 
- Progress against solar solution projects 
- Progress against alternative water solutions 
- Recycling initiatives in place at all campuses with operating procedures rolled out to campuses 
- Progress against ESG strategy 
- Environmental assessments 




#### LEVEL OF INFLUENCE ON DECISIONS

-  HIGH
-  MEDIUM
-  LOW

#### PERCEIVED RELATIONSHIP WITH STAKEHOLDERS

-  POSITIVE
-  NEUTRAL
-  NEGATIVE

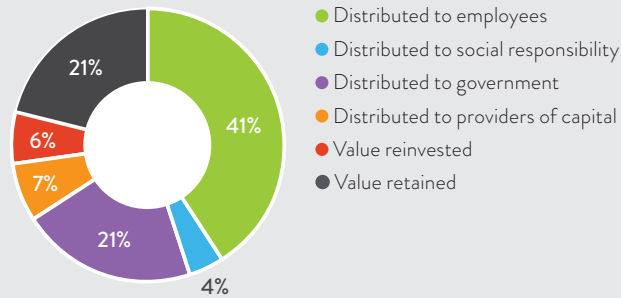
#### VALUE MEASURE

-  VALUE CREATED
-  VALUE PRESERVED
-  VALUE ERODED

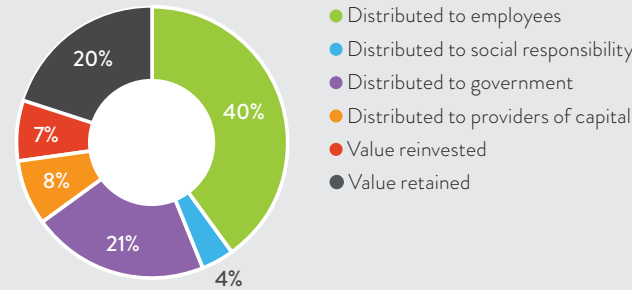


# VALUE ADDED STATEMENT – CREATING VALUE FOR OUR STAKEHOLDERS

## VALUE DISTRIBUTION 2024



## VALUE DISTRIBUTION 2023



	2024 R'000	2023 R'000
Revenue	1 611 665	1 413 651
Net cost of providing services	(315 914)	(277 584)
Investment revenue	19 236	20 640
<b>Total value created</b>	<b>1 314 987</b>	<b>1 156 707</b>

Value distributed	2024		Value distributed	2023	
	R'000	Contribution		R'000	Contribution
Net benefit distributed to employees	542 016	41%	Net benefit distributed to employees	460 068	40%
Distributed to social responsibility	48 319	4%	Distributed to social responsibility	44 634	4%
Distributed to government	271 934	21%	Distributed to government	236 958	21%
Distributed to providers of capital	99 525	7%	Distributed to providers of capital	93 074	8%
Value reinvested	77 311	6%	Value reinvested	85 710	7%
Value retained	275 882	21%	Value retained	236 263	20%
<b>Total value created and distributed</b>	<b>1 314 987</b>	<b>100%</b>	<b>Total value created and distributed</b>	<b>1 156 707</b>	<b>100%</b>

## CONTRIBUTING TO THE SUSTAINABLE DEVELOPMENT GOALS

### SDG 4: 'ENSURE INCLUSIVE AND EQUITABLE QUALITY EDUCATION AND PROMOTE LIFELONG LEARNING OPPORTUNITIES FOR ALL



SDG 4 stands for **Sustainable Development Goal 4**, one of the 17 goals adopted by the UN in 2015 to achieve a better and more sustainable future for all by 2030.

SDG 4 is essential in achieving the other SDG targets and plays a key role in supporting the education elements in other SDGs, such as gender equality, health, decent work, peace, justice and environmental protection.

SDG 4 requires the collective action and commitment of all stakeholders, including governments, civil society, private sector and individuals, to transform education systems and ensure learning for all and our Group is committed to playing our part.



The indirect economic contribution to individuals and the country is hard to quantify and the value created far exceeds the numbers above. Our graduates are equipped with skills that are aligned to industry needs which enable them to gain employment, create employment or get promotions, all contributing positively to society.

# ACADEMIC QUALITY AND INTELLECTUAL CAPITAL

**MEASURES:** • Number and range of accredited and pipeline programmes • % module success rates  
• Graduate employability survey • Number of research outputs • Independent professional and industry accolades

## INPUTS



In order to meet our students' and industry's needs, our institutions offer a wide range of quality, relevant curriculum and programme offerings that, in most cases, are accredited and in all instances, respected by students, industry and peers.

**96** ACCREDITED QUALIFICATIONS ACROSS 19 SCHOOLS

Local and international accreditations and associations ensure accountability and quality.



Our academic team is led by our Chief Academic Officer, Dr Divya Singh, supported by a robust academic leadership team and structure, providing overarching quality assurance and clear direction.

One of our values is **QUALITY**.

## BUSINESS AND VALUE CREATION ACTIVITIES

Teaching and Learning	Internationalisation
Student Support	Programme and Qualification Mix
Professional development	Research
Industry relevance	Quality Assurance
Community Engagement	Work integrated learning

## SUPPORTED BY

- State-of-the art technology systems enabling interactive, flexible and innovative learning solutions that enhance operating effectiveness and allow us to scale without compromising quality
- Experienced, highly qualified staff
- Robust academic structure, governance, policies and processes
- Our values of Quality, Integrity and Service



The quality of our academic programmes is essential for achieving our strategic goals and providing value to our students. Our emphasis on academic excellence and intellectual capital is vital to our mission. We aim to offer a diverse range of qualifications that facilitate access to higher education while ensuring our graduates are prepared for the workforce.



SDG 4 has 10 targets that cover various aspects of education, such as access, completion, learning outcomes, skills, literacy, numeracy and education for sustainable development.

## OUTPUTS AND OUTCOMES

### PQM

11 new qualifications offered in 2025

New qualifications accredited, ready to offer in 2026, including Engineering qualifications

34 pipeline programmes in development/awaiting accreditation **+**

9 079 GRADUATES (2023: 8 103) **+**

**GRADUATE EMPLOYABILITY 80%** STADIO Higher Education graduates employed or studying within nine months (2023: 90%) - negatively impacted by national unemployment rate and reduction in teacher positions **○**

### RESEARCH

As private institutions, we are focused on teaching and learning, whilst understanding the importance of research. In 2024 we had **194** research outputs and numerous key note addresses (2023: 123) **+**

2024 STADIO Higher Education academic conference "Unlocking the Active RRITE Curriculum" **+**

Milpark Education continues to produce **the highest number of SAICA ITC-ready candidates** in the country for the third successive year **+**

AFDA students and alumni continued winning multiple awards **+**

### OTHER CAPITALS IMPACTED



### STRATEGIC OBJECTIVES



### MATERIAL MATTERS



### STAKEHOLDERS





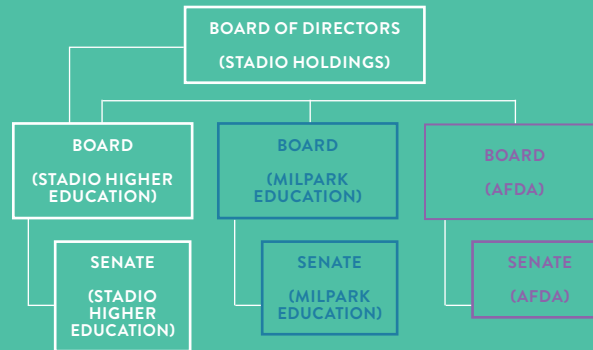
# INSIGHTS FROM OUR CHIEF ACADEMIC OFFICER – PROF DIVYA SINGH



“Higher education has undergone seismic shifts in its evolution, transitioning from ivory towers to agile ecosystems that must be both relevant and responsive to the ethos of the public good and marketability. Institutions are expected to manage the transformation constructively, balancing digital innovation, workforce demands, and the imperative for lifelong learning, all while redefining their social contract in an era of disruption”.

– Divya Singh. 2024. Globethics Forum 2024. Geneva.

## ACADEMIC PERFORMANCE MONITORING, OVERSIGHT AND REPORTING STRUCTURE



Institution	Mode of teaching and learning delivery
STADIO Higher Education	Blended contact and technology-supported distance learning
Milpark Education	Online teaching and learning and technology-supported distance learning
AFDA	Technology-enabled blended contact

All three institutions have successfully embedded their teaching and learning models with continuous improvement year after year. Staff development and training in technology-led and technology-supported teaching and learning are prioritised as all three institutions engage with new models of learning. Technology-enabled teaching will continue to form part of the compulsory professional development engagements for all staff.

STADIO Higher Education has made significant strides in integrating Canvas – its world-class learning management system – across all programmes, with Milpark Education also evaluating the effectiveness of Canvas for its programmes. Staff and student surveys on Canvas, specifically, and technology-supported learning, generally, have been informative and quite positive. The information has informed the portfolio improvement plans and performance activities outlined in the 2025 Academic Plan.

AFDA, Milpark Education, and STADIO Higher Education all place focused emphasis on quality assurance, curriculum relevance and reform, and curriculum transformation. STADIO Higher Education hosted its second inter-campus student debate, The Prof Hlatwayo Africanisation Debate, challenging students to define Africanisation from local, continental, and global perspectives. The debate was robust, open, and engaging, with both staff and students participating from South African campuses and Namibian learning centres.

## TEACHING AND LEARNING

There is no denying the significant role and impact of technology in the 21st century, and higher education has not been exempted. The framing of the 2024 academic project across the Group took place with full awareness of the need to integrate technology into teaching and learning to promote graduate readiness for the workplace. There is a conscious drive to equip graduates with the necessary 21st-century skills and an understanding of social responsibility and good citizenship. Against this backdrop, the teaching project recognises the need to strike a balance between increased efficiency and operational excellence. In 2024, STADIO Higher Education hosted its Annual Academic Conference, themed “Unlocking the Active RRITE Curriculum”. Internal and external speakers challenged participants on the meaning of each of the pillars constituting STADIO Higher Education’s curriculum transformation agenda for 2022–2026, and shared best practices and lessons learned.



# INSIGHTS FROM OUR CHIEF ACADEMIC OFFICER continued



## Technology in Learning and Teaching

Our institutions recognise that AI enhances personalised learning, automates administrative tasks, and equips students with the digital fluency demanded by modern workplaces. Universities that fail to adopt AI in teaching and learning risk becoming obsolete in a world where technology is transforming every industry. AI in teaching and learning is not just about efficiency – it's about preparing graduates for a future where AI-driven decision-making, problem-solving, and collaboration are the norm. Driven by its commitment to ensure qualification and graduate relevance, responsible use of AI is foregrounded and integrated into learning and teaching.

At STADIO Higher Education, the AI in teaching strategy is informed by staff and student voice surveys, training and development seminars, and pilot projects that test the effectiveness of different AI platforms and support activities. In 2024, the Senate approved a formal positioning statement outlining the approach to the use of AI in teaching, learning, and assessment. Partnerships with local and international higher education institutions enable the implementation of new products and the sharing of best practices. At Milpark Education, technology in teaching and learning has been a strategic priority for Milpark Education with the School of Professional Accounting leading the way. Milpark Education is currently in the process of migrating its learning management system to Canvas, with a full go-live date scheduled for January 2026.

## Academic Integrity

The academic project at all three institutions continues to prioritise assessment integrity, and assuring graduate credibility. The scourge of assessment fraud, exacerbated by the emergence of numerous generative AI platforms, remains a global challenge with dire consequences for institutions that fail to address these challenges. Consequently, the Group refined or, where necessary, amended its processes to counter this risk, ensuring that academic integrity and quality remains intact. Milpark Education, with its approved strategy to build a reputation for excellent online distance learning, has successfully implemented proctored online assessments. AFDA's assessment strategy, which emphasises more practical, applied, and project-based assessments, yielded positive outcomes. STADIO Higher Education continued to implement venue-based summative assessments in both contact and distance learning, as well as credible alternative assessments, including continuous assessments, project-based assessments, presentations, and portfolios where appropriate. Turnitin software, that assists in detecting similarity and the probability of a submission being AI-generated, supports the drive for assessment integrity. Furthermore, as part of its developmental trend, new students at STADIO Higher Education are required to complete the institutional Academic Integrity course at the start of their programme, which provides them with a comprehensive understanding of similarity, plagiarism, referencing, and the ethical use of available technologies.

## PROGRAMME AND QUALIFICATION EXPANSION

One of the key drivers for Group growth is the development of new programmes and the expansion of existing programmes to new sites of delivery. In 2025, 11 new programmes are being offered with 10 already accredited, to be offered from 2026. As part of our journey to university status, there is a big focus on accreditation of postgraduate qualifications with 16 awaiting approval or in development. The School of Fashion successfully moved to the Centurion comprehensive campus, and the new AFDA Hatfield campus, and the new Durbanville campus, received CHE accreditation. We are proud of our breadth of offerings and excited to launch the School of Engineering in 2026.



# INSIGHTS FROM OUR CHIEF ACADEMIC OFFICER *continued*

## STUDENT CENTREDNESS

Recognising the diversity of the Group’s student body and its commitment to implementing standards of equitable access to the fullest extent possible, a comprehensive student support intervention was identified as a key driver of academic success, aligning with the commitment to widening access and achieving success. There is no gainsaying that school leavers are entering higher education institutions unprepared for the new learning demands and unsure what the transition involves. Students reflect on their inability to take agency for their learning programme and the concomitant problems with time management and meeting deadlines. This has the consequential effect of increased levels of stress and anxiety amongst students. Various initiatives aimed at supporting students and promoting academic success, as defined by the institution’s student profile, were implemented to bridge the gap and foster a more positive learning experience, with the concomitant benefit of mitigating the risk of attrition and improving student retention.

Student mental health and wellness are significant challenges in higher education both nationally and globally. The students in the Group continue to benefit from the agreement with the South African Depression and Anxiety Group (SADAG), which offers 24/7 support and counselling to all students. Campuses also have in-house counsellors available for students and STADIO Higher Education has a fully functional Centre for Student Support (C4SS) on every Campus.

The Quest4Success (Q4S) replaced the traditional first-year orientation, designed to focus on scaffolded student support and academic success over 10 weeks, in a gamified transition into the higher education environment. The programme integrated academic integrity, library use, Canvas navigation, and key institutional knowledge, through both individual quizzes and collaborative challenges. Student feedback was extremely positive.

AFDA has implemented “learning circles”, which involves small-group learning with a tutor who serves as the ‘go-to’ staff member for support. Teaching weeks commence with a check-in session where assignments for the week are explained, and student progress is monitored. When students begin with more specialised discipline learning and teaching, they are assigned to discipline lecturers who provide academic guidance and support. The Student Representative Committee hosts wellness campaigns during the year, covering a broad spectrum of topics that impact students’ lives beyond the classroom.

In the spirit of its commitment to widening access, all institutions accommodate differently abled students to the extent that they have the necessary resources and capacity to provide a complete learning experience. Students’ needs are addressed on a case-by-case basis within the institution’s available resources.

In 2024, Milpark Education prioritised several key initiatives to enhance student support and success significantly. A comprehensive revision of the Student Support Policy was completed, laying a strong foundation for strategic improvements in student support services. This includes a review and revision of the psychosocial support offered to students, and the launch of the “October Health” initiative, scheduled to commence in February 2025. The new Student Helpdesk was launched in August 2024 with Milpark Education also strengthening its student feedback processes by adopting Explorance as part of the Student Insights Strategy. This has been a significant enabler of student voices informing institutional improvements.

The Group remains committed to the values of student-centredness and proactively identifies students at risk, providing them with additional support where possible. STADIO Higher Education continues to centralise its mantra *of students at the centre, learning at the core.*



### 2024 GRADUATION NUMBERS (per institution)

UG – undergraduate  
PG – postgraduate

[ AFDA ]

962

UG: 830  
PG: 132

MILPARK EDUCATION M

2 378

UG: 1 384  
PG: 994

STADIO HIGHER EDUCATION

5 739

UG: 5 246  
PG: 493

TOTAL

9 079

UG: 7 460  
PG: 1 619

# INSIGHTS FROM OUR CHIEF ACADEMIC OFFICER continued

## STUDENT SUCCESS AND GRADUATION RATES

Cohort studies continue to pose a challenge across all three institutions. However, the success of the academic programme across the Group is managed through ongoing monitoring and biannual reporting of module success rates, dropout rates, and overall graduation numbers to the Board.

### STUDENT SUCCESS RATES AS A PERCENTAGE

	AFDA	MILPARK EDUCATION	STADIO HIGHER EDUCATION
Undergraduate Success Rates (%)	92%	68.51%	82.26%
Postgraduate Success Rates (%)	72%	53.05%*	79.36%**

\* this number includes the pass rate on the PGDA. Excluding the PGDA, this success rate is 80.55%

\*\* excludes doctoral students

It was pleasing to see that Milpark Education has continued its trend of achieving the highest pass rate in the SAICA ITC Board exam in 2023 and 2024, becoming the most significant contributor to the CA(SA) pipeline.

### YEAR-ON-YEAR GRADUATION NUMBERS

	2021	2022	2023	2024
Graduation Numbers (students)	8 705	7 498	8 103	9 079

## WORKPLACE RELEVANCE AND GRADUATE EMPLOYABILITY

Industry engagement is not an option – it is an imperative for higher education institutions committed to excellence, relevance, and the holistic development of graduates prepared for the challenges and opportunities of the contemporary workplace.

The Group is committed to offering qualifications that combine discipline knowledge and applied skills with workplace engagement, ensuring that it produces graduates who are employable and equipped for the 21st-century world of work. The Group partners with professional and industry bodies and specialists on its formal programmes by involving the industry in curriculum development, inviting seminars, lectures, and classroom engagements that share and bring to life the application of the knowledge learned. These engagements enhance students’ understanding of applied learning, prepare them for the industry’s expectations, and create potential networks and work opportunities for students.

Industry engagement and qualification relevance is a key focus area for the Board. The annual report, presenting the significant uptake in this area by the academic project, included a response to, amongst others, industry partnerships/collaborations in place, the integration of work-integrated learning and simulated workplace experiences in the curriculum, industry lectures, the involvement of industry in the programme stakeholder committees, the use of practitioners in all modules with a vocational/practical character, staff registration with industry and professional bodies, seminars from industry members as part of the learning programme, and networking events for students with industry.

The Centre for Academic Success at STADIO Higher Education hosted two successful Work Ready Workshops to support senior students in their transition from higher education to the workplace. Guided by student input, the online workshops featured six focused sessions on essential employability skills, including job search strategies, CV and cover letter writing, LinkedIn optimisation, presentation and interview skills, financial literacy, and emotional intelligence. Students who complete all sessions are invited to earn a Work Readiness Stripe (see below), valid for two years, by submitting a comprehensive portfolio that demonstrates practical job application skills and emotional intelligence. Submissions received personalised feedback to support ongoing development. Feedback from participants highlighted the value, relevance, and engaging format of the workshop, with strong interest expressed in future sessions. As a result of this success, weekly academic and wellness sessions will be offered to all students throughout the 2025 academic year.

STADIO Higher Education, Milpark Education, and AFDA understand that they will be known by the graduates they produce. There is, thus, a deliberate positioning of holistic development and gradueness in how our institutions approach learning and teaching, as well as the student journey.

**STADIO Higher Education continues its STADIO Stripes project (initially referred to as the Second Transcript), which awards students with digital badges for all additional skills and competencies acquired during their student journey – 2 589 digital badges were awarded to students in 2024.**

The annual Graduate Employability Survey at STADIO Higher Education enables the institution to track graduate admission and access to the world of work, as well as to identify opportunities and challenges that graduates may experience. In 2024, STADIO Higher Education reported an employment success rate of 80%, which refers to the percentage of 2023 graduates who were in employment in September when the Graduate Destination Survey was conducted. It was significant to note that 87% of the survey respondents indicated positively that they would recommend their qualifications to others.

In 2024, STADIO Higher Education also conducted its biennial Graduate Desirability Survey. The survey, conducted by the Bureau for Market Research, gauges the responses of industry and employers to STADIO Higher Education graduates. The Survey was overwhelmingly positive regarding graduate employability – 97.2% of respondents who have employed STADIO graduates or students indicated that they would consider employing graduates again.

## RESEARCH

73

- Accredited Journal Publications
- Industry Publications
- Peer-reviewed Journal Publications

14

- Books Authored/Edited
- Book Chapters

107

- Conference Presentations
- 25% at international conferences

# INSIGHTS FROM OUR CHIEF ACADEMIC OFFICER *continued*

## COMMUNITY ENGAGEMENT AND RESPONSIBLE CITIZENSHIP

The values of social responsibility and global citizenship are recognised across the Group, with a focus on integrating good practices and principles of civic responsibility into the curriculum, referred to as “engaged scholarship”. Refer to pages 55 to 57.

The 2024 Community Engagement Conference was presented under the theme *Implementing Engaged Scholarship: Opportunities and Challenges for STADIO specifically, and Higher Education generally*. Community engagement project leaders had the opportunity to share their projects and learn from each other. The project also served as a training and information exercise, with external speakers sharing their university experiences. As part of its maturing, STADIO Higher Education surveyed staff to gauge their impressions of the value and benefit of community engagement in the academic project. There was an overwhelming acknowledgement of its importance, with specific challenges of resourcing being highlighted. Interestingly, industry/employers were less favourable in their responses to the importance of community and social responsibility as a lever of employability.

## INTERNATIONALISATION

STADIO Higher Education has placed a qualitative focus on international partnerships rather than adopting a quantitative approach. Agreements must be value-adding and actively contribute to improved scholarship. In 2024, there were eight active international partnership agreements for academic exchanges (students), research partnerships (lecturing staff), and collaborative seminars involving staff and students. The engagement with Queen Maud University in Norway continues to grow from strength to strength, supported by the international Erasmus Mundus funding that was received for three years.

Milpark Education holds international Chartered Insurance Institute (CII) accreditation for its Higher Certificate (Short-term Insurance) and Advanced Certificate (Short-term Insurance) in relation to CII designations. Successful students can utilise recognition of prior learning to access CII qualifications, accumulating significant credit towards their CII qualifications. The Business School has also successfully retained its AMBA accreditation. It continues to engage with the University of Woxsley in the UK. New international partners are being investigated in line with the business school’s strategic focus.

AFDA is a full member of the International Association of Film and Television Schools (CILECT, which represents over 180 film and television schools from

65 countries across six continents. CILECT aims to promote excellence in film and television education, fosters collaboration between members, and facilitates international exchange. AFDA’s membership provides students and alumni with the opportunity to continue their studies at any of the CILECT member institutions. In 2024, two AFDA academic staff were appointed to the CILECT Standing Committees on Sustainability and Equity, Diversity, and Inclusion, underscoring AFDA’s growing influence in the international higher education community. AFDA is also an active member of CARA, the African Regional Association of the CILECT member schools in the African region.

