



**CITY OF CAPE TOWN
ISIXEKO SASEKAPA
STAD KAAPSTAD**

ANNEXURE 31

**CAPE TOWN STADIUM (CTS)
(MUNICIPAL ENTITY)**

BUSINESS PLAN

2026/27 BUDGET (JUNE 2026)



CAPE TOWN STADIUM (RF) SOC LIMITED

2026/27 BUSINESS PLAN



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1. EXECUTIVE SUMMARY

The overarching objective of Cape Town Stadium (RF) SOC Limited (CTS) is to achieve financial and operational independence through the hosting of world-class events and maintaining the stadium asset to ensure it remains a venue of choice.

Over the last 3 years, the commercial overlay has been implemented, and it is now well established. The Municipal Entity now looks to establish additional revenue streams to create a more diverse and sustainable business.

Over the next five years, CTS aims to achieve the following:

- Build depth to the bowl event calendar, focusing on international concerts and sporting events that can draw in excess of 40,000 spectators;
- Realise gains from property development initiatives, developing a stable, reliable revenue stream;
- Enhance the spectator experience through ease of use and entertainment functionality that can be utilised by stadium users;
- Foster strong relationships with stadium internal and external stakeholders, including the citizens of Cape Town.
- Develop long-term plans for the capital requirements and maintenance of the asset as it becomes 15 years of age.

While the hosting of iconic events will always remain the core of the business, the implementation of the commercial overlay over the last 3 years has allowed the Municipal Entity to adopt a broader approach to financial and operational independence over the next 5 years.

2. WHO WE ARE

Cape Town Stadium (RF) SOC Limited was established as a Municipal Entity (ME) in 2018 with the goal of commercialising and managing the DHL Stadium. Positioned as a vibrant, iconic venue in the heart of Cape Town, the stadium is designed to host a variety of events and activities.

DHL Stadium is a state-of-the-art, multi-purpose facility with a maximum capacity of 62,000, encompassing support staff, spectators, and other event personnel.

Its features include:

- **General Seating:** 51,000 spectator seats;
- **Hospitality Spaces:** 7,000 guests, including a Business Lounge with capacity for 2,100, and various hospitality suites;
- **Total Spectator Capacity:** 58,000.

Beyond its primary function as a sports and entertainment venue, the business has adopted a strategy to ensure the best use of non-event-related space within the stadium precinct. Property development over the next 5 years will become core to the strategy of the Municipal Entity.

3. STRATEGIC FOCUS

3.1. Purpose, Vision, Mission and Values

Purpose Statement

The DHL Stadium continues to enjoy the unique market position of being the largest mass spectator venue in the Western Cape of South Africa. It is also the only sports and recreation stadium in the Western Cape that is categorised to host high-risk events.

While the business will diversify its revenue streams in the future years to include property development, at the heart of our business is our commitment to provide a venue that can host spectacular and memorable events – ***to be the place where memories are made.***

Our Vision

To achieve global recognition as a world-class stadium through the hosting of iconic experiences.

Our Mission

We achieve our vision of global recognition as a world-class stadium through the hosting of iconic experiences by:

- Enabling the creation of extraordinary events in collaboration with our partners, in an innovative and dynamic manner. We achieve this through team integration – ensuring that we understand and enable our client's objectives;
- Adopting a client-centric, solution-driven approach, ensuring that we provide a legislatively compliant, safe and secure environment for our clients and guests; and
- Taking care of and growing our business and the stadium in a manner that is financially and environmentally sustainable, being mindful of our commitments to our stakeholders.

Our values

At the core of our values is the recognition that the satisfaction of our clients and guests is key to the achievement of our vision. We rely on repeat business, and to this end, it is imperative that our actions are underpinned by values that drive our day-to-day behaviour:

- **Integrity**

We hold ourselves and one another accountable and deliver on our promise to our stakeholders;

- **Innovation**

We have a “can do” approach, are nimble, and open to change when working with our clients;

- **Excellence**

We hold ourselves to the highest standards of service delivery for our clients, guests, and spectators;

- **Positivity**

We nurture a positive approach and work with resilience and determination to deliver the best for our clients;

- **Collaboration**

We believe our success lies in working together with stakeholders to achieve our objectives;

- **Courage**

We are bold and brave and take responsibility for our actions;

- **Trustworthiness**

We build credible relations with care.

3.2. Strategic Objectives

CTS has set the following objectives for the next 3 - 5 years:

Drive towards financial and operational independence

In previous years, the ME has relied extensively on event-related revenues to achieve its financial objectives. In particular, over the last financial year, there has been a drive to focus on events that have the ability to generate the greatest return.

In future years, eventing will remain the core purpose of the ME; however, property development will play a greater role in the future. It is anticipated that at least 30% of the ME's revenue will be derived from projects linked to property development in the next 3-5 years.

The below table are details of the capital projects in progress:

No	Description	Location	Completion/Handover
01	Archive – West LVL 03	Internal	2026/07/01
02	The Granger – Parking Lease P1A LVL 00 250 Permanent Bays	Internal	2027/11/01
03	The Granger – Parking Lease P1A LVL 01 250 Floating Bays	Internal Level 01	2027/11/01
04	The Granger – Parking Lease P2 90 Floating Bays	External Ground Floor	2027/11/01
05	The Granger – Mixed Use Development	External Ground Floor	2027/11/01
06	Retail Units – Bulk lease	Below Podium	2028/07/01
07	Retail Units – 165 Floating Parking Bays	External	2028/07/01

Note: Projects and timelines are subject to capital funding and various authorisations and approvals being received.

The ME will, as part of this strategy, investigate and give consideration to including an indicator that measures occupancy rate as a percentage of rentable space.

