

THEATRE FOR A WORLD CLASS AFRICAN CITY
JOBURG THEATRE

JOBURG THEATRE (PTY) LTD
REPORT FOR THE FOURTH QUARTER 2009-10
APRIL TO JUNE 2010



a world class African city

SUBMITTED TO THE SHAREHOLDER ON JULY 7th 2010

INDEX

	PAGE
EXECUTIVE SUMMARY	
Overall Economic Situation	3
The Mandela	4
The Fringe	9
Community Development: space.com	10
The South African Ballet Theatre	11
External Funding	11
Public Relations	12
FINANCIAL SUMMARY	
Operations	12
Management Accounts for 2008-09	14
Capital Expenditure	15
PERFORMANCE MONITORING	
Output Levels	15
Economic Growth	15
Community / Human Development	16
Effective and Compliant Financial Management	17
Scorecard	18
HUMAN RESOURCES	
Employment Equity	19
Training	19
Employee Retention Scheme	20
Company Organogram	21
HIV/AIDS	22
OCCUPATIONAL HEALTH & SAFETY	22
PERFORMANCE MANAGEMENT	22
EXTENDED PUBLIC WORKS PROGRAMME	23
SOCIAL AWARENESS	23
PROCUREMENT	24
GOVERNANCE	26
STAKEHOLDERS REPORT	29
RISKS REGISTER	30
COJ FINANCIAL TEMPLATE	31

1

EXECUTIVE SUMMARY REPORT FROM BERNARD JAY CHIEF EXECUTIVE OFFICER

1.1

Overall Economic Situation

Regretfully, the economic recession is not showing a pattern of recovery yet within the South African live entertainment industry.

The difficulties being experienced by Joburg Theatre since April 2009 are reflected at other theatres in the country: Joburg Theatre's principal competition, the Teatro at Montecasino, is seeing frequent 'dark' periods (i.e. no scheduled performances) between its attractions; Gold Reef City's Lyric Theatre is dependent upon weekend music concerts; the brief re-birth of Braamfontein's Alexander Theatre has not seen a major production since its opening with the musical RENT in 2007; and the Victory Theatre in Louis Botha Avenue, re-established in 2008 as a home for the musical UMOJA!, goes under the auction hammer in mid-July. It is indeed a very tough time for survival within the theatre industry.

Joburg Theatre has managed to keep the doors of The Mandela open throughout the recession with first class productions, but the level of paid ticket attendance has been low and, of course, affects revenue in the ancillary operations of the theatre. For the first time since its opening in 2003, the theatre's News Café experienced an operating loss over a period of two consecutive months, resulting in no income from the restaurant for the theatre in the latest accounting quarter.

Most worrying of all is the continuing reluctance of corporate South Africa to use theatre as its preferred choice of entertaining clients, guests and staff. Joburg Theatre's current lack of group sales business is reflected in the very poor results of its VIP Ticketing revenue: the theatre receives a ticketing commission on group sales achieved. Whereas, prior to the recession, we could count on approximately 40% or more of our advance ticket sales revenue for a major musical production to come from group sales to event management companies and the corporate sector, this has recently been reduced to less than 5%. In order to make every effort to counteract these trends, the theatre has recently:

- Entered into a six-month consultancy with an expert in the industry on theatre audience and brand development. The consultant is working hands-on in creating an exciting new technology-driven presentation to boast of the many advantages of using Joburg Theatre for group entertaining. This presentation is scheduled to be made to individual companies throughout July, August and September.
- Increased its incentives offered to group bookers and decreased many of its ticket prices.

- Employed students on a short-term basis to update personalised data bases for marketing purposes.
- Created a new position of Sales Manager within its Customer Services department. Interviews are currently taking place for this position.

Despite the above, the company is glad to report that its annual pantomime production seems to be holding its own with brand awareness. The current sales level for the early November 2010 opening of Janice Honeyman’s ROBINSON CRUSOE AND THE CARIBBEAN PIRATES - at a 20% of potential gross revenue with a sales/reserves value of R3m - is on par with the past five years of in-house pantomime productions.

1.2

The Mandela

Opera Africa’s presentation of Puccini’s LA BOHÈME in The Mandela at the beginning of the quarter was nowhere near as well attended as had been anticipated a year ago, resulting in only seven performances being given between April 5th and 25th. Although Joburg Theatre is very happy to be able to include opera in its annual mix of entertainment – Opera Africa is one of only two South African companies regularly staging full-scale opera productions and the only one based in Gauteng – it becomes an additional problem for the theatre’s ancillary revenue streams of restaurant, bars, retail operations etc when opera singers will only manage a maximum of three performances in a calendar week. The season of LA BOHÈME achieved a 68% attendance, including complimentary tickets distributed.



During the opera season, promoter Roddy Quin brought to The Mandela the highly acclaimed British ventriloquist PAUL ZERDIN for a single performance that attracted an audience of 55% capacity. Joburg Theatre is grateful for the continued support of Real Comedy, King Size Comedy and 46664 It’s No Joke in frequently using our stages for stand-up comedy.



Regular tenant, entrepreneur Edouard Miasnikov, seemingly took a bold but unrewarding risk in presenting the renowned STATE ST PETERSBURG MALE BALLET COMPANY for the first time in South Africa at The Mandela for one week in April. Mr Miasnikov’s audiences for usually well supported presentations of Russian ballet stars chose not to appreciate the subtlety (or otherwise, depending on how you see it) of male performers in tutus, resulting in a very disappointing 29% of potential capacity.

THE BOYS IN THE PHOTOGRAPH moved onto The Mandela stage from the evening of Sunday May 2nd with a technical crew of over sixty skilled workers and the task of creating the most comprehensive use of Joburg Theatre's stage mechanics to date. With a staging concept - by designer Johan Engels and director Janice Honeyman - that was set to turn Andrew Lloyd Webber's ten-year-old musical into one of epic proportions, the producers, creative team, actors and crew worked virtually non-stop to build the set for two weeks. The level of excitement and challenge was palpable and it became clear during the two-week set-up period that Joburg Theatre had something very special to offer the public for its contribution to the 2010 FIFA World Cup.

Preview performances began on Tuesday May 18th with standing ovations for the show. By the time we reached the official opening night – Sunday May 23rd – stage computer glitches had been ironed out, actors had developed a natural instinct for performing on five different levels and word-of-mouth was already spreading about the emotionally charged musical THE BOYS IN THE PHOTOGRAPH. A hugely successful opening night performance was highlighted by impromptu after-show speeches from FIFA LOC soccer boss Danny Jordaan and Andrew Lloyd Webber's partner in the writing of the musical, Ben Elton.



Bernard Jay, Roddy Quin, Danny Jordaan
Janice Honeyman and Ben Elton on the
Opening Night of THE BOYS IN THE PHOTOGRAPH

Media reviews have been unanimously positive for Joburg Theatre's production, bringing much prestige within the international theatre community. The following are just highlights from some of the reviews:

"...this epic musical...takes stage wizardry to a new level...they pulled it off magnificently...poignantly beautiful ballads...hilarious to heart-wrenching faster than a light queue"

Diane de Beer, Star Tonight

“Amazing...It was so breathtaking – literally...BOYS covers all bases; drama, romance, musical, action (now THAT soccer game is the best I’ve EVER seen!)...the most creatively spectacular show we have ever seen...South Africans will have to wait a long time before they see something equal to this dazzling extravaganza...Absolutely unmissable. Score? 10/10”

Jeremy and Jacqui Mansfield

“It’s a story of youth and fun and love and friendships all interlinked through the beautiful game of soccer...this musical is as unmissable as any of the World Cup matches”

Kelly Kidson, Johannesburg Live

“a fabulous piece of theatre...the scenery is simply the most elaborate and inventive I’ve ever seen...the cast is incredibly good...the songs range from stirring to poignant, the script is witty and insightful...The show itself is incredibly good. It spans prejudice and morality, friendship to one versus kinship to all”

Lesley Stones, Artslink.co.za



“a visual feast...this is no ordinary musical – it has political sting...one is overawed by the remarkable set...it is simply amazing to see the ever changing landscape unfold before your eyes...many of the scenes touch the soul because of their parallels with the South African situation”

Peter Feldman, Artslink.co.za

“leaves you with an impression a bit like a Molotov cocktail...it is a universal story of war, revenge and betrayal...a great piece of work...a powerful potjiekos of thought-provoking elements...a brilliantly executed bit of theatre that managed to send a very powerful message”

Trish Beaver, Artslink.co.za

“a poignant and telling musical...technically it is superb, polished and professional...brilliant singing from some superb voices...Should you see this? Definitely. It is extremely good theatre”

Jennifer de Klerk, Artslink.co.za

“Certainly one of the most ambitious productions ever to be staged in South Africa...perhaps one of the best the great Janice Honeyman has ever staged...quite splendid and extraordinary...a beautiful sight to behold which sometimes takes the breath away...an outstanding production”

Leon van Nierop, Artslink.co.za

“Andrew Lloyd Webber and Ben Elton’s collaboration is a lyrical meditation on youthful idealism and how it is corrupted by reality...the inventive set design alone is worthy of gushing superlatives...an adult musical for a 21st century theatre audience that likes substance behind its entertainment calories...What stands out about the musical is the exceptional South African talent it exposes...Edifying and enriching, THE BOYS IN THE PHOTOGRAPH is an unconventional big musical encounter that is highly recommended”

Christina Kennedy, Sunday Times

“You will feel your heart ache for the universality of this story. The music and lyrics are beautiful and the actors give a lot of heart...If you ever needed proof that Joburg Theatre stands tall when it comes to world-class staging, then THE BOYS IN THE PHOTOGRAPH would be it...Lloyd Webber knows how to rouse the blood with his stirring melodies and dangerous notes”

Annette Bayne, The Citizen

“A perfect fit for South Africa during the World Cup...this all South African production is a celebration of our world-class performers and crew...Celeste Botha’s choreography is more spectacular than any football game...Ben Elton’s script crackles with wit and insightful satire...Andrew Lloyd Webber’s score is both haunting and rousing...on a par musically with THE PHANTOM OF THE OPERA...this show has a bit of everything – violent death, new life, enduring love, mindless hate and football”

Gayle Edmunds, City Press

“a tale of love, loss and tragedy, with some haunting and powerful ballads, war cries, hymns and anthems. This 45 member cast is all South African and bring with them talent, passion and outstanding performances...will leave you no other choice but to get on your feet and cheer with the crowd”

South Africa Travel News

“Africa may never have seen anything quite like this...it’s a hugely ambitious spectacular”

David Smith, UK Guardian



“THE BOYS IN THE PHOTOGRAPH is anything but forgettable and I was left reeling after watching it...a simply brilliant depiction of a soccer game...the stage set by Johan Engels – and it all works magnificently and faultlessly – really is a tour de force...this breathtaking production is a poignant, depth-filled show that remains with you long after curtain call.”

