

RISE UP SABC!
PHAKAMA SABC!
VUKA SABC!
PFUKA SABC!
TAN È SABC!
STYG UIT SABC!
EMELELA SABC!
TAKUWANI SABC!
PHAHAMA SABC!
GOLA O AKALALE SABC!

CORPORATE PLAN
FY2022/23 to FY2024/25



VISION

To become the leading, credible voice and face of the nation and the continent.

MISSION

A high-performing, financially sustainable, digitised national public broadcaster that provides compelling informative, educational and entertaining content via all platforms.

VALUES

TRUST:
always demonstrate honesty and consistent dependability in our interactions in and outside the organisation.

RESPECT:
To respect the public mandate we are entrusted with and conduct ourselves respectfully in all our engagements internally and externally.

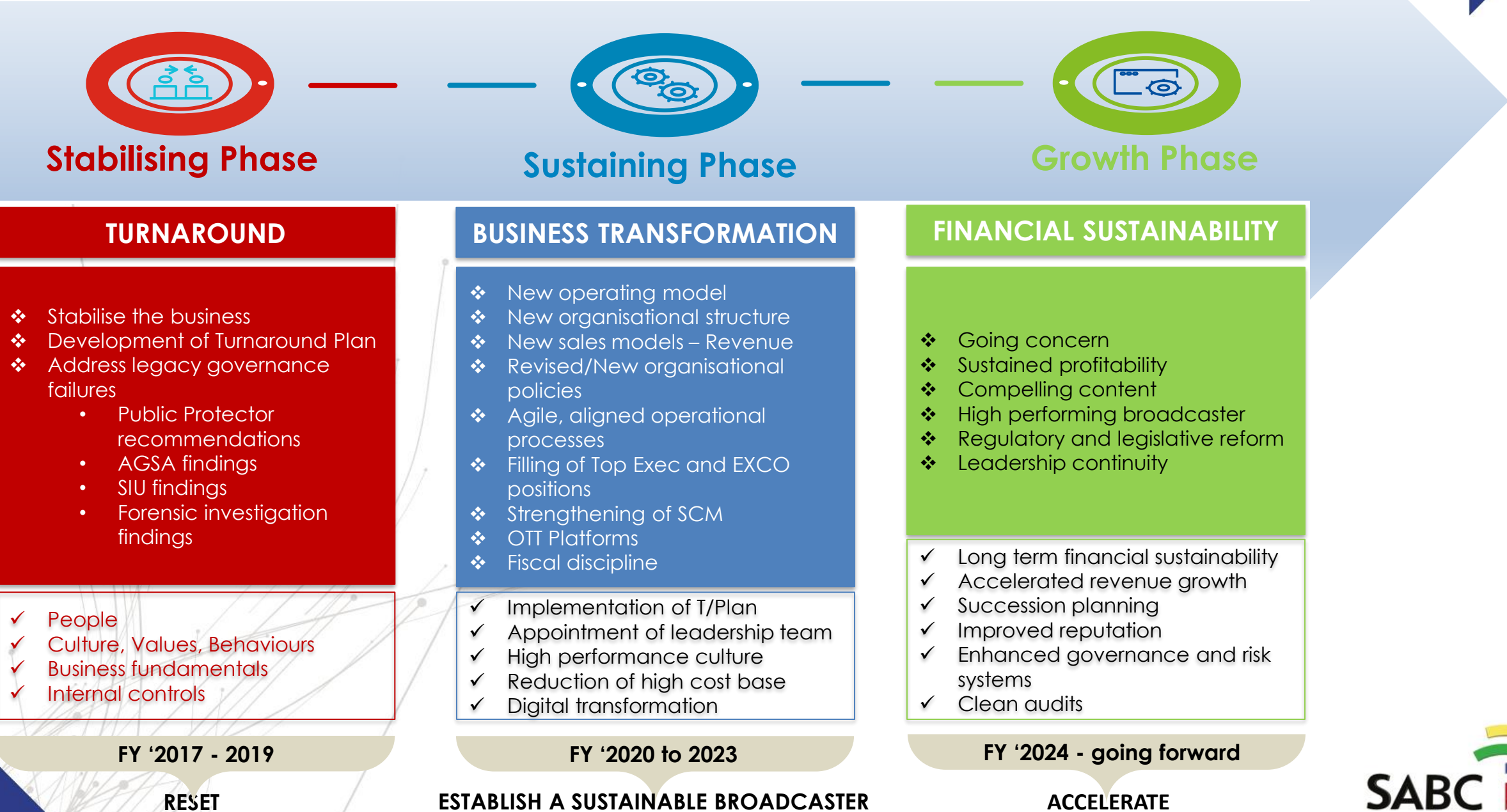
INTEGRITY:
To always conduct ourselves ethically and in the interest of the organisation, in the decisions we make in executing our responsibilities.

QUALITY:
To aspire to and provide the highest standard of quality in the work we produce and experiences we exchange.

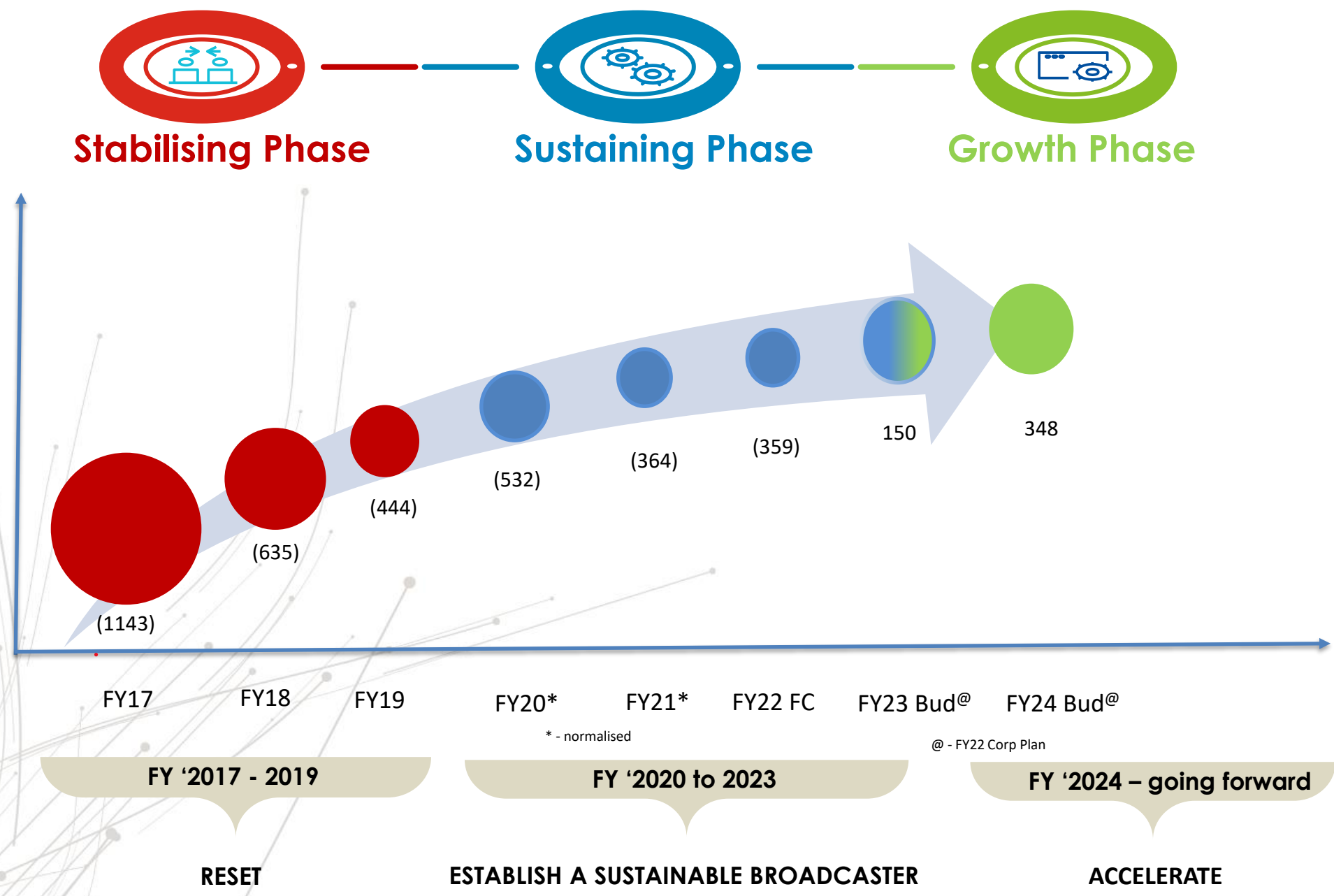
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SABC TURNAROUND JOURNEY – TOWARDS SUSTAINABILITY