### SIGNIFICANT ACHIEVEMENTS ACROSS THE GROUP

Milpark Education produced the highest number of ITC-ready candidates in the country for the third successive year	STADIO Higher Education hosted its first Hackathon in the School of IT with its industry partner, Otingo	Milpark Business School was recognised in the Top 100 Online Business Schools globally by QS	AFDA’s 2024 Honours graduation films <i>Detour</i> was selected to compete for the prestigious CILECT prize 2025
AFDA’s three films – <i>Anguish</i> , <i>Warm</i> , and <i>Cipher</i> – dominated the SA entertainment awards circuit, whilst also winning international recognition	AFDA alumni won 10 SASC Visual Spectrum Awards and 25 Gold, Silver, and Bronze certificates at the 2024 SASC Visible Spectrum Awards	AFDA students and alumni won 17 Golden Horn awards at the SAFTAs	STADIO Higher Education’s Annual Lecture: <i>Leadership with Integrity: Navigating Volatility and Building Credibility</i> was presented by Prof Christoph Stueckelberger, outgoing Chairperson of the international Globethics Foundation
Prof Christoph Stueckelberger was awarded the third Fellow of STADIO, after Dr Mathews Phosa and Mr Theo Ngobeni		STADIO co-hosted an international Conference with Middlesex University, Mauritius: <i>Leadership in the Digital Era: A Praxis-Based Approach</i>	
Milpark Education: FPI PCE Oct 2024: alumni placed first and fifth (pass rate was 16% higher than overall pass rate) FPI PCE July 2024: alumni placed first (pass rate 13% higher than overall pass rate) FPI PCE April 2024: alumni placed second (pass rate 24% higher than overall pass rate)			AFDA alumnus-directed film selected by the National Film and Video Foundation to represent South Africa in the Best International Film category at the 97th Annual Academy Awards

## ACADEMIC GOVERNANCE

Academic governance is managed through a robust committee structure, with regular formal reporting to the Institutional Executive Committee, respective institutional Boards, and quarterly to the Holdings Board. All institutions submitted their 2023 Annual Reports timeously, and the DHET raised no matters for attention. No student complaints were submitted to the Council on Higher Education or remain unresolved with the DHET. No academic governance failures were recorded.

### UNIVERSITY STATUS

In 2023, the DHET published the draft Regulations for the Recognition of South African higher education institutional types for public comment. Until 2024, the Regulations had not been promulgated, and no timeline was indicated. STADIO Higher Education, as the comprehensive higher education institution within the Group, remains committed to its decision to pursue university status when the Regulations allow and has made significant progress for this eventuality, building on the broad principles outlined in the draft documents. Specific focus areas include scope and range of qualifications, doctoral programmes, research and publication outputs, and internationalisation.

# SOCIAL AND RELATIONSHIP CAPITAL



The Group is committed to leveraging education to change our nation by enhancing access to quality education for eligible individuals. We build partnerships to develop educational programmes benefiting both the workforce and society, focusing on the community in which we function.

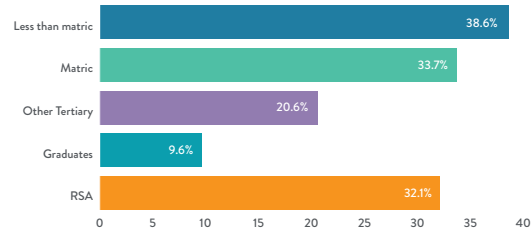
**MEASURES:** • Number of students • Number of graduates • Community Engagement and social impact projects  
• Number of Khulisa shareholders • Employee and student wellness projects • Spend on CSI initiatives

## INPUTS

- Demand for higher education exceeds supply at public universities with insufficient capacity at public universities for the eligible first-year cohort – this effect is compounded annually
- Affordability is a major barrier to entry
- We believe all stakeholders have a role to play in widening access to higher education for more individuals through:
  - Supporting students through bursaries and other student funding initiatives, providing discounts and payment plans
  - Providing internships and employing graduates
- We actively look to nurture our STADIO Community, creating partnerships and fostering relationships with our stakeholders to provide a holistic approach to our students and graduates

**No capacity constraints for distance learning which is easily scalable (only additional staffing)**  
**Sufficient capacity for contact learning students which will increase with construction of Durbanville campus**

## Unemployment rate in South Africa Q4:2023



SOURCE: <https://www.statista.com/statistics/1314504/unemployment-by-education-level-in-south-africa/>

## BUSINESS AND VALUE CREATION ACTIVITIES

Upskill individuals through quality academic offerings and structured and in some cases, individualised, student support

Widening access through provision of affordable, flexible qualifications

Breadth of offerings, allowing more individuals to study without degree passes by offering higher certificates, diplomas, bridging modules, literacies

STADIO Kusasa Foundation (Section 18A bursary fund) seeking funding for students with financial difficulties

Community engagement projects

Social responsibility incorporated into curricula, teaching and learning

Student-centredness

## SUPPORTED BY

- Impassioned leadership and our STADIO Community
- Clear vision and mission
- Our values of Service and People-focus



## OUTPUTS AND OUTCOMES

Student numbers up to **50 039** (2023: 46 508) +

Graduates up **12% to 9 079** (2023: 8 103)

Assist in breaking the cycle of poverty by ensuring graduates are employed +

**R48 million** spent on bursaries and discounts (2023: R44 million) +

**802** new Khulisa shareholders during the year +

Our institutions pride themselves on being institutions for all. This is reflected in our student mix. +

Community projects and collaborations +

Student support initiatives at all institutions +

Student wellness initiatives at all institutions with key partnerships such as partnership with SADAG +

Sustainable Community Engagement and social impact projects +

### OTHER CAPITALS IMPACTED



### STRATEGIC OBJECTIVES



### MATERIAL MATTERS



### STAKEHOLDERS



# SOCIAL AND RELATIONSHIP CAPITAL continued

## SOCIAL IMPACT THROUGH STADIO CONNECT

In 2024, STADIO Higher Education launched its own virtual mobile network, offering students access to affordable data and airtime. This was in response to comments received from students in student surveys noting that the cost of data was a barrier to accessing the quality technologies available to obtain the academic excellence on offer at STADIO Higher Education.



**“Students have embraced STADIO Connect, noting this is a game changer for them. We’re providing our students access to the cheapest data currently available in South Africa. In time, our students will also be able to access certain STADIO URLs without utilising data, further widening access to quality higher education.”**

Merwe Roux, STADIO Higher Education CIO

## SOCIAL IMPACT

AFDA, Milpark Education, and STADIO Higher Education all appropriately consider social impact and transformation in higher education, acknowledging the importance of community engagement as one of the three pillars of scholarship. Refer to pages 55 to 57.



- QUALITY EDUCATION
- GENDER QUALITY
- AFFORDABLE AND CLEAN LIVING
- DECENT WORK & ECONOMIC GROWTH
- SUSTAINABLE CITIES AND COMMUNITIES
- REDUCED INEQUALITY
- INDUSTRY, INNOVATION AND INFRASTRUCTURE

# SOCIAL IMPACT AND COMMUNITY ENGAGEMENT REPORT

At the turn of the century, UNESCO highlighted higher education as a public good and urged institutions to reassess their mission. The focus was on social justice, equal access, responsible citizenship, and the holistic development of future generations. This was encompassed in the 2018 Academic Promise of Students at the centre – learning at the core. *We believe that having admitted you as a student, we will do all reasonable things to enable our students to succeed (“access with success”).*

Over the years, the institutional strategy and Academic Plans have progressively focused on the mantra of making a sustainable social impact with the activities of 2024 building on the foundations of the past years.

In higher education, the three pillars of academic scholarship are teaching and learning, research and innovation, and community engagement, with a particular emphasis on “engaged scholarship”. Engaged scholarship requires institutions to clearly demonstrate how their community engagement activities influence teaching, learning, and research. The different institutions across the Group have formed various Community Engagement committees and held focused workshops on sustainable social impact. STADIO Higher Education held a community engagement conference titled “Implementing Community Engagement: Opportunities and Challenges for Higher Education”. Progress against the Community Engagement Plan is also monitored by the Transformation, Social and Ethics Committee.

## COMMUNITY ENGAGEMENT AND ENGAGED SCHOLARSHIP

2024 saw a continued focus to community engagement, with varying degrees of focus across the different Group institutions.

### MY CAREER IN INSURANCE

My Career in Insurance is a non-profit organisation that helps to place unemployed graduates in the insurance sector by placing them in internships. Milpark supports these participants with training and certificates essential to work in the financial services sector and helping unemployed graduates gaining meaningful employment within the insurance sector by providing them with essential industry training. This initiative helps to bridge the gap between education and employment while addressing skills shortages in the insurance sector.

SUSTAINABLE  
COMMUNITY IMPACT



At STADIO Higher Education, community engagement projects are identified annually per School and must assist in instilling one or more of STADIO’s approved “Graduate Attributes”. STADIO Higher Education includes social and civic responsibility as one of its graduate attributes, aiming to integrate responsible citizenship into the curriculum for holistic development and preparation for the 21st-century workplace. Community Engagement is therefore managed under the motto

As community engagement develops at STADIO Higher Education, there is an emerging recognition that impact must be mutually beneficial (and sustainable). Numerous projects were undertaken, including, but not limited to:

- The School of Fashion collaborated with Havas Lynx, a UK-based healthcare communications agency, to assist in destigmatising stoma bags for ostomy patients and raising awareness. Students applied theoretical knowledge to address this practical challenge and improved patient experience with stoma bag covers. The project fostered meaningful collaboration between academia, industry, and end-users, ensuring that the design solutions were informed by real patient needs rather than assumptions.
- The School of Media and Design’s “Let’s Sketch project” addressed the critical gap in foundational drawing skills among high school students through intensive, structured workshops.
- School of IT supported non-profit organisations by developing tailored digital solutions to help these organisations streamline their operations, improve outreach, and enhance efficiency.



IZANDLA ZIYAGEZANA

Communities at the centre, learning at the core.



# SOCIAL IMPACT AND COMMUNITY ENGAGEMENT REPORT continued

## CASE STUDIES

### PROJECT: MURAL FOR CHANGE #togetherwegrow

**Briefly describe the Community Engagement project and its purpose:**

The School of Engineering and Architecture (SOEAA) students took part in the “Mural for Change” community project at Fisantekraal Centre for Development (FCD), a faith-based, non-profit organisation dedicated to restoring dignity and building self-esteem in unemployed individuals through skills development since 2010. This project evolved beyond mere painting; it allowed our students to engage with actual learners from the Fisantekraal Centre for Development, listen to their stories, and immerse themselves in a community that could directly benefit from their skills. Alongside practising their colour theory techniques, students discovered how even a small intervention can deliver a powerful message. The mural occupies a prominent space at FCD, serving as a symbol of hope, unity, and growth for the entire community. The final phase of this project involved student reflections, which allowed students to internalise the experience and consider its broader impact. Students from STADIO’s Higher Certificate in Architectural Practice and Spatial Design programmes not only gained hands-on practical experience but also had the opportunity to collaborate with students from the FCD, working together to create something meaningful.

This project, aimed to create a meaningful and impactful mural at FCD’s Greenville facility. Designed with careful spatial and architectural considerations, the mural’s goal was to convey a strong, positive message that resonates with the community and received the following feedback:

*“This project was a meaningful collaboration, and we are truly grateful to STADIO and all the sponsors who came on board.”*

*“Given that FCD will soon be our neighbours at the new campus, we have already discussed meeting again in 2025.”*



*There is tremendous potential for more schools to not only give back but also learn from this organisation and its community. Plans are in motion to meet early next year to explore opportunities for the year ahead and foster a long-term relationship with FCD.”*

“The project provided an invaluable learning experience for all involved. Students not only gained hands-on practical experience but also had the opportunity to collaborate with students, working together to create something meaningful. We believe this initiative has fostered a meaningful relationship between the SOEAA and FCD, creating opportunities for collaboration and paving the way for other schools to become involved in the future.”

When looking from a teaching perspective, the project allowed students to:

- Gain practical experience in various aspects of design and making.
- Practise surface preparation and paint mixing techniques.

- Engage with real clients and stakeholders, enhancing their professional skills.
- Increase their awareness of concept development and its application in real-world contexts.
- Reflect on their role and responsibilities within society, offering them a valuable opportunity for self-assessment and growth.

Key learnings include:

- Early and thorough planning is essential. This will be emphasised in future projects to ensure that students appreciate the importance of detailed project planning, timelines, and setting clear objectives. For example, students could be tasked with creating project timelines and resource allocation plans as part of their course assessments.
- The involvement of industry, community members, and our institution significantly enhanced the project’s scope and impact. Moving forward, we will incorporate more opportunities for students to collaborate with external stakeholders. This may include inviting industry professionals for guest lectures, as well as engaging local communities

in hands-on projects that are meaningful and beneficial for both parties.

- Identifying projects that meet real community needs will remain a core focus. For example, future projects may involve direct consultations with community members during the planning phase, allowing students to understand local issues better and tailor their interventions to be both impactful and relevant.

By embedding these lessons into our curriculum, we aim to create more holistic learning experiences that not only foster academic growth but also build the practical and professional skills needed to make meaningful contributions to society.

#### **Did the project align with the values of environmental sustainability? How?**

The concept behind the mural design was inspired by the symbol of a tree, representing growth, nurturing, and transformation — both for individuals and communities. This theme guided the creation of the mural, highlighting the impact of collaboration in fostering positive change. Painted at FCD, the mural now stands as a lasting reminder, conveying a powerful message of unity, progress, and social responsibility.

#### **Did the project contribute to developing STADIO graduate attributes amongst participants? How?**

The project strongly supported our institution’s graduate attributes of collaboration and creativity. By working closely with various stakeholders and engaging as a cohesive group, students demonstrated their ability to collaborate effectively while also applying their creativity in the execution of the mural. This project provided a practical platform for students to showcase these key attributes in a real-world setting.

# SOCIAL IMPACT AND COMMUNITY ENGAGEMENT REPORT continued

## COMMUNITY ENGAGEMENT AND SERVICE

During 2024 there was also a strong focus on community engagement through various initiatives that align with the institutional commitment to social responsibility with various projects helping communities such as donation of library books to community libraries, enhancing access to resources for local learners and community members; partnering with shelters for abused women and children; as well as student-focused initiatives encouraging students to donate various forms of stationery at exam venues, allowing them to contribute directly to the educational needs of less privileged children. The Campus Student Forum (CSF) champions many of these projects and these initiatives have not only helped to uplift underprivileged communities but also fostered a spirit of service and solidarity within our campuses.

**3 569** sanitary pads were collected for the Western Cape Women's Shelter Movement

**796** people were fed with the generous contributions of the campus community  
**323** bowls of akhni (mixed rice dish) were served, **369** sandwiches, **3** pots of soup, and **76** litres of cool drink at several distribution locations

Each initiative is designed to not only support vulnerable communities but to instil a sense of duty and compassion in our students and staff raising awareness and understanding of social responsibility among the student community.

## CREATING OPPORTUNITIES (SOCIAL IMPACT) AND WIDENING ACCESS TO HIGHER EDUCATION

With affordability being one of the biggest barriers to higher education, STADIO seeks innovative ways to find funding solutions for its students.

The STADIO Kusasa Foundation, a Section 18A bursary trust, was established with the main purpose of providing scholarships, bursaries and awards for black South African students within the STADIO Group. In 2024, 213 deserving students were assisted through the STADIO Kusasa Foundation. These students were all identified as deserving individuals who, while showing academic ability, were unable to meet their financial obligations to continue with their studies. These bursaries significantly impact individuals' lives, as expressed by the students:

*"The bursary will allow me to complete my studies at Stadio Higher Education. I had already paused my studies due to my inability to fund them. The bursary will give me the opportunity to upgrade my teaching qualification and develop professionally to meet the modern teaching requirements. I will acquire modern teaching methods and skills. The skills will assist me to empower learners to tackle different learning tasks independently and confidently. I will teach learners long-lasting and life-long skills that are necessary for their academic, social, emotional and physical development that they can use during their schooling years and beyond. I will teach them to perform at the maximum of their abilities at any given point. They will develop self-knowledge and self-confidence that will allow them to know when they need support and how and where to seek it. Completing my studies will also make me more marketable in the contemporary teaching world."*  
 – Silibaziso Luphahla, PGCE

*"This bursary will help me to accomplish my dream of achieving my degree and empower myself further and I will be able to assist others to register to further themselves as well, I am a single parent and a breadwinner among my siblings they depend on me financially, I've been struggling to pay my studies, but I have pushed myself to the limit just to achieve my degree and further my studies if possible, so been offered this bursary will help me a lot as I don't have to save money to pay for my outstanding amount as time will pass me so I am very happy to be one of the selected persons it really came when I needed it the most. It is an honour for me to have this opportunity and you will not regret for choosing me and for that I really appreciate it."*  
 – Obitseng Leshoe – Bachelor of Policing Practice

*"It will be a dream coming true and an answered prayer. Since childhood, the dream of becoming a successful teacher was always inside me. The bursary will positively impact me by giving my everything to get this qualification and be an inspiration to other people who are also not financially stable to study. To complete my teaching qualification and for me to break the generational curse of poverty in my family, I want to make a difference in my household where we struggle and worrying about where our next meal might come from, and where my baby girl might get another nappy because we have used the last one. The bursary will make a big impact on my circumstances because my mother is the only one who brings an income in our household. She is getting Sassa and help me and my two children financially. It will really really helps me to achieve my dreams and change my circumstances from poverty to a comfortable life for me, my children and my mom. I'm living on a farm and If I get it right to achieve my dreams despite the little resources I have and my circumstances, it will show the young people on our farm that nothing is impossible if you work hard and believe in yourself."*  
 – Antoinette Bantam, PGCE

Furthermore, in 2024, STADIO continued to build on its sport strategy, believing in the social impact of sport and the wisdom of sport as a socio-economic "leveller". STADIO provides additional study support for these individuals, allowing them to pursue their sporting careers, whilst obtaining a qualification that they can use when their sporting career ends. This aligns with STADIO's vision of providing opportunities for all individuals who qualify for higher education.

STADIO continues to seek innovative ways to assist students with funding solutions and has entered into partnerships with a number of student funding providers such as Capitec, Monati, and Student Hero. In addition, STADIO engages with students who have difficulty meeting their financial obligations and enters into payment plans with these individuals, allowing students extended payment periods, without interest. Milpark Education has established Milpark Credit which also provides funding to its students.

The Group's commitment to responsible citizenship continues, with the outcomes of 2024 a testimony of the progress made, the dedication and passion of the academic staff members as Schools focus on preparing public-minded leaders for the future and the Group's position of applying the UNESCO ethos of higher education for the public good.

Refer to pages 14 to 16 for further information relating to sustainability practices and ESG initiatives.

# HUMAN CAPITAL



Our employees represent our greatest asset. Their knowledge, skills and ability to interact with students are critical in shaping well-rounded graduates, whilst maintaining the quality and integrity of our academic programmes. Our staff ensure we offer academic excellence and deliver on our student value proposition.



MEASURES: • Performance evaluations • Staff ratios and turnover • Staff qualifications and experience • Appropriate remuneration benchmarking • Staff satisfaction • Employment Equity targets

## INPUTS (refer to page 20)

• 2 013 permanent staff, supported by fixed-term contractors

- Alongside permanent staff, the Group employs temporary and contract staff, leveraging experts and industry partners to contribute as lecturers, assist with assessments, and provide input into programme and content development.
- We prioritise our employees by offering training opportunities (both in-house and external), supporting further education, covering professional membership fees, facilitating CPD, mentorship, and other initiatives.
- The Staff Study Assistance Programme continues providing bursaries to staff, aimed at fostering continuous professional development and lifelong learning, ensuring that our academic teams remain relevant and best qualified to deliver the programmes available
- The staff family discount study scheme was rolled out in 2025, offering discounts of up to 90% to staff's family to study with STADIO Group institutions.
- R685 million on salaries and wages  
See pages 87 to 98 for the Group's Remuneration Policy

## BUSINESS AND VALUE CREATION ACTIVITIES

Performance development and evaluation programme (CPD)

Staff wellness strategy

Professional development

Seminars and conferences

Employment Equity Committee

Succession planning

Remuneration harmonisation and benchmarking

## SUPPORTED BY

- Experienced, strategic, entrepreneurial, people-focused senior leadership team
- Relevant technologies, systems, policies and processes
- Strong values and good culture
- Robust board of directors and governance structures
- Our value of People-focus

## OUTPUTS AND OUTCOMES

- Staff wellness is improving (+)
- Gender pay gap of **14.4%** (2023: 13.4% – worse than prior year yet better than global average) (0)
- R5 million** spent on staff development and training (2023: R4 million) (+)
- 194** Research outputs (2023: 133) (+)
- Introduction of staff family study discount scheme (+)
- Some key leadership changes include:**
  - New CEO of AFDA started 1 Jan 2025, with new CEO of STADIO Higher Education starting in Aug 2025 (+)
  - 2 new commercial Heads of Campus at STADIO Higher Education (+)
  - Dr Chris van der Merwe to retire from Board at the upcoming AGM
- Phantom staff share scheme payout increased** - payouts linked to the dividend paid by the Group. This aims to align the employee decision-making with the strategic outputs of the Group (+)
- Staff development and succession planning (+)
- Increase in number of staff that received doctorates during year (+)

### OTHER CAPITALS IMPACTED



### STRATEGIC OBJECTIVES



### MATERIAL MATTERS



### STAKEHOLDERS

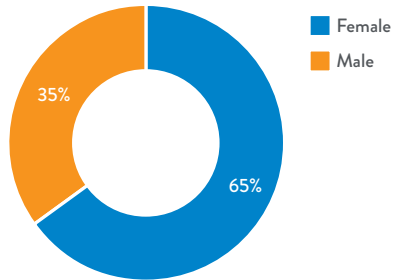


# HUMAN CAPITAL continued

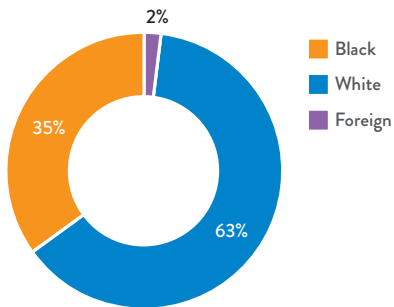
## DIVERSE WORK FORCE

Each organisation has its dedicated HR department, which encompasses an Employment Equity Committee (EEC). This committee is tasked with monitoring the progress of the Employment Equity plan and providing insights and contributions to the overall Employment Equity strategy and related policies. The EEC is crucial in fostering transformation across the Group. To date, the Group has made notable progress in achieving the objectives set forth in its EE Plan. Furthermore, the committees continue to actively monitor the recommended sector targets as outlined in the updated EE Act and are developing their new five-year EE Plans, accordingly.

### Gender Equity



### Employment Equity



## REMUNERATION PHILOSOPHY

The Group provides competitive compensation along with favourable working conditions to attract and maintain top academic and professional support personnel.

The Group is actively enhancing its employee value proposition, and STADIO Higher Education has made significant strides in standardising job descriptions and agreeing on salary bands within the STADIO payline. Aligning all salaries and grading across various positions takes time, and there remains some work to be done in this area.

Refer to pages 87 to 98 for details relating to remuneration matters, including the Gender Pay Gap.

## WHISTLE BLOWERS LINE

The Group is committed to conducting its business with honesty, integrity and fairness, and expects all employees to maintain high standards in accordance with its policies and procedures. A culture of transparency and accountability is essential in order to prevent unlawful and unethical behaviour, and to address such behaviour when it does occur. Accordingly, we have engaged Whistle Blowers (Pty) Ltd, to provide an Anonymous Reporting service through the Whistle Blowers Ethics Hotline. During the year we received four reports, of which none were considered material.