Arja Salafranca, Sunday Independent

“To extend the footballing metaphor, one might suggest that Joburg Theatre CEO (manager/coach) Bernard Jay and his team have been implementing a long-term strategy; they bring integrity, careful planning and no small amount of skilful execution to their participation in the FIFA World Cup...few will deny it is an impressive piece of work. First and foremost, it is a visual spectacle, each scene morphing seamlessly into the next...Musically, the ‘Lloyd Webber effect’ takes hold: there are melodies that acquire potency as they are woven through the production

and remain vivid in the mind's ear long after the show. Partners of shower-singers beware."

Chris Thurman, Financial Mail

"It's a love story, a hate story, a story about soccer, politics, people, the innocent and the guilty. It's about democracy and autocracy, the enfranchised and the disenfranchised, the fight for power at all costs, and not too dissimilar to the present day political scene in South Africa. It's passionate and cruel...a staging that should be nominated for the highest award. I was privileged to experience this production."

Mark Wade, Jozi Life

Despite the intense media and marketing coverage and the excitingly positive word-of-mouth, it has proven difficult to compete with selling tickets against an event as high-profile and popular as the FIFA 2010 World Cup. Audience attendance has not been as good as hoped for, but has been increasing steadily as word builds. As of June 30th 2010, THE BOYS IN THE PHOTOGRAPH had been seen by 18,273 people and had fully recouped its production costs. The run continues until July 10th.

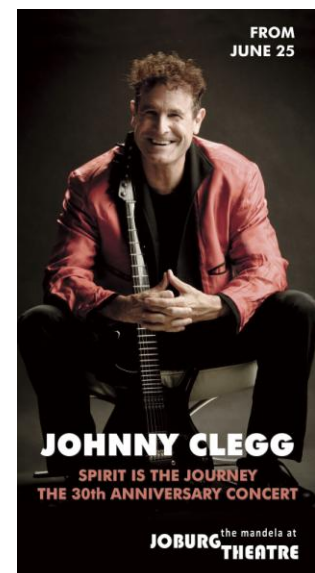
South African legend singer / songwriter JOHNNY CLEGG gave two well-attended, intimate performances of his new 30th anniversary concert, SPIRIT IS THE JOURNEY, in The Mandela between performances of THE BOYS IN THE PHOTOGRAPH.

1.3

The Fringe

The Fringe was occupied for twelve weeks of the quarter by the final weeks of the successful season of UNFORGETTABLE – THE NAT KING COLE STORY, comedian Kurt Schoonraad in his one-man show SPIDERS AND MAYONNAISE and the popular South African spoof musical MILE HIGH WITH CATHY SPECIFIC.

At the end of the quarter, popular musician JESSE CLEGG returned to Joburg Theatre with five concerts in The Fringe. On Saturday June 26th, the theatre complex was packed in the evening with JOHNNY CLEGG performing upstairs in The Mandela and his son JESSE CLEGG performing downstairs in The Fringe: a piece of Joburg Theatre history in the making.



1.4

Community Development: space.com

space.com is currently occupied with SOUL DANCER 2010, with an adjustment to the format this year. It was decided to divide SOUL DANCER into two sections: SOUL DANCER Contemporary Works (currently in rehearsal); and SOUL DANCER Street Dance Championships, to be hosted later in the year.

SOUL DANCER Contemporary Works sees a showcase of works by 12 young choreographers, four under African Contemporary, four under Modern Contemporary and four under Contemporary works by artists with diverse abilities. This latter segment is presented in association with agulhas theatre works, run by award winning choreographer and internationally renowned Dance Education Practitioner, Gladys Agulhas. Agulhas theatre works is a non-profit, integrated contemporary dance company promoting dance/movement for persons living with disability, including deaf and blind dancers.

SOUL DANCER is the first festival to present able bodied dancers and the physically challenged in one season of dance on an equal platform.



African Contemporary Choreographers: Prudence Mhuala, Stanley Hlatshwayo, Tumelo Seleke and Lebogang Setuke.

Modern Contemporary Choreographers: Dika Moka and Frans Ramoba.

Black Stone Dancers: Elelwani Moremela, Sibusiso Ntshingila and Kgabane Seabelo.

Artists with Diverse Abilities: Bernideen April, Lebo Linyelo, Mandla Mongezulu and Maserame Molefi.

1.5

The South African Ballet Theatre

The South African Ballet Theatre's inaugural Winter School ran at Joburg Theatre from June 21st to 26th 2010 and proved to be an overwhelming success. The 130 dancers who participated enjoyed a busy schedule including classes in repertoire, pointe work, pas de deux, National dance and more. Fourteen dancers from SABT's Outreach programme in Alexandra and Soweto also participated in the Winter School. Their participation was sponsored by NLDTF as well as Air Products South Africa Pty Ltd. The Winter School concluded with two sold-out showcases for family, friends and teachers of the participants.



1.6

External Funding

During the quarter, theatre management has approached the following companies for specific funding of productions at Joburg Theatre:

Computicket: contributed R170,000.00 to THE BOYS IN THE PHOTOGRAPH.

Nashua Mobile: contributed R50,000.00 to ROBINSON CRUSOE AND THE CARIBBEAN PIRATES.



Nandos, Standard Chartered Bank, Rand Merchant Bank and First National Bank: will not commit to sponsorship at this stage. In addition, approaches have been made to the following banks but with no response to date: Nedbank; Citi Bank; Teba Bank; African Bank and Standard Bank.

March First – a Marketing Communications company with interest in development in South Africa, including that of the Arts and Culture Sector – is also looking at possibilities for sponsorship at Joburg Theatre.

1.7

Public Relations

Joburg Theatre received a very welcome compliment from the City's Department of Transportation during the quarter in noting that the new Bus Station 24A in Loveday Street of the Rea Vaya Transportation System had been named JOBURG THEATRE. This identification of the stop adds considerably to the recognition factor of our business and the future ease of accessibility for potential audiences. It also follows the famed City of Paris' Metro System in naming stations after important artistic and cultural landmarks.



2

FINANCIAL SUMMARY

2.1

Operations

The quarter resulted in a bottom-line operating shortfall of R1,509,486.00 against a budgeted shortfall of R1,417,997.00: an increase of 6.45% against budget.

The financial year resulted in a bottom-line operating shortfall of R7,148,253.00 (prior to taxation adjustments) against a budgeted shortfall of R6,536,000.00: an increase of 9.36% against budget.

The shortfall is attributed to: (a) the drastic down-turn in theatregoing created by the economic recession; and (b) the static allocation of subsidy over the past two years. The problem regarding subsidy has been resolved by the shareholder for financial year 2010/11.

Some explanation of variances for the quarter follows:

Income

News Café

For the first time in its seven-year history at Joburg Theatre, the News Café sustained a loss on its trading. Although Joburg Theatre is not obliged to share any part of the loss, it did not receive any profit share for the quarter, resulting in a nil income from this source.

Hospitality

The hospitality operations of Joburg Theatre were outsourced to Headline Leisure Management as from May 1st 2010. Income due to the theatre from these operations will be accounted for

on a quarterly basis and included with the income due from bar and retail operations. Therefore, hospitality as an income line-item will be deleted from July 1st 2010.

Sponsorship

In accordance with necessary year-end accounting practices, the total sponsorship received for the production of THE BOYS IN THE PHOTOGRAPH (and not realised in previous years) has been accounted for in the months of May and June 2010. Therefore no sponsorship funds for this production will be proportioned for the performances from July 1st to 10th 2010.

VIP Ticketing

The poor results from VIP Ticketing are a result of the lack of group bookings achieved during a recession. Corporates are not using theatregoing at this time as a method of entertaining clients, etc.

For the financial year, total earned income was 5% below the budgeted estimate.

Expenditure

Considerable savings have been made against budget in the line-items of Stage, Hospitality and Finance expenditure.

Finance expenditure for the month of June included the full annual payment to JRAS as the company's internal audit function.

In-House Productions expenditure was lower than anticipated due to savings made on the budget for THE BOYS IN THE PHOTOGRAPH, despite the fact that - in accordance with necessary year-end accounting practices - the total expenditure incurred to June 30th 2010 for the production of THE BOYS IN THE PHOTOGRAPH (and not expensed in previous years) has been accounted for in the months of May and June 2010.

Marketing expenditure has increased against budget due to the necessity to increase the marketing profile of shows when ticket sales are lower than anticipated.

For the financial year, total expenditure was 2% below the budgeted estimate.