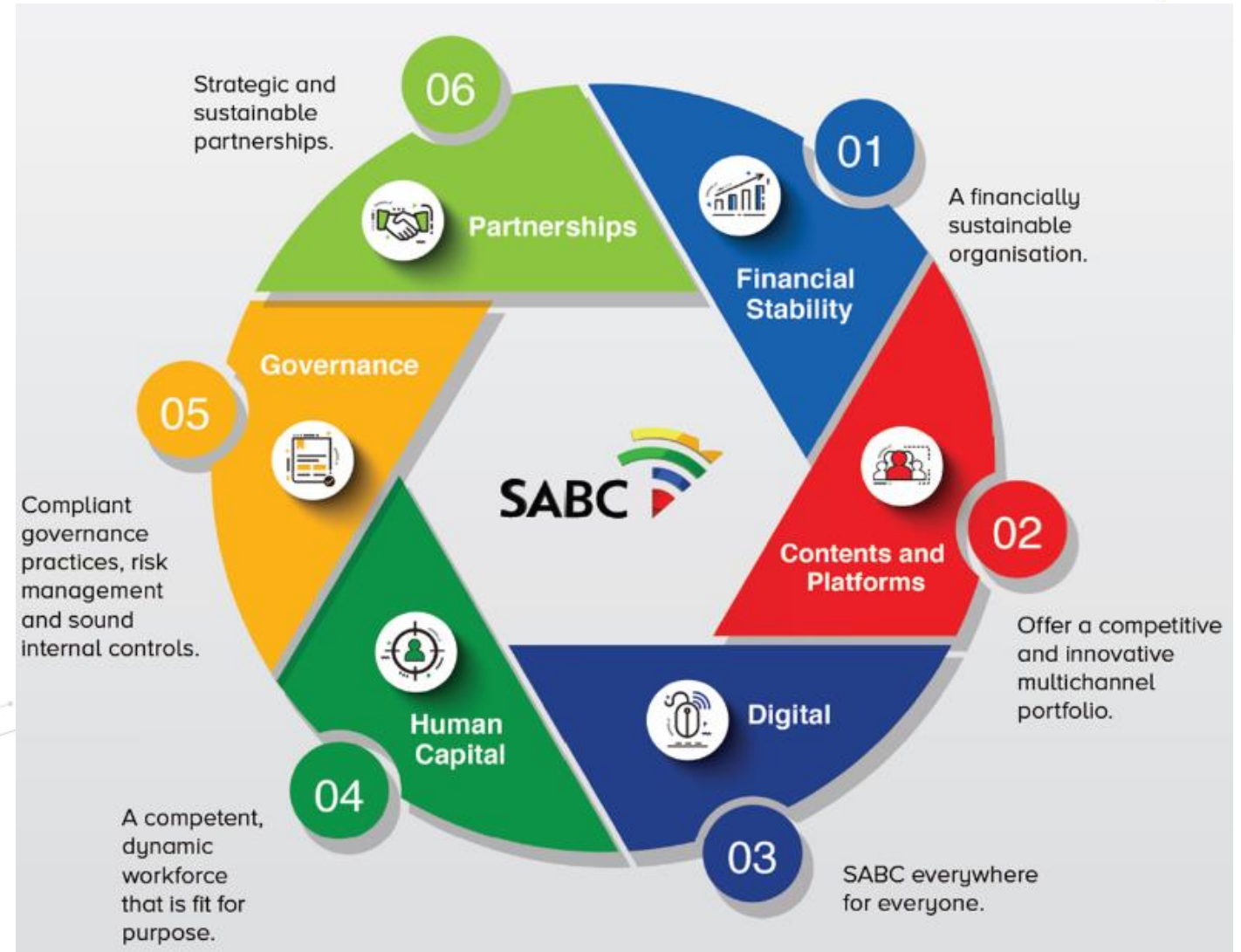
SABC TURNAROUND JOURNEY – TOWARDS PROFITABILITY



