



ANNUAL REPORT:

For Year Ended 31 March 2011

PRESENTATION TO THE PORTFOLIO COMMITTEE ON COMMUNICATIONS

13 October 2011

- **Mr Logan Naidoo** Chairperson
- **Dr Setumo Mohapi** Chief Executive Officer
- **Mr Protas Phili** Chief Financial Officer
- **Mr Mesuli Dhlamini** Director
- **Ms Zanele Hlatshwayo** Director
- **Ms Leah Khumalo** Director
- **Mr Paris Mashile** Director

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INTRODUCTION

- On behalf of the Sentech Board, I present the Sentech Annual Report for the period ended 31 March 2011 as prescribed in section 55 (d) of the Public Finance Management Act, No. 1 of 1999 (PFMA) and Treasury Regulation 28.
- In presenting the Annual Report, the Board notes that in the period under review, the Company finds itself in the peculiar position of having to report against two strategic plans; namely the Corporate Plan for MTEF 2010 – 2013 and the one-year Business Plan for 2010/2011 financial year.
- When the Board was constituted on 1 April 2010, it was made aware then by the Department of Communications that its Corporate Plan was provisionally approved pending the Company making adjustments to the plan to ensure its 'going concern' status was maintained during the 2010/2011 financial year.

- At the commencement of the financial year, the Company had not submitted a revised Corporate Plan, thus the Board developed a one-year Business Plan that supplemented the Corporate Plan by addressing specifically 'going concern' issues.
- The Business Plan was approved by the then Minister of Communications, General (Ret.) Sipiwe Nyanda on 3 June 2010. The Minister acted with military precision in appointing a 'Ministerial Task Team' to identify and recommend the measures to be adopted to bring the unsatisfactory performance of Sentech to rectitude.
- It is in this context therefore, that the Company's performance for the 2010/2011 financial year is measured against both the Corporate Plan Key Performance Index deliverables and the Business Plan financial turnaround indicators.

PART 1: CHAIRPERSON'S REPORT

- The financial year was characterised by the departure of the entire Executive Committee, breaches of Corporate Governance and a disregard for due process – resulting in substantial 'irregular expenditure'.
- However, significant progress has been made, particularly the restoration of positive cash flows, improved relationships with our customers and implementation of the key infrastructure projects.
- Whilst the haemorrhaging has stopped with the termination of loss making divisions, namely Carrier of Carrier and MultiMedia services, some operational costs still remain. These will be surgically excised from the business in the new financial year – leading to a reduction in operating overheads and increase in profitability.
- In summary, Sentech is solvent, cash positive and profitable. The Company has maintained its 'going concern' status and has received an 'unqualified' audit report.

- Going forward, the Board and I believe that the strategic roadmap Sentech adopted for the MTEF 2011 – 2014 period will go a long way in the re-structuring of the Company as we prepare to enter the digital world.

- The Company's success will undoubtedly be measured on our efforts in ensuring the implementation of the infrastructure projects that the Shareholder has mandated Sentech to deliver, with particular focus on the:
 - FIFA Soccer World Cup Legacy Project;
 - Digital Terrestrial Television;
 - Low Power Transmitter Expansion; and
 - National Wireless Broadband Network.

- The Company's future will also depend on our efforts in:
 - Development of e-Applications to support National Initiatives; and
 - Operationalizing the 'Corporate Strategy'.

- Dynamic conditions in the broadband marketplace make it imperative for Sentech to offer a single commercial proposition with a twin strategy in both 'wireless and fibre' to leverage fully, the opportunities presenting itself in the multimedia space – specifically, the 'Smart City' concept alluded to by the Minister of Communications in his budget speech.

- **On Broadband:** A market intervention in the marketplace where there is market failure is the basis upon which Sentech is active with the implementation of a NWBN in rural South Africa. A case for intervention in the 'urban areas' also exists to reduce telecommunications costs. Increased broadband penetration has a positive impact on GDP provided the costs are reasonable and accompanied by a commensurately high 'take-up' rate. The 'digital Migration' presents the industry with significant diversification opportunities for growth and innovation, and here, we will engage with industry players to promote the creation of a Digital Industry for the production of 'Digital Content' across our networks. The primary objective must be to:
 - Proximally, achieve network infrastructure convergence; and
 - Distally, create a common digital platform to propel innovation and increase productivity across all sectors of the economy generating economic growth and jobs.