See the following Management Accounts update for 2009/10:

JOBURG THEATRE (PTY) LTD

Operating Budget for Financial Year 2009-2010

WORKING BUDGET as from February 25th 2010

Version prepared by: Bernard Jay

Last update: July 7th 2010

DETAILS	Actuals JULY 2009	Actuals AUG 2009	Actuals SEPT 2009	Actuals OCT 2009	Actuals NOV 2009	Actuals DEC 2009	Actuals JAN 2010	Actuals FEB 2010	Actuals MARCH 2010	Actuals APRIL 2010	Actuals MAY 2010	Actuals JUNE 2010	TOTALS
INCOME	2,110,516	3,156,293	1,063,295	640,017	4,240,804	6,817,554	378,036	737,574	759,594	638,725	3,496,794	6,474,544	30,513,746
Theatre Rentals	530,664	494,484	453,098	299,782	408,055	584,954	167,439	471,242	294,327	380,729	274,923	208,046	4,567,743
Hospitality	110,322	83,900	86,015	126,220	100,634	81,718	33,307	95,257	74,409	45,579	0	0	837,361
News Cafe (accounted quarterly)	0	0	166,809	0	0	13,582	0	0	106,967	0	-40,000	0	247,358
Bars & Retail (accounted quarterly)	0	0	129,412	0	0	156,258	0	0	140,951	0	0	170,377	596,998
VIP Ticketing	32,583	26,594	3,861	11,189	106,706	46,458	3,473	2,819	7,199	3,153	15,311	27,109	286,455
In-House Ticket Sales	1,313,281	2,340,151	0	0	3,464,977	5,750,973	0	0	0	0	809,596	1,020,982	14,699,960
Sponsorships	0	27,544	-10,000	0	0	0	0	0	0	0	2,264,151	4,880,259	7,161,954
Miscellaneous	400	1,800	0	0	491	7,920	50	19,890	100	66,407	69,419	85,925	252,402
Interest	123,266	181,820	234,100	202,826	159,941	175,691	173,767	148,366	135,641	142,857	103,394	81,846	1,863,515
EXPENDITURE	5,014,740	5,732,378	2,757,629	3,415,042	5,989,400	6,746,282	2,893,005	2,991,580	3,100,391	2,483,635	5,671,133	8,330,784	55,125,999
Stage	49,666	19,073	38,058	60,498	89,154	-33,467	17,906	52,186	19,530	38,726	121,777	15,461	488,568
Building & Safety	217,389	292,068	242,964	253,410	88,654	225,283	286,741	213,597	168,799	157,111	215,788	231,495	2,593,299
Hospitality	26,673	21,072	21,885	16,889	19,723	20,301	11,771	19,127	16,877	14,832	9,035	8,515	206,700
Administration	51,897	70,044	78,225	90,288	106,961	50,679	130,949	56,281	81,030	111,888	65,109	73,751	967,102
Finance	28,572	26,842	33,657	33,000	66,393	36,356	181,968	36,022	42,631	10,300	10,210	186,712	692,663
Social Awareness Programmes	3,667	45,191	18,919	524,478	2,000	1,754	3,221	0	31,013	4,412	761	29,501	664,917
Human Resources	1,284,676	1,623,465	1,299,204	1,418,873	1,409,329	1,485,951	1,417,672	1,474,609	1,428,410	1,491,177	1,411,071	1,442,375	17,186,812
Fees	29,713	162,094	71,274	59,197	63,770	38,985	26,840	65,638	60,480	9,119	118,491	72,909	778,510
Utilities	511,916	555,275	333,338	321,751	356,067	355,946	353,957	327,470	332,622	203,693	387,410	384,552	4,423,997
Marketing	618,011	380,343	324,947	437,902	353,948	238,479	267,990	541,633	574,487	248,256	161,700	253,573	4,401,269
In-House Productions	2,000,000	2,343,860	102,107	5,932	3,240,000	4,132,580	0	10,345	150,000	0	2,976,280	5,436,490	20,397,594
Special Projects	0	0	0	0	0	0	0	0	0	0	0	0	0
Profit/Loss on Disposal of Assets	0	0	0	0	0	0	0	0	0	0	0	0	0
Depreciation	192,560	193,051	193,051	192,824	193,401	193,435	193,990	194,672	194,512	194,121	193,501	195,450	2,324,568
SURPLUS / (SHORTFALL)	-2,904,224	-2,576,085	-1,694,334	-2,775,025	-1,748,596	71,272	-2,514,969	-2,254,006	-2,340,797	-1,844,910	-2,174,339	-1,856,240	-24,612,253
SUBSIDY	1,455,333	1,455,333	1,455,333	1,455,333	1,455,333	1,455,333	1,455,333	1,455,333	1,455,333	1,455,333	1,455,333	1,455,337	17,464,000
PROFIT (LOSS)	-1,448,891	-1,120,752	-239,001	-1,319,692	-293,263	1,526,605	-1,059,636	-798,673	-885,464	-389,577	-719,006	-400,903	-7,148,253

2.2

Capital Expenditure

The company was allocated funds by its shareholder, the City of Joburg, for the following capex project in the financial year 2009/10:

2009-10	1	Purchase and upgrading of stage equipment	In order to maintain efficiency of operation and competitiveness within the South African theatre industry.	R1,000,000
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The company has spent R986,032.28 of its Capex allocation during the four quarters of this financial year, representing 98.60% of the total.

3

PERFORMANCE MONITORING

3.1

Output Levels

The percentage attendance at The Mandela was 50.91% of potential capacity. 28,660 patrons attended shows at The Mandela during the fourth quarter. The overall attendance at The Mandela for the financial year 2009/10 was 63.36%, only a little short of the target set of 65%. A total of 189,497 patrons attended shows at The Mandela during the year. The reason for not reaching the target is the effects on theatregoing of the continuing economic recession in the country.

The percentage attendance at The Fringe was 47.60% of potential capacity. 7,862 patrons attended shows at The Fringe during the fourth quarter. The overall attendance at The Fringe for the financial year 2009/10 was 50.30%, well above the target set of 40%. A total of 28,791 patrons attended shows at The Fringe during the year.

3.2

Economic Growth

The percentage increase in revenue from theatre rentals from 2008/09 to 2009/10 during the fourth quarter was 0% against a target set of 5%. Rentals for the quarter totalled R863,698.00 in comparison with R1,137,385.00 for the equivalent quarter in 2008/09. For the financial year, theatre rentals totalled

R4,567,743.00 in comparison with R5,977,025.00 for the previous year. The reason for the decrease in revenue and failure to meet the target is the current economic recession, resulting in fewer theatregoers.

The proportion of earned income against revenue including subsidy allocation for the fourth quarter was 70.84% against a target set of 59%. Earned income for the quarter totalled R10,610,063.00 and total income (inclusive of subsidy) was R14,976,062.00. For the financial year, earned income totalled R30,513,746.00, being 63.59% of total income (including subsidy) of R47,977,746.00. This is above the target set of 59%.

3.3

Community / Human Development

The number of community / youth / gender related projects developed by the theatre during the fourth quarter was three:

- SOUL DANCER FESTIVAL: at space.com in June 2010.
- THE BOYS IN THE PHOTOGRAPH: sponsored performances on June 6th and June 8th 2010, donating a total of 2,046 tickets to deserving members of the Joburg communities.
- FLYING KITES WITH BOYS: assisted production in The Fringe from June 1st to 6th 2010, presented by Tendayi Nyeke and featuring Phumza Mtila. Through the device of humour, dance and hip hop, the musical dealt with the somewhat serious themes that most young women encounter on their life's journey.

This brings the total number of projects during the financial year to 20, well above the target set of 12.

The number of youth introduced to theatre via sponsored tickets during the fourth quarter was 989. Tickets were distributed to performances of:

- UNFORGETTABLE – THE NAT KING COLE STORY
- SPIDERS AND MAYONNAISE
- THE BOYS IN THE PHOTOGRAPH
- SOUL DANCER FESTIVAL
- FLYING KITES WITH BOYS
- OPERA AFRICA - LA BOHÈME

This makes a total of 15,286 tickets distributed throughout the financial year, well above the target set of 3,500 tickets.

The percentage of HDIs within the company's permanent employee base is recorded at 85% for the fourth quarter, against a target set of 86%. The average for the financial year was 85%. The existence of a stable workforce at Joburg Theatre and subsequent lack of natural attrition is the only reason the target was not achieved. As the theatre has constantly employed HDIs in 85% of its workforce – and the executive management team has become considerably more representative of the country's population in recent years – it is suggested that this KPI might be dropped from future scorecards.

3.4 Effective and Compliant Financial Management

The percentage of affirmative procurement spend against total procurement expenditure for the fourth quarter was 56.80%, being R1,684,832.77 of a total R2,966,418.59. For the financial year 2009-10, the percentage was 52.05%, being R6,347,315.62 of a total of R12,193,448.79. The principal reason for being below the target set of 60% is the considerable amount spent on a 'sole supplier' basis on creating the physical production of THE BOYS IN THE PHOTOGRAPH.

The percentage of capital budget spent in the financial year was 98.60%, effectively reaching the target set of 100%.

Attainment of a clean audit report from the Auditor-General was 100% as the company received its ninth consecutive clean audit report.

See the following scorecard for year-to-date figures.

JOBURG THEATRE

SCORECARD

FINANCIAL YEAR 2009-10

Approved by COJ Community Development and Board of Directors

Updated: July 7th 2010

KEY PERFORMANCE AREA	KEY PERFORMANCE INDICATOR	ACTUAL 2008-09	TARGET 2009-10	1st QTR	2nd QTR	3rd QTR	4th QTR	TO DATE	MEANS OF VERIFICATION
Output levels	Percentage attendance in The Mandela	64%	65%	58%	78%	56%	51%	63%	Computicket reports
	Percentage attendance in The Fringe	49%	40%	63%	38%	45%	48%	50%	Computicket reports
Economic growth	Percentage increase from 2008/09 in revenue from theatre rentals	2%	5%	0%	11%	0%	0%	0%	Accounting records
	Proportion of earned income against revenue including subsidy	59%	59%	59%	73%	30%	71%	64%	Accounting records
Community development	Number of community related projects developed by the theatre	12	12	8	4	5	3	20	Quarterly Report documentation
	Number of youth introduced to theatre via sponsored tickets	New KPI	3500	1,827	11,552	918	989	15,286	Computicket reports
	Percentage of HDIs within permanent employee base	85%	86%	84%	85%	85%	85%	85%	Employment Equity reports
Effective and Compliant Financial Management	Percentage of affirmative procurement spend against total procurement expenditure	57%	60%	53%	50%	49%	57%	52%	Procurement statistics
	Percentage of capital budget spent	0%	100%	39%	39%	98%	98%	98%	Accounting records
	Attainment of a 'clean audit report' from the Auditor General	100%	100%	N/A	100%	100%	100%	100%	Audit reports



HUMAN RESOURCES

4.1 Employment Equity

Section 20 of the Employment Equity Act, 1998, provides that the employer must prepare and implement an employment equity plan, which will help to reach employment equity in the workplace. The company employed a total of 85 full time staff members as at June 30th 2010. The company encourages promotion within the core employment base, with particular attention given to the opportunities of promoting those staff members from historically disadvantaged communities.

All the relevant employment equity reports have been submitted to the Media Advertising-Publishing-Printing-Packaging (MAPPP) SETA and the Department of Labour. The company receives SETA rebates on a regular, fully monitored basis. The Chief Executive Officer, together with the Corporate and Human Resources Manager, is responsible for the monitoring of the implementation of the employment equity plan.

The table below outlines the employment equity report for the period under review.