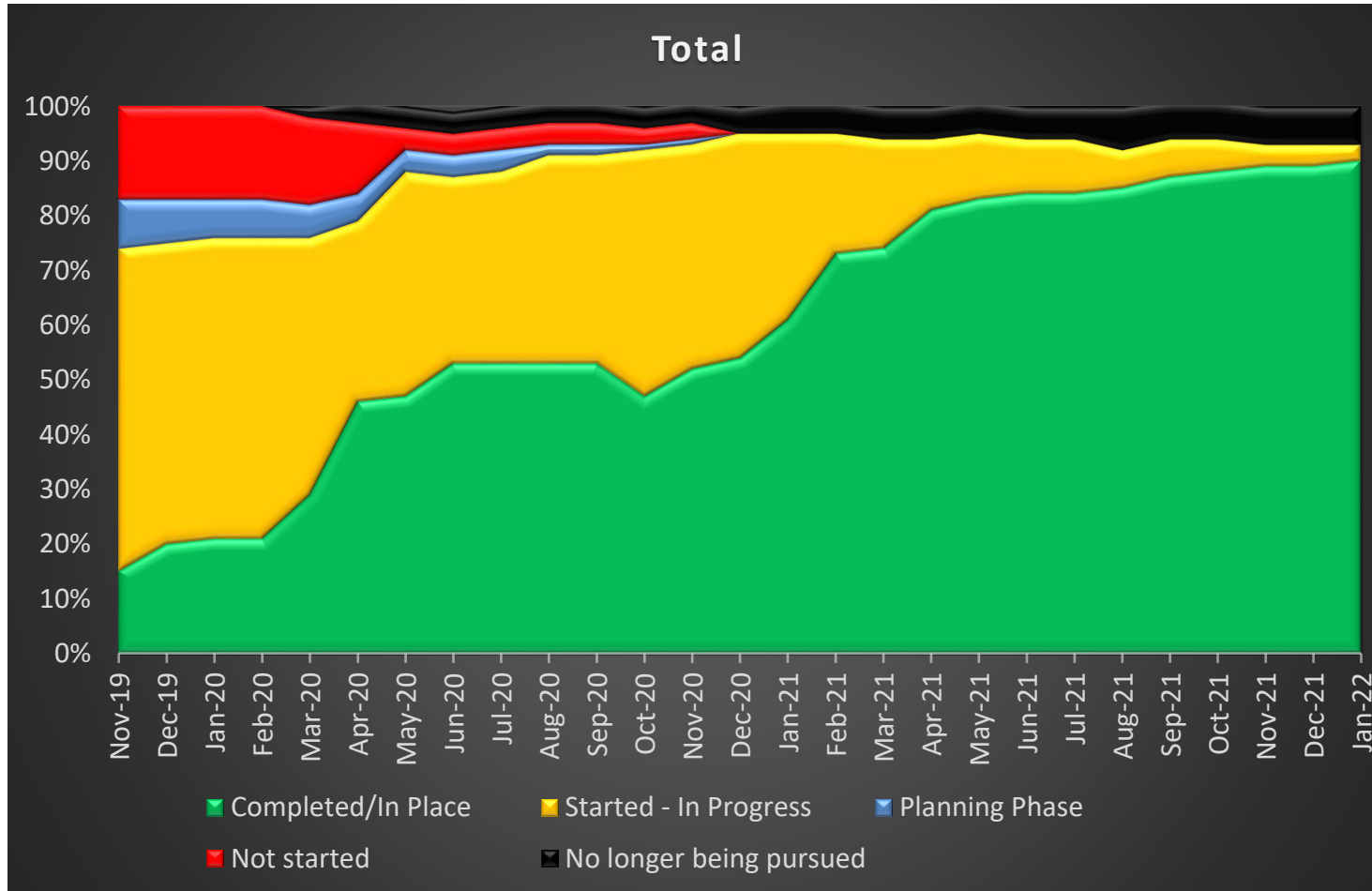
STRATEGIC PILLARS AND GOALS

5

The SABC's FY2022/3 – 2024/25 Corporate Plan maintains the focus on realising the goals of the **six strategic pillars** that make up the **SABC Strategic Roadmap**:



TURNAROUND PLAN IMPLEMENTATION PROGRESS

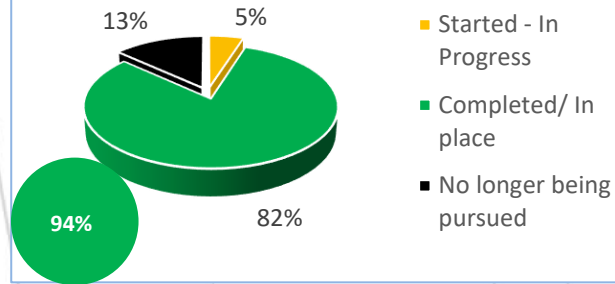


** - For legislative and regulatory-related key actions, these are marked as 'Complete/ In Place' in our progress reports whenever the SABC has made all required review participation submissions and awaits further engagements from DCDT and regulators. Otherwise they are captured as 'Started - In Progress'.

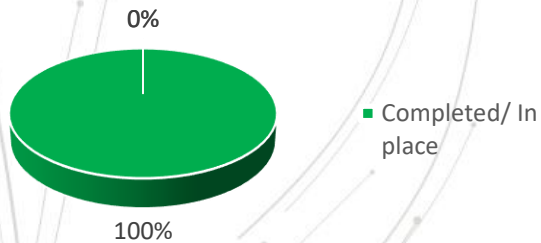
- The SABC Turnaround Plan contains **120 key actions**. Of these, **15 relate to required legislative and regulatory changes**.
- Of the remaining 105 key actions that are within the SABC's control to fully implement, the Corporation took the decision to not pursue five for various reasons, including the envisaged key actions being overtaken by related developments.
- As at the end of January 2022, **96 of the original 105 key actions within the SABC's full control to implement were 'Complete/ In place' (91%)**. Expressed against the 100 key actions that the Corporation is pursuing, the percentage of 'Complete/In place' key actions is **96%**.
- The SABC has been actively participating in Shareholder Representative-led and regulator-led processes relating to the 15 key actions relating to policy and regulatory changes. As at the end of January 2022, there was **no SABC input outstanding in any of these processes**.

TURNAROUND PLAN IMPLEMENTATION PROGRESS

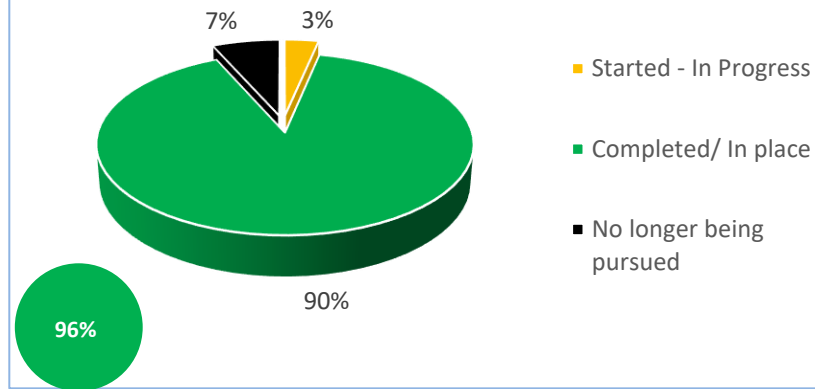
Financial Sustainability and Governance



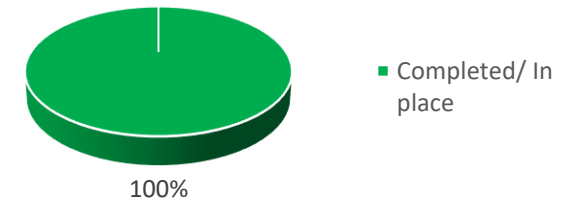
Content & Platforms



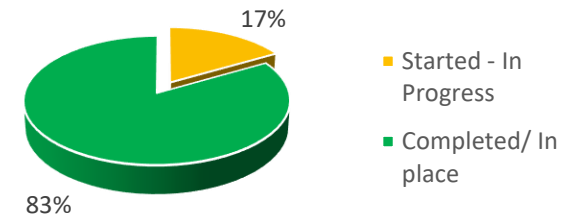
Total



Human Resources



Transmission and Digital Migration



The commendable progress achieved by the SABC in terms of implementing the key actions in its Turnaround Plan must be viewed in the context of the **SABC's Turnaround Journey**.

The background features a complex geometric design. On the left, there are several large triangles in shades of blue, orange, and brown, some overlapping. A network of thin, dark grey lines with small circular nodes at their ends originates from the bottom left and extends towards the center. The right side of the image is a light beige gradient with a large, faint, stylized circular shape.

SABC PLATFORMS AND SERVICES

The SABC's bouquet of offerings includes **18 radio stations, five television channels** and a **digital media** offering. A **19th radio station** (Channel Africa) is managed by the SABC on behalf of the Department of Communications and Digital Technologies.

Sometimes, after servicing all its internal obligations, the SABC has a **surplus capacity** of its **Outside Broadcasting (OB) facilities, in-house studio facilities, inhouse creative RAP studios** and **event venues** that it **rents out to the public** for additional revenue generation.

SABC RADIO SERVICES

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SABC Radio reaches **28.9m listeners** (all adults 15 years and older) in all **11 official languages** in South Africa in an average week.

SABC's radio stations are also **available via live streaming** from their respective websites and social media spaces, as well as on the DStv and eMedia audio bouquet.

Podcasting also remains a popular choice with listeners wanting to catch up on episodes of their favourite radio shows.

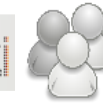
- The radio stations, and their respective average Past 7 Days audiences, are:



1,369,000
Past 7 Days



1,134,000
Past 7 Days



7,925,000
Past 7 Days



4,022,000
Past 7 Days



1,974,000
Past 7 Days



4,599,000
Past 7 Days



1,329,000
Past 7 Days



1,373,000
Past 7 Days



6,000
Past 7 Days



260,000
Past 7 Days



762,000
Past 7 Days



1,088,000
Past 7 Days



3,388,000
Past 7 Days



2,942,000
Past 7 Days



774,000
Past 7 Days



1,368,000
Past 7 Days



261,000
Past 7 Days



5,314,000
Past 7 Days



SABC TELEVISION SERVICES

11

- The public broadcaster's five television channels attract, on average, **26.6m** South African adults (15+) in a typical month.
- SABC1, SABC2 and S3 are broadcast as analogue terrestrial channels, while SABC Education and SABC Sport are broadcast as **digital terrestrial channels**.
- The analogue and Sport channels are also carried on the **DTH platforms** within the country and streamed on **TelkomONE**.
- With the planned analogue switch off in June 2022, all channels will broadcast on digital platforms from April onwards.