The ME registered with the various government institutions as an employer in the 2024/25 FY, and it is anticipated that approximately 30% of our staff will be employed by the ME by the end of the 2025/26 FY. To this end, the ME will secure its own human resource consultant and will focus on building management capacity through specific training interventions. It is further anticipated that the balance of staff currently employed by the City and seconded to the ME will be consulted within the next two years in order to begin the process of all staff being employed by the ME directly.

The ME will continue to rely on the City for administrative support with regards to the advertising and appointing of new employees.

The ME continues to strive towards being fully independent from the City. In the 2024/25 FY the ME amended its organogram to fully support the finance and supply

chain management functions. These functions, together with corporate support services fall under the CFO, allowing for efficiencies.

While the ME has secured its own legal services to deal with commercial matters, it will continue to rely on the City for all legal matters relating to supply chain and contract management. It is anticipated that it will, in the future, complete all commercial legal requirements through its own resources while utilising the City's expertise for supply chain management requirements.

In order to support the needs of its operations, the ME will secure its own operating system, moving away from SAP to fully empower the business. While the ME currently utilises its own financial system for the recording of commercial revenue, in future all transactions will be processed via the ME system. This will enable reporting and data analysis to assist in future decision-making.

- **Event Acquisition**

The ME will continue to place strategic focus on the promotion and acquisition of events hosted at DHL Stadium. The defined target markets for bowl events include:

- International and local broadcast sports matches that have the capacity to attract 30 000 spectators or more;
- Non-bowl conferences and gala dinners attracting between 200 - 1 500 delegates, and
- Mid-week expos and trade shows for sporting and lifestyle events

The number of event organisers and promoters who are able to utilise the DHL Stadium for bowl events is limited, and repeat business is strategically important. Tournament organisers and hosts such as the South African Rugby Union (SARU), the Premier Soccer League (PSL), South African Football Association (SAFA) and our Anchor Tenant, DHL Stormers, deliver the majority of broadcast content in the Western Cape. In future years, we will look to grow these relationships to foster tradition in the events calendar year on year.

Emphasis will also be placed on promoting the DHL Stadium globally to attract events with Cape Town as an ideal destination. The ME will again attend local trade shows such as Meetings Africa to promote the DHL Stadium to the South African market.

For non-bowl events, the ME will focus on securing events that are able to utilise the unique attributes of the DHL Stadium. Such events will include film shoots, conferences, cocktail functions, gala dinners and trade shows.

The ME will not focus on securing smaller events, in particular over weekends, as this restricts the calendar availability. Due to the size and scale of the stadium, it is difficult

to make events with fewer than 50 guests commercially viable for both the client and ME.

In the 2024/25 FY, the ME hosted a total of 45 bowl events. Generally, the load-in and load-out requirements of a bowl event will take between 3 – 7 days. This means that the stadium is utilised on average between 135 – 315 days per year on bowl events alone. The ME will focus on the stadium being used most efficiently, promoting the “layering” of events with overlaps between different events to maximise the use of the stadium. Focus will also be placed on creating “concert windows” to further maximise the use of the stadium.

- **Remain a leading-edge stadium**

In the 2025/26 FY, several capital projects were initiated to enhance the DHL Stadium experience. These projects include:

- Upgrade of the turnstiles and Wi-Fi technology;
- Replacement of the “big screens”, which will significantly improve visibility and enhance spectator engagement;
- Upgrade of the bowl floodlights from halogen to LED. This upgrade includes the ability to do light projections and visual activations

These technological enhancements not only promise operational and experiential benefits but also present new commercial opportunities. In the 2026/27 FY, CTS will explore innovative ways to monetise these capabilities where possible to maximise their value.

The ME aims to further enhance its operating systems in the future years by implementing integrated system management dashboards so that all technical systems can be viewed together – currently, all systems operate independently and while functional, it is best practice to operate through one integrated system.

- **Property Development and Management**

Currently, the ME has 4 long-term leases – McDonald's restaurant in Fritz Sonnenberg Road, Stormers Rugby offices and respective leases with MTN and Vodacom for the housing of cell phone masts.

In the 2025/26 FY, several projects were initiated with the intention of securing future revenue streams in the form of long-term leases. These initiatives include:

- Leasing of archiving space on Level 3, West and East;
- Completion of office space on Level 4, Foyer F;
- Infrastructure development on the East side of the stadium to allow for the development of shopfronts;

- A working relationship with the Granger Bay development for the use of stadium parking and other future opportunities for collaboration.

The largest project by far is the infrastructure development project that will allow for a shop-front development on the East side of the stadium structure. With the detailed designs for this project were completed in the 2025/26 FY.

The long-term objective is for the construction to take place during the Rugby World Cup in 2027. The greatest portion of the work is to lift the podium, remove the sand underneath the podium and construct a concrete base for the podium. The stadium will be quiet during the 2027 Rugby World Cup window, which provides an ideal period for this work to be completed.

The timeline for this project has also been developed, taking into account the Granger Bay development, to ensure close alignment both in the development and long-term use of the two projects. The detailed design work of all projects will be completed in the 2025/26 FY, with a rollout of capital projects in the next 3 years.

- **Enhance stakeholder value**

An independent economic impact study was done by BDO to determine the economic impact value of events hosted for the 2024/25 FY. In the 2024/25 FY, DHL Stadium achieved an economic impact of R5.2 billion. This was a 58% growth on the prior year. CTS will continue to monitor its economic impact in future years, with the intention of growing the value year on year. It must be noted, however, that the economic impact is driven by large bowl events that attract international visitors or exposure, and as such, the growth in economic contribution is linked to our strategic focus to attract and host bowl events.

DHL has renewed its naming rights partnership for a further 3 years, commencing in October 2025. An evaluation of the value of the naming rights will be conducted at the end of the 2026/27 FY in anticipation of future negotiations. The current naming rights agreement will terminate in September 2028.