Employment Equity – by race as at June 30th 2010:

84 Permanent Employees – Actual by race as at End JUNE 2010

Categories	Actual - Male				Actual – Female				Total	PDI Total Actual	PDI % Actual
	A	C	I	W	A	C	I	W			
Executive Management	3	0	0	3	1	0	0	2	9	6	67%
Support Management	7	0	0	5	0	1	0	2	15	10	67%
Others	33	0	1	5	17	2	0	2	60	55	92%
TOTALS	43	0	1	13	18	3	0	6	84	71	85%

Resignations Bertha Mogale – Hospitality Manager
Terminations Vilona Milicevic – Finance Manager

4.2 Training

Joburg Theatre is committed to sustaining a continuous programme of training and development for its management and staff to improve either job performance and/or

competitiveness for promotion. The Company has a policy in respect of paid assistance for skills development courses, which specifically assist in enhancing the skills of previously disadvantaged individuals. The policy also intends to include access to training by members of designated groups, structured training and development programmes. Company retention strategies include the promotion of diverse organisational cultures, interactive communication and feedback and ongoing turnover analysis.

The company's skills development programmes are in line with the requirements of the Skills Development Act and the Workplace Skills Plan (WSP) is aligned to the business plan. Focus is placed on occupational specific programmes, management development and legally required training.

During the quarter ended June 30th 2010, the following training programmes were undertaken by employees:

Jeanett Keele: B.Com in Financial Management

Bridget Mashika: CIS International Qualifying Board at Chartered Secretaries SA

4.3

Employee Retention Scheme

On May 30th 2007 the Board of Directors approved the implementation of an Employee Retention Scheme, to which six critically-skilled members of the senior management team were signed. The company set aside R4,000,000.00 from prior years' surplus operational funds in order to meet obligations from the Scheme. The pay-out on maturity in July 2010 will be R3,257,657.16.

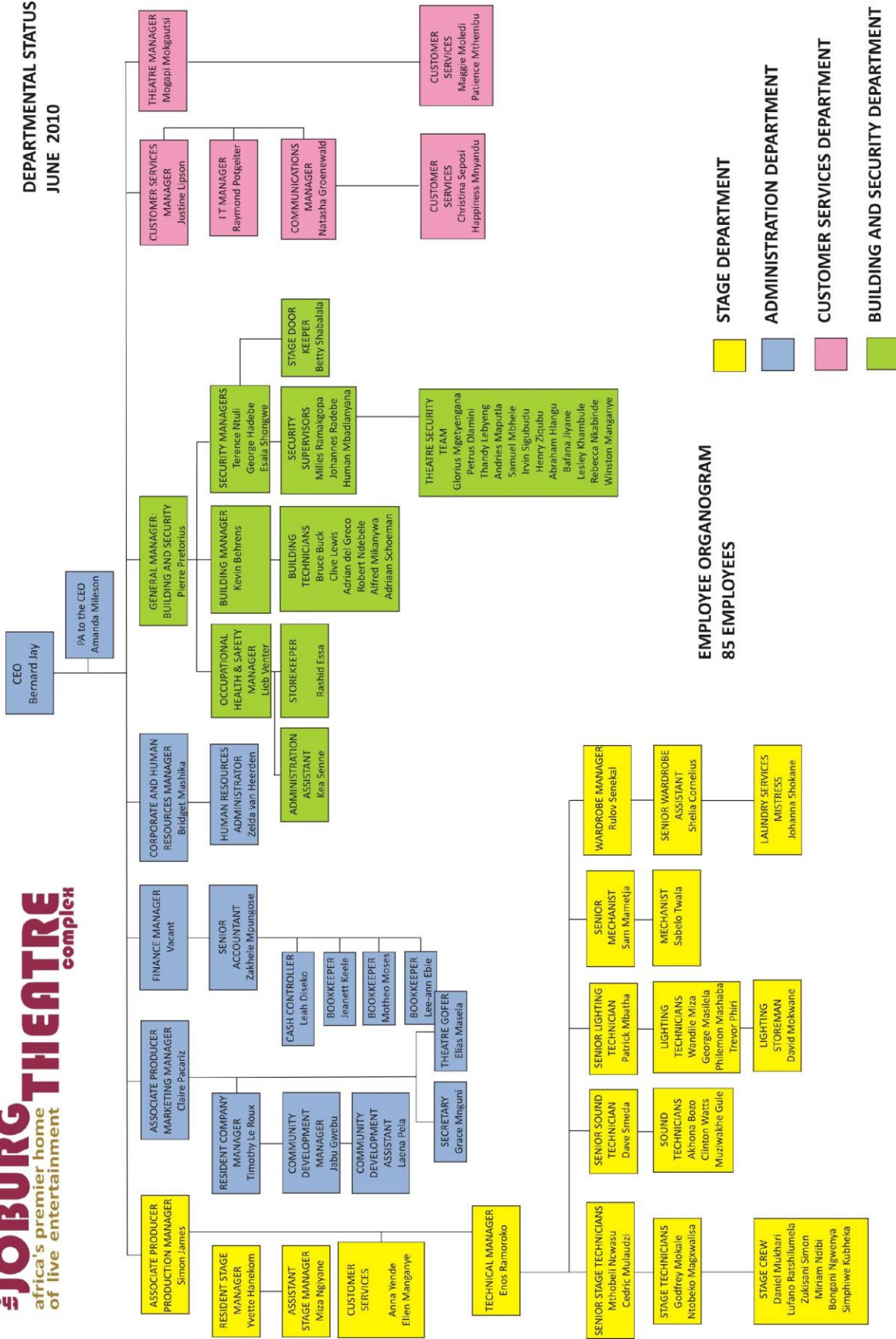
4.4

Company Organogram

A recent consolidation of departments within the theatre has been undertaken in order to simplify the structure for the better understanding of both the internal and external stakeholders. The theatre now has only four departments: Administration; Stage; Building & Security; and Customer Services.

This consolidation also gave management the opportunity to adopt more relevant management titles within some departments.

A recent departmental status company organogram follows:



EMPLOYEE ORGANOGAM
 85 EMPLOYEES

- STAGE DEPARTMENT
- ADMINISTRATION DEPARTMENT
- CUSTOMER SERVICES DEPARTMENT
- BUILDING AND SECURITY DEPARTMENT

5

HIV/AIDS

Joburg Theatre has aligned itself with the Arts & Culture Trust's initiative ACT NOW! AGAINST AIDS, a fundraising framework for partnerships between the Arts & Culture Trust (ACT) and the South African theatre industry.

An average of 780 free condoms per month was distributed backstage at the theatre.

6

OCCUPATIONAL HEALTH AND SAFETY

As per the requirements of the Occupational Health and Safety Act and Joburg Theatre policies, the company has signed a service level agreement with the City of Joburg OHASA Department to ensure that the company complies with the legislative requirements.

Safety talks were given to all actors and companies visiting the theatre during the quarter under review.

The Fire department conducted inspections on May 07th and June 08th 2010. A health inspection was carried out on June 13th 2010. All inspections resulted in excellent reports.

7

PERFORMANCE MANAGEMENT

The company has a performance management system in place, which is applicable to Heads of Departments as well as other employees. In terms of the system, the employee's performance evaluation is based on the employee's job description relevant at the time of evaluation. This would assist in determining the level of output as well as behaviours such as initiative, optimism, service orientation, leadership, flexibility, integrity and passion.

Additionally, the Chief Executive Officer and the Head of Department analyse the employee's performance evaluation and create dialogue on issues that may need addressing, thereby providing opportunities together to assess expectation, set realistic goals and manage performance on a continuous basis.

The updating and revising of job descriptions was completed at the end of June 2010 for all employees to be linked to the development of a new, target-based performance evaluation system. The next performance evaluation sessions will be conducted in November/December 2010.

8

EXTENDED PUBLIC WORKS PROGRAMME

The company continues to actively participate in EPWP initiatives such as the using of additional part-time staff that perform such duties as theatre attendants, dressers, spotlight operators, data capturers, etc. Some of these are students who have never before been exposed to the working environment and all such vacancies are filled by historically disadvantaged individuals.

The establishment of space.com as a mechanism to interweave the operation of our professional theatre with those of community theatres now allows and encourages the use and skills training of many youth from historically disadvantaged communities.

9

SOCIAL AWARENESS

The company's Chief Executive Officer is allocated a discretionary Social Awareness Programmes budget each year. For the financial year ended June 30th 2010, the budget is R674,255.00.

R658,743.91 has been disbursed as follows:

SA Federation for Mental Health	450.00
Mayoral Road Show	4,134.00
Avusa Media – SABT Outreach Projects	5,702.00
Community Development – space.com	128,432.12
The South African Ballet Theatre – donation	500,000.00
The Star Design-an-Ad 2009 for children	18,010.00
Protea Hotels (assisting person with AIDS)	2,015.79
TOTAL	658,743.91

Joburg Theatre's social awareness programme also concentrates on providing subsidised visits to shows in both The Mandela and The Fringe for learners from all communities, underprivileged children, youth from previously disadvantaged communities, the elderly and physically challenged in our local communities and those who regularly offer support to the operation of the theatre, such as employees of the City of Joburg and families of the members of SAPS and JMPD. The beneficiaries receive either complimentary tickets or tickets at much reduced prices to visit the theatre. A total of 989 such tickets were distributed during the fourth quarter of the financial year.

10

PROCUREMENT

The company adheres to a procurement system which is fair, equitable, transparent, competitive and cost effective in terms of Chapter 11 of the Municipal Finance Management Act, No 56 of 2003, read together with the Municipal Supply Chain Management Regulations.

The company has developed a supplier database in order to afford all prospective suppliers or service providers' equal and simultaneous access to requests for quotations. Although preference will be given to suppliers registered on the database, this does not necessarily mean that suppliers not registered as yet will be excluded. It is however envisaged that this database will contribute to efficient administration and compliance to prescribed policies, procedures and legislations. A Supplier Registration Form was created to assist in updating or obtaining detailed supplier information for the database in accordance with the company's Supply Chain Management Policy and applicable legislations.