- **On Digital Terrestrial Television:** The functional architecture of the 'Set-Top Box' is a critical dimension in the role it can play in our pursuit of equalization of the current differential in the levels of access to education, health, government services and entertainment in underserved areas of South Africa.
 - Sentech has a 'public service mandate, and we have an obligation to focus on this role;
 - Affordability risks, present itself in the access to content for the underserved and underserved areas of our country, therefore, broadband must be made available to these areas 'free of direct charge' to guarantee maximum uptake and in the 'digital world', such access must be regarded as a 'basic human right'; and
 - An industrial strategy to develop and produce locally, a single integrated device to view, receive and transmit content at a reasonable subsidized cost must be a preference and presents an enormous opportunity for major investment with significant job creation possibilities within the SADC market.

- **On the Regulatory Environment:** On 15 June 2011, ICASA published a Discussion Paper on 'Broadcasting Signal Distribution'. The approach taken by the Authority is particularly disconcerting in the manner in which this debate is taking place with respect to the near monopolistic conditions operating in the 'signal distribution market':
 - For the consumption of the general public, Sentech dances to the tune of a 'public service mandate' and the Company has not leveraged its 'oligopolistic' position in a negative way;
 - Whilst the perception is that Sentech has 'Significant Market Power', it has never commercially leveraged such and its networks together with its current positioning, must remain an important national asset controlled by its Shareholder for 'public benefit';
 - The spectrum it holds will be deployed to a 'social mandate', as it should be, in a 'developmental state' for the benefit of a Social Dividend.

- In conclusion, and on behalf of the Board, I take this opportunity to thank the Shareholder for the policy direction and maternal support.
- I further thank the Chief Executive Officer, Management and Staff for their perseverance during a challenging operating period.
- I look forward to engaging the Shareholder in a discourse, with respect to the 'Top Organizational Structure' of Sentech. I would favour the creation and a structure be imparted to a Chairperson's Office that exhibits qualities of a non-executive flavour having due regard to the principle of individual liability and collective responsibility of the Board with the context of the Companies Act. The qualities will be 'Internal Audit, Legal & Forensics, Company Secretariat with Shareholder Relationship and International Relations. This structure will have the effect of improving the visibility of the business operations below the level of the 'Executive Committee', increase confidence, improve oversight and governance and reduce the apprehension non-executive directors experience in their acceptance of service at Board level.

PART 2: CHIEF EXECUTIVE OFFICER'S REPORT

- Having joined Sentech in November 2010, I must acknowledge that the 2010/2011 operating period was a particularly difficult one for the Company.
- With a number of legacy and financial challenges, the task of Executive Management and Staff, under the guidance of the Board, was to pull together and restore Sentech to its leading position in the Information and Communications Technology sector.
- When the newly elected Board came into office in April 2010, a one-year Business Plan, which served as the first part of the Company's turnaround strategy was developed. The main purpose of the Business Plan was to restore operational and financial stability to ensure that the Company remained as a 'going concern'.
- Despite operating challenges, the Company was able to make significant progress in terms of its turnaround plan and is well place to consolidate these gains in the current financial year.

- The Company maintained a healthy cash position with R363 million in unencumbered cash as at 31 March 2011. This cash position meant that the Company would be able to operate as a 'going concern', one of the challenges highlighted by External Auditors in the previous reporting period.
- The discontinuation of Carrier of Carriers business, combined with a significant improvement in the billing process, have improved the debt collection rate by 36% from a worrying 70% (September 2010) to 95% as at financial year end. The debtor's days stood at 16 days – exceeding the 30 day target that was set at the beginning of the financial year.
- Revenue by product improved from an average of 14% in the year ended March 2010 to 22% in the this reporting period. This was mostly driven by analogue TV, FM, DTH, BTV and Facility Rentals which performed above set revenue targets. The Company's SW and VSAT products remain a concern and plans have been put in place to reposition these services.
- Total revenue decreased from R846 million to R826 million. The decrease (R20m) is largely attributed to the decrease in the dual illumination government grant from R51 million to R36 million.