Average monthly audience:
22.6 million



Average monthly audience:
20.5 million



Average monthly audience:
15.5 million



Launched in May 2020 in response to the impact of COVID-19



Average monthly audience:
5.7 million



Average monthly audience:
2.8 million



BUDGET: FY2022/23 – 2024/25

Financial Statement Item	Actual 2020	Actual 2021	Projection 2022	Plan 2023	Budget 2024	Budget 2025
	* 1,000	* 1,000	* 1,000	* 1,000	* 1,000	* 1,000
Advertising Revenue	(4 026 942)	(3 343 935)	(3 215 445)	(3 642 287)	(3 996 901)	(4 386 027)
Sponsorship Revenue	(322 737)	(354 406)	(611 544)	(879 792)	(1 067 550)	(1 026 860)
Over the Top Revenue			(3 342)	(87 751)	(165 249)	(217 971)
Licence Fees	(791 286)	(788 426)	(924 841)	(1 020 300)	(1 040 706)	(1 071 927)
Other Revenue & Other Income	(532 336)	(481 496)	(516 528)	(764 540)	(806 748)	(807 468)
Total Revenue and Other Income	(5 673 301)	(4 968 263)	(5 268 359)	(6 394 670)	(7 077 154)	(7 510 254)
Amort PFSR	1 268 165	1 027 377	1 276 014	1 384 593	1 566 734	1 671 485
Signal Distribution and Linking	769 832	718 234	730 357	661 176	750 779	715 380
Employee Compensation	2 829 700	2 672 217	2 220 848	2 365 118	2 599 114	2 693 790
Marketing Costs	47 806	19 427	38 903	200 455	189 073	184 435
Other Expenses and Net Finance costs	1 316 982	1 060 244	1 281 801	1 718 696	1 848 388	1 629 835
Total Expenditure and Net Finance Costs	6 184 679	5 497 499	5 544 582	6 330 038	6 954 087	6 894 925
Net (Profit) Or Loss for the Year	511 378	529 236	276 223	(64 632)	(123 067)	(615 329)

Plan 2023	Budget 2024	Budget 2025
%	%	%
13%	10%	10%
44%	21%	-4%
2526%	88%	32%
10%	2%	3%
48%	6%	0%
21%	11%	6%
9%	13%	7%
-9%	14%	-5%
6%	10%	4%
415%	-6%	-2%
34%	8%	-12%
14%	10%	-1%
-123%	90%	400%

Advertising Revenue

Advertising revenue is expected to increase by 13% in the FY2023, this is based on Industry expectations and the slow improvement in the economic climate of the world as the Covid19 Pandemic continues. Over the MTEF period, revenue is expected to grow by an average of 11%

Sponsorship revenue

Sponsorship revenue is projected to close off at R600 million for the FY2022, which is a 70% improvement from the FY2021 numbers. Sponsorship revenue is budgeted to increase by 44% in the FY2023, owing to enhance strategies to grow this revenue line. Sponsorship revenues will improve by average of 20% over the MTEF period. Sponsorship Revenue will increase in FY2025 from R1,026 billion to R1,195 billion.

Over The Top

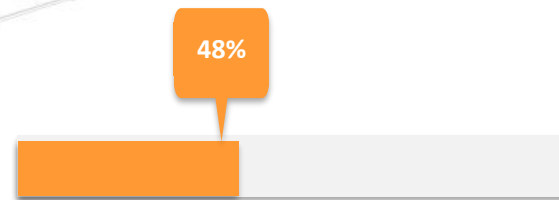
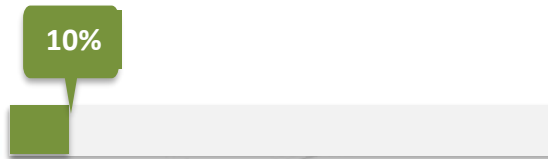
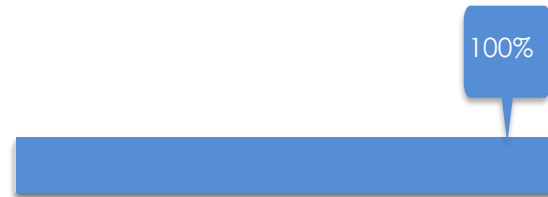
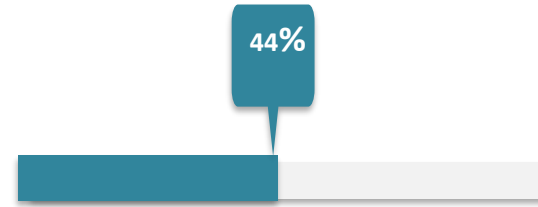
The SABC OTT platform is expected to launch in the second quarter of the FY2022. Revenue from the OTT platform is expected to amount to R88m million for FY2023. OTT will total **R471 million over the MTEF period**, with **59% of that from access fees** and 20% from advertising revenue.

License Fees

License fees are expected to improve by 10% in the FY2023. This is based on the current collection rate. License will grow at an average of 5% over the MTEF period

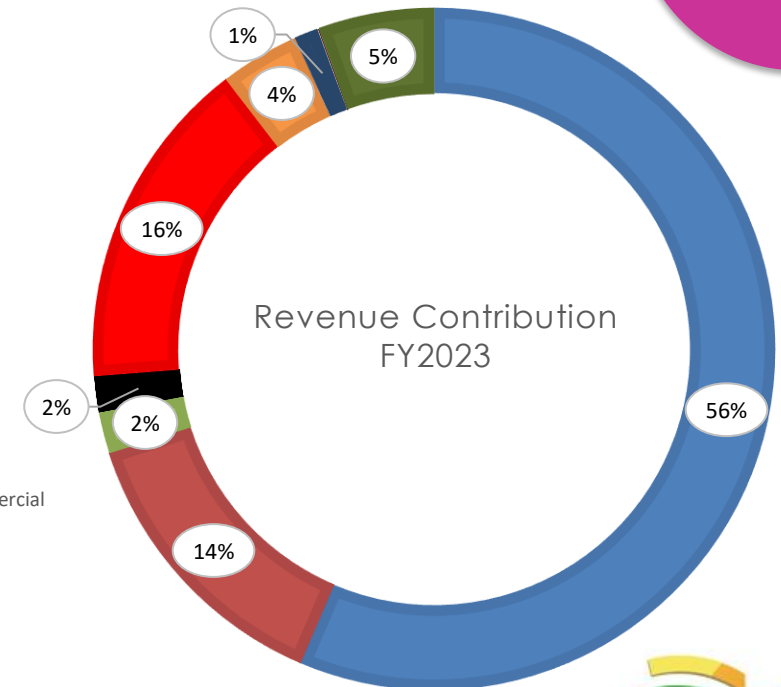
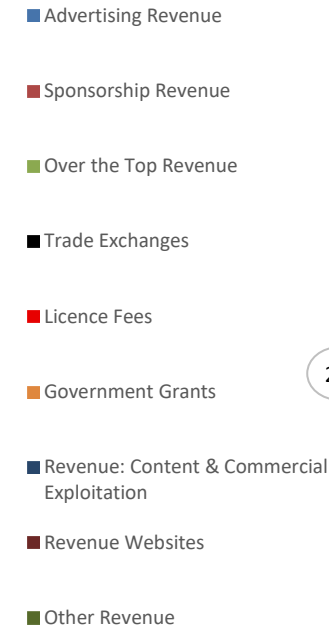
Other Revenue and Other Income

Other revenue and income includes government grants, Trade exchanges, Content exploitation Revenue, Revenue from websites



Changes from FY2022 forecasts

14



Key Budget Highlights Revenue

PFSR

Amortisation of programme film and sport rights is expected to increase by 7% in the FY2023. Amortisation will increase by an average of 9% over the MTEF period .