Affirmative Procurement expenditure for the Quarter ended June 30th 2010 is recorded as follows:

SPEND REPORT - APRIL - JUNE 2010					
	SUMMARY				
	2,967,311.80		1,684,835.79	1,004,820.43	286,081.22
			56.78%	33.86%	9.64%
	TOTAL SPEND		BEE	NON BEE	NO INFO PROVIDED
BIDSERV T/A FOX & COMPANY	6,609.61	BEE	6,609.61		
CANON	31,512.59	BEE	31,512.59		
CONTINENTAL OUTDOOR	497,835.72	BEE	497,835.72		
DOT OFFICE SUPPLIES	188.67	BEE	188.67		
E.SPEAK	7,850.00	BEE	7,850.00		
EGOLI GAS (PTY)LTD	69,919.34	BEE	69,919.34		
FIRST TECHNOLOGY (PTY) LTD	4,855.13	BEE	4,855.13		
GAUTENG OFFICE SUPPLIES	22,075.58	BEE	22,075.58		
IMVULA QUALITY PROTECTION	83,906.01	BEE	83,906.01		
JHB CENTRAL PARTNERSHIP	55,248.96	BEE	55,248.96		
JO'BURG MACHINERY TOOLS & HARWAR	9,461.05	BEE	9,461.05		
LEADING EDGE COMPUTERS	23,610.54	BEE	23,610.54		
MA BAKER FOODS (PTY) LTD	1,496.10	BEE	1,496.10		
MAXI TAXI	49,500.00	BEE	49,500.00		
MORENA PROPLANT CC	11,466.12	BEE	11,466.12		
MUKAYA CONTRACTORS	1,969.92	BEE	1,969.92		
NASHUA MBL 50429258	23,846.06	BEE	23,846.06		
OFFICE D'LUXE	11,029.50	BEE	11,029.50		
PIC-A-MOP	227,219.30	BEE	227,219.30		
PON'S DISTRIBUTORS	2,460.69	BEE	2,460.69		
PRIMEDIA	195,333.53	BEE	195,333.53		
ROODEPOORT METAL EXCHAGE CC	2,741.34	BEE	2,741.34		
SABC GROUP SALES & MARKETING	57,000.00	BEE	57,000.00		
SCHINDLER	96,771.60	BEE	96,771.60		
SECHABA COMPUTERS SERVICES	24,527.10	BEE	24,527.10		
SHERENO PRINTERS CC	775.20	BEE	775.20		
SIYAYA HEALTH & HYGIENE	18,657.43	BEE	18,657.43		
STAMFORD SALES	40,152.33	BEE	40,152.33		
STONEHOUSE GRAPHICS (PTY) LTD	16,817.28	BEE	16,817.28		
WINTEK COMPUTERS SERVICES	8,341.00	BEE	8,341.00		
CARTER AGENCY (PTY) LTD	11,341.18	NBE		11,341.18	
DENIS HUTCHSON	2,400.00	NBE		2,400.00	
DWR DISTRIBUTION CC	42,332.76	NBE		42,332.76	
ELECTROSONIC	33,764.98	NBE		33,764.98	
GAS CASH SERVICES	6,101.26	NBE		6,101.26	
MILLIONAIRE PRINTERS	62,441.37	NBE		62,441.37	
SHOWADS (PTY) LDT	605,767.60	NBE		605,767.60	
SIGN - A-RAMA	16,604.67	NBE		16,604.67	
STARCODED SOLUTIONS	54,321.00	NBE		54,321.00	
TECHMAC ELECTRICAL SUPPLIES	98,804.42	NBE		98,804.42	
THOMPSON ATTORNEY'S TRUST	36,928.00	NBE		36,928.00	
WASTE GIANT COMPACTORS	23,529.27	NBE		23,529.27	
ALLMED MEDICAL SUPPLIES	2,764.27	NIP			2,764.27
ALPHACELL	494.76	NIP			494.76
BAYTECK FIRE CC	5,051.46	NIP			5,051.46
BIZCOMMUNITY.COM	399.00	NIP			399.00
BP BRAAMFONTEIN	7,118.30	NIP			7,118.30
CAM HOUSE MEDIA	2,280.00	NIP			2,280.00
CAM QUIP	18,144.53	NIP			18,144.53
C.B.K HEATING EQUIPMENT	3,363.00	NIP			3,363.00
CIRO BEVERAGE SOLUTIONS (PTY) LTD	3,524.79	NIP			3,524.79
CIVIC DRY CLEAN	1,528.00	NIP			1,528.00
DBEye DESIGN CC	131,100.00	NIP			131,100.00
EBM APPLIANCES SERVICES	2,029.20	NIP			2,029.20
EMERGENCY POWER SOLUTIONS	2,166.00	NIP			2,166.00
FREELANCER REPAIR	750.00	NIP			750.00
HEARTS & FLOWERS	1,499.98	NIP			1,499.98
JACK'S PAINT MELVILLE	1,635.00	NIP			1,635.00
LE PAPIER DU NORD	5,386.50	NIP			5,386.50
LEAD LAUNDRY CATERING	649.80	NIP			649.80
LIQUOR LOONEY	1,853.50	NIP			1,853.50
MAKRO	2,667.10	NIP			2,667.10
MUSIC CONNECTION CC	3,700.00	NIP			3,700.00
MUSIC INSTRUMENTS	4,079.00	NIP			4,079.00
POLYURETHANE & RUBBER PROJECTS	5,220.06	NIP			5,220.06
RADIO WAVE ELECTRONICS	991.80	NIP			991.80
ROODEPOORT METAL EXCHANGE	1,436.42	NIP			1,436.42
ROTO ROOTER AFRICA (PTY) LTD	741.00	NIP			741.00
SCENSATIONAL MARKETING	495.90	NIP			495.90
SENNHEISER ELECTROSONIC	27,186.72	NIP			27,186.72
SIMPLY PIANOS	2,250.00	NIP			2,250.00
SMART ASH	4,324.38	NIP			4,324.38
SOFTLINE PASTEL PAYROLL	1,570.00	NIP			1,570.00
SUN PROJECTS	12,000.00	NIP			12,000.00
SUPASWIFT PTY LDT	540.92	NIP			540.92
SWIFT INDUSTRIAL SUPPLY (PTY) LTD	331.04	NIP			331.04
SYM TRADING	273.60	NIP			273.60
TED KAYE GLASS CC	285.00	NIP			285.00
THE PAINT PLACE	1,129.00	NIP			1,129.00
TIMBERCITY -ALBERTON	1,949.74	NIP			1,949.74
TOTAL HYGIENE	954.24	NIP			954.24
VIDEO AFRICA	125.40	NIP			125.40
WILD & MARR	1,767.00	NIP			1,767.00
WONDER SLIP CC T/A FIRST CHOICE	246.52	NIP			246.52
ZLATEV	3,420.00	NIP			3,420.00
ZSE TV	4,961.17	NIP			4,961.17
BODY STRESS RELEASE	8,190.00	WO		8,190.00	
CHEFETTES	10,025.98	WO		10,025.98	
COLLECT DAWSON	30,000.00	WO		30,000.00	
INVENTORY SERVICES	869.54	WO		869.54	
NAIRNE SANDERSON	5,599.75	WO		5,599.75	
S MORTON	30,150.00	WO		30,150.00	

11 GOVERNANCE

11.1 Legislative Compliance

The company has a unitary board, which consists of one-executive and seven non-executive directors. Non-Executive directors are sufficiently independent of management and have no relationship that could materially interfere with the execution of their independent judgment.

During the quarter under review, the Board of Directors convened once - on June 09th 2010 - for the purpose of (amongst others): receiving feedback on other strategic meetings held during the quarter; reviewing the management accounts for February, March and April 2010; receiving updates on Supply Chain Management; and receiving feedback on the disciplinary action against the Finance Manager.

At this meeting, management submitted to the Board of Directors information that was critical to the Directors' discharge of their fiduciary duties. There were no material concerns indicated and the general sense remains that no material business governance issues were being breached by the company and that it is accordingly compliant with the vast majority of compliance issues and legal protocols applicable to the City of Joburg's Municipal Entities.

Non-executive Director Ms Yvonne Chaka Chaka was unable to attend this Meeting.

11.2 Audit & Risk Committee

During the quarter under review, the Board of Directors' Audit & Risk Committee convened once: on May 05th 2010.

At the Meeting: The Auditor General's Audit Plan and Budget for the year ended 30 June 2010 was presented and discussed for approval; the company gave a presentation on IT Governance; amendment to company's Financial Management policies and procedures with regard to re-evaluation of assets was discussed; a report from Joburg Risk and Audit Services was tabled; the Risk Champion's report and the company Risk Register were tabled and discussed; and Management Accounts were reviewed for January, February and March 2010

11.3 Human Resources Committee

During the quarter under review, the Board of Directors' Human Resources Committee convened once: on May 22nd 2010.

At the Meeting: 21st Century gave a presentation on Remuneration and Benchmarking in the theatre industry; review of Performance Management system was discussed; and Ms. S Laubscher gave an update on the Disciplinary Hearing of the Finance Manager.

11.4 Internal Audit

The internal audit function of the company has been outsourced pursuant to section 165(3) of the MFMA to the Joburg Risk and Audit Services (JRAS).

11.5 Subsidiaries or associations with other companies including trusts

There are no subsidiaries or trusts in which Joburg Theatre is a participant.

11.6 Timeous notification with respect to resolutions to its members

Minutes of the meetings of the Board of Directors and its subcommittees - including resolutions - are circulated to members of the Board within 21 days following a meeting.

11.7 Financial Irregularities

There has been no financial irregularity brought to the attention of the Accounting Officer and/or the Company Secretary during the quarter in review.

11.8 Report on Resolutions passed with the Registrar of Companies beyond expected time frame

There have been no resolutions passed with the Registrar of Companies beyond the expected time frame in the fourth quarter.

11.9 Report of the documentation procedures and processes

Minutes and appropriate minute books are kept for all meetings of the Board of Directors and subcommittees.

11.10 Register of Directors interest in contracts

Directors of the company have been instructed to declare any material interests they hold in any contracts that the company might enter into. To this end the directors are supplied with a

form on which to declare their interests and declared interests are then entered into the company register. There has not been any material interest declared as at the date of this report.

11.11

Report on the prohibition of disposal of assets contained in Section 228 of the Companies Act

No assets were disposed in the fourth quarter.

11.12

Report on movements of Directors (resignations, new appointments, dismissals)

There were no movements of Directors recorded during the fourth quarter.