- Despite sluggish revenue growth, the Short Wave, Direct-To-Home and Business Television product lines exceeded the set network performance targets in terms of the Service Level agreements with customers. Television, FM and Medium Wave performed above target during the current reporting period.
- Whilst performance of our products against customer requirements is important, it is even more crucial that our people – Sentech employees, derive value and job satisfaction. During the period, adjustments for the bargaining unit employees included a 12.7% basic salary increase, improved subsistence and travel allowance, four months fully paid maternity leave and an increase in family responsibility and study leave.
- During the period under review, the Supply Chain Management function was placed under the direct supervision of the management committee due to the magnitude of challenges within the Division.
- As at financial year-end, the envisaged BEE level rating was not achieved, posing serious challenges for the Company, especially with our customers. Going forward, the accreditation will be a priority activity to ensure that we achieve the required BBBEE contributor status.

- In the context of the Company's legacy challenges, it was imperative that the Company's strategy roadmap for the 2011 – 2014 period be aligned with Shareholder programmes, in particular, to enable the development of open access Information and Communications Technology infrastructure networks.

- Looking forward, we will continue working together to realise the Government's ICT vision and goals:
 - From a service offering point of view, this includes innovation in broadcasting and media services, broadband and content management and distribution

 - From a client perspective, our interventions will be centered on solutions that enhance the customer experience and are in line with the Government mandate to access to communication services for all citizens; and

 - In terms of social imperatives, we have taken a stern decision to package our social responsibility interventions by creating CSI ICT programmes that improve lives, create value and are sustainable.

- Whilst we celebrate the Company's positive financial performance, we acknowledge that the turnaround programme is not complete.
- We are still at the early stages and will need to be prudent going forward to ensure that the Company does not retreat into the financial and operating status that will threaten its going concern status. This will be managed through an enterprise-wide risk management strategy to ensure that Company policies, processes, systems and controls are in place to improve efficiencies and corporate effectiveness.
- Employee development and satisfaction will continue to be a pivotal part of the turnaround strategy. The divisional KPAs with first level management are in place. Tied to the performance management system is a recognition scheme which will ensure that employees whose performance exceeds requirements are properly incentivised.
- Having said this, I take this opportunity to thank the Board for providing the strategic direction and leadership during this period. I also thank Management and Staff for the hard work and relentless efforts during an exceptionally difficult period.

PART 3: PERFORMANCE SUMMARY

Key Performance Area	Key Performance Indicators	Performance Forecast	Year-End Performance
Analogue Terrestrial Television	Performance of network at SLA	99.7%	Exceeded 99.9%
	Achieve revenue target: Retaining current customer base	R373 853 000	Exceeded at R375 516 851
	Rollout and switch-on Low Power transmitters	9	Exceeded. Installed 16 transmitters
Digital Terrestrial Television (DTT)	Performance of network at SLA	99.8%	Exceeded at 99.9%, however, there was no SLA in place.
	Number of sites rolled out (cumulative based on ICASA frequency plan)	40	Rolled out 16 sites on DVB-T. The rollout project was stopped pending resolution of the DTT Technology standard. In the proceeding financial year sites will be upgraded to DVB-T2 and 21 more sites will be rolled out to achieve 74% population coverage
	DTT Population Coverage	60%	Achieved at 56%. The announcement of the DVB-T2 standard necessitated change in rollout plan.

Key Performance Area	Key Performance Indicators	Performance Forecast	Year-End Performance
Frequency Modulation (FM)	Performance of network at SLA	99.8%	Exceeded 99.9%
	Achieve revenue target: Retaining current customer base	R160 624 000	Exceeded at R164 092 057
	Profit growth: 3 new community radio broadcasters and 3 Ad-Hoc broadcasters per financial year	R191 000	Exceeded at R12 395 887
Medium Wave (MW)	Performance of network at SLA	99.5%	Exceeded at 99.6%
	Achieve revenue target: Retaining current customer base	R5 163 000	Exceeded at R5 299 864
Short Wave (SW)	Performance of network at SLA	99.5%	Exceeded at 99.6%
	Achieve revenue target: Retaining current customer base	R27 676 000	Achieved, marginally below budget at R27 007 189 due to the strength of the rand versus other currencies.