Call: 0800 202 022 (Toll Free)  
Email: [stadio@whistleblowing.co.za](mailto:stadio@whistleblowing.co.za)



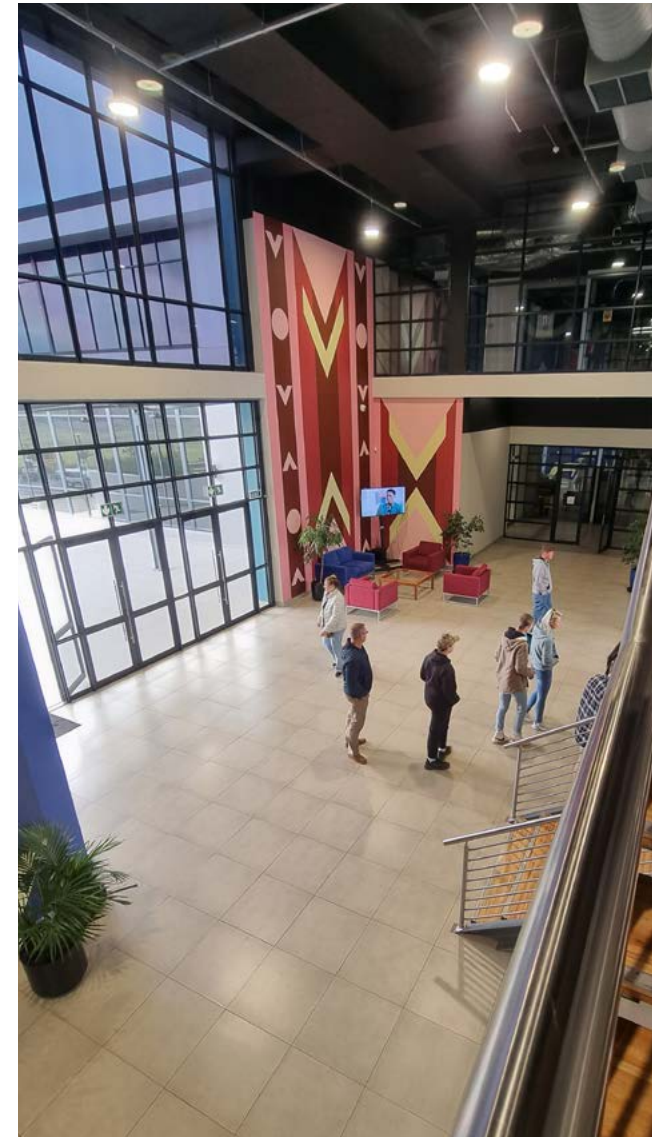
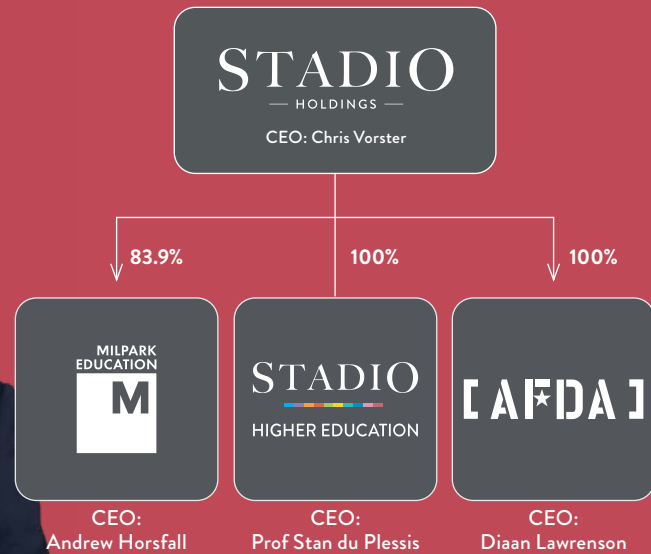
**PRIVATE AND CONFIDENTIAL**



# HUMAN CAPITAL continued

## GROWING THE STADIO COMMUNITY

- Prof Stan du Plessis appointed as CEO of STADIO Higher Education, effective 1 August 2025
- Stan is currently the COO of Stellenbosch University and his considerable knowledge in economics and research, coupled with his expertise in contact learning will be of great benefit to STADIO Higher Education, complementing STADIO Higher Education's strong distance learning capabilities. This will assist in taking STADIO Higher Education to new heights
- Current Holdings team doubles up as STADIO Higher Education Leadership team and the time is right to start focusing on other expansion opportunities
- The Group will also focus on realising many untapped synergies across the three institutions
- The Group will continue to invest in technology and processes to always simplify and improve our offerings, allowing us to scale without losing quality



# HUMAN CAPITAL continued

## OUR LEADERSHIP TEAMS



**MR CHRIS VORSTER**

CHIEF EXECUTIVE  
OFFICER

*Group and STADIO  
Higher Education*



**PROF DIVYA SINGH**

CHIEF ACADEMIC  
OFFICER

*Group and STADIO  
Higher Education*



**MR JOHAN HUMAN**

CHIEF OPERATING  
OFFICER

*Group and STADIO  
Higher Education*



**MR ISHAK KULA**

CHIEF FINANCIAL  
OFFICER

*Group and STADIO  
Higher Education*



**MS KATE RIDGE**

HEAD: EXECUTIVE SUPPORT  
AND GOVERNANCE (COSEC)

*Group and STADIO  
Higher Education*



**MS DIAAN LAWRENSON**

AFDA  
CEO



**MR ANDREW HORSFALL**

Milpark Education  
CEO



**MR MERWE ROUX**

STADIO Higher Education  
Chief Information Officer



**MS CHARISKA KNOETZÉ**

STADIO Higher Education  
Executive Head: DL



**PROF PATRICK BEAN**

STADIO Higher Education  
Executive Head: CL

OUR  
**SUCCESS IS  
DEPENDENT  
ON OUR  
PEOPLE**

# FINANCIAL CAPITAL

MEASURES: • Performance against: Budget, targets and prior year • Business KPA stretch targets • Strategic growth objectives  
• New student numbers • Campus profitability • Average revenue per student • Return on Equity • Dividend growth

## INPUTS

- Purpose-led business with huge demand to fulfil a huge societal need
- Highly cash-generative business with access to rolling credit facility
- Economic environment directly impacts financial capital – decrease in interest rate and reduced loadshedding is positive, yet low GDP growth expectations continue, and high unemployment rates
- Improved debt collection processes

- Facilitating student funding through partnerships with CAPITEC, Student Hero, Manati and Fundi
- Seeking bursary funding through donations to the STADIO Kusasa Foundation
- Amended debt collection processes to allow students access, despite outstanding balances, whilst actively managing debt outstanding to acceptable levels
- Continue to explore more funding solutions for our students
- Introduction of Milpark Credit to facilitate funding at Milpark Education

**Construction of Durbanville campus commenced and will be funded through cash resources and some debt funding – will build in phases with phase 1 expected to cost R220 million**

## BUSINESS AND VALUE CREATION ACTIVITIES

Strategic objectives and activities

Risks and opportunities

Material matters

Combined assurance

## SUPPORTED BY

- Solid growth strategy
- Experienced, responsible, entrepreneurial leadership
- Shareholders and other stakeholders

## REVOLVING CREDIT FACILITY

The Group maintains a healthy balance sheet, with 0% Gearing (excluding IFRS 16) at 31 December 2024.

The Group has access to an additional R100 million if needed.

**15.1 cents per share**


FOURTH ANNUAL DIVIDEND DECLARED

48% DIVIDEND PAYOUT (up from 41% in 2023) (move to 85% free cashflow in time)




To execute our growth strategy and facilitate value creation through our other capitals, we need shareholder equity, debt financing, and internally generated cash flow.

## OUTPUTS AND OUTCOMES


Revenue up **14%** to R1.6 billion (2023: 1.4 billion) 


EBITDA margin **28.4%** (2023: 27.6%) 

Loss allowance **8.7%** of revenue (2023: 9.0%) 

Impairment of **R7 million** on Randburg campus as part of optimisation strategy 

Cash generated from operations up **29%** to R465 million (2023: R360 million) 

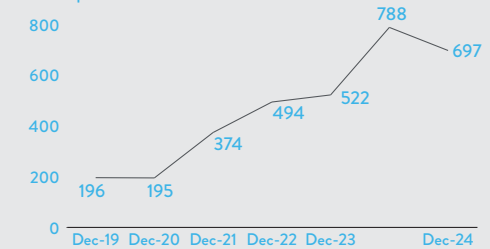
Return on Equity up **16%** to 13.6% (2023: 11.7%) 


R123 million cash outflow due to additional interest in Milpark Education – minority interest is 16.14% (additional net 5% Core Headline Earnings contribution as a result) 


Continue purchasing shares in STADIO Holdings to safeguard shareholder value by preventing future dilution because of settling future obligations under the long-term share incentive trust 

## SDO share price

Cents per share



Five-year share price high of **R7.88** (previously R5.65) 

**20 770** shareholders (2023: 21 572) 

### OTHER CAPITALS IMPACTED



### STRATEGIC OBJECTIVES



### MATERIAL MATTERS

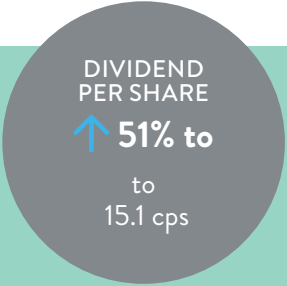


### STAKEHOLDERS



# CHIEF FINANCIAL OFFICER'S REPORT

**ISHAK KULA**  
Chief Financial Officer



The Group delivered a solid set of results, showcasing strong financial performance and robust cash generation.

## YEAR UNDER REVIEW

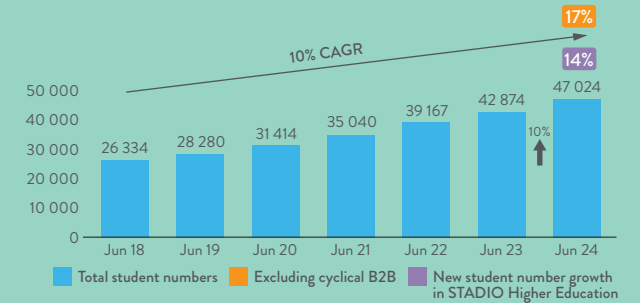
The Group is pleased to report a solid set of results for the year ended 31 December 2024, driven by strong growth from STADIO Higher Education and well-supported by Milpark Education and AFDA.

## REVIEW OF RESULTS

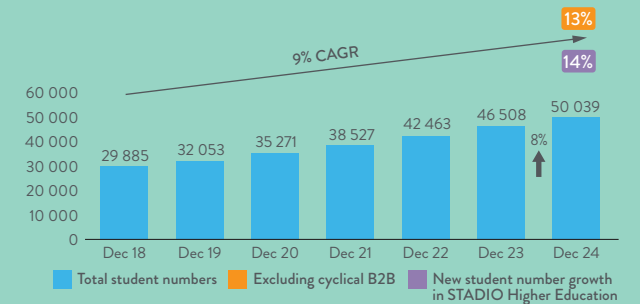
The Group monitors student numbers on a semester basis. The Group increased semester 1 student enrolments by 10% to 47 024 students at 30 June 2024 (June 2023: 42 874). At 31 December 2024, semester 2 student enrolments increased by 8% to 50 039 (December 2023: 46 508).

Both contact and distance learning student numbers reflected good overall growth of 8%.

**Total student numbers: SEMESTER 1: 30 June**



**Total student numbers: SEMESTER 2: 31 December**



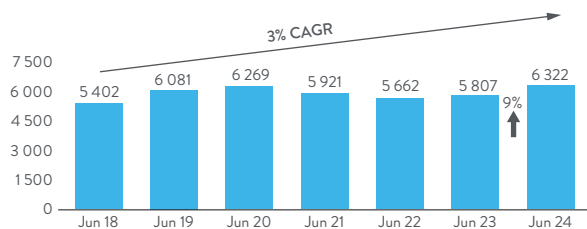


# CHIEF FINANCIAL OFFICER'S REPORT continued

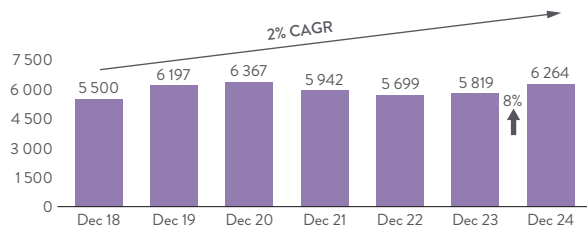
Distance learning continues to be impacted by the legacy Milpark Education business offerings. Excluding this impact, distance learning student numbers grew by 19%. Registrations of new contact learning students in STADIO Higher Education increased by 14%. The growth flows from the strategy of accrediting new programmes as well as expanding the offering of qualifications to new campuses.

Contact learning student numbers showed solid growth of 9% to 6 322 at 30 June 2024 (June 2023: 5 807) and growth of 8% to 6 264 at 31 December 2024 (December 2023: 5 819). This stems from the strategy of accrediting new programmes as well as expanding the offering of qualifications to new campuses.

## Total student numbers: Contact learning SEMESTER 1: 30 JUNE

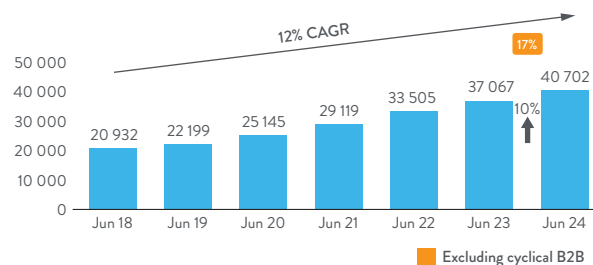


## SEMESTER 2: 31 DECEMBER

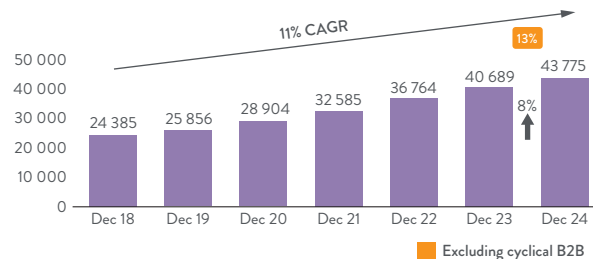


The Group grew revenue by 14% to R1.6 billion (2023: R1.4 billion), with EBITDA growing by 17% to R458 million (2023: R391 million). EBITDA margin showed robust growth in the year, with margins increasing to 28.4% (2023: 27.6%). Furthermore, strategic investments in marketing and advertising costs and other costs such as computer and license fees, and increased staff training costs following lower historic lower spend on training were incurred. Despite these strategic investments, employee cost margins were 41.3% of revenue (2023: 41.4%) whilst operating costs as a percentage of revenue were at 22.5% (2023: 23.0%).

## Total student numbers: Distance learning SEMESTER 1: 30 JUNE



## SEMESTER 2: 31 DECEMBER



## MARGIN ANALYSIS

	Dec 2023	Dec 2024	% Change
<b>Revenue (Rm)</b>	<b>1 414</b>	<b>1 612</b>	<b>14%</b>
Employee costs (Rm)	586	665	14%
Employee costs as % of revenue	41.4%	<b>41.3%</b>	
Other operating expenses (Rm)	325	363	12%
Other operating expenses as % of revenue	23.0%	<b>22.5%</b>	
Loss allowance expense – net of recoveries (Rm)	127	141	11%
Loss allowance expense – net of recoveries as % of revenue	9.0%	<b>8.7%</b>	

The loss allowance margin improved by 0.3% to 8.7% for the year (2023: 9.0%), off the back of new processes implemented which are starting to yield some benefits. The processes implemented included preventing students from reregistering in the second semester if their account balances were not up to date.

The payment trends of distance learning students are still over a longer period of time than for contact learning students. For the period ended 31 December 2024, bad debts recovered improved to R12.5 million (2023: R4.8 million).

The Group calculates its expected credit loss rate by segmenting the trade receivables into three broad categories which better reflect the underlying nature of our business. Trade receivables in respect of the prior academic year contains the highest risk and were provided for at 97% (2023: 91%) of this balance. The Group believes the loss allowance is adequate to provide for the associated credit risk of these trade receivable balances.

# CHIEF FINANCIAL OFFICER'S REPORT continued

Trade receivables to the amount of R118 million (2023: R101 million), has been written off during the year. Of the amounts written off in the current and prior years, R130 million (2023: R77 million) has been handed over for legal enforcement.

## TRADE DEBTORS ANALYSIS

Trade Debtors (Rm)	Dec 22	Dec 23	Dec 24	% Growth Dec 22 to Dec 23	% Growth Dec 23 to Dec 24
Gross debtors	260	330	381	27%	15%
Debtors related to prior academic year	(36)	(49)	(58)	36%	16%
<b>Debtors related to current year</b>	<b>224</b>	<b>281</b>	<b>323</b>	<b>25%</b>	<b>15%</b>
<b>Revenue growth</b>				<b>16%</b>	<b>14%</b>

Debtors relating to prior year (Rm)	Dec 22	Dec 23	Dec 24	% Growth Dec 22 to Dec 23	% Growth Dec 23 to Dec 24
Gross debtors	36	49	58	36%	16%
Loss allowance	(33)	(45)	(56)	37%	25%
Net debtors	3	4	2	29%	(68%)
<b>Loss allowance coverage (%)</b>	<b>(90%)</b>	<b>(91%)</b>	<b>(97%)</b>		

For the year ended 31 December 2024, the Group reported a profit after taxation of R276 million (2023: R236 million), earnings per share (EPS) of 30.9 cents per share (cps) (2023: 24.5 cps), and headline earnings per share (HEPS) of 31.4 cps (2023: 24.5 cps).

The growth in profit after taxation, EPS and HEPS for the year was primarily due to organic growth in the underlying institutions, as well as lower depreciation growth of 1%. The Group reduced the carrying value of the Randburg land and buildings to R19 million by processing an impairment of R7 million during the year, which is included in EPS but added back for HEPS purposes. The property is classified as held for sale at year end. The impairment stems from the Group's strategy to streamline operations by relocating its Randburg operations to the existing Centurion campus.

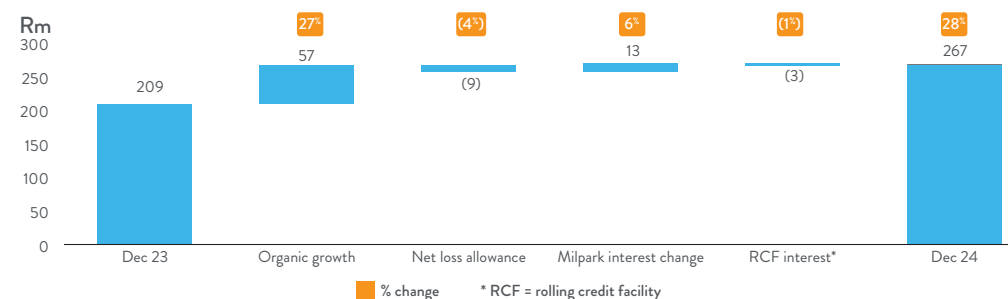
Net investment income is lower mainly due to interest incurred from using the revolving credit facility (RCF) to pay for the shares acquired in Milpark Education. This resulted in a net investment income position of R1.9 million (2023: R4.0 million).

Profit attributable to the parent was positively impacted by the additional 15.4% shareholding acquired in Milpark Education, substantially effective 31 December 2023. Non-controlling interest in Milpark Education reduced from 31.5% in 2023 to 16.14% in 2024.

The Group utilises core headline earnings (Core HEPS) to measure and benchmark the underlying performance of the business. Core HEPS reflects HEPS adjusted for certain items that, in the Board's view, may distort the financial results from year-to-year, giving shareholders a more consistent reflection of the underlying financial performance of the Group. These core adjustments include once-off acquisition-related costs, amortisation costs associated with client lists acquired, once-off costs in respect of onerous contracts, tax penalties and costs relating to contingent consideration payable in respect of acquisitions.

Accordingly, for the year ended 31 December 2024, Core HEPS grew by 28% to 31.5 cps (2023: 24.6 cps), of which 23% can be ascribed to underlying institutional growth and the remaining 5% due to the additional interest acquired in Milpark Education, net of interest incurred on drawing down on the RCF to fund the transaction.

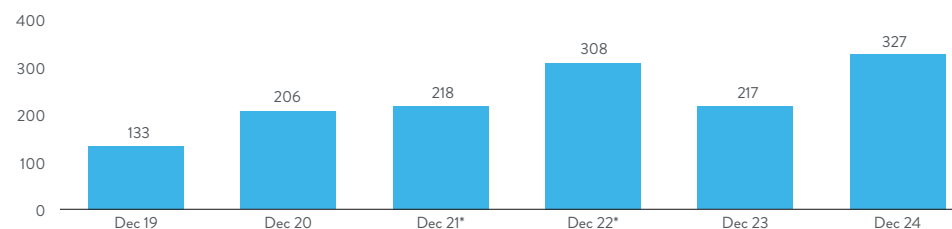
## CORE HEADLINE EARNINGS MOVEMENT



## CASH FLOW GENERATION

Cash flow from operations (Rm)	Dec 2019	Dec 2020	Dec 2021*	Dec 2022*	Dec 2023	Dec 2024
<b>Net cash flow from operations (before working capital)</b>	<b>202</b>	<b>263</b>	<b>323</b>	<b>361</b>	<b>404</b>	<b>470</b>
Working capital changes	(12)	11	(9)	(20)	(44)	(5)
Net cash generated from operations	<b>190</b>	<b>274</b>	<b>314</b>	<b>341</b>	<b>360</b>	<b>465</b>
Cash generated from operations (as % of normalised EBITDA)	97%	108%	101%	96%	93%	102%
<b>Free cash flow less recurring capex</b>	<b>133</b>	<b>206</b>	<b>218</b>	<b>308</b>	<b>217</b>	<b>327</b>

### Free cash flow less recurring capex (R million)



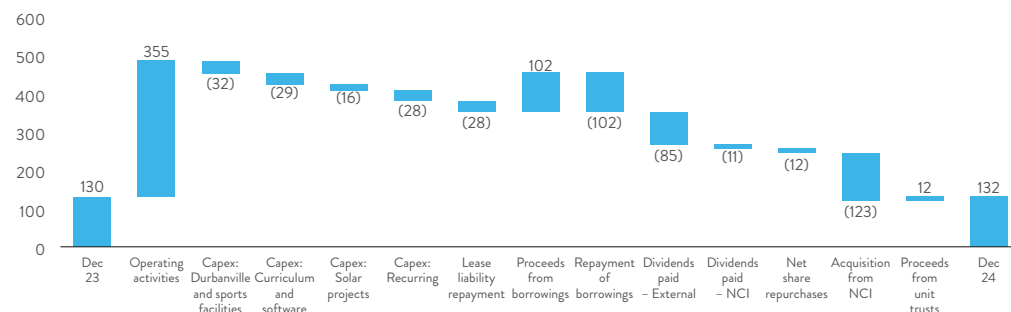
\* Adjusted for CA Connect settlements

The Group generated R465 million (2023: R360 million) cash from operations for the year, which is an increase of 29%, well supported by an improvement in the working capital cycle during the year.

# CHIEF FINANCIAL OFFICER'S REPORT continued

## CASH UTILISATION AND CAPITAL STRUCTURE

### CASH UTILISATION



Set out above is a summary of cash utilisation across the Group for 2024. The Group was in a strong cash position with a cash balance of R132 million as at 31 December 2024 and no debt (excluding the impact of IFRS 16). The Group has access to a revolving credit facility of R100 million, with an option to increase the facility by a further R100 million. In January 2024, the Group utilised the R100 million facility to pay for the further interest acquired in Milpark Education for R117.5 million, which was settled by the half-year.