Signal and Distribution costs

These are Sentech costs, based on contractually agreed upon costs. The costs are expected to decrease by an average 1% over the MTEF period.

Employee compensation

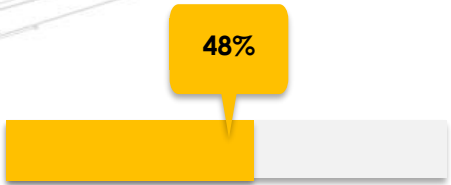
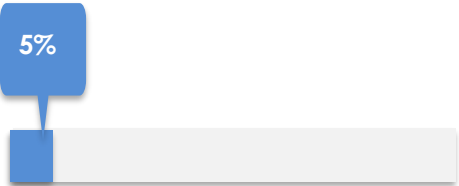
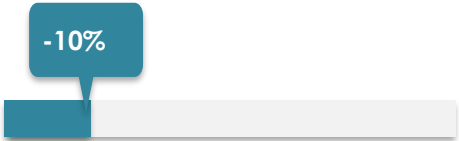
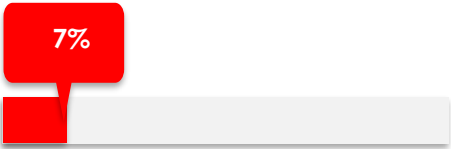
Employee costs are expected to increase by 8% in the FY2023, this includes an increase of 4,2% on medical aid benefits. FY2024 and FY2025 include a budgeted salary increase of 6.5% and a STPI provision of R100m per year. Over the MTEF period permanent employee costs bill increase by R280m.

Marketing Costs

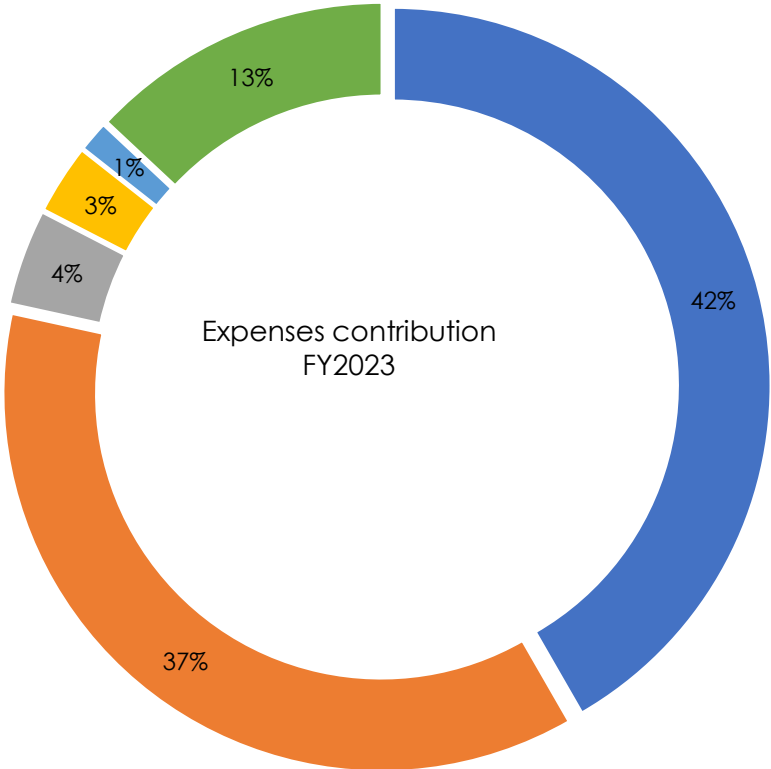
Marketing costs are expected to increase by 277% in FY2023. The SABC is in a process of trying to reshape itself in terms of marketing and branding in line with competitors. Three agencies will be appointed in the FY2023 to the value of R100million. Radio is planning to host their annual awards events. All these marketing initiatives are aimed at drawing audiences back to the SABC and improve revenue generation.

Other Expenses and Net Finance Costs

Other expenses include broadcast costs, other operational, personnel and administrative costs, depreciation and computer software amortisation and impairment of debtors. These costs are expected to increase by 44% in the FY2023, they will increase by an average of 13% over the MTEF period.



Changes from FY2022 forecasts



Key Budget Highlights Expenses

- Content and broadcasting costs
- Employee costs
- Depreciation costs
- Marketing
- Revenue collection
- Other operating costs

Changes from FY2022 Corporate Plan

16

Prior Year –
Corporate Plan
Changes

Financial Statement Item	CY Budget		PY Budget		Rand Difference		% Difference	
	Plan 2023	Budget 2024	Plan 2023	Budget 2024	Plan 2023	Budget 2024	Plan 2023	Budget 2024
	*1000	*1000	*1000	*1000	*1000	*1000	*1000	*1000
Advertising Revenue	(3 642 287)	(3 996 901)	(4 794 081)	(5 569 640)	1 151 794	1 572 739	-24%	-28%
Sponsorship Revenue	(879 792)	(1 067 550)	(467 790)	(491 114)	(412 002)	(576 437)	88%	117%
Licence Fees	(1 020 300)	(1 040 706)	(1 207 783)	(1 268 172)	187 483	227 466	-16%	-18%
Over the Top Revenue	(87 751)	(165 249)	(150 000)	(200 000)	62 249	34 751	-41%	-17%
Other Revenue	(732 430)	(765 960)	(857 082)	(896 373)	124 652	130 413	-15%	-15%
Revenue	(6 362 560)	(7 036 366)	(7 476 736)	(8 425 299)	1 114 176	1 388 932	-15%	-16%
Other Income	(32 110)	(40 788)	(11 610)	(12 147)	(20 500)	(28 640)	177%	236%
Revenue & Other Income	(6 394 670)	(7 077 154)	(7 488 347)	(8 437 446)	1 093 677	1 360 292	-15%	-16%
Amort. & Imp. Prog. Film & Sports Rights	1 384 593	1 566 734	2 011 919	2 178 935	(627 326)	(612 201)	-31%	-28%
Broadcast Costs	533 245	564 169	549 557	880 994	(16 312)	(316 825)	-3%	-36%
Signal Distribution and Linking Costs	661 176	750 779	719 294	689 328	(58 119)	61 451	-8%	9%
Employee Compensation and Benefit Expenses	2 365 118	2 599 114	2 500 814	2 525 016	(135 696)	74 098	-5%	3%
Other Costs	1 424 424	1 513 619	1 561 121	1 822 875	(136 697)	(309 256)	-9%	-17%
Total Expenses	6 368 556	6 994 414	7 342 706	8 097 148	(974 150)	(1 102 734)	-13%	-14%
Operating (Profit) / Loss for the year	(26 114)	(82 740)	(145 641)	(340 298)	119 527	257 558	-82%	-76%
Net Finance costs	(38 518)	(40 327)	(4 649)	(7 585)	(33 870)	(32 742)	729%	432%
Taxation Paid			0	0	0	0		
Net (Profit) / Loss for the year	(64 632)	(123 067)	(150 290)	(347 882)	85 657	224 815	-57%	-65%

- Overall **revenue targets decreased by 15% in FY2023 and 16% in FY2024** compared to the budget that was approved in the prior year. The economy has not recovered as well as was expected. The delay in the launch of the SABC OTT Platform and delays in reaching commercial operation of the Telkom deal has further reduced the anticipated rate of revenue growth.
- Overall **expenditure has decreased by 13% in FY2023 and 14% in FY2024** overall compared to budget submitted in the prior year. In the current year the budget process included detailed line by line reviews at account levels where areas of inefficiencies were identified and excess costs trimmed.
- Signal and Distribution costs have **decreased by 5%** to the budget approved in the prior year. This is due to the expected savings on the analogue switch off project. There is also a Platco deal of R12m annually and Sport Satellite costs /fibre for international gateway of R9m for FY2023 and R71m over the MTEF period
- Amortisation of programme film and sports rights **has decreased by 31% in the FY 2023 and 28%** in the FY2024, the reductions are based on an affordability basis, the total amount budgeted for content investment, is based on what the SABC can afford to self fund.
- With the decline in revenue amounts, expenses needed to be aligned to meet the requirements in terms of the turn around strategy for the SABC to be a financially sustainable entity and to break even and reduce net losses and turn the organisation into a profit making entity.