11.13

Report on the remuneration of non-executive directors and company executives

The table below discloses the remuneration of senior management and non-executive directors for the period under review and the year-to-date:

SENIOR MANAGEMENT REMUNERATION									
No.	Name	Current Quarter			TOTAL	YTD			TOTAL
		Basic Salary	Allowances & Contributions			Basic Salary	Allowances + Contributions	Bonus / Fees	
1	B. Jay (Chief Executive Officer)	325,345	11,906		337,250	1,253,519	96,033	236,614	1,586,166
2	V. Mlicevic (Finance Officer) ***	74,300	40,224		114,525	502,008	102,354	47,915	652,278
3	S. James (Production Officer)	131,455	2,598		134,053	494,125	42,401	41,470	577,996
4	P.Pretorius (Building & Safety Officer)	118,168	25,556		143,723	429,557	162,698	37,124	629,379
5	J. Lipson (Client Services Officer)	75,000	9,290		84,290	294,500	40,351	24,530	359,381
6	C. Pacariz (Planning Officer)	88,818	5,706		94,524	324,866	52,781	27,903	405,550
7	B. Mashika (Corporate Officer) *	99,600	6,946		106,546	318,000	36,758	27,499	382,258
8	E. Ramoroko (Stage Officer)	77,258	16,256		93,514	300,146	72,134	25,643	397,923
9	M.Mokgautsi (Theatre Officer) **	49,500	5,012		54,512	173,500	25,956	14,005	213,461
TOTAL		1,039,444	123,495		1,162,939	4,090,221	631,467	482,703	5,204,391

* B Mashika effective 1/9/2009

** M. Mokgautsi effective 1/8/2009

*** V Mlicevic - Terminated 14/5/2010

NON EXECUTIVE DIRECTORS REMUNERATION									
No.	Name	Current Quarter			TOTAL	YTD		Retainer	TOTAL
		Meeting Fee	Other			Meeting Fee	Other		
1	C. Coovadia (Chairman)	9,920	-		9,920	42,355		34,500	76,855
2	B. Lombard (Director)	15,872	-		15,872	40,370		15,000	55,370
3	Suri, Pillay (Director)	13,890	-		13,890	41,366		16,000	57,366
4	A.M Hadebe (Director)	-	-		-	4,313		17,250	21,563
5	B. Mokhobo (Director)	8,930	-		8,930	27,133		7,500	34,633
6	P. Mashiane (Director)	4,960	4,960		9,920	19,193	4,960	7,500	31,653
7	Y. Mhinga (Director)	-	-		-	4,313		4,000	8,313
8	W. Msomi (Director)	4,960	4,960		9,920	19,193	4,960	4,000	28,153
9	Z. Samsam (Independent Audit Committee Member)	14,880	4,960		19,840	63,185	23,506		86,691
10	K. Froneman (Independent Audit Committee Member)	4,960	-		4,960	19,193			19,193
11	Zeona Jacobs (Motshabi)	-	-		-	-		8,625	8,625
TOTAL		78,372	14,880		93,252	280,614	33,426	114,375	428,415

11.14

Reporting on compliance with the MFMA and MSA by the Board of Directors

The Board of Directors is guided by the Company Secretary in regard to legislative compliance requirements. There have been no activities of the Board that fall outside of the requirements of the MFMA and the MSA (as amended). Reporting deadlines as indicated in the Acts have been met.

12

STAKEHOLDERS REPORT

The theatre continues to be an active member of PANSA, the Performing Arts Network of South Africa.

The theatre continues to receive very positive media reports from its operational activities and recent awards achieved.

The company's CEO is a member of the Institute of Directors in Southern Africa.

13

RISKS REGISTER

The management of risks is the responsibility of the Chief Executive Officer who carries out this duty with the theatre's management team. Mr Zakhele Mpungose, the theatre's Acting Finance Manager, has been appointed Risk Champion.

Updates of the company's Risks Register are presented to and discussed at each meeting of the Board of Directors and the Audit and Risk Committee.

The table on the following page spells out the areas of risks identified by the company as at June 30th 2010, including risk control measures:

	Objectives	Risk Description	Background to the risk	Consequence of risk materializing	Impact	Likelihood	Inherent Risk	Current controls	Control Effectiveness	Residual risk	Risk Owner	Actions to improve management of the risk	Action Owner	Time scale
1	All objectives	Inadequate funding by the shareholder	Reduction of shareholder subsidy to below a viable operations level Shareholder could decide to reduce or terminate subsidy due to lack of support for a city theatre or lack of available funds	Theatre closure due to insolvency of operating company.	Catastrophic	5 Likely	Red	Increase earned income as much as possible. Persuade shareholders to increase level of subsidy	Poor	Red	Board of Directors & CEO	1. Pursue external funding from private sector	Theatre Liaison Officer	1. June 2011
2	Output levels, Economic Growth Community Development	No shows on stage	Unavailability of tenants due to recession and/or competition from other theatres Insufficient operational funds to produce or co-produce shows	Temporary periods of theatre closure.	Major	4 Possible	Red	Build potential sponsorship base for future projects	Poor	Red	CEO, Finance Officer & Board of Directors	1. Pursue external funding in order to produce shows	1. Theatre Liaison Officer	1. June 2011
3	Output levels	Cancellation of performances	City Power outages or breakdowns create loss of power to operate the theatre	Refunding ticket monies to patrons for missed performances and negative public relations from both the public and the media.	Moderate	3 Possible	Amber	Good relationship with City Power to access information and to resolve problems where possible	Fair	Amber	CEO	Maintain current controls	OH&S Manager	1. June 2011
4	Output levels	Cancellation of performances	Water outages due to maintenance and burst pipes creates health hazard problems.	Refunding ticket monies to patrons for missed performances and negative public relations from both the public and the media.	Moderate	3 Possible	Amber	Good relationship with Joburg Water to access information and to resolve problems where possible	Fair	Amber	CEO & OH&S Manager	1. Maintain current controls	OH&S Manager	1. June 2011
5	Output levels Economic Growth	Closure of the theatre complex	Public emergency or disaster	Potential permanent closure of the theatre and consequent insolvency of the operating company.	Catastrophic	5 Unlikely	Red	Disaster Management Plan Train employees to manage sudden emergencies	Good	Green	CEO	1. Review Disaster Management Plan with JRAS	Building and Safety Officer and OH&S Manager	1. March 2011
6	Output levels and Economic Growth	Ageing of stage machinery	The age of the stage machinery in The Mandela brings about obsolescence Unavailability of spare parts Limited skills available to repair machinery	Limitation of the type of shows that can be presented and/or produced on the stage of The Mandela.	Moderate	3 Possible	Amber	Train employees in the maintenance of stage machinery in order to reduce dependence on contractors. Gradually use available capex to replace parts where possible.	Good	Green	Production Officer & Building & Safety Officer	Maintain current controls	Production Officer and Building and Safety Officer	1. June 2011

Summary Income Statement
The Johannesburg Civic Theatre (Proprietary) Limited
Monthly Reporting Period Bucket
30 June 2010
Monthly

Year to Date

Actual Balance	Budget Amount	Variance	%		Actual Balance	Budget	Variance	%
Rand	Rand	Rand	Var		Rand	Rand	Rand	Var
Revenue								
5,032,805	4,626,415	406,390	9	Rental facilities and equipment	11,656,652	7,090,566	4,566,086	64
1,020,982	2,320,675	(1,299,693)	(56)	Municipal Revenue UD2	14,699,961	3,563,893	11,136,068	312
27,109	60,000	(32,891)	(55)	Commissions received	286,456	100,000	186,456	186
-	170,000	(170,000)	(100)	Construction contracts	247,358	170,000	77,358	46
2,500	-	2,500	-	Miscellaneous other revenue	20,044	-	20,044	-
-	200,000	(200,000)	(100)	Revenue 1	804,762	280,000	524,762	187
6,083,396	7,377,090	(1,293,694)	(18)		27,715,233	11,204,459	16,510,774	147
6,083,396	7,377,090	(1,293,694)	(18)	Gross Profit	27,715,233	11,204,459	16,510,774	147
100 %	100 %			Gross Profit %	100 %	100 %		
8,277,757	9,337,090	(1,059,333)	(11)	Total Operating Costs	55,071,638	15,529,459	39,542,179	255
(2,194,361)	(1,960,000)	(234,361)	12	Operating Profit	(27,356,405)	(4,325,000)	(23,031,405)	533
(36) %	(27) %			Operating Profit %	(99) %	(39) %		
Other Income								
81,846	100,000	(18,154)	(18)	Bank	1,784,337	220,000	1,564,337	711
-	-	-	-	Discount received	2	-	2	-
-	-	-	-	Recoveries	1,808	-	1,808	-
256,302	223,000	33,302	15	Other income	856,603	296,000	560,603	189
1,455,333	1,455,333	-	-	Government grants	17,463,993	2,910,666	14,553,327	500
1,793,481	1,778,333	15,148	1		20,106,743	3,426,666	16,680,077	487
Other								
-	-	-	-	Finance costs	-	-	-	-
-	-	-	-		-	-	-	-
(400,880)	(181,667)	(219,213)	121	Net Income Before Tax	(7,249,662)	(898,334)	(6,351,328)	707
-	-	-	-	Taxation	-	-	-	-
(400,880)	(181,667)	(219,213)	121	Net Income After Tax	(7,249,662)	(898,334)	(6,351,328)	707
(400,880)	(181,667)	(219,213)	121	Net Income After Extra Ordinary Items	(7,249,662)	(898,334)	(6,351,328)	707
(400,880)	(181,667)	(219,213)	121	Retained Income	(7,249,662)	(898,334)	(6,351,328)	707