The Group complied with the facilities financial covenant requirements. At 31 December 2024, the Group reflected a gearing ratio of 6% (nil % excluding the IFRS 16 lease liability).

### CAPITAL INVESTMENT

Capital invested (Rm)	Dec 2019	Dec 2020	Dec 2021	Dec 2022	Dec 2023	Dec 2024
Acquisitions	156	–	10	–	15	123*
Infrastructure development and capital assets	168	98	181	87	44	86
Programme development	10	7	–	7	15	20
<b>Total</b>	<b>334</b>	<b>105</b>	<b>191</b>	<b>94</b>	<b>74</b>	<b>229</b>
<b>Cumulative investment</b>	<b>1777</b>	<b>1882</b>	<b>2 073</b>	<b>2 167</b>	<b>2 241</b>	<b>2 470</b>

\* Additional interest acquired in Milpark Education

The Group invested R86 million (2023: R44 million) on infrastructure development and capital assets for the year. This included R32 million for the new Durbanville comprehensive campus and other campus-related facilities, a R16 million investment in various solar projects, R9 million for software development, and R29 million across the Group for recurring capital expenditure.

The Group paid R123 million to acquire a further interest from a non-controlling shareholder in Milpark Education (R117.5 million effectively acquired in December 2023 and paid for in 2024, with the remaining balance acquired in the current year).

## 2025: CAPITAL EXPENDITURE ON GROWTH PROJECTS

2025 Capital Expenditure (RM)	2025
Curriculum and intangibles development	46
Durbanville property	203
Existing campuses	48
<b>Total capital projects</b>	<b>297</b>

The Group commenced with the construction of phase 1 of the new Durbanville campus in the second half of 2024. The Group estimates that it will incur R203 million during 2025 for the Durbanville campus.

A further development of R46 million is earmarked on programme development and development of other intangible assets. This development will allow the business to expand its overall programme offerings.

The Group will continue investing in solar projects, in addition to allocating strategic capital expenditure for contact learning campuses to provide a holistic student experience.

## SHARE CAPITAL AND SHARE REPURCHASES

### SHARE CAPITAL

	Group
	2024 R'000
<b>Issued share capital</b>	
Issued ordinary shares at 1 January	1 628 781
Issued during the year	5 278
Share issue costs	(171)
Shares repurchased and cancelled	(14 949)
	<b>1 618 939</b>

For the year, 3.7 million shares treated as treasury shares as at 31 December 2023, were utilised in settlement of the Group's obligation under the SIT during the year. Furthermore, in September 2024, the Company issued 0.872 million shares to the Group Share Incentive Trust (SIT) for R5.3 million to settle its obligation under the Group's Share Incentive Scheme. The Group is committed to preserving stakeholder value and limiting dilution of shareholders shareholding where feasible. Accordingly, the Board approved the repurchase of 3.09 million shares for R15 million from the market which were purchased between January 2024 and March 2024, and immediately cancelled.

# CHIEF FINANCIAL OFFICER'S REPORT continued

## TREASURY SHARES

	Rands		Number of shares	
	2024 R'000	2023 R'000	2024 '000	2023 '000
<b>Treasury shares (Group)</b>				
Balance at the beginning of the year	(17 114)	(145)	(3 711)	(235)
Treasury shares acquired from issuance	(5 278)	(14 652)	(872)	(3 151)
Treasury shares acquired from market	–	(22 073)	–	(4 805)
Treasury shares issued to employees	21 602	19 756	4 452	4 480
	<b>(790)</b>	<b>(17 114)</b>	<b>(131)</b>	<b>(3 711)</b>

Treasury shares are shares in the Company that are held by the SIT for purposes of settling its future obligations to transfer shares to participants in terms of the Scheme. As at 31 December 2024, the Group held 130 563 Treasury shares (2023: 3.7 million).

## DIVIDEND

The Board is pleased to declare a final gross dividend of 15.1 cents (2023: 10.0 cents) per ordinary share from income reserves for the period ended 31 December 2024. This represents 48% of core HEPS.

The Board has adopted a policy of declaring and paying dividends on an annual basis based on excess free-cash flow available considering the capital needs for future growth projects.

## GOING CONCERN

The Group has a strong balance sheet with no external funding (other than lease liabilities) and continues to generate strong profits and cash flows for the year ended 31 December 2024.

At 31 December 2024, the Company is in an accumulated loss position. The current assets exceed the current liabilities and the Company has access to additional cash resources within the Group to meet its cash obligations as they fall due in the next 12 months. Accordingly, the Board is satisfied that the Group and the Company are in a sound financial position and have adequate cash resources and access to borrowings to continue to operate as a going concern in the foreseeable future.

## OUTLOOK

We are excited by the growth in new students enrolling in our contact learning programmes and are encouraged by the strong growth in distance learning. We acknowledge that the tough economic climate puts pressure on consumers, affecting students' ability to afford higher education. We believe, however, that we have the processes to manage this and will continue to do so within the parameters of widening access to quality higher education responsibly.

Our offerings remain in high demand, as students invest in themselves to create better opportunities and we are confident in our 2025 enrolments to date. We have confidence that the Group has every chance of achieving its pre-listing forecast of 56 000 students by the end of 2026 as we aim to reach 80 000 students by 2030.

The Group continues to enhance its offerings, looking for expansion opportunities, whilst becoming a first-choice higher education institution in South Africa.

## THANKS AND APPRECIATION

I would like to extend my heartfelt gratitude to the finance staff across the STADIO Group for their unwavering commitment and efforts throughout the year. Additionally, I want to express my sincere appreciation to our stakeholders, including shareholders and staff, for their continued support. Your support empowers us to execute our growth strategy, enabling more individuals to access quality higher education.

## SEVEN-YEAR FINANCIAL OVERVIEW

	2018	2019	2020	2021	2022	2023	2024
Student numbers	29 885	32 053	35 271	38 527	42 463	46 508	<b>50 039</b>
Revenue (Rm)	633	815	933	1 098	1 214	1 414	<b>1 612</b>
EBITDA (Rm)	129	180	46	309	351	391	<b>458</b>
EBITDA (Rm) – normalised	129	196	253	310	357	388	<b>458</b>
Headline (loss)/earnings (Rm)	63	70	(70)	144	170	208	<b>266</b>
Core Headline Earnings (Rm)	70	88	117	149	176	209	<b>267</b>
Headline earnings per share (cents)	8	9	(8)	17	20	24.5	<b>31.4</b>
Core HEPS (cents)	8.6	10.8	14.2	17.6	20.7	24.6	<b>31.5</b>
Dividend per share (cents)	–	–	–	4.7	8.9	10.0	<b>15.1</b>
Return on Equity (%)	4.2%	5.6%	7.9%	9.0%	9.9%	11.7%	<b>13.6%</b>
Net asset value per share (cents)	202	192	178	195	208	212	<b>231</b>

# INFRASTRUCTURE CAPITAL



We require technologies and campus infrastructure to provide an environment conducive to academic excellence and a great student experience.



MEASURES: • Return on Investment • New technologies • New student numbers • Campus capacity

## INPUTS

- The Group continues to invest in:
  - our campuses to enable student growth, whilst looking for ways to optimise how we use these assets to provide an appropriate return on investment and create stakeholder value
  - technologies that enable us to operate more effectively, allow us to scale whilst upholding quality, and provide a better overall student experience
  - improved customer service
- We continue to invest in cybersecurity processes and systems to ensure secure environment

Exploring further use of AI within curriculum, to enhance relevance of offerings, as well as challenge students to think broader and differently. Furthermore, use of AI assists in enabling business efficiencies and providing a better student service and overall experience.



## BUSINESS AND VALUE CREATION ACTIVITIES

New campuses	New refined technologies
Optimisation and/or consolidation of current campuses	IT-related training & staff development
Business processes and systems	Cybersecurity
Continuous assessment of technologies aligned to students and business needs	
Construction	Licences

## SUPPORTED BY

- Experienced, innovative staff
- Stringent security protocols
- Financial capital and stakeholders

## DEPENDENCIES:

- Regulator – site accreditations
- Regulator – site extensions to offer programmes on new sites
- Regulator – municipal approvals of construction

## OUTPUTS AND OUTCOMES

- School of Fashion successfully moved from Randburg and Hatfield campuses to Centurion (+)
- R7 million impairment recognised on the Randburg campus. In March 2025, this property was sold on auction for R19 million (+)
- Multi-sport courts installed at STADIO Higher Education campuses (+)
- Construction of Durbanville campus commences (+)
- Two new regional support centres opened for distance learning (+)
- Sufficient capacity for contact learning students, no space constraints for distance learning (+)
- Zero identified system breaches during the year with continued phishing training and other cybersecurity initiatives – Cyber month (+)
- Milpark Education implementing new ERP system (\*)
- R66 million invested in IT systems and capital assets (+)
- Improved student experience through introduction of AI tools, WhatsApp and payment gateway (+)

### OTHER CAPITALS IMPACTED



### STRATEGIC OBJECTIVES



### MATERIAL MATTERS



### STAKEHOLDERS



# INFRASTRUCTURE CAPITAL continued

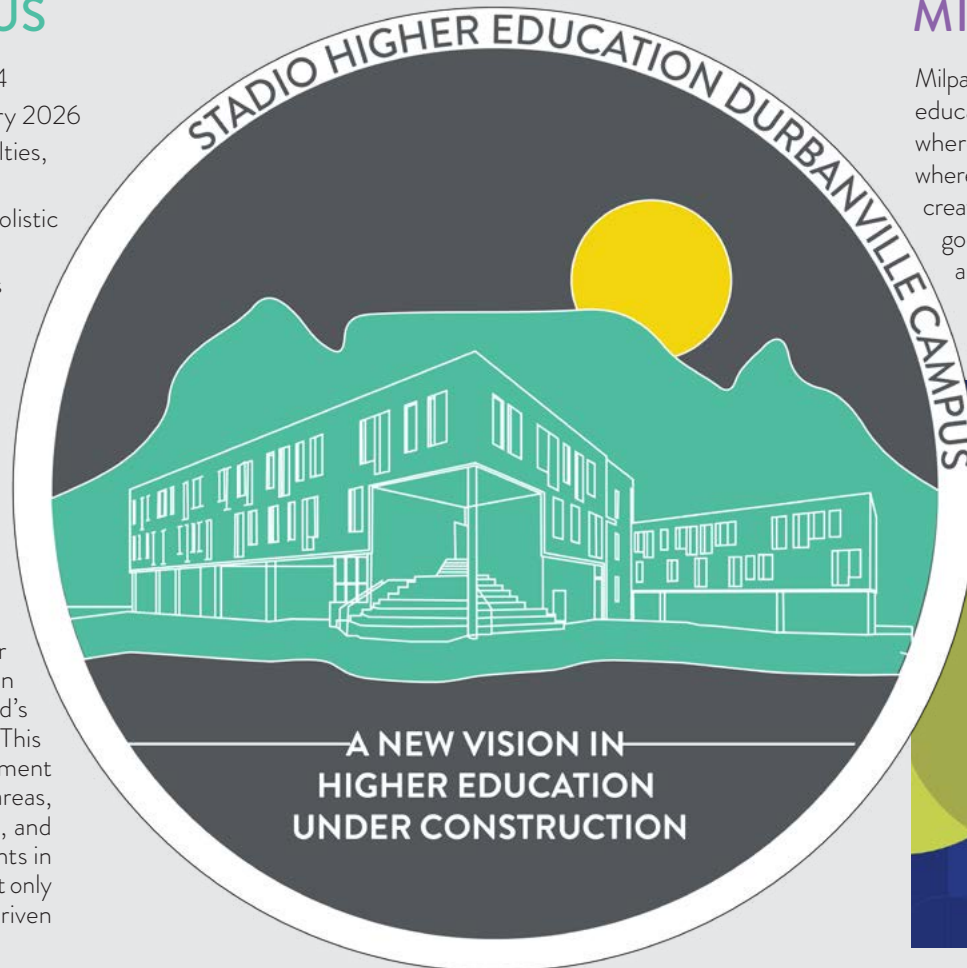
## EXAMPLES

### DURBANVILLE CAMPUS

- Construction commenced in October 2024
- On track to open for new students in January 2026
- Comprehensive campus housing seven faculties, offering multiple qualifications
- Sports facilities will be available, offering a holistic student experience
- Expect to open with at least 1 000 students

### BUSINESS PROCESSES AND INNOVATION

The Group is focused on leveraging technology to improve processes and bring about efficiencies, whilst enhancing the learning experience and general online learning environment for our students. STADIO Higher Education’s Business Process & Innovation department continues to focus on the Board’s strategic imperative of Operational Excellence. This is achieved by following a continuous improvement lifecycle approach that focuses on three key areas, namely Business Processes, Business Systems, and Reporting & Analytics across all the departments in STADIO Higher Education. These focus areas not only bring about efficiencies, but also enable data-driven decision-making.



### MILPARK EDUCATION

Milpark Education focuses on delivering a supreme online education offering and offers students a community where they can connect and belong. A community where collaboration, inclusion, innovation and support creates a transformative educational experience that goes beyond learning. This enhances personal growth and development throughout the student’s journey.



# INFRASTRUCTURE CAPITAL continued

## SASB EDUCATION STANDARD: DATA SECURITY AT STADIO HIGHER EDUCATION

Our data security measures align with **CIS Controls** and **NIST** standards and address data security queries raised in the SASB Education Standard. Below is an outline of our approach and coverage status. While we are well-prepared for data risk management (and data breach response), we are in the process of further enhancing our formal policies governing student data lifecycle management.

### IDENTIFYING AND ADDRESSING DATA SECURITY RISKS

We use a structured approach to identify and mitigate data security risks, including:

- **Asset Inventory and Vulnerability Management:** continuous vulnerability management ensures that potential risks are proactively managed
- **Data Protection and Access Control:** secure access and protection of sensitive information
- **Network and Application Security:** security configurations across network infrastructure and applications, minimising vulnerabilities

In addition, **NIST Controls** (ID.AM-1 and PR.AC-1) further strengthens our asset visibility and access control practices. This robust risk management aligns with standards such as ISO/IEC 27001 and the NIST CSF, ensuring comprehensive risk coverage.

### POLICIES FOR COLLECTION, USAGE, AND RETENTION OF STUDENT INFORMATION

We are in the process of enhancing our formal policies governing student data lifecycle management. We have strict POPIA restrictions in place as well as protocols that address:

- **Data Handling and Access Management**
- **Audit and Monitoring** – this provides a foundation for tracking data handling activities and includes staff training to promote awareness of data security best practices.

We are also in the process of adopting additional NIST Controls that will enhance and support compliance with regulatory standards and ensure the complete lifecycle management of student data.

### DATA BREACHES

Our incident response framework is designed to detect, respond to, and mitigate data breaches effectively:

- **Incident Monitoring and Response** – continuous monitoring, audit trails, and incident response protocols, ensuring timely breach management.

- **Corrective Actions and Notification:** we ensure prompt detection of security events and timely notifications to affected parties as per regulatory guidelines.

Our data breach response approach includes corrective actions to mitigate impact and prevent recurrence, maintaining high standards in data privacy and security.



# NATURAL CAPITAL



As educators, we recognise our responsibility to enhance awareness, knowledge, and comprehension of the environmental issues facing the world. This understanding can shape the behaviours and values necessary for sustainable and responsible living in an evolving environment. Additionally, we depend on sustainable environmental conditions to conduct our activities and on natural resources like water, energy, and land.

**MEASURES:** Energy consumption • Investment in alternative energy sources • Water consumption • Waste • Curricula-related

## INPUTS

- Curriculum is designed to incorporate sustainability and environmental issues into modules, with the aim to produce students who are socially and environmentally conscious, understanding the role they play in society and our world
- Invested R16 million in solar solutions implemented during the year (2023: R5 million). Impact of loadshedding eased in 2024
- Exploring alternative water solutions at all campuses
- Our ESG strategy continues to develop and we integrate sustainable ESG initiatives throughout our operations. Refer to pages 14 to 16



The Group continues to refine our data-capturing processes for ESG metrics to ensure information is reliable and relevant. With the introduction of energy loggers at the campus, this is assisting in scrutinising data and in some instances, has assisted in identifying where errors exist. For example, it was noted that the energy usage on one of the campuses was higher at night and upon investigation, it was identified that the local area had been erroneously wired to this campus' electricity box.

## BUSINESS AND VALUE CREATION ACTIVITIES

Solar investment and projects

Water-saving initiatives

Recycling at campuses

Programme development

Community engagement

Empowering graduates

Environmental awareness campaigns

Graduate attributes

## SUPPORTED BY

- **ESG strategy and overall business model**
- **Governance structures**
- **Academic plan and commitment to all-round graduates**



## OUTPUTS AND OUTCOMES

**Socially conscious and environmentally aware graduates** who understand their impact on the environment +

**Energy:** R11 million spent on electricity during the year (2023: R8 million) ●

- Solar energy is beginning to generate overall cost savings +
- Energy consumption has increased - expanding operations, less loadshedding and therefore lower generator usage and costs (down to R1 million from R3 million in 2023), solar only effective later in the year ●
- Installation of energy loggers at campuses +

**Water:** encourage preservation of water at all our campuses by staff and students +

- Water tanks on most campuses, with alternative water solutions being investigated and boreholes drilled where feasible
- Project completed to assess water usages and needs for each campus (Gauteng is the priority)

**Paper:** continued efforts to reduce printing and use digital platforms as far as possible. +

- Introduction of digital libraries

**Recycling:** various recycling and other waste initiatives in place across offices and campuses +

**Carbon footprint:** increased travel during the year, however, concerted effort to minimise flights as far as possible. ●

- Encouraging virtual meetings +
- Flexible work and online teaching limits staff and students' fuel consumption +

### OTHER CAPITALS IMPACTED



### STRATEGIC OBJECTIVES



### MATERIAL MATTERS



### STAKEHOLDERS





# NATURAL CAPITAL continued

## CASE STUDIES

### INCORPORATING SUSTAINABILITY PRACTICES INTO OUR CURRICULUM

The Social Responsibility and Environmental Management module at Milpark Business School demonstrates the institution's impact through community engagement. Students work with charities to enhance their effectiveness, requiring thorough research and the development of a CSR strategy that benefits both the charity and the corporate partner.

This module includes both consulting and research components. Students select an appropriate charity and work collaboratively to improve its effectiveness and standing within its specific context. To carry out any consulting tasks, students are required to conduct comprehensive research on both the charity and a prospective corporate partner. They must then present a report and a presentation to a panel, showcasing their integration and explaining their choice of charity in relation to the selected organisation. Subsequently, a CSR strategy is formulated for the chosen organisation, which benefits both the charity and the associated business.

#### Community Impact

In 2024, the Business School partnered with the Thuthuka Foundation, which has a longstanding commitment to uplifting communities through educational empowerment and skills development. This module provided students with the opportunity to collaborate directly with the Thuthuka Foundation, enabling them to acquire practical experience in making a positive impact through teamwork and commitment. The partnership allowed students to apply business principles to the real-world challenges that the Thuthuka Foundation and its beneficiaries encounter on a daily basis.

The Thuthuka Foundation is highly regarded for its efforts to enhance access to the Chartered Accounting profession within communities, focusing on empowering individuals through education and skills training.



#### Did the project align with the values of environmental sustainability? How?

- The Social Responsibility and Environmental Management module explores the significance of social responsibility and environmental management from multiple perspectives, including those of corporations, governments, individuals, and NGOs. This empowers students to critically assess CSR initiatives, their motivations, and responses. They learn to identify current economic activities that may be unsustainable or subject to future ethical, social, and environmental constraints. By examining social, ethical, and environmental issues as both challenges and opportunities for businesses, we aim to develop better accountants and, ideally, more effective advocates for positive change.

# NATURAL CAPITAL continued

## CASE STUDIES



### OUR IMPACT: HIGH

Responsibility as an educator to create awareness and influence behaviour towards living responsibly and sustainably



### OUR IMPACT: LOW

Own carbon footprint

## STADIO IS FOCUSED ON HOLISTIC STUDENT DEVELOPMENT

Linked to its formal curriculum and teaching and learning, STADIO offers a Second Transcript for students – the STADIO Stripes. This project promotes the holistic development of our students and facilitates preparedness for the 21st-century workplace. STADIO graduates receive their formal Academic Transcript and a second digital transcript (Stripes) recording their acquired graduate attributes and skills whilst on their student journey.

STADIO Stripes focuses primarily on the work dimension; however, recognising that everyone builds community, two Stripes on the dimension of society were developed and implemented in 2024. The curriculum integrated Stripe: Design a solution for impactful change, focuses on the social dimension acknowledging the broader social, cultural, and environmental factors that influence the identified problems. Students gain a deeper understanding of the complexities involved. This understanding enables them to develop solutions sensitive to these factors, promoting inclusivity, sustainability, and cultural appropriateness, affirming their social responsibility in transforming communities.

Another Stripe: Develop a sustainability-focused mindset focusing on society and building communities – introduces all students to the basic concepts and applications of sustainability and the UN SDGs and interrogates how South Africa has internalised the goals. Students explore the significance of the SDGs and learn about interesting South African precedents that have addressed or are addressing these goals, gaining insight into outlining a path toward becoming a sustainability-responsible citizen by contributing to the implementation and achievement of the SDGs in their personal and professional careers.

Together, these approaches foster critical thinking, adaptability, reflexivity, and problem-solving skills relevant to the environment in which the students find themselves – qualities essential for success in the modern workforce. By embedding local challenges and industry-specific knowledge in their curricula, STADIO enhances employability and empowers graduates to contribute meaningfully to their communities and industries.