DHL has become an important stakeholder in the business and one we hope to see grow in strength over the upcoming years.

CTS' priority with regards to its Anchor Tenant, DHL Stormers Rugby, remains to assist in the team reaching the playoffs of any competition, with the hope of securing "home" playoffs. CTS will assist by maximising training opportunities for the team, allocating space for team meetings and medical services that support the team to be conducted, as well as providing access to gym facilities so their training is convenient and can be holistically managed. In the 2024/25 United Rugby Championship (URC) season, DHL Stadium was, for the 2nd year in a row, the top-scoring stadium in the URC

tournament with regard to spectator experience. We aim to ensure that spectators continue to enjoy a premium experience at DHL Stadium.

The ME has found that the most effective manner to communicate with residents in the broader Cape Town has been through radio. We will continue to foster relationships with all radio stations in the future, both to inform listeners of logistics regarding various events and to promote our services. Our marketing efforts will focus on the promotion of our products and services, as well as building affinity to the DHL Stadium brand.

The Business Lounge Memberships have become an integral part of DHL Stadium's event day experience, and we will look to growing this offering by diversifying the service offering and creating more interactive experiences as part of the product.

In 2023/24 FY, the ME entered into a 3-year relationship with SuperSport whereby SuperSport, as part of a broader deal, secured the right to develop a permanent broadcasting studio in the stadium and park their outdoor broadcast vans at the stadium when not in use. This has made the DHL Stadium an attractive option for the hosting of broadcast events by improving the ease of use. Over the next period, CTS will aim to build on this relationship to secure as many broadcast matches as possible.

- **Maintain the asset**

In 2025/26 FY, the DHL Stadium reached its 15-year milestone. As the structure matures, it will require a longer-term outlook on repairs and maintenance. To this end, CTS has appointed a Head of Technical who will lead the technical team in developing a 10 – 15-year repairs and maintenance plan.

The ME has replaced a significant amount of halogen globes with LED lights. This was done over the 2024/25 and 2025/26 financial years. In the 2026/27 FY, the savings on utilities will be closely monitored, and a plan for future considerations will be put forward based on these findings. These considerations may include solar power or the replacement of further halogen globes, depending on efficiencies gained.

The ME will commence with a major rust repair project in the 2026/27 FY. It is anticipated that this project will continue into future years as part of the standard maintenance to conduct repairs and preventative maintenance on the structure.

The stadium's maturation also demands a strategic approach to capital investments. In order to best manage the future capital requirements, a Building Information Model (BIM) will be developed for the DHL Stadium in the 2026/27 FY. This model will be developed together with the City of Cape Town, who remains responsible for all capital expenditure.

BIM provides a platform for the digitalisation of the stadium facilities to form the basis for a data-driven asset management system. The goal is to convert the current stadium information (as-built drawings and operation manuals) into a digital twin that fully integrates with the objectives of ISO 55000 asset management, capturing the asset condition and maintenance schedule information.

The 15-year capital and maintenance programme will then be informed by a current data set from which risk can be assessed and preventative maintenance enabled through the prioritisation of spending.

- **Ensuring sound governance**

The ME has successfully received a “clean audit” for each year of operating since it was established in 2018 and achieved the same for the 2024/25 FY.

A remuneration committee has been established to have oversight and recommend all salary related matters to the Board of Directors. As the ME employs a greater number of staff in future years, this committee's role will evolve.

In the 2025/26 FY, the Board resolved to include a further position in the organogram – that of Information Technology Administrator. This position has become a necessary given the intention of CTS to procure its own operating systems.

In the prior year, the senior management team was reduced from 5 to 4 members, with the Internal Services Manager position being amended to Head: Corporate Support Services, reporting into the Chief Financial Officer (CFO). CTS will commence the new financial year with all support services consolidated under the CFO. This, in turn, will allow for more streamlined processes and enable the CEO to place more focus on securing business.

The ME contracted a service provider to conduct Broad-Based Black Economic Empowerment (B-BBEE) verification and propose ways in which the ME can improve its rating. An assessment was performed in March 2025 based on the audited 2023/24 financial results, with the ME receiving a non-compliant rating. This outcome was expected, considering it was the ME's first ever assessment. Guided by the appointed service provider input, it is the intention of the ME to achieve a Level 6 rating by 2026/27.

The ME also instituted a Corporate Social Investment (CSI) policy in the 2025/26 FY. This policy is now supported by standard operating procedures, and the first large event, Ladles of Love Mandela Day, was hosted on the 18 July 2025. In the 2026/27 FY, the ME will continue to seek out ways in which the DHL Stadium and staff can give back to the broader community.

CTS continues to engage with the local Ratepayers Associations, who are actively involved in providing information and support to local residents. It is our intention that we maintain good working relationships with both the residents and local sports clubs

in the immediate vicinity, with the aim of ensuring the broader precinct is managed in a responsible manner.

3.3. Key Stakeholders

CTS continues to enjoy the support of and conducts its business with an ever-expanding range of stakeholders and stakeholder groups. CTS acknowledges the importance of our stakeholders and aims to communicate in a transparent and meaningful manner with those with whom we interact.

Our stakeholders include:

- **Governance**
CTS Board Members, City of Cape Town, Western Cape Government, National Government;
- **Internal stakeholders**
Full-time staff, casual event day staff, service providers and contractors;
- **Clients/Customers**
Spectators, event attendees, event organisers, tournament and events rights holders, advertisers, anchor tenants, lease holders, tourist organisations;
- **External stakeholders**
Media, general public, Ratepayer Associations, national and international travellers, tourism sector;

4. 2024/25 FY HIGHLIGHTS

The 2024/25 FY was a busy and productive year for the Municipal Entity. A total of 45 bowl events were hosted in the year – this is by far the highest number of bowl events ever held at DHL Stadium in a single financial year.