Monthly

Year to Date

Actual Balance Rand	Budget Amount Rand	Variance Rand	% Var		Actual Balance Rand	Budget Rand	Variance Rand	% Var
Summary								
6,083,396	7,377,090	(1,293,694)	(18)	Revenue	27,715,233	11,204,459	16,510,774	147
6,083,396	7,377,090	(1,293,694)	(18)	Gross Profit	27,715,233	11,204,459	16,510,774	147
8,277,757	9,337,090	(1,059,333)	(11)	Total Operating Costs	55,071,638	15,529,459	39,542,179	255
8,277,757	9,337,090	(1,059,333)	(11)	Total Fixed Costs	55,071,638	15,529,459	39,542,179	255
-	-	-	-	Other	-	-	-	-
1,793,481	1,778,333	15,148	1	Other Income	20,106,743	3,426,666	16,680,077	487
(400,880)	(181,667)	(219,213)	121	Net Income Before Tax	(7,249,662)	(898,334)	(6,351,328)	707
-	-	-	-	Bad debts	-	-	-	-
1. Consulting and professional fees								
20,179	-	20,179	-	Legal expenses - deductible	71,320	-	71,320	-
177,500	-	177,500	-	Other consulting and professional fees - deductible	590,216	-	590,216	-
197,679	-	197,679	-		661,536	-	661,536	-
2. Contracted services								
-	-	-	-	Other Contractors	-	-	-	-
-	-	-	-		-	-	-	-
3. Depreciation								
195,450	194,000	1,450	1	Plant and machinery	2,324,728	388,000	1,936,728	499
195,450	194,000	1,450	1		2,324,728	388,000	1,936,728	499
4. Employee costs								
1,421,117	1,400,000	21,117	2	Employee costs - wages - permanent staff	17,083,084	2,800,000	14,283,084	510
52,730	50,000	2,730	5	Employee costs - Non Executive Directors	551,887	110,000	441,887	402
1,473,847	1,450,000	23,847	2		17,634,971	2,910,000	14,724,971	506
5. Marketing								
253,573	250,000	3,573	1	Marketing	4,375,669	400,000	3,975,669	994
253,573	250,000	3,573	1		4,375,669	400,000	3,975,669	994
6. Production								
5,386,490	6,547,090	(1,160,600)	(18)	Productions	20,347,594	10,054,459	10,293,135	102
5,386,490	6,547,090	(1,160,600)	(18)		20,347,594	10,054,459	10,293,135	102

Monthly

Year to Date

Actual Balance Rand	Budget Amount Rand	Variance Rand	% Var
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Actual Balance Rand	Budget Rand	Variance Rand	% Var
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7. Utilities

310,844	-	310,844	-	Electricity	3,358,543	-	3,358,543	-
16,903	-	16,903	-	Gas	286,671	-	286,671	-
56,805	380,000	(323,195)	(85)	Sewerage and waste disposal	853,569	760,000	93,569	12
384,552	380,000	4,552	1		4,498,783	760,000	3,738,783	492

Detail Balance Sheet
The Johannesburg Civic Theatre (Proprietary) Limited
Current Year: Per Month
Actual Balance

	July 2009/07/31 Rand	August 2009/08/31 Rand	September 2009/09/30 Rand	October 2009/10/31 Rand	November 2009/11/30 Rand	December 2009/12/31 Rand	January 2010/01/31 Rand	February 2010/02/28 Rand	March 2010/03/31 Rand	April 2010/04/30 Rand	May 2010/05/31 Rand	June 2010/06/30 Rand	Total Rand	
Assets														
Non Current Assets														
Property plant and equipment	1	(178,229)	(156,179)	(180,083)	(177,582)	(182,218)	(187,610)	(180,232)	(192,174)	(191,565)	(191,069)	(155,860)	(190,059)	(2,006,681)
Intangible assets		(5,261)	(1,512)	(1,512)	(1,512)	(1,512)	(260)	1,809	20,666	(2,498)	(2,240)	4,834	(2,672)	9,842
		(183,490)	(157,691)	(181,595)	(179,094)	(183,730)	(187,870)	(178,423)	(171,508)	(194,063)	(193,309)	(151,026)	(192,731)	(1,996,839)
Current Assets														
Inventories		(414,996)	189,186	1,265,198	(308,321)	(35,426)	(2,056,193)	203,576	822,292	968,784	1,019,362	(730,438)	(2,357,903)	(1,624,065)
Trade and other receivables		137,768	1,535,508	4,662,755	1,389,604	1,524,681	(1,827,337)	1,365,355	1,492,621	1,609,293	1,480,499	1,499,028	1,305,563	14,639,830
Bank balances		18,108,480	110,179	(2,894,794)	125,627	102,902	4,766,884	87,733	93,007	93,007	95,892	(3,262,113)	50,865	17,367,490
		17,831,252	1,834,873	3,033,159	1,206,910	1,592,157	883,354	1,656,664	2,407,920	2,671,084	2,595,753	(2,493,523)	(1,001,475)	30,383,255
Total Assets		17,647,762	1,677,182	2,851,564	1,027,816	1,408,427	695,484	1,478,241	2,236,412	2,477,021	2,402,444	(2,644,549)	(1,194,206)	28,386,416
Net Assets and Liabilities														
Net Asset														
Contribution from owner		-	-	-	-	-	-	-	-	-	-	-	-	-
Reserves		-	-	-	-	-	-	-	-	-	-	-	-	-
Accumulated Surplus (Deficit)		(1,448,890)	(1,120,751)	(239,002)	(1,319,693)	(293,263)	1,526,605	(1,059,634)	(798,673)	(815,767)	(560,714)	(719,005)	(400,876)	(6,128,912)
		(1,448,890)	(1,120,751)	(239,002)	(1,319,693)	(293,263)	1,526,605	(1,059,634)	(798,673)	(815,767)	(560,714)	(719,005)	(400,876)	(6,128,912)
Non Current Liabilities														
Finance lease obligation		-	-	-	-	-	-	-	-	-	-	-	-	-
Deferred taxation		-	-	-	-	-	-	-	-	-	-	-	-	-
		-	-	-	-	-	-	-	-	-	-	-	-	-
Current Liabilities														
Finance lease obligation		-	-	-	-	-	-	-	-	-	-	-	-	-
Trade and other payables		18,514,766	(2,330,554)	2,124,327	(71,700)	448,885	(5,345)	(455,938)	(195,943)	1,117,049	(113,726)	(1,972,697)	(3,672,660)	15,717,018
Current provisions		581,884	80,000	(163,177)	80,000	80,000	(825,775)	80,000	80,000	80,000	80,587	47,155	80,000	200,674
Bank Overdraft		-	5,048,488	1,129,416	2,339,210	1,172,807	-	2,913,814	3,151,028	2,095,739	2,996,298	-	2,799,330	18,597,642
		19,096,650	2,797,934	3,090,566	2,347,510	1,701,692	(831,120)	2,537,876	3,035,085	3,292,788	2,963,159	(1,925,542)	(793,330)	34,515,334
Total Equity and Liabilities		17,647,760	1,677,183	2,851,564	1,027,817	1,408,429	695,485	1,478,242	2,236,412	2,477,021	2,402,445	(2,644,547)	(1,194,206)	28,386,422

	July 2009/07/31 Rand	August 2009/08/31 Rand	September 2009/09/30 Rand	October 2009/10/31 Rand	November 2009/11/30 Rand	December 2009/12/31 Rand	January 2010/01/31 Rand	February 2010/02/28 Rand	March 2010/03/31 Rand	April 2010/04/30 Rand	May 2010/05/31 Rand	June 2010/06/30 Rand	Total Rand
Net Current Assets	(1,265,398)	(963,061)	(57,407)	(1,140,600)	(109,535)	1,714,474	(881,212)	(627,165)	(621,704)	(367,406)	(567,981)	(208,145)	(4,132,079)
1. Property plant and equipment													
Cost value	12,819	35,360	11,456	14,222	9,672	4,259	12,155	-	609	811	35,197	103,268	204,468
Accumulated depreciation	(191,048)	(191,539)	(191,539)	(191,804)	(191,890)	(191,869)	(192,387)	(192,174)	(192,174)	(191,880)	(191,057)	(293,327)	(2,211,149)
Carring value	(178,229)	(156,179)	(180,083)	(177,582)	(182,218)	(187,610)	(180,232)	(192,174)	(191,565)	(191,069)	(155,860)	(190,059)	(2,006,681)
Intangible assets	(5,261)	(1,512)	(1,512)	(1,512)	(1,512)	(260)	1,809	20,666	(2,498)	(2,240)	4,834	(2,672)	9,842
Inventories	(414,996)	189,186	1,265,198	(308,321)	(35,426)	(2,056,193)	203,576	822,292	968,784	1,019,362	(730,438)	(2,357,903)	(1,624,065)
Trade and other receivables	137,768	1,535,508	4,662,755	1,389,604	1,524,681	(1,827,337)	1,365,355	1,492,621	1,609,293	1,480,499	1,499,028	1,305,563	14,639,830
Bank balances	18,108,480	110,179	(2,894,794)	125,627	102,902	4,766,884	87,733	93,007	93,007	95,892	(3,262,113)	50,865	17,367,490
Contribution from owner	-	-	-	-	-	-	-	-	-	-	-	-	-
Reserves	-	-	-	-	-	-	-	-	-	-	-	-	-
Accumulated Surplus (Deficit)	(1,448,890)	(1,120,751)	(239,002)	(1,319,693)	(293,263)	1,526,605	(1,059,634)	(798,673)	(815,767)	(560,714)	(719,005)	(400,876)	(6,128,912)
Finance lease obligation	-	-	-	-	-	-	-	-	-	-	-	-	-
Deferred taxation	-	-	-	-	-	-	-	-	-	-	-	-	-
Finance lease obligation	-	-	-	-	-	-	-	-	-	-	-	-	-
Trade and other payables	18,514,766	(2,330,554)	2,124,327	(71,700)	448,885	(5,345)	(455,938)	(195,943)	1,117,049	(113,726)	(1,972,697)	(3,672,660)	15,717,018
Current provisions	581,884	80,000	(163,177)	80,000	80,000	(825,775)	80,000	80,000	80,000	80,587	47,155	80,000	200,674
Bank Overdraft	-	5,048,488	1,129,416	2,339,210	1,172,807	-	2,913,814	3,151,028	2,095,739	2,996,298	-	2,799,330	18,597,642

Summary Cash Flow Statement
The Johannesburg Civic Theatre (Proprietary) Limited
Current Year: Per Month