Key Performance Area	Key Performance Indicators	Performance Forecast	Year-End Performance
Direct-To- Home (DTH) Satellite	Performance of network at SLA	99.8%	Exceeded 99.9%
	Achieve revenue target: Retaining current customer base	R26 083 000	Exceeded at R27 761 186
	Profit growth: 2 new TV channels and 2 new audio channels per financial year	R306 000	Not Achieved. Made a loss of R1 881 502 due to the unavailability of decoders. A comprehensive business case for Vivid is included in the Corporate Plan.
Business Television (BTV) & Business Radio (In-Store)	Performance of network at SLA	99.5%	Exceeded at 99.9%
	Achieve revenue target: Retaining current customer base	R8 415 000	Exceeded at R8 875 955
	Profit growth	R40 000	Not achieved. Made a loss of R1 718 765 due to unavailability of decoders.
Facility Rental	Achieve revenue target: Retaining current customer base	R24 994 000	Exceeded at R26 940 192

Key Performance Area	Key Performance Indicators	Performance Forecast	Year-End Performance
National Wireless Broadband Network (NWBN)	Formulation, submission and approval of Business Plan and funding (As per recommendations in the Corporate Plan of 2010 – 2013 MTEF period)	√	Compiled an NWBN Business Plan which outlines the Company's participation in the Consolidated National Broadband Plan (CNBP). The plan was approved as part of the Corporate Plan for MTEF 2011/14
	Rollout of NWBN	√	The current joint plan targets implementation of the NWBN in KZN in the financial year 2011/2012. The details of the Sentech participation in the CNBP are incorporated in the current MTEF Corporate Plan. Implementation is envisaged to begin in Q2 of 2011/12 financial year.

Key Performance Area	Key Performance Indicators	Performance Forecast	Year-End Performance
VSAT	Performance of network at SLA	99.8%	Not achieved at 99.6%
	Achieve revenue target: Retaining current customer base	R29 284 000	Not achieved at R25 003 459. A turnaround strategy has been developed.
	Profit growth on baseline	R5 846 000	Not achieved. Made a loss of R13 345 540 due to market conditions and product pricing. Product positioning and pricing being addressed in the turnaround strategy.
Financial	Debtors collection (days)	30 days	Exceeded at 16 days
Human Resources	Achieve employment equity targets as per the Employment Equity Plans	√	Not achieved due to the employment challenges in the ICT sector. An EE forum has been formed to develop and implement strategies to mitigate this risk.
	Achieve skills development targets as per the Skills Development Plans	√	Not achieved. Reached 28% of the target due to cost-cutting measures

Key Performance Area	Key Performance Indicators	Performance Forecast	Year-End Performance
Broadbased Black Economic Empowerment (BBBEE)	BBBEE contributor status	Level 4	No accreditation received due to the instability in Supply Chain Management. In 2011/12 the Company will engage service providers to provide BBBEE accreditation service.

PART 4: ANNUAL FINANCIAL STATEMENTS

	GROUP		COMPANY	
		<i>Restated</i>		<i>Restated</i>
	2011	2010	2011	2010
	R'000	R'000	R'000	R'000
Revenue	794 192	770 454	794 216	777 053
Cost	(601 108)	(528 388)	(600 184)	(541 084)
Results From Operating Activities	193 084	242 066	194 032	235 969
Finance Income	60 088	67 410	60 082	67 401
finance Expense	(20 804)	(11 952)	(20 787)	(12 205)
Profit Before Income Tax	232 368	297 524	233 327	291 165
Income Tax expense	(53 094)	(103 653)	(53 094)	(103 653)
Profit From Continuing Operatings	179 274	193 871	180 233	187 512
Loss for the year from discontinued operations (Net of Income Tax)	(6 355)	(88 744)	(6 355)	(85 000)
Profit for the year	172 919	105 127	173 878	102 512
Other comprehensive income:				
Revaluation/(Devaluation) of Property	38 873	(14 778)	38 873	(14 778)
Income Tax related to Other Comprehensive Income	(8 295)	4 137	(8 295)	4 137
Other Comprehensive Income for the year (Net of Income Tax)	30 578	(10 641)	30 578	(10 641)
Total Comprehensive Income for the year	203 497	94 486	204 456	91 871
Profit attributable to Owner of the Company	172 919	105 127	173 878	102 512
Total Comprehensive Income attributable to Owner of the Company	203 497	94 486	204 456	91 871