The background of the slide is a complex abstract composition. It features large, overlapping triangles in shades of blue, orange, yellow, and brown. A network of thin, dark grey lines with small circular nodes at their ends is scattered across the lower-left and central portions of the image, creating a sense of movement and connectivity. The overall color palette is warm and earthy, with a light beige background.

KEY RISKS AND CHALLENGES

1

Signal and Distribution

The switch from analogue to digital is slow. This will result in the signalling costs remaining high and minimal savings in the FY2023. There is **R71m** for Sports temporary satellite feeds, off a base of almost nil.

2

Channel Carriage

The Multichoice channel carriage contract is reaching its expiry date. With Multichoice having its own Newsroom Channel, there is a risk that the contract may be renewed at a reduced fee or onerous terms.

There are no budgeted revenues from the Platco deal. Each channel will be self-sufficient.

3

Advertising revenue

The economy is expected to only grow by 1,5% in the FY2023, this puts pressure on advertising revenue as advertisers may continue to scale down on advertising investment. The shift to digital advertising will have downward pressure on linear advertising revenues.

4

Audiences

Audiences are on a continuous shift from linear, analogue television to digital viewing. This has a direct impact on the audiences of the SABC. In FY2022, the audience statistics show that the SABC is still losing audiences.

5

NEWS

Inability to persuade existing news agencies to agree on revenue split of content carriage/licencing deals.

6

OTT

Existing contract with TelkomOne has not yet progressed into commercial execution due to a lack of technology to replace adverts from linear to those for digital platforms.

As a new venture, there is an inherent risk of the unknown and untested market offering

7

Cost of Unfunded Mandate

The cost of carrying out mandated content for the SABC is getting higher with increased investment in Sports and thus impacting on the financial sustainability of the SABC

8

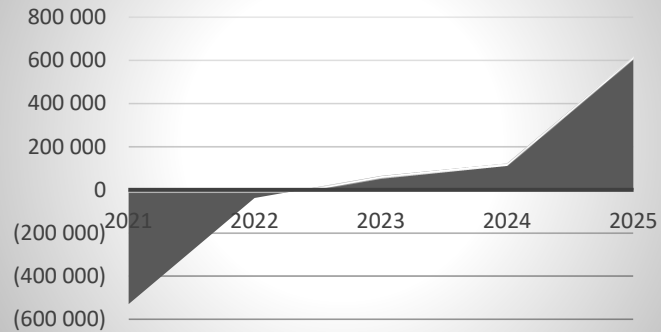
Digital

The advertising industry is shifting into the digital space, this means that more and more people are consuming content via digital platforms as opposed to linear Television. The delays to launch SABC's own OTT platform puts the OTT revenues at risk. The current budgeted OTT numbers include revenues for an access fee offering. Their realisation depend on efficient execution of the investment and market uptake. Pricing point included in the assumption is deemed to be appropriate.

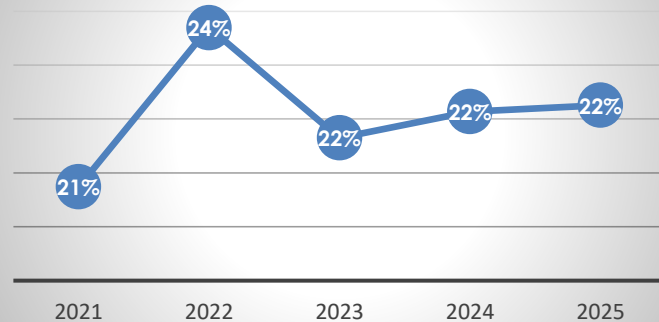


PROFITABILITY RATIO ANALYSIS

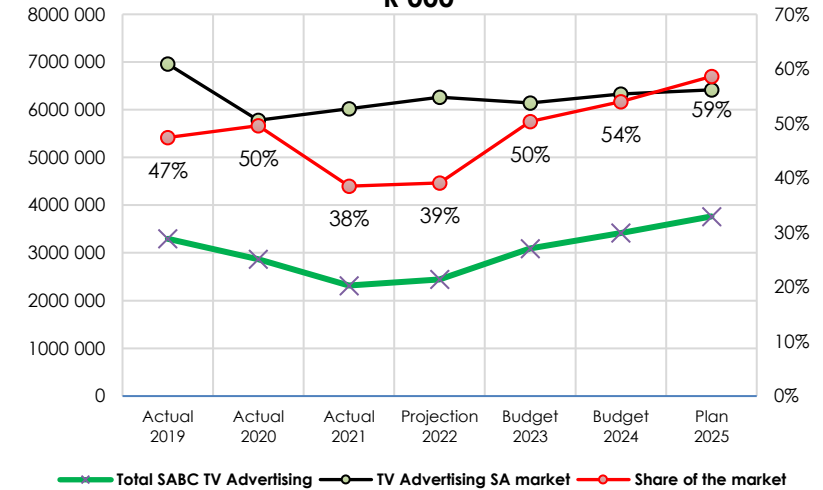
Net Profit/ (Loss) For the year



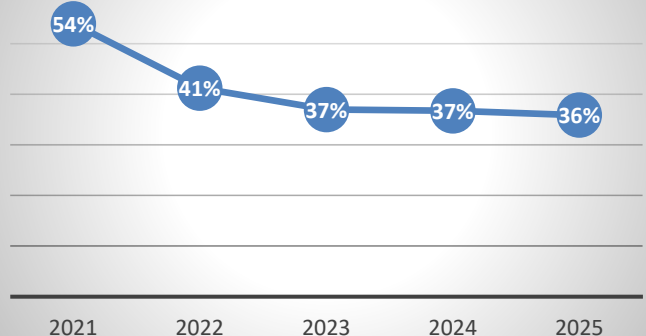
Amortisation as a % Of Revenue



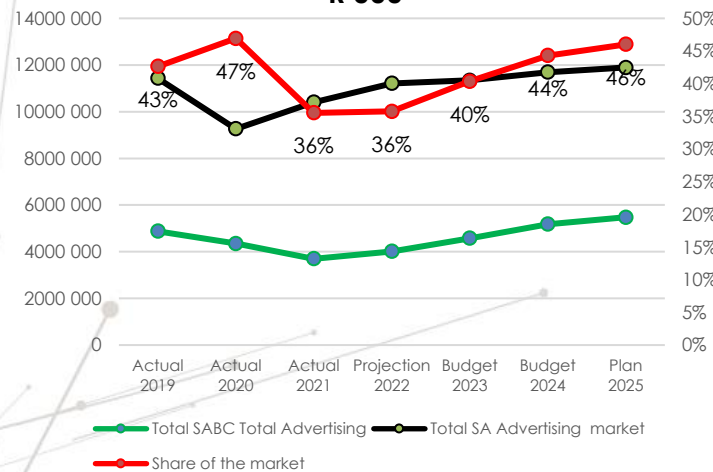
Television advertising against market R'000