# 05

## OUR GOVERNANCE

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- 87 Remuneration and Nominations Committee report



A robust governance structure supporting the Group's growth strategy

# OUR BOARD OF DIRECTORS

- B Board
- E Executive Committee
- R Remuneration and Nominations Committee
- A Audit and Risk Committee
- I Investment Committee
- T Transformation, Social and Ethics Committee
- S Senate



**1** **VINCENT MAPHAI** <sup>73</sup>  
CHAIRPERSON *Independent Non-executive*  
*BA, BA (Hons), MPhil, DPhil, Advanced Management Programme (Harvard) and several certificates and diplomas*  
Appointed: July 2020

- More than 20 years' experience in the academic profession
- Corporate governance and vast knowledge on serving on Boards in the listed environment
- Business leadership and strategy
- Corporate Affairs and Transformation
- Commitment to education and the country



**2** **CHRIS VORSTER** <sup>57</sup>  
CHIEF EXECUTIVE OFFICER *Executive*  
*BA (Social Science), BA Hons (HR Development), MA (Management and Development)*  
Appointed: 2020

- Appointed as CEO of STADIO Holdings on 1 April 2020
- Business leader, entrepreneur, and strategic thinker
- Distance learning expert
- Extensive higher education knowledge

**3** **MATHUKANA MOKOKA** <sup>51</sup>  
INDEPENDENT NON-EXECUTIVE  
CA(SA)  
Appointed: 2019

- Financial and investment knowledge
- Governance and assurance
- Risk management

**4** **ISHAK KULA** <sup>41</sup>  
CHIEF FINANCIAL OFFICER *Executive*  
CA(SA)  
Appointed: 1 January 2024

- Financial experience with broad business acumen and strong leadership qualities
- Business assurance
- Internal audit and risk management



**5** **TOM BROWN** <sup>58</sup>  
INDEPENDENT NON-EXECUTIVE  
*BSc, HED, BEd, MEd, PhD; More than 20 years' experience in the academic profession*  
Appointed: 2019

- Public and private higher education expertise
- Mobile and distance learning
- Business mergers, leadership and strategy

**6** **DIVYA SINGH** <sup>60</sup>  
CHIEF ACADEMIC OFFICER *Executive*  
*BA (Law); LL B (Cum Laude); LL M; LL D; Masters in Tertiary Education Management (with Honours)*  
Appointed: 2017

- Admitted advocate of the High Court of South Africa
- Certified Ethics Officer by The Ethics Institute
- Extensive public and private higher education knowledge

# OUR BOARD OF DIRECTORS continued

- B Board
- A Audit and Risk Committee
- E Executive Committee
- I Investment Committee
- S Senate
- R Remuneration and Nominations Committee
- T Transformation, Social and Ethics Committee



7 **BUSISIWE VILAKAZI** <sup>41</sup>  
INDEPENDENT NON-EXECUTIVE  
B *BSc in Electrical Engineering, MSc in Engineering, DPhil (PhD) in Engineering Science*  
A  
T Appointed: 2019

- Engineer
- Information and technology
- Innovation and emerging technology



8 **CHRIS VAN DER MERWE** <sup>62</sup>  
NON-EXECUTIVE  
B *BPrim (Ed), BEd, MEd (Cum Laude), DED*  
T 2017 – 2025 (retiring at AGM on 19 June 2025)

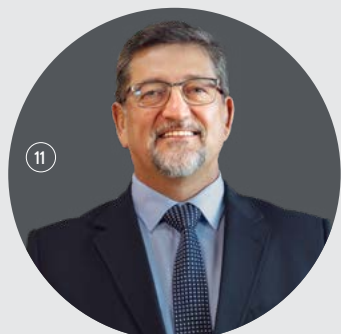
- Basic and Higher Education Knowledge
- Business Leadership and Strategy
- Entrepreneurial and property expertise

9 **NICO DE WAAL** <sup>49</sup>  
NON-EXECUTIVE  
B *BEng (Mech), MBA*  
R Appointed: 2017  
I

- Business Leadership and Strategy
- Investment growth

10 **DRIES MELLET** <sup>41</sup>  
ALTERNATE NON-EXECUTIVE TO NICO DE WAAL  
B *CA(SA), B Compt Hons*  
R Appointed: 2017  
I

- Financial accounting
- Business Strategy
- Investment growth



11 **JOHAN HUMAN** <sup>60</sup>  
PRESCRIBED OFFICER  
B *BCom, BEd (Honours), Higher Ed Diploma (Postgrad), MEd (Didactics)*  
R Appointed: 2020  
I

- Higher Education Knowledge
- Business Leadership and Strategy
- HR, IT and marketing management
- Property development and management

# GOVERNANCE OVERVIEW

*“Good corporate governance is not a luxury, but a necessity in the 21st century. It is the foundation on which companies can build long-term success, create value for shareholders, and contribute to the well-being of society”*

– Mervyn King, former Chair of the King Committee on Corporate Governance

Effective corporate governance is fundamental to the long-term success and sustainability of the Group. The Board believes that good governance enhances accountability, transparency, and ethical behaviour. It helps to foster trust and integrity whilst aligning the interests of our stakeholders. The Group stands firmly grounded on our values of service, quality, integrity, and people-focus. The Board respects and understands the need for simplicity, and will always espouse the virtues of clarity, credibility, transparency, and sheer honesty. These are the values upheld by the leadership and filtered down throughout the Group, and which we seek to instil in our students.

## OUR GOVERNANCE STRUCTURES BOARD RESPONSIBILITIES AND ACTIVITIES

The Board acknowledges its responsibility to instil a performance-led culture that supports the achievement of the Group’s overall mission of widening access to quality higher education. The Group’s top leadership remains committed to promoting a growth mindset whilst navigating challenging economic conditions and balancing the needs of all its stakeholders. In doing so, it strives to create maximum shared value for our stakeholders through the execution of the Board approved strategy.

The Board ensures compliance with statutory and regulatory obligations and sets the ethical tone and culture followed throughout the Group.

The Board confirms that, to the best of its knowledge, the Group has:

- i) complied with the provisions of the Companies Act of South Africa; and
- ii) operated in accordance with its Memorandum of Incorporation, during the year under review

## BOARD COMMITTEES AND DELEGATION OF AUTHORITY

While retaining overall accountability, the Board delegates certain responsibilities to assist it in effectively executing its duties and responsibilities effectively and to fulfil its decision-making process efficiently. Accordingly, the Board mandates:

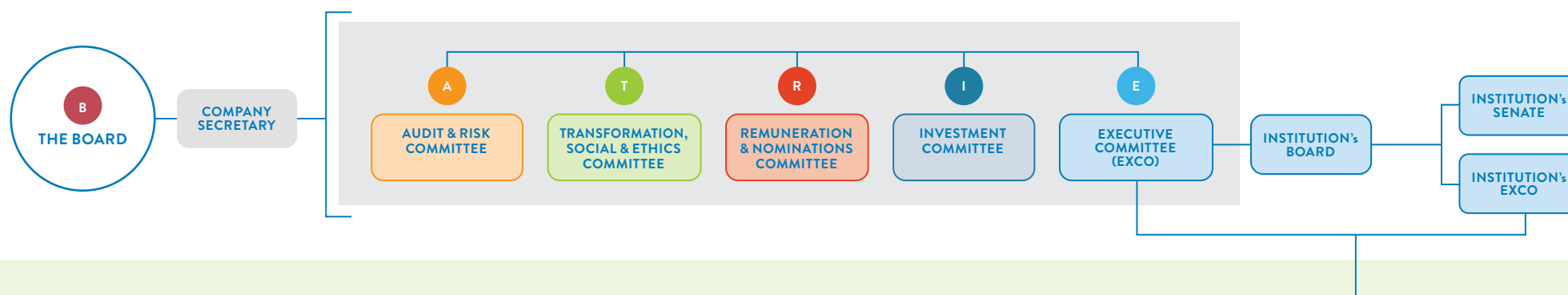
- the CEO to run the day-to-day affairs of the Group
- Board sub-committees (Board committees) to oversee certain areas of its responsibilities
  - formal written terms of reference that are reviewed regularly and approved by the Board
  - chairperson of each committee reports to the Board at each Board meeting, highlighting particular areas of interest or concern, whilst bringing certain decisions to the Board for final approval

This assists in ensuring there is a clear balance of power and authority at Board level, where no one Director has unfettered powers of decision-making. Refer to pages 80 to 81 for specific Board focus areas and decisions made during the year.

The detailed Audit and Risk Committee Report is included in the audited Annual Financial Statements for the year ended 31 December 2024 which can be found on our website at [www.stadio.co.za](http://www.stadio.co.za).



# GOVERNANCE OVERVIEW continued



## OPERATING COMMITTEES

The Investment Committee (Investco) meets regularly, as required, and is primarily responsible for the allocation and investing of the Group's resources, including capital. The Investco advises the Board on material investment decisions and played a key role in the decision to go ahead with the construction of the Durbanville comprehensive campus, which commenced construction in October 2025. The committee comprises Chris Vorster, Ishak Kula, Nico de Waal and Dries Mellet.

The Executive Committee (Exco) comprises Chris Vorster, Ishak Kula, Divya Singh, and Johan Human. Each underlying institution has their own governance structures in place and own ExcOs. The abovementioned individuals attend the Group's institutions' individual Board meetings as members or invitees. In addition, the CEO has regular one-on-one engagements with the CEOs and Executive Heads of the institutions which allows the CEO and Exco to gain operational oversight into the Group's progress against its approved strategy.

## COMPANY SECRETARY

STADIO Corporate Services Proprietary Limited (SCS) is the appointed Company Secretary of the Group. Having considered the individuals who perform the Company Secretary role within SCS, the Board is satisfied as to the competence, qualifications and experience of the Company Secretary and its employees and that an arm's-length relationship exists between the Company Secretary and the Board. All Board members have access to the advice and services of the Company Secretary, which acts as a conduit between the Board and the Group.

The Company Secretary is responsible for Board administration, and liaison with the Companies and Intellectual Property Commission (CIPC), and the JSE Limited, through its sponsor.

The Company Secretary maintains a professional relationship with Board members, giving direction on matters such as good corporate governance, if required, and implementing training programmes and providing the supply of information to assist Board members in the proper discharge of their duties, as required.

The Board is of the opinion that the Company Secretary is suitably qualified and experienced to carry out its duties as stipulated under section 88 of the Companies Act and King IV™.

## BOARD EVALUATION

The Board performed an internal Board evaluation during the year, as well as a more detailed evaluation on a sub-committee level, identifying areas to address in the upcoming year. Overall there were no areas of concern raised in the Board evaluation and the Board is operating effectively.

## BOARD ATTENDANCE DURING THE YEAR

Name of director	Director classification	Attendance
Vincent Maphai	Independent non-executive	5/5
Mathukana Mokoka	Independent non-executive	4/5
Tom Brown	Independent non-executive	5/5
Busisiwe Vilakazi	Independent non-executive	5/5
Chris van der Merwe	Non-executive	5/5
Nico de Waal/Dries Mellet	Non-executive	5/5
Chris Vorster	Executive	5/5
Ishak Kula	Executive	4/5
Divya Singh	Executive	5/5

## Operational structure

The CEO is responsible for the operational activities of the Group and is supported by the Executive committee, as well as the underlying institutions' CEOs.

Each institution is governed by its respective Boards. The CEO serves as the conduit between the Board, and the underlying institutions, ensuring the Group strategy is implemented across the operations.

Furthermore, the CEO has overall responsibility for ensuring the integrity of the Group's website and ensures the information is accurate and the relevant security measures are in place.

## SENATE

The primary academic governance committee, and highest academic decision-making body of the underlying institutions who each have their independent Senates.

# GOVERNANCE OVERVIEW continued

## BOARD CHANGES

Ishak Kula was appointed as CFO and executive director, effective 1 January 2024.

In February 2025, Chris van der Merwe indicated that he would retire as a non-executive Director at the AGM to be held on 19 June 2025, and not stand for re-election. Chris van der Merwe joined STADIO as its CEO in 2017 and has made many contributions to the Group as both CEO, and subsequently, as a non-executive Director. The Board wishes to thank Chris van der Merwe for his many contributions to the Group and wishes him well on his retirement.

## CONFLICT OF INTEREST

Directors sign an annual declaration of interest and disclose their other Company Board commitments and any perceived conflict of interests at the beginning of each year. At the commencement of every meeting, directors will disclose any new conflict or perceived conflict. The Board assessed and reviewed the conflict-of-interest disclosures submitted and based on the information provided, the Board is satisfied that no material conflicts exist.

## DECLARATION BY COMPANY SECRETARY

In terms of the requirements of the Companies Act of South Africa, I certify, to the best of my knowledge, that the Group has lodged with the CIPC all such returns and notices as are required of a public company in terms of this Act, and that all such returns are true, correct and up to date.

STADIO Corporate Services Proprietary Limited  
Company Secretary

30 April 2025

## KING IV™ APPLICATION

The Board endorses King IV™ and is committed to the principles of transparency, integrity, fairness, and accountability by the Group in the conduct of its business and affairs. A matrix of how the Group has complied with King IV™ is available on our website [www.stadio.co.za](http://www.stadio.co.za).

The Board is aware that King IV™ recommends the Board comprise a majority of independent non-executive members. It is noted that following Chris van der Merwe's retirement at the upcoming AGM, the composition will be 50:50 independent:non-independent. The REMNO discussed the Board composition and is in the process of identifying a new independent non-executive Director to be appointed to the Board. This individual should have certain key attributes as identified by the Board and will add value to the overall Group. Following this appointment, the Board will comprise 56% independent directors and 44% executive and non-executive Directors.

## SHAREHOLDING OF DIRECTORS

The shareholding of Directors in the issued share capital of the Company as at 31 December 2024 was as follows:

	Direct '000	Indirect '000	Total '000
<b>2024</b>			
<b>Ordinary shares</b>			
Chris Vorster	–	18 504	18 504
Divya Singh	1 730	180	1 910
Chris van der Merwe	–	6 529	6 529
Nico de Waal	154	1 783	1 937
Dries Mellet (alternate to Nico de Waal)	4	2 032	2 036
Vincent Maphai	440	20	460
Mathukana Mokoka	174	30	204
Tom Brown	100	–	100
Busisiwe Vilakazi	1	–	1
	<b>2 603</b>	<b>29 078</b>	<b>31 681</b>
<b>2023</b>			
<b>Ordinary shares</b>			
Chris Vorster	–	17 043	17 043
Samara Totaram	1 391	–	1 391
Divya Singh	1 387	180	1 567
Chris van der Merwe	–	6 448	6 448
Nico de Waal	154	1 783	1 937
Dries Mellet	4	2 032	2 036
Vincent Maphai	440	20	460
Mathukana Mokoka	174	30	204
Tom Brown	100	–	100
Busisiwe Vilakazi	1	–	1
	<b>3 651</b>	<b>27 536</b>	<b>31 187</b>

Since the year ended 31 December 2024, other than the movements noted below, there was no change in the above shareholding of the directors:

- Chris Vorster's indirect shareholding increased by 1 046 786 shares in respect of share options that vested on 3 April 2025
- Divya Singh's direct shareholding increased by 347 985 shares in respect of share options that vested on 3 April 2025
- Nico de Waal's indirect shareholding increased by 740 shares

The register of interests of Directors and other in shares of the Company is available to the shareholders on request.



# GOVERNANCE OVERVIEW continued

B Board  
A Audit and Risk Committee  
E Executive Committee  
I Investment Committee  
S Senate  
R Remuneration and Nominations Committee  
T Transformation, Social and Ethics Committee

Some key Board activities during the year included:

FOCUS AREAS	COMMITTEES INVOLVED	WHAT THE BOARD DID
Group strategy	<span style="color: red;">B</span> <span style="color: red;">R</span> <span style="color: orange;">A</span> <span style="color: green;">T</span> <span style="color: blue;">E</span> <span style="color: blue;">I</span> <span style="color: purple;">S</span>	<ul style="list-style-type: none"> <li>Monitored the implementation of the Group's strategy against the agreed key focus areas for the 2024 year</li> <li>Agreed on key qualifications for future development and geographic expansion of existing qualifications</li> <li>Monitored the Group's progress regarding agreed strategic initiatives, including the progress of regulatory approvals and new programme development across key Schools</li> <li>Provided constructive input to management regarding the Group's strategy and approved the Group's strategy and key focus areas for the 2025 and 2026 years</li> <li>Approved the construction of the new Durbanville comprehensive campus</li> <li>Approved the relocation of the School of Fashion from Randburg and Hatfield to Centurion and the opening of AFDA Hatfield</li> </ul>
Risk management and governance	<span style="color: red;">B</span> <span style="color: orange;">A</span> <span style="color: green;">T</span> <span style="color: blue;">E</span>	<ul style="list-style-type: none"> <li>Determined the Group's risk appetite and risk tolerance levels</li> <li>Monitored and approved the Group's risk register, ensuring appropriate controls were in place to mitigate these risks</li> <li>Considered and approved the Group's material matters and ensured the business model was appropriate to manage these key matters</li> <li>Considered the impact of sustainability risks and climate-related risks on the Group and confirmed there is no material financial impact foreseen as a result of these and that these risks are manageable within the context of our usual operations</li> <li>Evaluated the adequacy of the internal control environment</li> <li>Considered and confirmed the independence of the external auditors and recommend their appointment to shareholders for the upcoming year</li> <li>Approved the internal audit plan and monitored the recommendations from the internal audit reports</li> <li>Reviewed information to ensure that the Group complied with applicable laws, codes and standards</li> <li>Monitored the overall IT and cybersecurity risks, noting the Group is adequately covered</li> </ul>
Financial results and going concern	<span style="color: red;">B</span> <span style="color: orange;">A</span> <span style="color: green;">T</span> <span style="color: blue;">E</span> <span style="color: blue;">I</span>	<ul style="list-style-type: none"> <li>Monitored the accuracy and integrity of the Group's financial performance and results throughout the year</li> <li>Reviewed and supported the key judgement areas and assumptions used by management in managing its underlying performance</li> <li>Provided input and approved the Group's 2025 budget</li> <li>Considered, reviewed and approved the Group's Integrated Report as well as the consolidated and separate financial statements for the six months ended 30 June 2024 and year ended 31 December 2024</li> <li>Scrutinised the Group's cash position and future growth prospects before approving the Group's annual dividend declaration in March 2025</li> <li>Resolved the Group is a going concern for the foreseeable future</li> <li>Considered and confirmed the effectiveness of the finance function and CFO for the year</li> </ul>
Leadership and effectiveness	<span style="color: red;">B</span> <span style="color: red;">R</span> <span style="color: orange;">A</span> <span style="color: green;">T</span> <span style="color: blue;">E</span>	<ul style="list-style-type: none"> <li>Ensured the Board set the tone for effective and ethical leadership</li> <li>Acted as the focal point, and custodian, of good corporate governance</li> <li>Considered and confirmed the independence of the non-executive Directors having regard to factors that might impact their independence</li> <li>Reviewed the composition of the underlying Board Committees and agreed that Tom Brown be appointed to TSEC following Chris van der Merwe's retirement</li> <li>Performed a self-assessment evaluation identifying the Board and its sub-committees' strengths and areas of improvement</li> <li>Monitored the succession plan for key identified positions in the Group with a plan to identify and develop talent as required</li> <li>Reviewed the key skills required on the Board for valuable input and effective functioning of the Board, whilst agreeing on the succession plan and process for appointing non-executive Directors</li> <li>Confirmed the appointment of the new CFO</li> </ul>

# GOVERNANCE OVERVIEW continued

- B Board
- A Audit and Risk Committee
- E Executive Committee
- I Investment Committee
- S Senate
- R Remuneration and Nominations Committee
- T Transformation, Social and Ethics Committee

FOCUS AREAS	COMMITTEES INVOLVED	WHAT THE BOARD DID
<b>Remuneration</b>	<span style="color: red; font-weight: bold;">B</span> <span style="color: red; font-weight: bold;">R</span> <span style="color: green; font-weight: bold;">T</span>	<ul style="list-style-type: none"> <li>Ensured the remuneration policy is aligned to the Group’s strategic objectives, promoting a performance culture whilst motivating and retaining staff</li> <li>Considered and approved the following:                             <ul style="list-style-type: none"> <li>– Executive Directors’ total guaranteed salary, short-term incentives, as well as long-term incentive awards</li> <li>– The financial key performance targets as well as the key individual performance indicators for the executive directors</li> <li>– Considered and recommended the non-executive Directors’ fees (for approval by the shareholders at the AGM)</li> <li>– Long-term share incentive scheme be extended to other key individuals in the Group as part of succession planning and retention mechanism</li> </ul> </li> <li>Monitored the Group’s pay gap ratios noting that the Group is faring better than the global and South African average</li> </ul>
<b>Corporate Citizenship</b>	<span style="color: red; font-weight: bold;">B</span> <span style="color: red; font-weight: bold;">R</span> <span style="color: orange; font-weight: bold;">A</span> <span style="color: green; font-weight: bold;">T</span> <span style="color: blue; font-weight: bold;">E</span> <span style="color: teal; font-weight: bold;">I</span> <span style="color: purple; font-weight: bold;">S</span>	<ul style="list-style-type: none"> <li>Promoted and confirmed the Group’s commitment to good corporate citizenship including:                             <ul style="list-style-type: none"> <li>– Widening access to higher education</li> <li>– Provision of high-quality academic programmes with a focus on improving student throughput rates and ensuring academic programmes are aligned with the ever-changing world of work</li> <li>– Its commitment to the environment and furthering the Group’s ESG journey</li> <li>– Its commitment to transformation and B-BBEE</li> <li>– Its commitment to improving its Employment Equity across the Group</li> <li>– Its commitment to enhanced disclosures as required by IFRS S1 and S2</li> </ul> </li> <li>The promotion of equality and the prevention of unfair discrimination</li> <li>Monitoring of the Group’s overall achievement of its approved Employment Equity targets as well as the new proposed Employment Equity sector targets</li> <li>Monitoring and celebrating the progress made in community engagement and social impact across the Group</li> <li>Monitored the progress of the solar implementation across the campuses and the impact this is making</li> <li>Monitored progress made in ensuring sufficient alternative water solutions are in place at all campuses</li> <li>Continued support of the STADIO Khulisa Student Share scheme</li> <li>Monitored progress made to identify innovative and alternative student funding initiatives</li> </ul>
<b>Academic governance</b>	<span style="color: red; font-weight: bold;">B</span> <span style="color: blue; font-weight: bold;">E</span> <span style="color: purple; font-weight: bold;">S</span>	<ul style="list-style-type: none"> <li>Monitored updates from regulators regarding criteria for university status</li> <li>Monitored regulatory developments regarding qualifications and sites awaiting registration by the DHET</li> <li>Agreed on key qualifications for future development, and or geographic expansion of existing qualifications</li> <li>Agreed on rationalisation of certain qualifications in the future to streamline the Group’s offering</li> <li>Monitored progress made on the Compliance Risk Management Plan and progress against the institutional improvement plans</li> <li>Reviewed academic reports detailing performance against the approved academic plan as well as key matters discussed by Senate</li> <li>Assessed results from the graduate employability surveys</li> <li>Monitored progress made with industry partnerships and international collaborations</li> <li>Monitored progress made on research outputs and publications</li> </ul>
<b>Information technology</b>	<span style="color: red; font-weight: bold;">B</span> <span style="color: orange; font-weight: bold;">A</span> <span style="color: blue; font-weight: bold;">E</span> <span style="color: teal; font-weight: bold;">I</span>	<ul style="list-style-type: none"> <li>Received regular updates in respect of Information Technology initiatives and system changes within the Group</li> <li>Approved the position of a Group chief information officer for 2025</li> <li>Increased input into, and focus on, Information Technology governance with regular reports from the IT Governance and Risk Committee, especially in light of cybersecurity risks</li> <li>Supported the introduction of an AI working committee</li> </ul>

# GOVERNANCE OVERVIEW continued

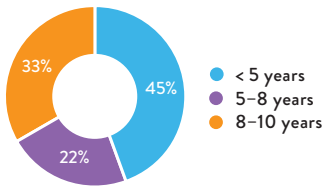
## BOARD COMPOSITION

The Board sets the strategic direction and ethical tone that governs the Group. It is therefore important that the Board, individually and collectively, has the wealth of expertise and knowledge that assists in guiding the Group forward to achieve success for all its stakeholders. The Board approved a comprehensive diversity policy against which it evaluates itself.

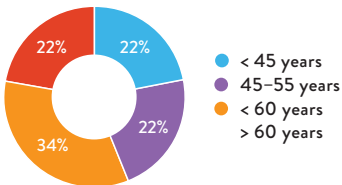
The Board ensures a balanced representation of members across various categories and maintains transparency in the distribution of power and authority at the Board level, preventing any single Director from having unchecked decision-making authority.

The Board currently consists of four independent non-executive Directors, two non-executive Directors and three executive directors. The Board is in the process of identifying an independent non-executive Director who will join the Board later in the year, and is in the process of relooking its overall Board composition.

## BOARD TENURE



## AGE DIVERSITY



## SKILLS

The key skills and knowledge identified by the Board to enable the Group to achieve its strategic objectives are represented. In all instances, Board members have a sound knowledge and understanding of matters relating to corporate governance including but not limited to King IV™ principles, strategic leadership and innovation in the 21st century, as well as a solid understanding and appreciation of the socio-economic, environmental, ethical and transformation challenges facing our country.