	July 2009/07/31 (000's)	August 2009/08/31 (000's)	September 2009/09/30 (000's)	October 2009/10/31 (000's)	November 2009/11/30 (000's)	December 2009/12/31 (000's)	January 2010/01/31 (000's)	February 2010/02/28 (000's)	March 2010/03/31 (000's)	April 2010/04/30 (000's)	May 2010/05/31 (000's)	June 2010/06/30 (000's)	Total (000's)
Cash flows from operating activities													
Cash generated from operations including working Capital	18,000,967	(5,075,470)	(4,246,855)	(2,377,680)	(1,219,922)	4,613,458	(2,984,280)	(3,174,792)	(2,113,618)	(2,991,338)	(3,322,521)	(2,801,097)	(20,618,645)
Other cash from operating activities	123,266	181,820	234,100	177,826	159,941	158,991	173,767	140,066	131,461	117,857	103,394	81,846	1,479,249
Net cash from operating activities	18,124,233	(4,893,650)	(4,012,755)	(2,199,854)	(1,059,981)	4,772,449	(2,810,513)	(3,034,726)	(1,982,157)	(2,873,481)	(3,219,127)	(2,719,251)	(19,139,396)
Cash flows from investing activities	(6,683)	(9,299)	-	-	(252)	-	-	(132)	(19,966)	(26,113)	(510)	(151,177)	(198,150)
Total cash movement for the period	36,226,030	8,267,222	5,133,206	4,732,525	4,802,240	15,401,806	4,992,763	1,710,397	740,399	(3,057,478)	(6,639,633)	(9,038,889)	(1,229,066)
1. Cash generated from operations													
Net income/loss for the period	(1,448,890)	(1,120,751)	(239,002)	(1,319,693)	(293,263)	1,526,605	(1,059,634)	(798,673)	(815,767)	(560,714)	(719,005)	(400,876)	(4,680,022)
Adjustments for:													
Depreciation	192,560	193,051	193,051	192,824	193,401	193,435	193,990	194,672	194,672	194,121	193,501	195,450	1,939,117
Surplus or deficit on sale of assets and liabilities	6,683	9,299	-	-	252	-	-	132	19,966	26,113	510	26,495	73,468
Interest received - investment	(123,266)	(181,820)	(234,100)	(177,826)	(159,941)	(158,991)	(173,767)	(140,066)	(131,461)	(117,857)	(103,394)	(81,846)	(1,479,249)
Provisions	581,884	80,000	(163,177)	80,000	80,000	(825,775)	80,000	80,000	80,000	80,587	47,155	80,000	(381,210)
	(791,029)	(1,020,221)	(443,228)	(1,224,695)	(179,551)	735,274	(959,411)	(663,935)	(652,590)	(377,750)	(581,233)	(180,777)	(4,527,896)
Changes in working capital:													
Inventories	414,996	(189,186)	(1,265,199)	308,320	35,426	2,056,193	(203,576)	(822,292)	(968,783)	(1,019,362)	730,438	2,357,903	1,209,068
Trade and other receivables	(137,767)	(1,535,508)	(4,662,754)	(1,389,605)	(1,524,681)	1,827,337	(1,365,355)	(1,492,621)	(1,609,294)	(1,480,499)	(1,499,029)	(1,305,564)	(14,502,065)
Trade and other payables	18,514,767	(2,330,555)	2,124,326	(71,700)	448,884	(5,346)	(455,938)	(195,944)	1,117,049	(113,727)	(1,972,697)	(3,672,659)	(2,797,752)
	18,791,996	(4,055,249)	(3,803,627)	(1,152,985)	(1,040,371)	3,878,184	(2,024,869)	(2,510,857)	(1,461,028)	(2,613,588)	(2,741,288)	(2,620,320)	(16,090,749)
Cash generated from operations including working Capital	18,000,967	(5,075,470)	(4,246,855)	(2,377,680)	(1,219,922)	4,613,458	(2,984,280)	(3,174,792)	(2,113,618)	(2,991,338)	(3,322,521)	(2,801,097)	(20,618,645)
2. Interest income													
Interest received - investment	123,266	181,820	234,100	177,826	159,941	158,991	173,767	140,066	131,461	117,857	103,394	81,846	1,479,249
	123,266	181,820	234,100	177,826	159,941	158,991	173,767	140,066	131,461	117,857	103,394	81,846	1,479,249
3. Movement in property, plant and equipment													
Addn (Filtered)	-	-	-	-	-	-	-	-	-	-	-	(100,549)	(100,549)

	July 2009/07/31 Actual (000's)	August 2009/08/31 Actual (000's)	September 2009/09/30 Actual (000's)	October 2009/10/31 Actual (000's)	November 2009/11/30 Actual (000's)	December 2009/12/31 Actual (000's)	January 2010/01/31 Actual (000's)	February 2010/02/28 Actual (000's)	March 2010/03/31 Actual (000's)	April 2010/04/30 Actual (000's)	May 2010/05/31 Actual (000's)	June 2010/06/30 Actual (000's)	Total (000's)
Property, plant and equipment (Filtered)	(6,683)	(9,299)	-	-	(252)	-	-	(132)	(19,966)	(26,113)	(510)	(26,495)	(73,468)
	(6,683)	(9,299)	-	-	(252)	-	-	(132)	(19,966)	(26,113)	(510)	(127,044)	(174,017)
4. Movement in intangible assets													
Addn (Filtered)	-	-	-	-	-	-	-	-	-	-	-	(24,133)	(24,133)
	-	-	-	-	-	-	-	-	-	-	-	(24,133)	(24,133)
5. Cash at the beginning of the period													
Cash and cash equivalents	18,108,480	13,170,171	9,145,961	6,932,379	5,862,473	10,629,357	7,803,276	4,745,255	2,742,522	(157,884)	(3,419,996)	(6,168,461)	31,946,421
	18,108,480	13,170,171	9,145,961	6,932,379	5,862,473	10,629,357	7,803,276	4,745,255	2,742,522	(157,884)	(3,419,996)	(6,168,461)	31,946,421
6. Bank													
Call investment deposits	18,619,288	18,728,967	15,834,173	15,939,800	16,042,703	16,149,722	16,257,455	16,350,461	16,443,468	16,539,360	8,625,460	8,676,325	8,676,325
Bank balances	19,316,160	14,267,671	13,138,256	10,799,046	9,626,239	14,286,104	11,372,290	8,221,261	6,125,523	3,129,225	7,781,012	4,981,682	4,981,682
Cash on hand	21,500	22,000	22,000	42,000	42,000	42,000	22,000	22,000	22,000	22,000	22,000	22,000	22,000
	37,956,948	33,018,638	28,994,429	26,780,846	25,710,942	30,477,826	27,651,745	24,593,722	22,590,991	19,690,585	16,428,472	13,680,007	13,680,007

Please read this first

- a. The method of reporting should remain for the period of the plan, and must be consistent from reporting period to reporting period.
- b. Employers must refrain from leaving blank spaces or using a dash (-) when referring to the value "0" (Zero) or the word "No". All relevant areas of the form must be fully and accurately completed by employers. Designated employers who fail to observe this provision will be deemed not to have reported.
- c. "Temporary employees" mean workers who are employed to work for three consecutive months or less.
- d. The **Numerical goal** is the workforce profile the employer projects to achieve at the end of the employer's current employment equity plan (EE Plan). The numerical goals of the employer must be the same for the entire duration of the EE Plan.
- e. The **Numerical target** is the workforce profile the employer projects to achieve by the end of the next reporting period.
- f. Large employers, i.e. employers with 150 and more employees, must complete the entire EEA2 reporting form. Small employers, i.e. employers with fewer than 150 employees, must only complete areas of the EEA2 form that apply to them. Areas that only apply to small employers shall be made available by the Department of Labour in a separate form as well.
- g. The alphabets "A", "C", "I", "W", "M" and "F" used in the tables have the following corresponding meanings and must be interpreted as "Africans", "Coloureds", "Indians", "Whites", "Males" and "Females" respectively.

4. Termination

4.1 Please report the total number of terminations in each occupational level, including people with disabilities. Note: A=Africans, C=Coloureds, I=Indians and W=Whites

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management					1	0	0	1	0	0	2
Senior management	0	0	0	0	0	0	0	0	0	0	0
Professionally qualified and experienced specialists and mid-management	0	0	0	0	0	0	0	0	0	0	0
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	0	0	0	0	0	0	0	0	0	0	0
Semi-skilled and discretionary decision making	0	0	0	0	0	0	0	0	0	0	0
Unskilled and defined decision making	0	0	0	0	0	0	0	0	0	0	0
TOTAL PERMANENT	0	0	0	0	0	0	0	0	0	0	0
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
GRAND TOTAL	0	0	0	0	1	0	0	1	0	0	2

4.2 Please report the total number of terminations, including people with disabilities, in each termination category below. Note: A=Africans, C=Coloureds, I=Indians and W=Whites

Terminations	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Resignation	0	0	0	0	1	0	0	0	0	0	1
Non-renewal of contract	0	0	0	0	0	0	0	0	0	0	0
retrenchment – Operational requirements	0	0	0	0	0	0	0	0	0	0	0
Dismissal - misconduct	0	0	0	0	0	0	0	1	0	0	1
Dismissal - incapacity	0	0	0	0	0	0	0	0	0	0	0
Retirement	0	0	0	0	0	0	0	0	0	0	0
Death	0	0	0	0	0	0	0	0	0	0	0
TOTAL	0	0	0	0	1	0	0	1	0	0	2

SECTION F: MONITORING & EVALUATION

8. Barriers and affirmative action measures

8.1 Please indicate in which categories of employment policy or practice barriers to employment equity were identified. If your answer is 'Yes' to barriers in any of the categories, please indicate whether you have developed affirmative action measures and the timeframes to overcome them.

Categories	BARRIERS		AFFIRMATIVE ACTION MEASURES		TIMEFRAME FOR IMPLEMENTATION OF AA MEASURES	
	YES	NO	YES	NO	START DATE	END DATE
Recruitment procedures		NO				
Advertising positions		NO				
Selection criteria		NO				
Appointments		NO				
Job classification and grading		NO				
Remuneration and benefits		NO				
Terms & conditions of employment		NO				
Job assignments		NO				
Work environment and facilities		NO				
Training and development		NO				
Performance and evaluation		NO				
Promotions		NO				
Transfers		NO				
Succession & experience planning		NO				
Disciplinary measures		NO				
Dismissals		NO				
Retention of designated groups		NO				
Corporate culture		NO				
Reasonable accommodation		NO				
HIV&AIDS prevention and wellness programmes		NO				
Appointed senior manage(s) to manage EE implementation		NO				
Budget allocation in support of employment equity goals		NO				
Time off for employment equity consultative committee to meet		NO				

9. Monitoring and evaluation of implementation

9.1 Did you achieve the annual objectives as set out in your employment equity plan for this period?

Yes	No	Please explain
	X	The percentage of HDIs within the company's permanent employee base is recorded at 85% for the fourth quarter, against a target set of 86%. The average for the financial year was 85%.