Strategic focus was placed on the type of event selected for both bowl and non-bowl activities. This resulted in a lower number of total events whilst generating a far higher revenue than the prior year. This strategy will continue in future years, ensuring the use of the limited number of event days each year is maximised.

DHL Stadium's market position as a multi-purpose stadium was also maintained throughout the year, with the hosting of 22 rugby and 14 soccer matches. Together with 9 concerts and entertainment events, DHL Stadium hosted a robust and eventful bowl calendar for the year.

We were also delighted to host all three expos of Cape Town's major mass participation events, namely the Cape Town Cycle Tour, Cape Town Marathon and the Two Oceans Marathon. The stadium is an ideal venue for expos, and these events provide a versatile use of the stadium's footprint.

From a financial perspective, the ME was able to reduce its financial reliance on the City of Cape Town, utilising R19.5 million of grant funding against a budgeted R44.5 million. This shows the potential for the ME to become financially and operationally independent from the City in future years.

SDBIP 2024/25 FY

For the 2024/25 FY, CTS achieved 75% total on its SDBIP.

DHL Stadium had a spectator attendance of 1,055,139 spectators against the target of 850 000. This marked the first time ever that over 1 million attendees attended events at DHL Stadium in any given year. To mark this, the 1 millionth spectator was acknowledged at the Stellenbosch FC vs Cape Town City FC derby on Saturday, 24 May 2025.

The ME achieved 100% compliance with regards to all aspects of repairs, maintenance and occupational health and safety, as well as a 98.7% achievement of capital expenditure budget.

The number of events hosted was slightly under target at a total of 129 against the target of 135. The reason for this was a strategic focus on hosting events that attracted a larger number of spectators, and in turn, a greater revenue value.

The workplace skills budget was also increased from R 151 686 to R 268 686 during the financial year in order to accommodate bid adjudication training for all relevant staff and the CEO's attendance of the FMP programme. 95% of this increased budget was spent against the target spend of 90%.

Employees from the Employment Equity designated groups of the 3 highest levels of management increased from 40% in prior years to 60% in the 2024/25 FY.

5. CONTEXTUAL LANDSCAPE

5.1. Industry Landscape

DHL Stadium was host to 45 bowl events in the 2024/25 FY, with over 1 million visitors and spectators through the year. This was a significant growth on the prior year, where 35 bowl events were hosted.

It is anticipated that DHL Stadium will continue to be an attractive venue for international events in the future. The much-anticipated Greatest Rivalry between the Springboks and New Zealand will be hosted in South Africa in August 2026. This will see 8 international matches being played during the tour, two of them at DHL Stadium. It is anticipated there will be a further 3 Springbok Test matches hosted in South Africa during 2026, ahead of the Rugby World Cup to be hosted in Australia in September 2027. All in all, the lead up to the Springbok participation in the Rugby World Cup in 2027 is on track to being a busy period for stadiums in South Africa.

Cape Town, unfortunately, lost its only PSL team, Cape Town City FC, who were relegated from the tournament in the 2024/25 season. This places reliance on Stellenbosch FC to retain broadcast soccer content in Cape Town. It is anticipated that Stellenbosch FC will continue to play its larger matches at DHL Stadium in the future. This will enable DHL Stadium to retain its position as a multi-purpose stadium, hosting rugby, soccer and concerts on a regular basis.

Cape Town remains a destination city of choice. The City was nominated as the Best City in the World by both The Telegraph and Time Out in 2025. The hosting of events such as the Earthshot Prize in 2024 has assisted in positioning Cape Town as a global destination for events.

Mass participation events such as the Cape Town Cycle Tour and the Cape Town Marathon reinforce this positioning, offering world-class sporting experiences to local and international participants.

The dramatic reduction in load shedding has boosted the local economy. The City's adjusted tariff structure for utility services will ensure the City's objective of remaining leading edge in service delivery will be achieved.

5.2. External Environment /Pestle Analysis

In reviewing the external environment with regards to political, economic, social, technology, legal and environmental considerations, the following is noted:

- **Political**
Local government elections, implementation of Government of National Unity;
- **Economic**
Cost of international artists/currency exchange, low disposable income, online purchasing power increasing;
- **Social**
High crime rate, increased use of digital engagement - screen vs reality;

- **Technology**

International costs vs local relevance, cost of being “world class”, “always on” consumer expectation;

- **Legal**

Protection and delivery of rights – more demanding requirements for national protected events;

- **Environment**

Unpredictable/extreme weather conditions, consumer consciousness.

5.3. Internal environment - SWOT Analysis

- **Strengths**

Well-maintained, world-class facility, geographical location and accessibility, established track record and relationships with event organisers, ease of use, well-trained and competent staff, strong governance and board contribution, support from City;

- **Weakness**

The lack of a dedicated, internal sales force limits flexibility and agility in responding to market needs, ease of wayfinding within the immediate precinct and stadium itself to encourage foot traffic;

- **Opportunity**

Increase non-bowl space exposure locally and bowl internationally, secure sales resource via tender, diversify revenue through property development, secure events on a longer timeframe – outer years, strengthen relationships with broadcasters;

- **Threat**

TV vs Reality – competing with broadcast content requires stadiums to ensure the fan experience is emphasised, prohibitive cost of hosting events, Weak rand/dollar exchange – unattractive to international artists, perception of crime in South Africa lack of public transport.

6. CTS PURPOSE AND SERVICE MANDATE

6.1. Shareholding

The City of Cape Town is the owner of the DHL Stadium and its associated assets. The City and the ME have entered into a 50-year lease agreement in 2019, with a renewal option for a further 49 years. This lease provides for CTS to operate and commercialise the DHL Stadium within the applicable legal framework. The City of Cape Town is the sole shareholder of the ME.