Corporate governance	9
Financial and commercial	7
Mergers and acquisitions	4
Academia	5
IT/Online technology	4
Socio-economic, environmental, ethics and transformation	5

## GENDER AND RACIAL DIVERSITY

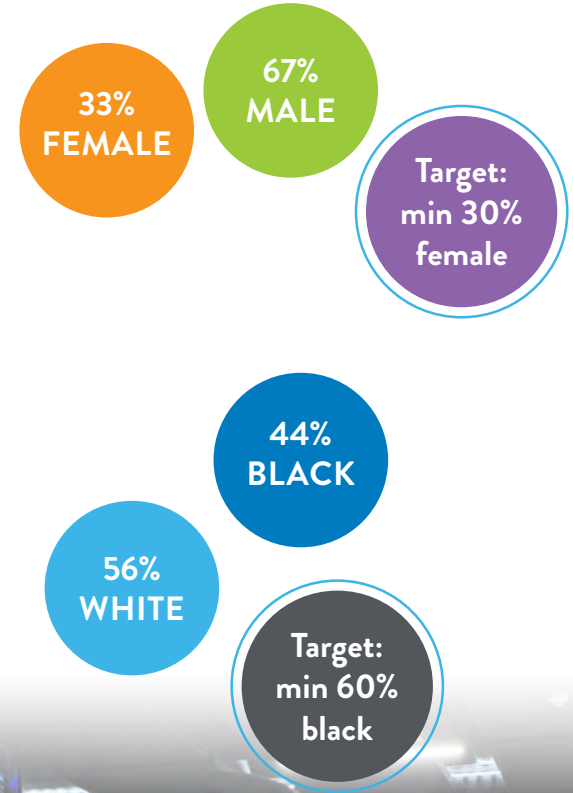
In 2024, the racial diversity target of minimum 60% black representation on the Board, was not met, with the Board achieving 44% black representation on the Board. In appointing the new independent non-executive Director, this shortfall will look to be addressed. Following Dr Chris van der Merwe's retirement and a new appointment, this shortfall will reduce and the Board representation will be 56% black representation.

## CULTURAL DIVERSITY

The Board believes that the attainment of the above targets will ensure the achievement of a reasonable level of cultural diversity.

## ANNUAL ROTATION

In accordance with King IV™ and the Company's Memorandum of Incorporation, one-third of all non-executive Directors must retire by rotation annually and are eligible for re-election at the AGM. At the AGM to be held on 19 June 2025, Vincent Maphai and Mathukana Mokoka will retire by rotation and will stand for re-election.



# TRANSFORMATION, SOCIAL AND ETHICS COMMITTEE REPORT

*The Group is focused on holistic student development and looks to integrate the values of responsible citizenship, sustainability and ESG principles into its curriculum.*

We are pleased to present the Transformation, Social and Ethics Committee (TSEC) report. TSEC is a sub-committee of the Board and was established in terms of section 72(4) to (10) of the Companies Act. TSEC is responsible for assisting the Board in setting the strategic direction, monitoring and providing oversight of transformation, social and ethical matters related to the Group and the reporting thereon.

TSEC held two meetings during 2024 which were attended by all members.

On 27 December 2024, the most recent Companies Act amendments came into effect, and amongst others, require the composition of TSEC to comprise majority non-executive Directors who have not been involved in the day-to-day management of the Company in the past three financial years (section 72(7A)(a)) and requires all members to be appointed by shareholders at the AGM.

Chris van der Merwe is retiring at the upcoming AGM and accordingly, will resign as a member of TSEC. The Board recommends that Tom Brown, an independent non-executive director, be appointed to TSEC at the AGM.

TSEC comprises of the following members:

- Busisiwe Vilakazi (chairperson and independent non-executive Director)
- Chris van der Merwe (non-executive Director) – to retire 19 June 2025
- Divya Singh (chief academic officer)

The CEO and COO attend as invitees, with other invitees attending as necessary to provide further insight and information.

The Board has reviewed the composition of TSEC against the new requirements of the Companies Act and confirms that the committee complies with the relevant regulatory requirements and that the majority of members (two of three) have not been involved in the day-to-day management of the Company for the last three financial years, have the necessary knowledge, skills and experience to enable the committee to perform its duties in terms of these statutes. Shareholders are accordingly requested to appoint the above members at the AGM to be held on 19 June 2025.

Busisiwe Vilakazi provided feedback on the Group's TSEC activities to the Group's shareholders at the AGM on 19 June 2024. Shareholders queried how the Group calculates its gender pay gap and what the Group is doing to ensure "Equal pay for Equal Work", both of which are addressed further below.

## Roles and responsibilities

The Board has mandated TSEC to assist both the Board and Management in:

- achieving its purpose of empowering the nation by widening access to higher education;
- providing oversight of transformation, social and ethical matters related to the Group and the reporting thereon, as required;
- setting the strategic direction in terms of transformation, social and ethics matters;
- formulating and implementing policies, principles and practices to ensure long-term sustainability of the Group supported by a business model that creates financial, environmental and social value for all stakeholders;
- monitoring the Group's activities with regard to applicable legislation, codes of best practice and good corporate citizenship (including the promotion of equality, prevention of unfair discrimination, the environment, health and public safety, stakeholder and consumer relationships and labour and employment issues) whilst drawing matters within its mandate to the attention of the Board as required; and
- presenting its TSEC report to shareholders at the AGM on matters within its mandate.

## Some key 2024 activities:

- Monitored the Group's performance against the approved Employment Equity targets and the new sectoral targets as proposed for the Education sector
- Monitored and provided input into the Group's Transformation strategy, B-BBEE status and procurement processes, noting progress made on the draft Education Sector B-BBEE code
- Monitored progress in the people development and succession plan to ensure alignment with the Employment Equity plan
- Reviewed the Gender Pay gap analysis and overall pay gap analysis as part of striving for an equitable society
- Considered progress made in community engagement activities and plan
- Monitored progress made in the Group's ESG reporting journey, addressing topics within the ESG categories during each TSEC meeting
- Monitored progress made in implementing IFRS S1 and S2 during the year and the roadmap to full compliance
- Monitored progress on the solar energy project and alternative water solution project
- Considered compliance with good corporate governance and ethics.
- Monitored reports on staff and student wellness
- Assessed implications of the B-BBEE Private Placement coming to an end
- Assisted the Board in integrating sustainability measures and practices into the daily business activities across the Group

Our business operations are making an impact. Refer to pages 46 to 73 to see how we created value for our stakeholders through our capitals during 2024.

# TRANSFORMATION, SOCIAL AND ETHICS COMMITTEE REPORT continued

## ENVIRONMENTAL

The Group sees its role in providing quality higher education going beyond the standard curriculum and is focused on holistic student development, integrating the values of responsible citizenship, sustainability and ESG principles into its curriculum. This equips our graduates with an understanding and knowledge about the world we live in and the issues it faces, encouraging graduates to be socially conscious and responsible.

In 2024, solar energy solutions were successfully installed at a number of campuses across the Group. Energy loggers were installed to monitor energy usage and have assisted the Group in identifying areas of higher energy usage, allowing the Group to implement remedial actions, where possible.

As an example – it was detected that energy usage was high at one of our campuses at night. On investigation, it was noted that the municipality had incorrectly connected the neighbouring suburb to the campus' electricity meter.

Management has made good progress in ensuring the campuses are more self-sufficient regarding water supply. The priority, to date, has been campuses based in Gauteng due to the water disruptions experienced in the province. Most campuses have alternative water supplies and can continue operating in the short-term, however, longer-term solutions are being identified.

TSEC continues to consider the impacts of **climate-related risk** in relation to the Group's activities. Further emphasis was placed on this during the Group's operational risk committee meetings and to date, the Board, TSEC and management continue to believe that climate-related risks are managed within the Group's normal operations and the direct impact is not material on the Group.

Refer to pages 71 to 73 for further details on our natural capital.

The Higher Certificate in Architectural Practice introduces students to fundamental construction techniques viewed through the lens of sustainability. It explores how buildings can be constructed differently – structures that thoughtfully consider the environment, the neighbourhood and the community they inhabit. The programme aims to inspire students as future professional, business and community leaders to make conscious decisions that account for their personal legacy and the lasting impact on the environment and communities shaped by their designs. The critical questions students are encouraged to ask are: “How can we do it differently?” and “How can we do it better?”

## SOCIAL

The Group is making a big impact with over 50 000 students. The need for quality higher education is ever-increasing, as evident in the growing number of qualifying grade 12 students that cannot be accommodated by public universities due to capacity constraints. Additionally, the graduate unemployment rate in the country illustrates the role that higher education plays in increasing job opportunities for individuals, which positively impacts society as a whole.

## COMMUNITY ENGAGEMENT

The progress in Community Engagement activities over the year is notable. Community Engagement is one of the three pillars of higher education and a necessary aspect in achieving university status when the regulations allow.

TSEC supported the notion that Community Engagement should be sustainable and centred largely around engaged scholarship. A good example of this is the STADIO Stripes, or Second Transcript for students at STADIO Higher Education.

TSEC noted the progress made in measuring the value created through the community engagements and applauded management on the efforts made in this regard. Refer to pages 55 to 57 for further details.



# TRANSFORMATION, SOCIAL AND ETHICS COMMITTEE REPORT continued

5 176 graduates have received shares through the STADIO Khulisa Student Share Scheme to date, with access to a free short course on the basic features of listed shares and what it means to be a shareholder. The Khulisa share scheme was launched in October 2021 and the first cohort of Khulisa shareholders received their share payouts in 2023.

## Bursaries and employee value proposition

The Group facilitated the awarding of bursaries through the STADIO Kusasa Foundation, helping 213 students complete their studies or to graduate during 2024. STADIO Kusasa Foundation is the Group's Section 18A bursary trust aimed at giving bursaries to previously disadvantaged individuals.

From a people development perspective, 24 staff members were awarded bursaries to further develop their skills and expertise. This **staff bursary programme** will continue annually.

## Employee and student value proposition

An exciting initiative launched in 2024 is STADIO Connect, our mobile network. Student surveys identified the cost of data as a barrier to accessing higher education. Use of technology in teaching and learning is critical to support and advance our students' learning experiences, aiding our students to be "tech savvy" and ready for the world of work. STADIO Connect allows our students to access data that is, comparatively, very affordable whilst also zero-rating certain websites to encourage students to engage with our world class learning management system, Canvas, as well as other resources without utilising any data. In so doing, STADIO seeks to mitigate the challenge of unaffordable data costs as a reason for students struggling to access teaching and learning resources, assessments and student support.

## Staff and student wellness

The Group made good progress in its staff and student wellness strategies during the year and believes that, in general, staff and student wellness have improved year on year. Data is received from our wellness partners, which assists management in gaining a better understanding of the struggles our students and staff are facing, and if any trends exist and whether any actions are required.

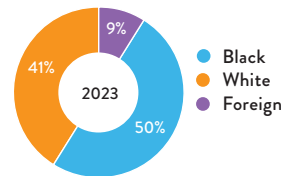
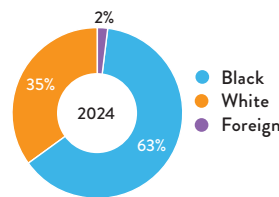
## Transformation

The Group recognises that maintaining a diverse workforce is essential for staying relevant and connected with all stakeholders. This diversity facilitates the contribution of various perspectives, approaches and ideas to the overall business.

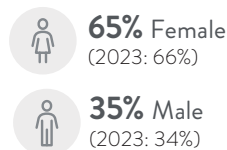
Each institution has its own Employment Equity (EE) plan and targets, as well as its own Employment Equity Committees. TSEC and the Board approved overall EE targets for the Group and holds management accountable against the agreed EE targets.

During 2024, the staff demographics for the Group have improved and are as follows:

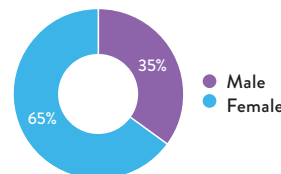
### Employment Equity



### Gender diversity



### Staff by gender



TSEC continued to monitor the gender pay gap, having reviewed this in 2023 for the first time. It was pleasing to see that the Group's gender pay gap remains better than the average national and international averages, at 14.4%. This has widened since 2023 (13.4%) due to the change in the CFO position of the Group (formerly female). The Group remains committed to equal work for equal pay and on assessing the pay gap in the same job bands, the Group is comfortable that it is living up to this commitment.

The Group continued working on implementing specific projects in line with its B-BBEE Strategy. In 2024, the Group received a Level 8 B-BBEE score (Level 7 discounted), with Milpark Education obtaining a Level 3 B-BBEE rating, in its own capacity (down from Level 2).



# TRANSFORMATION, SOCIAL AND ETHICS COMMITTEE REPORT continued

## CASE STUDY

The Prof Hlatshwayo Inter-Campus Africanisation Debate took place in September 2024. Teams of students from different campuses were required to engage in the meaning of Africanisation and the pros and cons of an Africanised curriculum, especially in higher education. As Prof Hlatshwayo acknowledged on the day, the 2024 iteration of the debate took the engagements to a significantly higher level. The debate was won by the Waterfall Campus, with the team from Randburg/Hatfield as the runners-up. Creativity, communication, teamwork and understanding diversity were key lessons for all participants, both staff and students. The intercampus debate again highlighted the importance of curriculum transformation and Africanisation as embedded in the STADIO Transformation Framework. The insightful conversations around Africanisation and transformation as part of the debate have raised the awareness of our collective responsibility and commitment to transformation in working towards making STADIO an “African University”. The debate continues as an annual event at STADIO, which uses it to garner student voices on the critical topics of Africanisation, curriculum localisation and contextual relevance.



## Sustainable Development Goals (SDGs)

The need for quality higher education is huge and the Group’s main aim is to “empower the nation by widening access to higher education”. This speaks directly to “Quality Education” as identified by the SDGs. The Group looks to integrate sustainability principles into its curricula as discussed previously and highlighted on pages 72 and 73 and demonstrated in the following example.

AFDA’s BCom in Business Innovation & Entrepreneurship and Postgraduate Diploma in Innovation allow students to take part in the development of sustainable business models, focusing on social equity, environmental stewardship and transparent governance. Using its problem-based learning approach, AFDA students work with real-world case studies that challenge them to present innovative solutions for sustainable economic growth. It would be remiss to omit the Motion Picture Medium, Live Performance and Creative Writing programmes from this discussion because, while not directly punting ESG lessons as a learning outcome, students are encouraged to conceptualise and present projects that address awareness of economic and social concerns through their respective entertainment narratives and productions.

Our student population continues to reflect inclusivity and illustrates how our institutions are meeting the needs of qualifying individuals in South Africa.



## GOVERNANCE

### RISKS AND DISCLOSURE

The Group spent much time during the year assessing the impacts of IFRS S1 and S2, including the SASB on Education. The Group acknowledges its ability to create, preserve and erode value for itself over time. Many of the recommended metrics to disclose, such as graduation rates and drop out rates, are already managed as part of our daily operations and are disclosed within our capitals (see pages 47 to 73).

The Group believes that all identified risks are appropriately managed within the context of its usual risk management processes and do not have a material financial impact.

### Ethics

TSEC oversees the Group’s compliance with ethical standards approved by the Board.

The Board signs the director declaration annually, confirming its compliance with the Group’s code of conduct and adherence to its ethical and integrity standards.

No activities were identified in 2024 that fell foul of the Ethics Pledge or the Group’s code of conduct.

The Group continued awareness campaigns on its Whistle Blowers line. During the year, the Group received four reports (2023: one) through the anonymous Whistle Blowers line, with no material findings.

### PERFORMANCE REVIEW

During the year, the Board assessed the outcomes of its self-evaluation. No material findings arose and TSEC is satisfied that it has fulfilled its mandate as prescribed by the Regulations to the Companies Act.

TSEC is pleased with the progress made in the Group’s transformation and ESG strategies over the year. The Group is making a big impact on the lives of individuals and society as a whole through its daily operations, and the indirect impact is also significant. Our graduates are equipped with the skills to contribute positively to society and improve their own situations upon leaving our institutions and it is important to continue to widen access to Quality Education for more individuals and reach our target of 80 000 students by 2030.

**Dr Busiswe Vilakazi**

Chairperson

30 April 2025

# REMUNERATION AND NOMINATIONS COMMITTEE'S REPORT

*Effective human capital is critical in ensuring a company's success and sustainability. Therefore, the Remuneration and nominations committee (REMNO) remain committed to adopting a remuneration policy that promotes a high-performance culture and creates value for its stakeholders.*

We are a purpose-led business and our business model is underpinned by the commitment to address a significant need in this country and providing academic excellence to more deserving individuals. Our staff and human capital play a critical role in fulfilling our mission and REMNO recognises the importance of attracting, developing and retaining high-quality individuals who understand the importance of delivering on our mission, whilst also delivering on the commercial imperatives associated with operating a successful business.

The South African economy continues to lag and yet the Group continued to deliver on its key strategic objectives and vision, and once more, produced solid results for the year ended 31 December 2024.

On behalf of the Board, REMNO is pleased to present the REMNO report for the year ended 31 December 2024. Our REMNO report and disclosures are aligned to the principles and recommended practices of King IV™ for remuneration and have considered the proposed amendments in the Companies Amendment Bill.

We have adopted a three-part remuneration report approach.

- Part 1 consists of the Remuneration Background Statement.
- Part 2 sets out the details of the Forward-Looking Remuneration Policy.
- Part 3 illustrates the Implementation of the Remuneration Policy adopted in 2024.

REMNO believes that it has fulfilled its roles and responsibilities in terms of its mandate and that the objectives stated in the Remuneration Policy have been achieved for the period under review as illustrated in the Implementation Report on pages 94 to 98.

The REMNO held three meetings during 2024. The majority of the meetings were attended by all REMNO members, with one of the meetings attended by two of the three members.

All REMNO members are non-executive Directors, with the majority being independent non-executive Directors, as follows:

- Mathukana Mokoka (chairperson of the Remuneration section).
- Vincent Maphai (chairperson of the Nominations section).
- Nico de Waal.

The Group CEO is a permanent invitee to REMNO meetings and other members of the Board may attend REMNO as invitees, should they wish.

REMNO assists the Board in addressing both remuneration and nomination matters, as follows:

Remuneration matters include:

- overseeing the overall remuneration framework of the Group;
- aligning remuneration practices with the Group's strategy and performance goals, safeguarding stakeholder interests, and fostering a performance-oriented culture;
- administering the Group's Share Scheme as delegated to REMNO by the Share Incentive Trust and the Board;
- recommending key financial performance targets for approval by the Board;
- recommending executive Directors' remuneration for approval by the Board, ensuring that this is fair, responsible and transparent so as to promote the achievement of strategic objectives and positive outcomes in the short-, medium- and long-term;
- ensuring the disclosure of Directors' remuneration is accurate, complete and transparent; and
- ensuring effective succession planning for executive Directors.

Nomination matters include:

- succession planning for non-executive Directors;
- carrying out its duties in terms of non-executive Directors' fees and advising the Board on what to recommend to the shareholders for consideration;
- the process for identifying and appointing non-executive Directors with a focus on Board diversity in terms of skills, race and gender;
- the Board evaluation process; and
- Director induction, orientation and ongoing training.

Mr Ishak Kula ("Ishak") assumed the role of CFO and an executive Director from 1 January 2024 and has since executed these responsibilities with proficiency. In 2025, Dr Chris van der Merwe ("Chris") informed the Board that he will retire at the upcoming AGM in June 2025 and will not stand for re-election. REMNO wishes to thank Chris for his many contributions to the Group, initially as CEO of the Group, and subsequently as a non-executive Director.

REMNO continues to monitor industry norms in assessing the executive Directors' and non-executive Directors' remuneration, considering best practices to ensure that such total remuneration is fair and reasonable to both the Directors and the Group. REMNO believes that the remuneration of executive Directors during 2024 (as set out in Part 3 of this report) is aligned with the Group's overall performance and takes into account the strong leadership and efforts of the Group's management team during a successful year.

The Group's Remuneration Policy and the Implementation Report will be tabled at the AGM on 19 June 2025, where shareholders are requested to cast a non-binding advisory vote on both.

The continued support of our shareholders and stakeholders enables the Group to operate effectively and offer a quality higher education experience to more individuals – thank you!

**Mathukana Mokoka**  
Remuneration Committee  
Chairperson  
30 April 2025

**Vincent Maphai**  
Nominations Committee  
Chairperson  
30 April 2025



# REMUNERATION AND NOMINATIONS COMMITTEE'S REPORT continued

## PART 1: REMUNERATION BACKGROUND STATEMENT

REMNO acknowledges that effective human capital is essential for a company's success and sustainability. Consequently, it continues to support a remuneration policy that promotes a high-performance culture, incentivising the Group's Executive Committee, senior leadership and key personnel to strategically position the business to achieve its strategic goals, while considering the economic conditions in the country.

In the higher education industry, human capital is crucial to the success of our students and the Group. Therefore, the Group's Remuneration Policy is designed to attract, retain, motivate and develop staff.

### OVERALL REMUNERATION PHILOSOPHY

The Group's overarching philosophy regarding remuneration is to:

- align remuneration with the interests of all stakeholders, ensuring that remuneration remains fair and responsible;
- promoting a performance-oriented culture within the organisation;
- align remuneration practices with the Group's business strategies and objectives;
- attract, develop, motivate and retain key employees responsible for the achievement of the Group's business strategies and objectives; and
- reward for success, having regard to the current financial position of the business in the context of the overall economy.

We aim to create an environment where employees feel appreciated and are motivated to exceed their regular duties for the betterment of the Group. As part of the Group's wider strategy, we continue to develop our Employee Value Proposition through the below People Strategy. The People Strategy is underpinned by the Group's values and strives to position the Group as a preferred employer. Our three institutions are separate legal entities, and their respective People Strategies may vary slightly, whilst adhering to consistent principles as outlined below:

### PEOPLE STRATEGY

REMUNERATION	PERFORMANCE FEEDBACK	PERSONAL AND CAREER DEVELOPMENT	WORK ENVIRONMENT	INSPIRATIONAL VISION AND LEADERSHIP
<ul style="list-style-type: none"> <li>• Fair</li> <li>• Market-related</li> <li>• Performance-related</li> <li>• Internally equitable</li> </ul>	<ul style="list-style-type: none"> <li>• How am I doing?</li> <li>• Constructive</li> <li>• Developmental</li> <li>• Linked to my performance</li> </ul>	<ul style="list-style-type: none"> <li>• I know where I am going</li> <li>• I have a personal development plan</li> <li>• Training and development opportunities</li> </ul>	<ul style="list-style-type: none"> <li>• Stimulating</li> <li>• Flexible</li> <li>• Work-life balance is enhanced</li> <li>• Supporting policies in place</li> </ul>	<ul style="list-style-type: none"> <li>• Inspiring vision – a clear “WHY”</li> <li>• Supporting values</li> <li>• Authentic leadership</li> <li>• Competent management</li> <li>• Real teamwork</li> </ul>
ATTRACT	MOTIVATE	DEVELOP AND RETAIN	ENJOY	ENTHUSE AND INSPIRE

### 2024 KEY FOCUS AREAS

REMNO strives to implement best practice in determining the Remuneration Policy of the Group, whilst balancing the economic environment and overall average tuition fee increase. REMNO takes a holistic approach in considering total remuneration, whilst benchmarking remuneration for key staff to ensure staff are fairly remunerated.