	GROUP		COMPANY	
	2011	<i>Restated</i> 2010	2011	<i>Restated</i> 2010
	R'000	R'000	R'000	R'000
Net Cash inflow from Operating activities	232 985	69 912	233 214	69 904
Net Cash flows from Investing activities	(67 103)	(268 936)	(67 103)	(268 936)
Cash flows from Financing activities	(7 607)	133 796	(7 607)	133 796
Net increase/(decrease) in cash and cash equivalents	158 275	(65 228)	158 504	(65 236)
Cash and cash equivalents at beginning of the year	977 525	1 042 753	977 178	1 042 414
Cash and cash equivalents at beginning of the end of the year	1 135 800	977 525	1 135 682	977 178

	GROUP		COMPANY	
	2011	<i>Restated</i> 2010	2011	<i>Restated</i> 2010
	R'000	R'000	R'000	R'000
Non-current assets	500 468	571 507	500 468	571 507
Current assets	1 185 999	1 060 372	1 185 881	1 059 978
Total assets	1 686 467	1 631 879	1 686 349	1 631 485
Equity	745 648	542 151	745 734	541 278
Non-current liabilities	186 885	194 988	186 885	194 988
Current liabilities	753 934	894 740	753 730	895 219
Total equity and liabilities	1 686 467	1 631 879	1 686 349	1 631 485

	GROUP		COMPANY	
	2011	<i>Restated</i> 2010	2011	<i>Restated</i> 2010
	R'000	R'000	R'000	R'000
Broadcasting Signal Distribution	644 111	610 831	644 111	610 831
Direct-To-Home Satellite	32 104	29 643	32 104	29 643
Business Television	1 513	10 595	1 513	10 595
Facility Rental	26 867	24 262	26 867	24 262
Carrier of Carriers	32 220	68 414	32 220	68 414
VAS	-	2 855	-	-
Sales of Satellite Decoders	-	235	-	235
VSAT	25 029	38 349	25 029	38 349
Biznet	155	2 270	155	2 270
2010 FIFA Soccer World Cup	16 063	-	16 063	-
MyWireless	-	2 242	-	2 242
Dual Illumination Grant	36 260	51 368	36 260	51 368
Other	12 245	5 171	12 269	11 770
Total Revenue	826 567	846 235	826 591	849 979
Less: Revenue discontinued operations	(32 375)	(75 781)	(32 375)	(72 926)
- Carrier of Carriers	(32 220)	(68 414)	(32 220)	(68 414)
- VAS	-	(2 855)	-	-
- Biznet	(155)	(2 270)	(155)	(2 270)
- MyWireless	-	(2 242)	-	(2 242)
Revenue from continuing operations	794 192	770 454	794 216	777 053

	GROUP		COMPANY	
	2011	<i>Restated</i> 2010	2011	<i>Restated</i> 2010
	R'000	R'000	R'000	R'000
Employee benefit expense	230 878	225 479	230 878	225 479
Depreciation	99 318	82 599	99 318	82 599
Amortisation of intangible assets	528	1 697	528	1 697
Impairment of property, plant and equipment	2 854	12 513	2 854	12 513
Loss on derecognition of licences	-	15 672	-	15 672
Transportation expense	11 523	12 112	11 587	12 112
Advertising costs	5 175	6 804	5 178	6 804
Operating lease payments	100 439	114 685	100 439	114 685
Auditors remuneration	3 857	2 739	3 857	2 739
Legal and consulting fees	16 524	10 117	16 524	10 117
Other costs of sales, selling, administration and operating expenses	171 213	241 552	170 222	247 649
Total costs of sales, selling, administration and operating expenses	642 309	725 969	641 385	732 066
Less: Expenses related to discontinued operations	(41 201)	(197 581)	(41 201)	(190 982)
Total expenses	601 108	528 388	600 184	541 084