6.2. Board of Directors

The ME has a Board of Directors that functions with autonomy from its shareholders as envisaged by King IV. The Board is responsible for strategic oversight of the business, ensuring that the outputs of the organisation align to the approved business plan and the authorities' framework for financial, legal and governance decision making.

The ME has the following Board Members:

NAME	APPOINTMENT	TERM	END DATE
NON-EXECUTIVE DIRECTORS			
PJ Veldhuizen (Chairperson)	1 November 2023	3 RD Term	31 October 2026
Viola Manuel (Vice Chair)	1 November 2023	3 RD Term	31 October 2026
Samkelo Blom	1 November 2024	3 RD Term	31 October 2026
Brett Hendricks	1 November 2023	1 st Term	31 October 2026
Martin van Staden	1 November 2023	3 RD Term	31 October 2026
Emma King	1 November 2023	1 st Term	31 October 2026
Glenn Ho	4 October 2025	2 nd Term	03 October 2028
EXECUTIVE BOARD DIRECTORS			
Georgina Woodburn (CEO)	1 November 2023		
Fairoza Parker (CFO)	1 November 2023		

Four board members will be completing their final term in the 2026/27 FY. Succession planning is in place to deal with this eventuality

Board Sub Committees

The Board of Directors have established five subcommittees to assist them in fulfilling their mandate as directors. These committees will continue to support the Board in their mandate.

These subcommittees are:

Audit & Risk Subcommittee

- Viola Manuel (Chairperson)
- Glenn Ho (Independent non-executive)
- Tom Blok (City appointed member)
- Prittish Dala (City appointed member)
- Lindiwe Ndaba (City appointed member)

Events, Marketing & Commercial Subcommittee

- Martin van Staden (Chairperson)
- Samkelo Blom
- Brett Hendricks
- Emma King
- PJ Veldhuizen

Finance Subcommittee

- Glenn Ho (Chairperson)
- Viola Manuel
- Brett Hendricks
- Martin van Staden

Social and Ethics Subcommittee

- Samkelo Blom (Chairperson)
- Viola Manuel
- Emma King
- Glenn Ho

Remuneration Committee

- Samkelo Blom (Chairperson)
- PJ Veldhuizen
- Glenn Ho

6.3. Service Delivery Agreement

The City and the ME entered into a Service Delivery Agreement (SDA) in December 2018. This SDA outlines the services that the ME will provide under its mandate. The SDA is for the same duration as the lease agreement signed between the City and the ME.

The SDA also makes provision for the City to provide support functions, including but not limited to human resources, staff secondment, legal, training, finance and supply chain management. These services are reviewed every three years.

The SDA has been instrumental in equipping the ME with the necessary skills and expertise to establish and grow its operations. In the 2025/26 FY, the ME became an employer. The ME has also secured its own legal and human resource service providers and manages its own supply chain and contract management process. The ME will continue to build its in-house capabilities over the future years.

CTS continues to comply with its responsibilities as outlined in the agreement. The salient provisions of this SDA are:

PERIOD OF AGREEMENT	The period of agreement is 50 years from the commencement date. The City may, at its sole discretion, extend the Service Provider's (ME's) appointment for a further period of 49 years.
FUNDING	The City will provide the grant and allocation to cover the Entities operational expenditure in terms of an approved budget and provide support services. The stadium will be responsible for all maintenance, which will be based on the City's maintenance standards. The City will be liable for all capital expenditure.
STAFFING	The City will second staff members to the Entity with the concurrence of the staff members concerned. Staff currently employed at CTS will remain as City employees, seconded by the City on a 3-year term, will be paid by the City and will receive their standard benefits, including bonuses and leave pay. The ME may appoint additional staff.
SERVICES PROVIDED	General facility maintenance & event support operations, Events and entertainment services management, Commercialisation, marketing and hospitality management, Finance, legal and administration management.
OWNERSHIP	The City of Cape Town is 100% shareholder.
OVERSIGHT	The Finance Directorate (Treasury Department) of the City monitors the SDA and related performance and compliance of the municipal entity.
CITY OBLIGATIONS	The City will provide dedicated and prioritized support (City Support Services) with regards to accounting, financial management and budgeting per MFMA, including utilisation of the SAP (Systems, Applications and Products) System as used by the City and Supply Chain Management support, legal, company secretary, brand management and communication. In addition, the city must provide dedicated and prioritised services regarding human resource management support, as well as

	internal audit and risk management support, including oversight over the service provider's audit committee.
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6.4. Execution of Service Delivery Mandate

This business plan, together with the Service Delivery Budget Implementation Plan (SDBIP), targets and scorecards of the Entity has been developed to ensure focused implementation and execution of its legislative and contractual mandate, obligations and responsibilities (Annexure B).

The following operational deliverables in terms of the SDA continue to be executed in terms of the provisions of the SDA between the City and CTS:

- **Technical Maintenance of the stadium**
Asset management and maintenance: ICT services and infrastructure support (including ticketing, advertising, audio-visual), safety and security, capital projects, refurbishment and investment projects;
- **Events and entertainment services management**
Bowl and non-bowl event scheduling, planning and execution; development and hosting of signature events; managing of events industry and service provider requirements; events leveraging and bidding processes;
- **Commercial, marketing and hospitality management**
Advertising; merchandising; supplier and pouring rights; ticketing; hospitality; sponsorships; tourism; marketing of bowl and non-bowl facilities; property development and management; commercial legal services;
- **Internal company service management**
Establishment and management of structures, systems and processes relating to legal, governance, compliance, HR, administration, and such additional services as the City may require from time to time;
- **Finance Management**
Financial accounting, reconciliation and reporting. Supply chain management and contract management.

6.5. Alignment to City IDP

CTS will continue to conduct its business in accordance with the key pillars and objectives of the City's current 2022-2027 IDP.