In accordance with their Terms of Reference and aspirations, REMNO addressed the following key matters during 2024 and made recommendations to the Board for approval where necessary:

- Monitored and approved remuneration-related matters including the annual salary increases of the Executive Committee, taking into account industry and sector norms;
- Reviewed and approved the performance evaluations of the Executive Committee for the 2023 financial year against agreed financial and individual targets and performance;
- Set the financial targets used in the short-term incentive (STI) toolkit, for awarding bonuses to Executive Committee in 2024, introducing Return on Equity as a target, acknowledging that as the Group continues to grow, this measure promotes sustainable shareholder return;
- Reviewed and approved the 2024 long-term share incentive (LTI) awards and participants, ensuring the LTI scheme is dynamic and incentivises identified key individuals to achieve the Group's long-term strategic goals and supports the Group's people development and succession plans;
- Recommended the non-executive Directors fees payable to shareholders for approval at the AGM, taking into account the general salary increases across the Group and industry norms;
- Supported the Executive Committee succession and development plan and monitored the Group's progress against its succession and development plan for key management;
- Reviewed and approved the non-executive Directors' succession plan and identified skills required on the Board to enable the Board to operate optimally and provide sufficient strategic input to drive the Group forward;
- Supported the continued payout to staff through the STADIO Phantom Staff Share Scheme. Reviewed and discussed the gender pay gap and total pay gap, whilst continuing to monitor changes proposed to section 30A of the Companies Amendment Bill that directly influences remuneration matters and reporting; and
- Assessed the composition of the Board of Directors and its sub-committees.

# REMUNERATION AND NOMINATIONS COMMITTEE'S REPORT continued

## KEY FOCUS AREAS GOING FORWARD

In 2025, REMNO will continue to monitor and approve remuneration-related matters in accordance with its Terms of Reference and committee duties, ensuring the Remuneration Policy is aligned with King IV™.

The Nominations Committee is in the process of identifying and appointing an independent non-executive Director to the Board, ensuring the individual encompasses the identified skills that can enhance the current skills mix of the Board, whilst embodying the values and ethics aligned to the fulfilment of our strategic objectives.

REMNO will continue monitoring the Group's progress in creating its employee value proposition, ensuring staff are fairly remunerated and that our institutions attract high-quality individuals.

In addition, REMNO will consider:

- the progress against the key performance metrics for 2025;
- monitor changes relating to section 30A in the Companies Amendment Bill; and
- assist in onboarding the new non-executive Director.

## VOTING AT THE 2024 AGM AND FEEDBACK FROM SHAREHOLDERS

At the STADIO Holdings AGM held virtually on 19 June 2024, shareholders endorsed the Remuneration Policy and the Implementation Report of the Company by way of separate non-binding advisory votes of 89.85% (2023: 92.0%), and 94.59% (2023: 92.8%), respectively.

The JSE Listing Requirements require the Company to engage with shareholders in the event that more than 25% of shareholders vote against either the Remuneration Policy or the Implementation Report. As the non-binding votes were passed by the requisite majorities, no further engagement with shareholders was required. Notwithstanding the above, the views of our shareholders are important to the Company and the REMNO is open to engage with shareholders.

Questions and discussions held with shareholders in 2024 are disclosed below, including actions taken by the Group:

TOPIC	ACTIONS / COMMENTS
<b>LTI</b> <ul style="list-style-type: none"> <li>• Inclusion of performance targets in the vesting criteria of the LTI with less emphasis on performance targets for STI</li> </ul>	<ul style="list-style-type: none"> <li>• REMNO is comfortable that the performance targets set for the STI are necessary to promote a high-performance culture and aid the attainment of long-term growth. REMNO also believes that the share price acts as an inherent hurdle in vesting and is comfortable that no further performance targets are necessary</li> </ul>
Policy on <b>minimum shareholding requirements</b> for the executive Directors	<ul style="list-style-type: none"> <li>• REMNO agrees that this is important and is working towards introducing a minimum shareholding requirement in 2025. Currently the CEO, COO and CAO hold 18.5 million, 3.3 million and 1.9 million shares, respectively, with the CFO becoming part of the LTI in 2024</li> </ul>
<b>STI</b> <ul style="list-style-type: none"> <li>• ESG metrics to be incorporated in the variable remuneration schemes</li> <li>• to provide more detail on the individual performance measures for the STI</li> </ul>	<ul style="list-style-type: none"> <li>• There is an overarching commitment to ESG in the CEO and Executive Committee's KPAs. Whilst this is not explicit, the Group's core business is closely aligned to the "S" and the success of the Group will enable more individuals to gain access to higher education and quality education (SDG 4)</li> </ul>
<b>Composition of the Board</b>	<ul style="list-style-type: none"> <li>• An additional independent director is in the process of being identified and will be appointed to the Board. Following Chris van der Merwe's retirement, and the appointment of the new independent director, 5/9 directors will be independent</li> <li>• The Board does not believe it needs to introduce a retirement age and is confident that as long as a Board member is adding value to the Board, knowledge and expertise is not constrained by age</li> </ul>
<b>Clarify the methodology used for the gender pay gap</b>	Refer to page 96

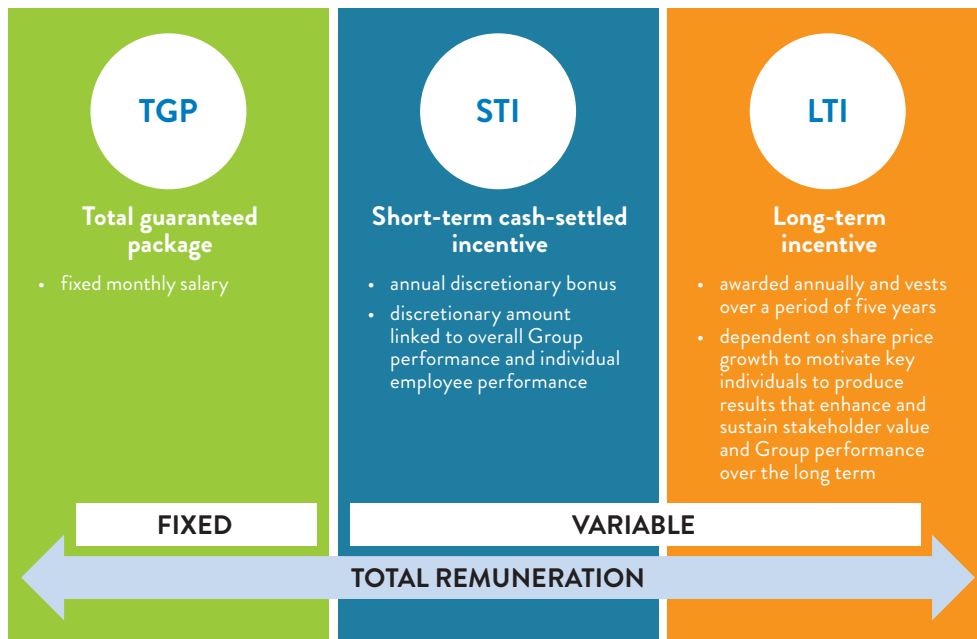
# REMUNERATION AND NOMINATIONS COMMITTEE'S REPORT continued

## PART 2: REMUNERATION POLICY

In line with the overall remuneration philosophy set out in Part 1, the Remuneration Policy aims to:

- align remuneration practices with the Group's business strategies, objectives, and values, in the short- medium- and long-term;
- attract, retain and motivate key employees to deliver on the Group's performance goals and strategy;
- ensure the remuneration remains market-related and competitive, attracting high-quality individuals;
- ensure remuneration packages take into account Group performance and the interests of all our stakeholders;
- align the STI tool to the key strategic objectives of the Group, as well as shareholders' expectations;
- reward exceptional performance through STIs linked to key performance objectives and financial targets that create value for shareholders;
- provide LTIs to motivate and retain staff whilst driving shareholder value aligned with the long-term objectives of the Group; and
- recognise equal pay for equal work.

The Group has three components of remuneration for its Executive Committee (Tier 1), senior leaders (Tier 2), identified key individuals (Tier 3) and general employees (other Tiers):



REMNO performs a holistic review of the Executive Committee's remuneration on an annual basis, whereby it seeks to ensure there is an appropriate balance between the various remuneration elements and an equilibrium between the variable short-term and longer-term financial performance incentives. The total package considers the size of the business and competitive benchmarking to ensure its fair and will motivate employees both in the short- and long-term.

LEVEL	FOCUS	STRATEGIC VIEW	REMUNERATION		
			TGP	STI	LTI
<b>Tier 1:</b> Holdings Executive Committee (CEO, CFO, CAO, COO)	Strategy formulation and execution	Long-term	Base salary + benefits	• Up to a maximum of 125% of TGP on achieving certain targets	Share options
<b>Tier 2:</b> Executive heads and subsidiary CEOs and Executive Directors	Primarily strategy execution	Medium- to long-term	Base salary + benefits	• Up to a maximum of 50% of TGP on achieving certain targets	Share options
<b>Tier 3:</b> Identified key individuals	Elements of strategy execution and operational input	Medium- to long-term	Base salary + benefits	• Up to a maximum of 25% of TGP dependent on performance and employment grading • Where no LTI awarded, partake in the phantom staff share scheme if employed for more than one year	Share options where applicable
<b>Other Tiers:</b> General employees	Primarily operational	Short-term	Base salary + benefits	• Up to a maximum of 25% of TGP dependent on performance and employment grading • Partake in the phantom staff share scheme (if employed for more than one year)	Not currently applicable

# REMUNERATION AND NOMINATIONS COMMITTEE'S REPORT continued

## TOTAL GUARANTEED PACKAGE (TGP)

TGP is reviewed annually, with increases effective between 1 January and 1 April each year.

When determining individual TGP and annual increases, several factors are considered:

- Job description and the complexity of the role (job grading)
- Relevant skills and experience
- Institutions' payline
- Individual's performance and contributions
- The financial performance of the Group
- Current market-related remuneration
- Economic conditions such as inflation
- Average increase in tuition fees

REMNO considers the total pay gap and gender pay gap looking at this from a TGP and TGP + STI basis. It is important that the above factors are considered when looking at the pay gaps and therefore the pay gaps are also considered on a job position basis to ensure real comparability. Acknowledging that there are many nuances in calculating these figures, REMNO is committed to equal pay for equal work and is comfortable that the Group has achieved this.

## SHORT-TERM INCENTIVE

Employees that fall within Tiers 1–3 receive STIs that are underpinned by the performance of the Group, or relative business unit, as well as the individual's performance.

A detailed scorecard matrix is utilised to evaluate the overall performance of the Executive Committee, incorporating pre-determined key performance objectives approved by REMNO, looking at both business (or financial) performance targets and individual performance goals.

STIs are payable in cash every year in April, with individuals in the lower tiers receiving their STI payments in December. During 2024, it was agreed that a portion of the STI for Tiers 1–3 will be paid in December, with the remaining STI balance being paid in April. The STI payment is capped per individual, although in exceptional circumstances, the CEO can motivate for a higher or lower bonus. All bonuses of the Executive Committee are subject to the REMNO's discretion and are subject to malus and clawback provisions. The Group is entitled to exercise the clawback provisions in relation to a participant for a period of up to three years following payment of the STI to the participant.

REMNO supports fair, market-related pay and believes STIs should only be paid for exceptional performance when the business performs well. REMNO acknowledges that the STI structure should encourage value-creating behaviour that can "shift the needle" beyond routine operational tasks.

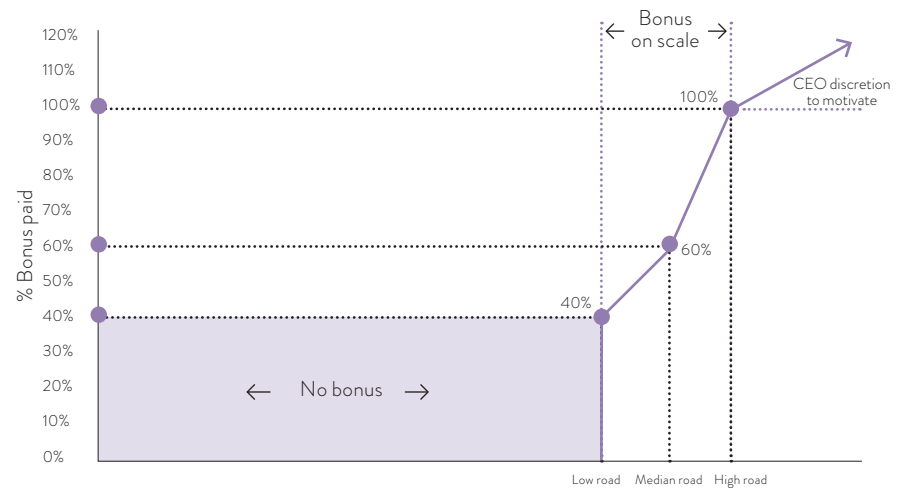
Business performance against which the Executive Committee will be assessed in 2025 are shown below. The details of the 2024 STI are set out in Part 3 of this Report.

The Board approves the budget in November, noting that it is approved on the basis that the budget is a stretch target and will motivate a strong performance. The STI business performance targets against which the Executive Committee will be assessed in 2025 considers the budget. However, it looks to motivate achievement beyond the budget and targets are set accordingly. Targets are set on a low-, median- and high-road basis with no STI allocation made if the low-road target is missed.

REMNO reviewed the 2025 and medium-term targets, ensuring they are challenging and meet shareholders' expectations while motivating the correct behaviours for long-term goals. Executives receive bonuses based on performance: 40% for low-road, 60% for median-road, and 100% for high-road, with no bonus allocation made where the low road is missed. In exceptional cases, the CEO may motivate for an increase or decrease in the overall STI to be paid. REMNO has discretion on all payments.

## ILLUSTRATIVE EXAMPLE (% BONUS PAID)

The below illustrates the bonus entitlement and allocation for the Executive Committee, noting that the CEO is entitled to achieve 125%.



# REMUNERATION AND NOMINATIONS COMMITTEE'S REPORT continued

## STADIO STAFF PHANTOM SHARE SCHEME

The STADIO Staff Phantom Share Scheme (Phantom Share Scheme) aims to align all staff to the overall growth strategy of the Group, whilst rewarding our staff for their dedication and hard work in growing the Group. It aims to encourage a sense of ownership and shared purpose among employees, which is expected to positively impact the overall business.

Salient features of the Phantom Share Scheme include:

- 21.3 million phantom shares, being 2.5% of the overall issued share capital at the point of approval, have been ringfenced for beneficiaries of the Phantom Share Scheme.
- All staff who have been employed for more than a year and who are not active participants in the LTI are beneficiaries of the Phantom Share Scheme\*.
- The phantom shares will attract dividends that are aligned with the overall Group dividend declared, i.e. in 2025, the Group declared a dividend of 15.1 cents per share to shareholders of STADIO Holdings. The phantom shares will also receive 15.1 cents per phantom share.
- Payouts are linked to the declaration of STADIO Holdings ordinary dividends and not special dividends.
- The total amount payable will be shared equally amongst the beneficiaries of the Phantom Share Scheme, fostering a stronger sense of community and solidarity.
- The Phantom Share Scheme will be in place for five years and subject to review thereafter. 2023 was its first year.

\*Milpark Education has resolved not to partake in the share scheme as their management seek alternative remuneration rewards for this institution.

## LONG-TERM INCENTIVE PLAN

Retention of key individuals and skills is important to the sustainability of the Group and REMNO believes the LTI aids management in its succession pipeline whilst ensuring key industry knowledge and skills are retained within the Group. Through the share incentive scheme, the Group's performance is linked to longer-term value creation, with the share price seen as a natural performance hurdle, aligned to the value earned by the shareholder. The LTI awards are also subject to malus and clawback provisions.

### Group share-incentive scheme

At 31 December 2024, the number of unvested share options are 26 301 373 shares (2023: 28 025 651). At 31 December 2024, the share incentive scheme had 20 participants (2023: 18), being qualifying individuals across the Group, including key individuals identified as part of the overall Group's succession plan. REMNO believes that the participants in the LTI scheme going forward are key to the strategic outcomes of the Group and the respective factors of salary used to determine the amount of exposure is fair and ensures sustainability of the scheme.

The Board is committed to preserving shareholder value as far as possible and to counter the impact of any future dilution, as a result of settling its obligations under the LTI, has agreed to enter into a share repurchase programme during the year, and will continue to balance share repurchases with future share issues.

Further details relating to share options that vested during the year is disclosed in Part 3.

## MECHANICS OF THE SHARE INCENTIVE SCHEME AWARD

Share options are granted annually at the discretion of REMNO. The allocation of share options is determined by applying an agreed factor to the individual's base salary, taking into account their seniority and level of responsibility within the organisation.

The following factors are applied to individuals when awarding new share options:

	2025	2024
CEO	5	5
Executive Committee	4	4
Tier 2	2-3	2-3
Tier 3	0.25-1	0.5-1

All share options are awarded at a strike price equal to the Group's 30-day volume weighted average price (VWAP) immediately preceding such award date.

## VESTING

Share options vest over a five-year period, contingent on the individual remaining employed, with 25% vesting on each of the second, third, fourth and fifth anniversary of the award date. Unvested share options are typically forfeited upon resignation or dismissal (bad leaver). In cases of death, retirement or retrenchment (good leaver), exercisable share options must be exercised within a period of 12 months. It is noted that the share options will not be exercised unless there is growth in the Company's share price. REMNO sees the share price as a natural performance hurdle, albeit noting that management has no direct influence over share price.

## Milpark Education's cash-settled share incentive scheme

Milpark Education is not a wholly-owned subsidiary of the Group and therefore management has investigated a separate share incentive scheme for this institution to incentivise the key employees within Milpark Education.

### Salient features:

- The strike price of each option at the award date and the exercise price of each option at vesting date will be determined using a determined value for each Milpark Education share based on the most recent audited Earnings before interest after tax, at a fixed approved multiple.
- Share options vest over a period of six years, where the vesting will be in tranches (year one and two no vesting, whilst years three to six would vest 25% in each year).
- Milpark Education, followed by existing shareholders, will have the right but not the obligation to buy back any shares issued by way of the scheme at the exercise price within 30 days of their issuance.
- Any unvested options will be forfeited on resignation or termination of employment unless by way of retirement.

## MINIMUM SHAREHOLDER REQUIREMENTS POLICY

REMNO support a minimum shareholder requirements policy and is in the process of finalising this, noting that, other than the CFO who only joined the Group in 2024, individuals in the Executives Committee currently hold a large number of shares. The CFO joined the LTI in 2024. The policy will look to align the individual's personal interests with shareholder interests, promoting greater accountability for the long-term sustainability of the Group.

# REMUNERATION AND NOMINATIONS COMMITTEE'S REPORT continued

## NON-EXECUTIVE DIRECTORS' REMUNERATION

The annual fees payable to non-executive Directors are fixed fees, paid bi-annually, and not subject to the attendance of meetings.

The remuneration of non-executive Directors is reviewed annually by REMNO, ensuring it is market-related whilst taking into account the size and stage of the Group, as well as the general staff increase applied across the Group. In assessing the non-executive Directors' fees in the previous years, it was agreed to align the non-executive Directors' fees to market-related fees on a phased approach, looking to address any shortfall in fees over the medium term. In 2025, a further benchmarking exercise was performed, and it is recommended that the non-executive Directors' fees are increased by between 6% and 20% as shown in the table below. These increases largely address the shortfalls compared to market-related rates, with some corrections to still come in the medium term.

REMNO believes the fee increases proposed are fair considering the directors' responsibilities and ensures the Group attracts and retains a robust Board with the appropriate skills and knowledge required to fulfil its duties. The below non-executive Directors' fees for the financial year ending 31 December 2025, excluding value-added tax, are recommended by the Board to shareholders for approval at the AGM.

	BOARD		ARC		REMNO		TSEC	
	2025 Proposed Rands	2024 Actual Rands	2025 Proposed Rands	2024 Actual Rands	2025 Proposed Rands	2024 Actual Rands	2025 Proposed Rands	2024 Actual Rands
<b>Annual fixed fee:</b>								
Chairperson	654 956	545 796	179 807	149 839	111 709	105 386	113 857	107 413
Members	309 348	291 838	93 226	77 688	74 473	70 257	75 905	71 608

*In addition, all reasonable travelling and accommodation expenses incurred to attend Board and Committee meetings are reimbursed.*

## AGM

As required by the Companies Act Amendments, the Remuneration Report will be presented to shareholders at the AGM on 19 June 2025. The AGM will be a hybrid AGM, with shareholders able to attend in-person or via the electronic platform. Furthermore, the Group's Remuneration Policy and Implementation Report, as detailed in this REMNO Report, will be tabled for separate non-binding advisory votes by shareholders. In the event that either the Remuneration Policy or the Implementation Report, or both, are voted against by 25% or more of the voting rights entitled to be exercised by shareholders at such AGM, then REMNO will ensure that the following measures are taken in good faith and with best reasonable efforts:

- An engagement process to ascertain the reasons for the dissenting votes.
- Legitimate and reasonable objections and concerns raised which may include amending the Remuneration Policy or clarifying or adjusting remuneration governance and/or processes.



# REMUNERATION AND NOMINATIONS COMMITTEE'S REPORT continued

## PART 3: IMPLEMENTATION OF THE REMUNERATION POLICY REMUNERATION

### TGP

Each institution applies its own salary % increase based on their individual salary structures and the institution's performance. For 2025, the average TGP of all employees across the Group was increased by 6% (2024: 5.5% – 6.5%), with certain structural adjustments to certain individuals to better align their salaries to market rate, as needed.

REMNO continues to benchmark the salaries of the Executive Committee and subsidiary CEOs, against the median salary of executives in similar positions at other JSE small cap listed entities. In staying true to the Group's remuneration philosophy of ensuring remuneration is market-related and competitive, in 2024, increases of between 6% – 6.5% were approved, noting the CFO was newly appointed and his salary would be relooked at in 2025. In 2025, the Executive Committee members' salaries remained below the median, however considering the remuneration package as a whole, REMNO, and the Board, believes the salaries are fair and, other than the CFO, applied an average increase of 6%. As expected in 2024, the CFO's salary is below the median and an increase of 12.5% was agreed.

### STI

For the year ended 31 December 2024, performance against the agreed STI tool is as follows:

Key performance measures	Weighting	TARGETS			2024 Performance	STI allocation (sliding scale)	Notes
		Low road	Median	High road			
Organic revenue growth	10%	14%	16%	18%	+ 14%	0%	
Adjusted EBITDA margin	15%	23.2%	26.1%	29%	28.4%	13.1%	No significant difference between EBITDA and adjusted EBITDA for the year
Core HEPS growth	25%	16%	18%	20%	+ 23.1%	25%	Actual growth was 28.2% – adjusted for net impact of additional shareholding in Milpark Education
Return on Equity	25%	10.4%	12%	13%	13.6%	25%	
<b>Business performance</b>	<b>75%</b>					<b>63.1%</b>	This equates to 78.8% for the CEO who is entitled to a maximum of 125%
<b>Individual performance</b>	<b>25%</b>				<b>92% to 97%</b>	<b>23% to 24.3%</b>	Refer to page 95 for performance against strategic focus areas to which the individual performance areas were linked
<b>Total STI</b>	<b>100%</b>					<b>86.1% to 87.3%</b>	The CEO is entitled to a maximum of 125% – this is based out of 100%.