PART 5: IRREGULAR, FRUITLESS AND WASTEFUL EXPENDITURES

IRREGULAR, FRUITLESS & WASTEFULL EXPENDITURE:

ACTION TAKEN	LOSSES IDENTIFIED	LOSSES RECOVERED YTD	LOSSES WRITTEN-OFF	RECOVERY OUTSTANDING
	R'000	R'000	R'000	R'000

GROUP AND COMPANY

Irregular Expenditure: 2011

Intelsat	Application for condonation	35 387	-	35 387	-
Low Power projects	Disciplinary action taken**	956	-	-	956
Sebenza	No action	282	-	282	-
African Union Communications	No action	2 355	-	2 355	-
Comscience	No action	2 082	-	2 082	-
Cinai	No action	518	-	518	-
Turnaround Committee: Ntumba Consulting	No action*	5 191	-	5 191	-
Turnaround Committee: S Lomasontfo	No action*	720	-	720	-
Turnaround Committee: Intelligent Systems	No action*	448	-	448	-
Turnaround Committee: K Masekela	No action*	290	-	290	-
Turnaround Committee: Linkages Management	No action*	961	-	961	-
Turnaround Committee: New Heights Training	No action*	580	-	580	-
Turnaround Committee: D Dharmalingam	No action*	173	-	173	-
Turnaround Committee: Q Patel	No action*	1	-	1	-
Njunju Security Services	No action	573	-	573	-
NRB Risk Solutions	No action	603	-	603	-
Tnd risk Management	No action	298	-	298	-
Transform Electrical Wholesalers	No action	5	-	5	-
T-Systems	No action	1 874	-	1 874	-
Tritonsat	No action	8 447	-	8 447	-
Alexander Forbes	Condoned by the Board	2 393	-	2 393	-
Knowles, Husain, Lindsay	No action	2 158	-	2 158	-

Criminal Misconduct: 2011

Scharrer	Disciplinary action and dismissal	83	-	83	-
		66 378	-	65 422	956

* There is a resolution to approve R3 million of expenditure relating to the Turnaround Committee. This R3 million could not be attributed to any particular consultant.

** Due to on-going investigation, a more comprehensive report will be made with the next reporting period.

IRREGULAR, FRUITLESS & WASTEFULL EXPENDITURE:

ACTION TAKEN	LOSSES IDENTIFIED	LOSSES RECOVERED YTD	LOSSES WRITTEN-OFF	RECOVERY OUTSTANDING
	R'000	R'000	R'000	R'000

GROUP AND COMPANY

Fruitless and Wasteful Expenditures

South African Revenue Services

<i>Interest on second provisional tax 2010</i>	Disciplinary action and dismissal	474	-	474	-
<i>Interest on late payment of VAT</i>	Disciplinary action and dismissal	902	-	902	-
<i>Interest on Company income tax return</i>	Disciplinary action and dismissal	276	-	276	-
<i>Penalty on late payment of second provisional tax 2010</i>	Disciplinary action and dismissal	2 543	-	2 543	-
Unfair dismissal	Settlement reached with employee to avoid further legal costs	108	-	108	-
Employee discharged	Settlement reached with employee to avoid further legal costs	251	-	251	-
Interest on late payment to vendors	No action*	70	-	70	-
		4 624	-	4 624	-

PART 5: 2010 FIFA SOCCER WORLD CUP EXPENDITURE

	Quantity	Cost
		R'000
Tickets acquired	96	1 067
Distribution of tickets		
<i>Clients/Stakeholders</i>	26	289
<i>Accounting Authority</i>	2	22
<i>Senior Management</i>	2	22
<i>Other Employees</i>	33	367
<i>Other Government Entities</i>	24	267
<i>Audit Committee Members (Board)</i>	9	100
	96	1 067
Travel costs		
Car hire to transport delegates from Sentech Tower to matches and back		31
	-	31
Purchases of other World Cup apparel		
T-shirts	497	161
Beanies and scarves set	513	72
Vuvuzelas	450	16
2010 World Cup staff events	-	206
	1 460	455
		1 553



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