The business planning of all DHL Stadium Departments is aligned with the following City of Cape Town Strategic Focus Areas:

- **Strategic Focus Area 16.A: A capable and collaborative City of Cape Town**
 - 16.1 Operational Sustainability Programme;
 - 16.2 Modernised and Adaptive Governance;
 - Investment and Partnership Development Programme;
 - Sustainable Entities.
- **Strategic Focus Area 11: Public space environment and amenities**
 - 11. Quality and safe Parks and Recreation Facilities supported by Community Partnership;
 - 11.1 Quality Social Facilities Programme (Major Event Hosting Facilities and maintenance initiative.
- **Strategic Focus Area 1: City of hope: Inclusive economic growth**
 - Increased jobs and investment within the Cape Town Economy;
 - Inclusive economic development and growth (Major Event Hosting Facilities and Maintenance initiative.

The ME is an enabler of economic growth within the broader Cape Town and the Western Cape. To this end, the ME intends to conduct economic impact assessments on an annual basis to demonstrate the value that is derived from the hosting of events at DHL Stadium.

6.6. Governance

As an organisation, CTS, its Board of Directors and management have adopted and will continue to conduct its business operations in line with the ethical, moral and compliance principles as set out in King IV and any future guidelines as approved by the Board.

The Entity's Board, its members and management will continue to place a strong focus on the upholding of high standards of corporate ethics, fiscal management and corruption-free practices.

CTS has established comprehensive departmental strategies, policies, and Standard Operating Procedures. Through effective management processes, the company operates in a manner compliant with all relevant legislation.

The ME has a total of 18 board-approved policies. These policies are reviewed every 2 years, with the last review taking place in the 2023/24 FY.

Company secretarial services will continue to be outsourced to a service provider. The City of Cape Town's Internal Audit Department supports the entity in terms of providing the internal audit function. Internal provides an independent objective assurance on the

entity's processes and control environment based on an annual audit plan approved by the board. The internal auditors also facilitate and assist with the risk management process and objectively evaluate the risks identified. Internal audit may also, at times, provide an advisory service to add value and improve on the entity's processes and operations.

7. DEPARTMENTAL PLANS – 2026/27 FY

7.1. Marketing and Commercial Department

Marketing

- Promote the products and services of the ME to new and existing users;
- Build affinity to the DHL Stadium brand through targeted campaigns and messaging;
- Establish strategic partnerships and implement stakeholder engagement plans locally and internationally;
- Develop, implement and manage all brand guidelines and communication platforms;
- Quantify our relationship with internal and external stakeholders – measure client satisfaction;
- Identify and grow corporate social responsibility initiatives and retain a working relationship with the relevant ratepayer associations; and
- Grow media returns year on year through the use of radio to gain topical exposure by being invited to talk about events and happenings;
- Grow own media platforms.

Commercialisation

- Develop sales channels for new and existing products and services to grow commercial revenues;
- Enhance the Business Lounge offering, increasing membership year on year;
- Diversify commercial revenue streams to include furniture, bowl lights and big screen revenues;
- Benchmark commercial services nationally and internationally with the aim of remaining world-class;
- Build commercial relationships and networks both in South Africa and internationally to drive new business initiatives;
- Maintain the event commercial overlay to a standard suitable of a world-class stadium;
- Complete economic impact assessment for each year.

7.2. Operations and Technical Department

Operations

- Manage the event acquisition process in line with the Events Acquisition Plan and guidelines;
- Build and retain relationships with existing and future event organisers;
- Promote the venue to identified target markets for bowl and non-bowl events;
- Identify and procure events for current and outer years for the bowl and non-bowl spaces;
- Develop event plans to assist in standardising the event delivery process, in turn enhancing the event experience;
- Ensure the successful service delivery for all events hosted at DHL Stadium, in line with legislation, including the Safety at Sports and Recreation Act, 2010 (SASREA), with a particular focus on spectator experience; and
- Engage with the broader stadium precinct to establish working relationships with stakeholders.

Technical / Building & Infrastructure Management

- Manage all technical service providers such as cleaning, safety, security, information technology and general maintenance;
- Maintaining and preserving the asset of DHL Stadium, ensuring that it remains a world-class multi-purpose facility that can attract and host international and domestic showcase events;
- The ME plans to invest in IT software system that will manage the ME finance and business processes;
- Update the organisation's IT Charter, including the application of AI tools;
- Provide technical support to identified future revenue streams to ensure alignment between business objectives and technical capabilities;
- Implement, monitor and enhance environmental sustainability initiatives through measurable targets;
- Build a relationship with the Granger Bay project to identify synergies and progress identified property development initiatives;
- Work closely with the City of Cape Town Engineering Department to ensure all planning is in line with the legislative framework and financially viable; and
- Implement CAPEX projects within the budget and timeframe stipulated;
- Achieve 100% compliance with health and safety standards.

7.3. Finance Department

Corporate Services

Human Resource

- Create an environment that is staff-centric and encourages performance excellence;
- Manage staff training and interventions in line with organisational needs;
- Interface between City and ME for all human resource related matters, including monitoring, interventions and reporting;
- Manage the CTS-appointed HR Consultant and all related matters; and
- Update and maintain the organogram structure as required by the business and in a compliant manner;
- Manage the recruitment and induction process of new employees.

Legal

- Manage the contracting process for all ME contracts, including the accurate drafting of, timeous completion and record keeping of all legal documents;
- Manage CTS appointed legal counsel and engage with City Legal for supply chain matters;
- Be custodian of POPIA and ensure its implementation per legislation.