# REMUNERATION AND NOMINATIONS COMMITTEE'S REPORT continued

The achievement of the 2024 Strategic Focus Areas have been discussed across the Integrated Report and are summarised below. Individual performance ratings above are directly linked to specific KPAs linked to the achievement of the belowkey focus areas

2024 STRATEGIC FOCUS AREA	FEEDBACK
1. On track for university status	<p>We await updates to the Institutional Type document, however, we believe we are well on track to achieve university status once the regulations allow.</p> <p>Continued improvements on academic excellence and quality with our breadth of offerings expanding (16 postgraduate qualifications in development or awaiting accreditation).</p> <p>Expansion of international partnerships and research papers.</p> <p>Community Engagement initiatives embedded across the institutions.</p>
2. Commence the Durbanville Campus construction and meet the milestones according to agreed plan	<p>Construction commenced in October 2024. Campus is being built in phases and is on track to open to new students in January 2026.</p> <p>Engagements with regulators have been positive to date.</p>
3. Optimisation of staff, campus, and structure (including debt collection)	<p>Good progress made – the School of Fashion was successfully transferred from the Randburg and Hatfield campuses to Centurion. The Randburg property was sold through auction in 2025, and the Hatfield campus has been accredited to AFDA.</p> <p>New academic structure agreed for roll-out in 2025.</p> <p>Debtors' management, processes and collections improved with the loss allowance reducing to 8.7% in 2024.</p> <p>Higher education takes patience. The efficiencies are starting to show with EBITDA margins increasing from 27.6% to 28.4% in 2024.</p>
4. Execute agreed technologies to enable efficiencies and improve student experience	<p>Good progress on implementing new technologies and processes to improve the student experience, including automation of billing and introduction of WhatsApp technology.</p> <p>Milpark's new service desk was rolled out during the year improving student responsiveness.</p> <p>New consolidation tool rolled out resulting in process efficiencies.</p> <p>Milpark's new ERP system is in the process of being implemented with Canvas implementation continuing.</p>
5. Agree on Student Funding model to be rolled out	<ul style="list-style-type: none"> <li>• Pilot project completed in 2024 with lessons learnt</li> <li>• Milpark Credit rolled out</li> </ul>
6. Continued expansion and refinement of the PQM with a focus on enhancing stature of key identified School	<p>Successfully expanded the programme and qualifications mix across the various Schools and sites with key programmes accredited.</p>

■ 100% achieved
 ■ 90%-99% achieved
 ■ In progress

In 2024, the individual performance ratings of the Executive Committee members were agreed based on their performance against individual KPAs aligned to the above focus areas, for example, the COO was tasked with the construction of Durbanville, whereas the CAO is tasked with getting the site accredited. In addition to the ratings achieved above, the CEO proposed a discretionary upward adjustment to the CFO's bonus to counteract the impact of the lower than market-related TGP he received in 2024. In 2023, the CEO motivated for a downward adjustment for the Executive Committee as he believed management's internal objectives to improve EBITDA margin and efficiencies were not met in that year.



# REMUNERATION AND NOMINATIONS COMMITTEE'S REPORT continued

Considering the above, the Executive Committee's Bonus for 2024 was approved as follows:

	2024 Bonus R'000	2023 Bonus R'000
Chris Vorster	5 139	3 500
Ishak Kula	2 916	–
Divya Singh	2 692	2 000
Johan Human	2 568	1 800
Samara Totaram	–	1 800
	13 315	9 100

## GENDER PAY GAP

In 2024, the Group evaluated its gender pay gap on a TGP + STI level noting this totalled 14.4% (2023: 13.4%)\*. The impact of the new CFO (being male) negatively impacted this ratio in 2024. Despite this, the Gender Pay gap continues to be better than the average global and South African gender pay gap, and on assessing the pay gap based on the same job descriptions, is comfortable that there is no pay gap, aligning to its commitment to equitable pay and remunerating equal pay, for equal work.

\* It is noted that there are various nuances in calculating the pay gap, and the Gender Pay gap is calculated as the average TGP + STI paid to males, vs the average TGP + STI paid to females.

## STAFF PHANTOM SHARE SCHEME

The Staff Phantom Share Scheme was rolled out for the first time in 2023 and has been well received by our staff.

21.3 million phantom shares were ringfenced for the Staff Phantom Share Scheme and on declaration of the Group dividend in March 2024, these shares were entitled to a phantom dividend of 10 cents per share (2023: 8.9 cents per share). A total payout of R2.1 million (2023: R1.9 million) was made to 633 permanent staff members (2023: 567) from across the Group (excluding Milpark Education). This equated to R3 365 per staff member (marginally up from R3 343 in 2023). It is expected that this payout will increase as the Group grows with the growth in dividend outweighing the growth in staff numbers. As an example, with the 51% increase in the dividend declared in March 2025, it is expected that this payout will increase to over R4 000 per staff member.



# REMUNERATION AND NOMINATIONS COMMITTEE'S REPORT continued

**LTI (SHARE OPTIONS)** Details of share options outstanding to Executive Committee members and directors at the year-end are as follows:

Director	Opening balance of share options at 1 January 2024 '000	Number of share options awarded during the year '000	Number of share options forfeited during the year '000	Number of share options vested and exercised during the year '000	Strike price per share options awarded	Share option grant date	Closing balance of share options at 31 December 2024 '000
Chris Vorster	3 993	–	–	(1 997)	1.23	3 April 2020	1 996
	2 150	–	–	(1 075)	1.21	1 July 2020	1 075
	1 221	–	–	(305)	3.64	3 April 2022	916
	1 452	–	–	(363)	3.64	1 July 2022	1 089
	885	–	–	–	4.65	3 April 2023	885
	–	1 229	–	–	4.79	3 April 2024	1 229
	9 701	1 229	–	(3 740)	–		7 190
Ishak Kula	–	2 355	–	–	4.84	3 July 2024	2 355
	–	2 355	–	–	–		2 355
Divya Singh	466	–	–	(466)	3.63	3 April 2019	–
	634	–	–	(317)	1.23	3 April 2020	317
	341	–	–	(171)	1.21	1 July 2020	170
	633	–	–	(211)	2.62	3 April 2021	422
	1 105	–	–	(276)	3.64	3 April 2022	829
	967	–	–	–	4.65	3 April 2023	967
	–	848	–	–	4.79	3 April 2024	848
	4 146	848	–	(1 441)	–		3 553
Johan Human	568	–	–	(284)	1.23	3 April 2020	284
	306	–	–	(153)	1.21	1 July 2020	153
	798	–	–	(266)	2.62	3 April 2021	532
	904	–	–	(226)	3.64	3 April 2022	678
	1 037	–	–	–	4.65	3 April 2023	1 037
	–	583	–	–	4.79	3 April 2024	583
	3 613	583	–	(929)	–		3 267
Chris van der Merwe <sup>1</sup>	645	–	–	(645)	3.63	3 April 2019	–
	645	–	–	(645)	–		–
<b>Total</b>	<b>18 105</b>	<b>5 015</b>	<b>–</b>	<b>(6 755)</b>	<b>–</b>		<b>16 365</b>

<sup>1</sup> Chris van der Merwe retired on 31 March 2020. The REMNO approved the retention of Chris van der Merwe's unvested share options, noting no new share options will be awarded going forward.

# REMUNERATION AND NOMINATIONS COMMITTEE'S REPORT continued

## SINGLE-FIGURE REMUNERATION

Executive Committee	2024				2023			
	TGP* R'000	STI R'000	LTI** R'000	Total R'000	TGP* R'000	STI R'000	LTI** R'000	Total R'000
Chris Vorster	4 674	5 139	13 214	23 027	4 441	3 500	11 386	19 327
Ishak Kula	2 850	2 916	–	5 766	–	–	–	–
Divya Singh	3 107	2 692	3 094	8 893	2 961	2 000	2 713	7 674
Johan Human	2 953	2 568	2 480	8 001	2 740	1 800	2 160	6 700
<b>Total</b>	<b>13 584</b>	<b>13 315</b>	<b>18 788</b>	<b>45 687</b>	<b>10 143</b>	<b>7 300</b>	<b>16 259</b>	<b>33 701</b>

\*Includes pension contributions and other income received

\*\*Gain on Share Options vested during the year

## NON-EXECUTIVE DIRECTORS

The annual fees and remuneration paid to the non-executive Directors during 2024 and 2023 are as follows:

Non-Executive	2024			2023		
	Directors' fees R	Gains on exercise of options R	Total R	Directors' fees R	Gains on exercise of options R	Total
Vincent Maphai	651	–	651	607	–	607
Nico de Waal	362	–	362	338	–	338
Chris van der Merwe	363	658	1 021	338	657	995
Mathukana Mokoka	547	–	547	502	–	502
Busisiwe Vilakazi	477	–	477	439	–	439
Tom Brown	441	–	441	405	–	405
<b>Total</b>	<b>2 841</b>	<b>658</b>	<b>3 499</b>	<b>2 629</b>	<b>657</b>	<b>3 286</b>

Nico de Waal's director's fees are paid to PSG Corporate Services Proprietary Limited of which he is a salaried employee.

Non-executive Directors' fees are paid according to the Director's time of service and not per Board meeting. The above fees are exclusive of VAT, where applicable.

## STATEMENT BY THE BOARD REGARDING COMPLIANCE WITH THE REMUNERATION POLICY

REMNO reports to the Board annually on remuneration practices across the Group, including salary levels and trends, bonus and long-term incentive participation. The Board supports REMNO's position that the Group's remuneration policy considers the remuneration and employment conditions of staff across the Group as well as relevant external factors. The Board believes that this policy, as detailed herein, aims to drive business performance and value creation for all stakeholders, while attracting and retaining high-quality staff.



# 06

## GENERAL INFORMATION

- 100 Shareholder analysis
- 101 Corporate information
- 102 Glossary of terms



Our shareholder spread and breadth, our corporate information and a glossary of terms and abbreviations used within the Integrated Report

# SHAREHOLDER ANALYSIS

Range of shareholding 2024	Number of shareholders	% of shareholders	Number of shares held '000	% of total shares
1 – 10 000	18 028	86.80	19 387	2.29
10 001 – 100 000	2 265	10.91	66 198	7.80
100 001 – 1 000 000	385	1.85	113 951	13.43
More than 1 000 000	92	0.44	648 764	76.48
	20 770	100.0	848 300	100.0

Range of shareholding 2023	Number of shareholders	% of shareholders	Number of shares held '000	% of total shares
1 – 10 000	19 018	88.16	21 181	2.50
10 001 – 100 000	2 109	9.78	61 468	7.26
100 001 – 1 000 000	357	1.65	97 950	11.57
More than 1 000 000	88	0.41	666 207	78.67
	21 572	100.0	846 806	100.0

## MAJOR SHAREHOLDERS

According to the information available to the Company, the following beneficial shareholders are directly or indirectly interested in 5% or more of the Group's share capital:

	Shares held 2024		Shares held 2023	
	Number '000	%	Number '000	%
PSG Alpha Investments <sup>1</sup>	145 868	17.2	145 868	17.2
Coronation	164 038	19.3	140 588	16.6
ThembiSA Investco 2 Proprietary Limited <sup>2</sup>	43 565	5.1	–	–
Brimstone Investment Corporation Limited <sup>2</sup>	–	–	43 565	5.1

## SHARE INFORMATION

	2024	2023
Closing price at period end (cents)	697	522
JSE market high (cents)	749	510
JSE market price low (cents)	380	380
Total number of transactions on JSE	25 582	21 255
Total number of shares traded	137 653 795	103 951 340
Total value of shares traded (R)	774 037 483	486 894 567
Average price per share (cents)	562	468
Shares in issue	848 300 306	846 806 147
Percentage volume traded to shares in issue	16%	12%

## SHAREHOLDER SPREAD

To the best knowledge of the Directors and after reasonable enquiry, the spread of shareholders as at 31 December was as follows:

Public and non-public shareholding 2024	Number of shareholders	% of shareholders	Number of shares held '000	% of total shares
PSG Alpha Investments	1	0.0	145 868	17.2
STADIO Khulisa Student Share Scheme	1	0.0	896	0.1
Directors (including prescribed officers and subsidiary directors)	12	0.1	35 216	4.2
<b>Non-public shareholding</b>	14	0.1	181 980	21.5
Public shareholding	20 756	99.9	666 320	78.5
<b>Total of all shareholders</b>	20 770	100.0	848 300	100.0

Public and non-public shareholding 2023	Number of shareholders	% of shareholders	Number of shares held '000	% of total shares
PSG Alpha Investments	1	0.0	145 868	17.2
Brimstone Investment Corporation Limited <sup>3</sup>	1	0.0	43 565	5.1
B-BBEE Private Placement <sup>3</sup>	1	0.0	33 780	4.0
STADIO Khulisa Student Share Scheme	1	0.0	790	0.1
Directors (including prescribed officers and subsidiary directors)	12	0.1	32 936	3.89
<b>Non-public shareholding</b>	16	0.1	256 939	30.3
Public shareholding	21 556	99.9	589 867	69.7
<b>Total of all shareholders</b>	21 572	100.0	846 806	100.0

### Notes

<sup>1</sup> In addition to the shares held directly by PSG Alpha Investments Proprietary Limited, the PSG Group Proprietary Limited (PSG Group) holds 3.3% shares through another group entity (2023: 3.3%) and has an indirect shareholding in ThembiSA Investco 2 Proprietary Limited.

<sup>2</sup> Brimstone Investment Corporation Limited sold its shareholding to ThembiSA Investco 2 Proprietary Limited, a wholly-owned subsidiary of ThembiSA Fund 1 Proprietary Limited, a verified black private equity fund (collectively referred to as "ThembiSA") on 2 October 2024. ThembiSA was subject to the original B-BBEE Private Placement lock-in period as discussed below.

<sup>3</sup> On 4 December 2017, the Company raised R200 million through a B-BBEE Private Placement, issuing 33 783 784 shares to individual black investors and 33 783 784 shares to Newshelf 1404 Proprietary Limited, a wholly-owned subsidiary of Brimstone Investment Corporation Limited (Brimstone). These shares were subject to a seven-year lock-in period which ended on 4 December 2024. Furthermore, as part of the acquisition of Milpark Education in 2018, Brimstone and the Group concluded a share swap agreement whereby Brimstone received 9 781 273 shares in the Company in exchange for a portion of its interest in Milpark Education, subject to a seven-year lock-in period (Share Swap Agreement).

As noted above, on 2 October 2024, in accordance with the terms of the B-BBEE Private Placement and the Share Swap Agreement, the Company approved the transfer by Brimstone of the aforementioned 43 565 057 shares to ThembiSA, who was subject to the initial B-BBEE Private Placement lock-in period. Many of the individual black investors who were part of the B-BBEE Private Placement, became public shareholders, when the lock-in period ended in December 2024. PSG Group, the ThembiSA Women's Empowerment Trust and other minority shareholders, all of whom are black persons (apart from PSG Group), hold beneficial interests in ThembiSA.

# CORPORATE INFORMATION

<b>The Group</b>	STADIO Holdings Limited and its subsidiaries	<b>External Auditors</b>	PricewaterhouseCoopers Incorporated (PwC)
<b>Company registration number</b>	2016/371398/06	<b>Internal Auditors</b>	BDO
<b>Country of incorporation and domicile</b>	South Africa	<b>Company Secretary</b>	Stadio Corporate Services Proprietary Limited
<b>Directors</b>	<p><b>Executive</b> Mr Chris Vorster Mr Ishak Kula (appointed 1 January 2024) Dr Divya Singh</p> <p><b>Non-Executive</b> Dr Chris van der Merwe (retiring 19 June 2025) Mr Nico de Waal* * Mr Dries Mellet (alternate to Nico de Waal)</p> <p><b>Independent Non-Executive</b> Dr Vincent Maphai Ms Mathukana Mokoka Dr Busisiwe Vilakazi Dr Tom Brown</p>	<b>Corporate advisor and Independent sponsor</b>	PSG Capital Proprietary Limited 1st Floor, Ou Kollege Building, 35 Kerk Street, Stellenbosch, South Africa, 7600 (PO Box 7403, Stellenbosch, South Africa, 7599) and at The Place, First Floor, 1 Sandton drive, Sandhurst, Sandton, South Africa, 2196 (PO Box 650957, Benmore, South Africa, 2010)
<b>Registered office and business address</b>	Office 101, The Village Square, c/o Queen and Oxford Streets, Durbanville, South Africa, 7550	<b>Annual financial statements</b>	Consolidated and Separate Financial Statements for the year ended 31 December 2024
<b>Postal address</b>	PO Box 2161 Durbanville, South Africa, 7551	<b>Level of assurance</b>	The annual financial statements have been audited in compliance with the applicable requirements of the Companies Act
<b>Bankers</b>	Standard Bank of South Africa Limited First National Bank Limited Nedbank Limited Absa Bank Limited Bank Windhoek Limited Standard Bank Namibia Limited	<b>Preparer</b>	The financial statements were internally compiled under the supervision of: Mr Ishak Kula CA(SA)
		<b>Website</b>	www.stadio.co.za

# GLOSSARY OF TERMS

<b>Accreditation</b>	A quality assurance process under which qualifications and institutions are evaluated by an external body (CHE and DHET) to determine if applicable standards are met. If standards are met, accredited status is granted by the agency
<b>AFDA</b>	The South African School of Motion Picture Medium and Live Performance Proprietary Limited, a private registered higher education institution, of which 100% of the issued share capital is held by SIH
<b>AGM</b>	Annual General Meeting
<b>AMBA</b>	Association of MBAs
<b>ARC</b>	Audit and Risk Committee, a sub-committee of the Board
<b>Articulation</b>	Articulation is both a formal system and a process. As a formal system, articulation policy ensures that qualifications offered at different institutions match, to the extent that standardisation allows, for transfer of credits. As a process, articulation involves formal and informal agreements between education providers in the context of formal policy
<b>Asynchronous learning</b>	Learning that allows students to access materials, ask questions and practise their skills at any time that works for them
<b>BA</b>	Bachelor of Arts
<b>BAC</b>	British Accreditation Council
<b>B-BBEE</b>	Broad-Based Black Economic Empowerment
<b>BCom</b>	Bachelor of Commerce
<b>BEd</b>	Bachelor of Education
<b>Board</b>	Board of Directors of STADIO Holdings
<b>Brimstone</b>	Brimstone Investment Corporation Limited, the Group's B-BBEE partner
<b>Business Transfer</b>	The amalgamation of the underlying assets and liabilities of Embury, LISOF, Prestige Academy and SBS into a single registered higher education institution, STADIO
<b>CANVAS</b>	Online learning management system
<b>CAGR</b>	Compound Annual Growth Rate
<b>CAO</b>	Chief Academic Officer
<b>CA Connect</b>	CA Connect Professional Training Institution CPT Proprietary Limited, the underlying business of which was purchased by Milpark Education in 2018
<b>CEO</b>	Chief Executive Officer
<b>CFO</b>	Chief Financial Officer
<b>CGU</b>	Cash Generating Unit
<b>CHE</b>	The South African Council on Higher Education
<b>CHEPS</b>	Core Headline Earnings per share
<b>CL</b>	Contact learning, i.e. on-campus learning mode of delivery

<b>Companies Act</b>	The Companies Act, No. 71 of 2008, as amended
<b>Core Headline Earnings</b>	Headline earnings are adjusted for certain items that, in the Board's view, may distort the financial results from year-to-year, giving shareholders a more consistent reflection of the underlying financial performance of the Group
<b>CRM</b>	Customer relationship management software that administers the enrolment process for new students
<b>DHET</b>	The South African Department of Higher Education and Training
<b>DL</b>	Distance learning
<b>Drop-out</b>	A student decides to discontinue his or her studies prior to completing the programme on which the student was registered
<b>EBITDA</b>	Earnings Before Interest, Taxation, Depreciation and Amortisation
<b>Embury</b>	STADIO Proprietary Limited (formerly Embury Institute for Higher Education Proprietary Limited), a private company incorporated under the laws of South Africa and registered as a private higher education institution, of which 100% of the issued share capital is held by SIH
<b>EPS</b>	Earnings per Share
<b>ERP</b>	Enterprise resource planning is an integrated management of main business processes mediated by software and technology, namely Unit4 Business World
<b>HC</b>	Higher Certificate
<b>HEPS</b>	Headline Earnings per Share
<b>IASB</b>	International Accounting Standards Board
<b>IFRIC</b>	International Financial Reporting Interpretations Committee
<b>IFRS</b>	International Financial Reporting Standards
<b>IIRC</b>	International IR Framework
<b>JSE</b>	Johannesburg Stock Exchange
<b>King IV™</b>	King IV Report on Corporate Governance™ for South Africa, 2016
<b>Lisof</b>	Lisof Proprietary Limited was a private company incorporated under the laws of South Africa. Lisof's underlying business was amalgamated during the Business Transfer and Lisof was deregistered during the year
<b>Listing date</b>	STADIO listed on the main board of the JSE on 3 October 2017
<b>Milpark Education</b>	Milpark Education Proprietary Limited, a private company incorporated under the laws of South Africa and registered as a separate private higher education institution, of which 83.9% of the issued share capital is held either directly or indirectly by SIH and 16.1% of issued share capital is held by the former CA Connect shareholders
<b>MOI or memorandum of incorporation</b>	The memorandum of incorporation of STADIO Holdings, as approved by Shareholders on 4 June 2018

<b>NDP</b>	National Development Plan
<b>NQA</b>	Namibia Qualifications Authority
<b>NQF</b>	The South African National Qualifications Framework
<b>OECD</b>	Organisation for Economic Co-operation and Development
<b>PQM</b>	Programme and qualification mix
<b>Prestige Academy</b>	Prestige Academy Proprietary Limited was a private company incorporated under the laws of South Africa. Prestige Academy's underlying business was amalgamated during the Business Transfer and Prestige Academy was deregistered during the year
<b>PwC</b>	PricewaterhouseCoopers Inc.
<b>REMNO</b>	Remuneration and Nominations Committee, a sub-committee of the Board
<b>SADAG</b>	The South African Depression and Anxiety Group
<b>SAICA</b>	The South African Institute of Chartered Accountants
<b>SAQA</b>	South African Qualifications Authority
<b>SBS</b>	Southern Business School Proprietary Limited, was a private company incorporated under the laws of South Africa. SBS' underlying business was amalgamated during the Business Transfer and SBS was deregistered during the year
<b>SCS</b>	Stadio Corporate Services Proprietary Limited, a private company incorporated under the laws of South Africa, of which 100% of the issued share capital is held by SIH
<b>SIH</b>	Stadio Investment Holdings Proprietary Limited, a private company incorporated under the laws of South Africa, of which 100% of the issued share capital is held by STADIO
<b>SIMS</b>	Student information system is a student management system to manage student data
<b>STADIO</b>	STADIO Proprietary Limited, a single registered higher education institution
<b>STADIO Group or the Group</b>	STADIO Holdings Limited (the Company) and its underlying subsidiaries
<b>STADIO Namibia</b>	STADIO Namibia Proprietary Limited is a private company incorporated under the laws of Namibia, of which 100% of the issued share capital is held by STADIO
<b>Success rate</b>	Number of students who graduate/successfully complete their course
<b>Synchronous learning</b>	Learning that requires students to attend scheduled lectures, whether on-campus or through live online classes
<b>TCFD</b>	Task Force on Climate-related Financial Disclosures
<b>Throughput rate</b>	The percentage of students from the same cohort who successfully complete their studies
<b>TSEC</b>	Transformation, Social and Ethics Committee, sub-committee of the Board