Employee costs as a % of Revenue

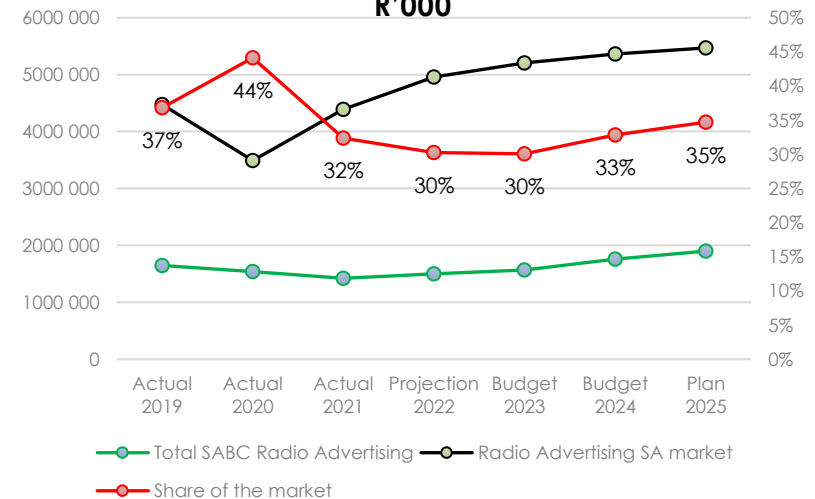


SABC Group advertising against market R'000

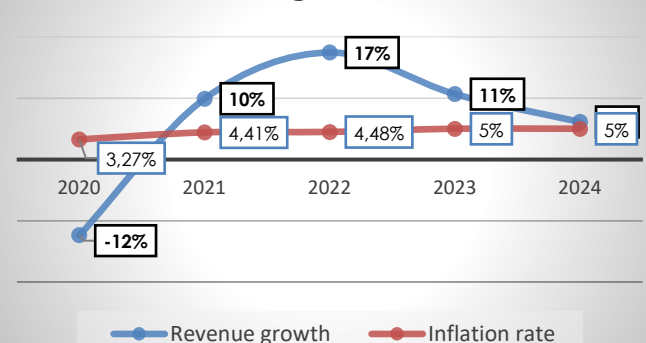


Included in Television is Sports and OTT revenue at R470m (R91m for advertising) over the MTEF. PwC estimates the entire OTT advertising market at R255m over the MTEF period with SABC projecting a 36% market share

Radio advertising against market R'000



Revenue growth vs CPIX



Whilst the budgeted share of the overall advertising market grows to 46% on FY2025, it takes the SABC back to levels of market share before Covid-19 pandemic. The split between radio and television advertising streams however, indicates that the SABC may be underperforming on the Radio platforms as the share of radio-advertising revenue only grows to 35% in FY2025, which is lower than market share levels previously achieved.

The background of the slide is a complex abstract design. It features a large, light-colored triangle on the right side, which is part of a larger geometric composition. On the left, there are several overlapping triangles in shades of blue, orange, and brown. A network of thin, dark lines with small circular nodes at their ends is scattered across the lower-left portion of the slide, creating a sense of movement and connectivity.

COST OF UNFUNDED MANDATE


- ❑ The SABC as a public broadcaster exists to carry out a mandate in terms of the Broadcasting Act of South Africa to the general public of the country.
- ❑ The Corporation's mission is to be a high-performing, financially viable, digitized, national public broadcaster that provides compelling informative, educational, and entertaining content via all platforms
- ❑ The SABC estimates to spend over **R6,1 billion** over the MTEF to execute on its mandate
- ❑ 35% of Content carried out by the SABC is mandated .
- ❑ That leaves 65% of content that can be commercially exploited.
- ❑ With the introduction of digital media, the SABC has seen not only a decline in audiences as more and more people move to consuming content digitally versus the traditional linear television, but also a decline in advertising revenues.
- ❑ The industry expects that digital advertising revenues will surpass linear advertising by 12% in 2025.
- ❑ This places significant risk on the financial health of the SABC and its ability to unlock new revenue streams.
- ❑ The increased competition creates yet another challenge as the playing field remains uneven. With the barrier to entry lowered through digitisation and a lack of regulation, the burden on the public broadcaster to provide a comprehensive offering at a huge cost continues to put pressure on the financial stability of the organisation
- ❑ License conditions for television channels and radio stations require the SABC to offer programming that, while being of value to the public, does not necessarily generate revenue

- ❑ Among these are sports of national interest that the SABC must broadcast. However, the exorbitant cost of sports rights and the limited potential for revenue generation are prohibitive, and lead to guaranteed losses
- ❑ Only 3,9% of the SABCs total income is from Government Grants

Mandate In ZAR	FY2022	FY2023	FY2024	FY2025	TOTAL
TV Mandate	606 654 928	484 715 811	540 781 851	568 266 070	2 200 418 660
Radio Mandate	34 472 175	33 062 622	34 221 516	35 761 484	137 517 797
Sport	300 633 541	221 254 703	245 046 160	263 975 646	1 030 910 050
News	623 333 000	679 726 750	716 213 088	774 398 742	2 793 671 580
TOTAL Content Costs for Mandate	1 565 093 644	1 418 759 886	1 536 262 615	1 642 401 942	6 162 518 087
Less: Government Grant	(165 840 002)	(243 749 265)	(260 386 886)	(266 026 884)	(936 003 037)
Less: TV Licenses Fees	(978 157 453)	(1 020 300 000)	(1 040 706 000)	(1 071 927 180)	(4 111 090 633)
Unfunded Costs of Mandate Content	421 096 189	154 710 621	235 169 729	304 447 878	1 115 424 416

Total Costs of Signal Distribution Costs (on mandate programmes)	267 004 385	264 477 742	270 280 273	257 536 951	1 059 299 351
Operational Overhead allocations	1 156 307 939	1 146 996 890	1 332 955 418	1 146 912 890	4 783 173 137

Total delivery Costs of Unfunded Mandate	1 844 408 512	1 566 185 253	1 838 405 419	1 708 897 719	6 957 896 903
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CAPEX BUDGET

LONG TERM CAPEX PLAN

LONG TERM CAPEX PLAN - FY22/23 TO FY25/26	ACTUALS	PROJECTION	FORECASTS				Total
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2022 - 2026
	R000's	R000's	R000's	R000's	R000's	R000's	R000's
APPROVED PROJECTS IN PROGRESS							
TV AND OB TECH OPS - OUTSIDE BROADCAST	5 583	19 045	86 466	53 012	-	-	139 478
TV AND OB TECH OPS - TV MEDIA	4 489	48 507	238 362	94 241	-	-	332 603
RADIO AND REGIONAL TECH OPS	20 455	32 554	65 850	112 248	-	-	178 098
INFORMATION TECHNOLOGY	37 990	38 906	134 296	-	-	-	134 296
TECHNOLOGY MANAGEMENT	-	5 023	108 529	65 353	-	-	173 882
LOGISTICAL SERVICES	13 484	41 979	222 348	287 194	14 000	6 715	530 257
CORPORATE AFFAIRS	2 218	3 391	-	-	-	-	-
OTHER DIVISIONS	311	183	2 576	-	-	-	2 576
MINOR CAPITAL	9 470	20 000	20 000	30 000	30 000	30 000	110 000
TOTAL	94 001	209 589	878 426	642 049	44 000	36 715	1 601 190
INSURANCE REPLACEMENTS	3 820	53	-	-	-	-	-
TOTAL APPROVED PROJECTS IN PROGRESS	97 821	209 642	878 426	642 049	44 000	36 715	1 601 190
PROJECTS STILL TO BE APPROVED			1 117 231	1 540 661	1 490 340	862 364	5 010 596
TOTAL APPROVED PROJECTS AND PROJECTS STILL TO BE APPROVED	97 821	209 642	1 995 657	2 182 710	1 534 340	899 079	6 611 786