Administration

- Manage compliance processes such as SDBIP, declarations of interest and company reporting to ensure that recordkeeping is accurate, and deadlines met;
- Recordkeeping of all CTS policies and associated standard operating procedures, ensuring they are updated in line with requirements;
- Provide management with business intelligence and reports to aid decision making;
- Manage the Company Secretary and all associated functions; and

Financial Management

- Achieve a clean audit review through comprehensive asset verification and implementation of robust control policies;
- Maintain full compliance with MFMA and National Treasury financial reporting requirements;
- Implement financial systems, including related human resource and supply chain management functions where relevant;

- Support strategic decision-making across departments through integrated financial analysis and day-to-day guidance; and
- Deliver timely and accurate financial reconciliations and reports to meet business requirements.

Supply Chain Management

- Oversee the tender process for all new tenders;
- Host BEC, BSC and BAC meetings as and when required, in line with policy; and
- Ensure the awarding of tenders to meet the needs of the business;
- Ensure the ME is compliant in its contract management process;
- Ensure all documents in relation to finance, supply chain and contract management are stored as required by the MFMA; and
- Ensure monthly monitoring of contract deliverables.

Finance

- Achieve 100% asset verification;
- Obtain a clean audit review and implement all systems and controls that enable this;
- Provide day to day financial insight to all departments;
- Provide analysis of the financial information to inform the business strategy;
- Develop policy and processes that support the needs of the business;
- Ensure compliant financial reporting in terms of National Treasury financial reports and the MFMA; and
- Support new areas of business, including commercial objectives, by providing financial reconciliations and reporting;
- Implement IT systems for the finance department.

8. CTS BUDGET AND FINANCIAL PROJECTIONS

The ME's medium to long-term objective is to be financially sustainable through the ongoing securing of events, maximising commercial revenue streams and by developing new revenue streams through property development. The 2024/25 year was a successful year with the ME generating its highest own revenue since inception from events, commercial and property revenue streams.

The ME will continue to manage its costs and continuously review areas where cost savings initiatives can be implemented in order to generate savings.

There has been a drive to diversify the revenue streams of the ME with a particular focus on property development and management in the upcoming years. Both the stadium precinct and the broader surrounding areas offer opportunities for property development. These plans will be developed in the next year, with the intention of providing additional revenue in the outer years commencing in the 2028/29 financial year.

The budgets have been prepared to offer a realistic projection of revenue, while maintaining a prudent approach to cost containment.

The following principles have been included in the budgeting and business planning process:

- The previously identified internal stadium commercial revenue opportunities;
- The upcoming events calendar taking into account secured and unsecured events;
- Historical expenditure and revenue trends;
- A focus on cost-saving initiatives within the internal operating environment;
- The impact of inflation; and
- National Treasury budget guidelines.

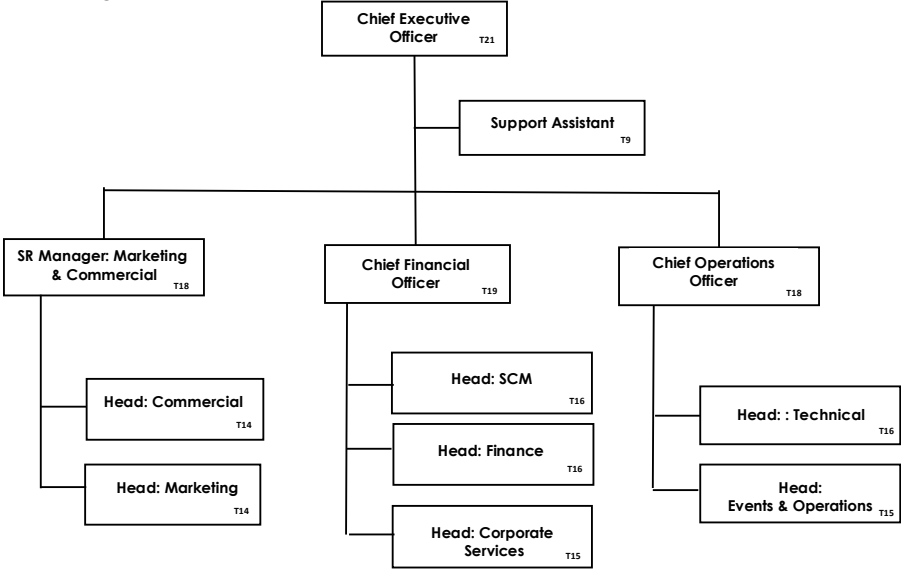
Budgeted expenditure of R 123 million against budgeted own revenues of R73 million and grant funding of R39.5 million has been forecast for the 2026/27 financial year.

A copy of the 2026/27 budget has been attached hereto marked ANNEXURE" C"