- ☐ Of the R878m capex projects in progress, R340m do not have funding or funding source allocated as yet
- ☐ R520m has been allocated to be funded from National Treasury funds, and funds from disposal of non-core assets and Sanlam shares



CASHFLOW STATEMENT

STATEMENT OF CASHFLOWS

	2023	2024	2025
Cash Collections from Customers	5 383 766	6 423 358	6 921 189
Collections from TV Licences	918 270	936 635	964 734
Payments to employees	(2 365 118)	(2 599 114)	(2 693 790)
Payments to suppliers	(4 201 177)	(4 584 816)	(4 723 514)
Cash from Operations	(264 259)	176 064	468 620
Net Finance income	38 518	40 327	55 291
Finance expenses	-	-	-
Tax - CGT on disposals	-	-	-
	(225 740)	216 391	523 910
Investing Cash Flow			
Disposal of properties	83 000	-	-
Disposal of Sanlam shares	-	-	-
Investments in Property & Equipment	(457 049)	(344 000)	(36 715)
Cash from Investing	(374 049)	(344 000)	(36 715)
Financing Cash Flow			
Government grants (Treasury actuals)	216 082	218 636	220 822
Vehicle Fleet funding	115 000		
Repayment of loans & other liabilities	(19 695)	(21 224)	(22 872)
Cash from Financing	311 387	197 412	197 950
Net Increase (decrease) in Cash	(288 402)	69 802	685 146
Opening Cash Balance	898 323	609 921	679 723
Closing Cash Balance	609 921	679 723	1 364 869

- No cashflow issues expected over the MTEF period, provided revenue targets are met and expenses are contained as planned.




PREDETERMINED OBJECTIVES

STRATEGIC PILLAR 1: FINANCIAL SUSTAINABILITY

Outcome	Output	Output Indicator	Audited performance			Estimated performance	MTEF targets		
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
FINANCIAL SUSTAINABILITY									
GOAL: A FINANCIALLY SUSTAINABLE ORGANISATION									
To be a preferred service provider to our clients, and a preferred client to our service providers	Revenue and expenditure managed in accordance with the approved budget	Annual net (profit)/loss before interest and tax (R'000)	R443 768	R533 877	R604 922	R622 022	(R26,114)	(R82,740)	(R560,038)
	Working capital management maximised in response to the operating environment	Average creditors' payment days	143	51	33	159	60	60	60
		Average debtors' collection days	53	38	54	45	51	56	50

STRATEGIC PILLAR 2: CONTENT AND PLATFORMS

Outcome	Output	Output Indicator	Audited performance			Estimated performance	MTEF targets		
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
CONTENT AND PLATFORMS									
GOAL: OFFER A COMPETITIVE AND INNOVATIVE MULTICHANNEL PORTFOLIO									
To be a preferred broadcaster within our communities through the provision of compelling informative, educational and entertaining content.	Share of screen ratings on free-to-air television channels protected	Prime time share of television screen ratings (%)				New Indicator	SABC1: 25% SABC2: 8% S3: 3%	SABC1: 30% SABC2: 12% S3: 5%	SABC1: 35% SABC2: 14% S3: 6%
	Compelling television content delivered	Number of SABC TV programs in the terrestrial top 20				New Indicator	15	15	15
	Celebration of national days on an intercultural basis, fully inclusive of all South Africans, promoted on radio and television	Number of national days covered on television				New Indicator	7	7	7
		Number of national days covered on radio				New Indicator	7	7	7
	Compelling sports content delivered	Number of new sports rights acquired		New Indicator		3	4	5	6
	Numbers of adult listeners of SABC radio stations maintained	Average number of adult listeners of SABC radio stations per 7-day period				New Indicator	PBS:30,0m PCS: 6,0m	PBS: 30,0m PCS: 6,0m	PBS: 30,0m PCS: 6,0m
	Public news service mandate fulfilled through the provision of independent and accurate news	Percentage of news and current affairs-related complaints adjudicated in the SABC's favour				New Indicator	80%	80%	

Outcome	Output	Output Indicator	Audited performance			Estimated performance	MTEF targets		
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
DIGITAL									
GOAL: SABC EVERYWHERE FOR EVERYONE									
To be the preferred broadcaster within our communities through the provision of compelling informative, educational and entertaining content that is accessible on all platforms	DIGITILISATION Digital workflows and infrastructure for SABC content implemented	Number of additional sites with functional new radio playout system installations	New Indicator		-	6	10	Maintenance and support	
		Priority capex projects for TV News implemented	New Indicator			Conclude SCM process for News Production System Conclude SCM process for Newsroom Computer System Operational News Branding and Graphic Playout System	Operational News Production System Commission Newsroom Computer System Operational News Branding and Graphic Playout System	Maintenance and support Operational Newsroom Computer System	Maintenance and support

STRATEGIC PILLAR 3: DIGITAL (cont.)

Outcome	Output	Output Indicator	Audited performance			Estimated performance	MTEF targets		
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
DIGITAL									
GOAL: SABC EVERYWHERE FOR EVERYONE									
To be the preferred broadcaster within our communities through the provision of compelling informative, educational and entertaining content that is accessible on all platforms	DIGITILISATION Conversion / transition from analogue to digital	Number of hours of TV and TV News content digitised	New Indicator			Service provider contract signed	30,000hrs	50,000hrs	50,000hrs
		Percentage of analogue TV transmitters switched off (in collaboration with SENTECH)	New Indicator		1 Analogue transmitter switched-off (Senekal)	100%	100%	N/A	N/A
	DIGITAL TRANSFORMATION • Emerging technologies • OTT platforms • New business models	Operational SABC OTT Digital Platform – SABC++	New Indicator			Website and App streaming Pilot and launch Radio Web and App Ecosystem Launch SABC OTT platform – SABC++	Launch SABC OTT platform	OTT functional enhancements Maintenance and support	OTT functional enhancements Maintenance and support

STRATEGIC PILLARS 4 AND 5: HUMAN RESOURCES AND GOVERNANCE

Outcome	Output	Output Indicator	Audited performance			Estimated performance	MTEF targets		
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
HUMAN RESOURCES									
GOAL: A COMPETENT, DYNAMIC WORKFORCE THAT IS FIT FOR PURPOSE									
To be the preferred employer with employees who are our brand ambassadors	Performance management implemented	Percentage of employees with signed performance contracts	New Indicator	68%	73%	95%	95%	95%	95%
	WSP implemented	Percentage of training interventions completed as per the WSP	46%	10%	32%	75%	60%	70%	80%

Outcome	Output	Output Indicator	Audited performance			Estimated performance	MTEF targets		
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
GOVERNANCE									
GOAL: COMPLIANT GOVERNANCE PRACTICES, RISK MANAGEMENT AND SOUND INTERNAL CONTROLS									
To be a preferred broadcaster within our communities while adhering to the prevailing policies, legislative and regulatory framework	Internal control environment strengthened	Percentage of previous financial years' Auditor-General findings resolved	81%	61%	74%	90%	80%	80%	80%
		Percentage of policies reviewed that are current in terms of the 2-year review cycle	New Indicator		57%	65%	60%	70%	80%

STRATEGIC PILLAR 6: PARTNERSHIPS

Outcome, Outputs, Outcome Indicators and Targets

Outcome	Output	Output Indicator	Audited performance			Estimated performance	MTEF targets		
			2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25
PARTNERSHIPS									
GOAL: STRATEGIC AND SUSTAINABLE PARTNERSHIPS									
To be the preferred brands for our audiences	Television content generation partnerships established	Number of television content generation partnership agreement/MOUs signed	New Indicator	2	7	8	8	8	



THANK YOU