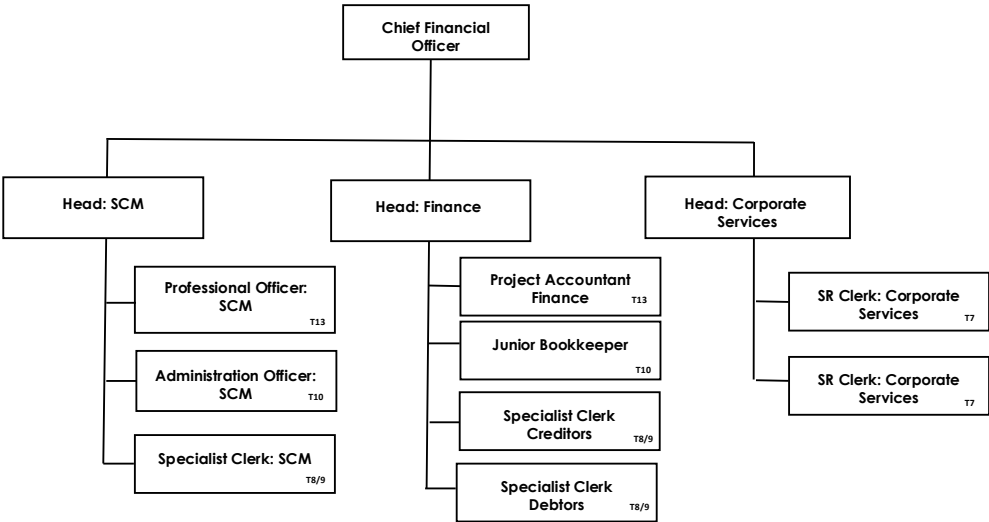
Annexure A: Organisational Structure

CAPE TOWN STADIUM (RF) SOC LIMITED ORGANOGRAM UPDATED MAY 25

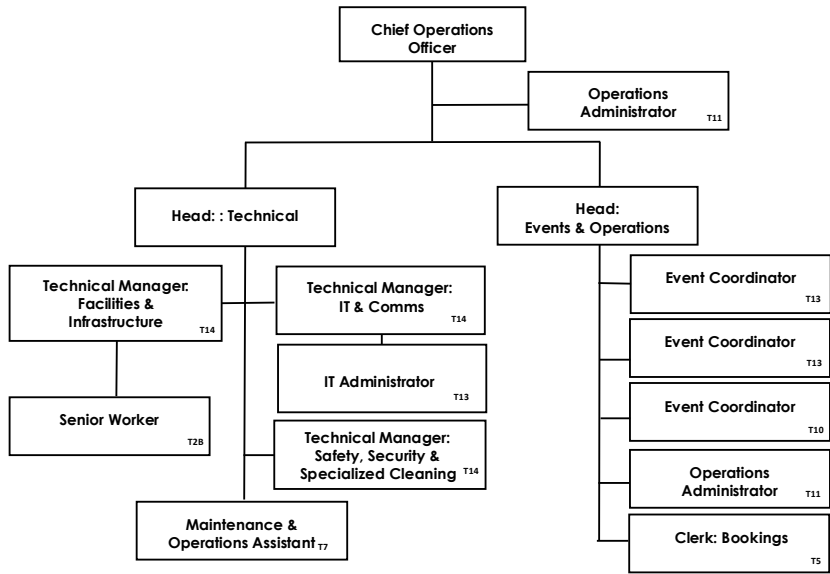
SENIOR & MIDDLE MANAGEMENT



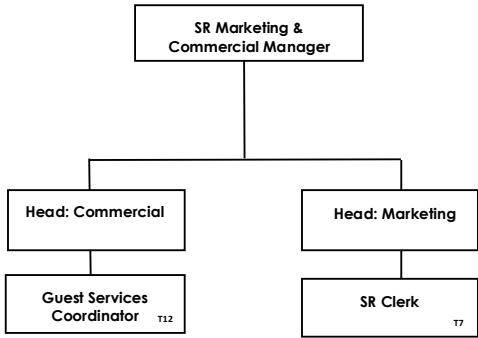
FINANCE DEPARTMENT



OPERATIONS & TECHNICAL DEPARTMENT



MARKETING & COMMERCIAL DEPARTMENT



4.	Public Space, Environment and Amenities	11. Quality and safe parks and recreation facilities supported by community partnerships	11.1. Quality Social Facilities Programme	Major event hosting facilities and maintenance initiatives	CTS Operations	Compliance with Occupational Health & Safety Acts and Regulations (Act 85 of 1993) (%)	100%	100%	100%	100%	100%	100%	100%
5.	Inclusive Economic Growth	1. Increase jobs and investment within the Cape Town economy	1.3. Inclusive economic development and growth	Major event hosting facilities and maintenance initiatives	CTS Operations	Spectator attendance at DHL Stadium (number)	850 000	900 000	1 050 000	950 000	1 050 000	1 050 000	1 050 000
6.	Inclusive Economic Growth	1. Increase jobs and investment within the Cape Town economy	1.3. Inclusive economic development and growth	Major event hosting facilities and maintenance initiatives	CTS Operations	Events hosted at DHL Stadium (Number) (indicator removed)	135	-	-	-	-	-	-
						Event activation days (number) (new indicator)	-	135	135	135	135	135	135
7.	A capable and collaborative City Government	16. A capable and collaborative City Government	16.2. Modernised and adaptive government	Investment and partnership development programme	CCT Corporate Services	Actual and committed spend on implementation of WSP budget spend (%)	90%	90%	90%	90%	90%	90%	90%
8.	A capable and collaborative City Government	16. A capable and collaborative City Government	16.2. Modernised and adaptive government	Modernised and adaptive government programme	CCT Corporate Services	Employees from the EE designated groups in the 3 highest levels of management (%)	80%	80%	80%	80%	80%	80%	80%

Annexure B1: Score Card Definitions

CAPE TOWN STADIUM SCORECARD (SDBIP) DEFINITIONS			
NO	SDBIP INDICATOR	IDP OBJECTIVE	INDICATOR DEFINITION
CTS 01	Percentage achievement of own projected revenue	16.1	This indicator will measure the achievement of the annual projected revenue as per the latest approved budget.
CTS 02	Opinion of the Auditor General (This indicator to be removed)	16.1	The indicator measures good governance and accounting practices and will be evaluated and considered by the Auditor-General in determining his opinion. An unqualified audit opinion is where the auditor, having completed the audit, has no reservation as to the fairness of presentation of financial statements and their conformity with general recognised accounting practice. This is referred to as a 'clean audit'. Alternatively, the auditor would issue a qualified audit opinion either in whole or in part over the financial statements if these have not been prepared in accordance with general recognised accounting practice, or the auditor could not audit one or more areas of the financial statements. Future audit opinions will cover the audit of predetermined objectives.
	Auditor General independent review outcome (new indicator)		The indicator assesses good governance and accounting practices and will be reviewed and considered by the Auditor-General when forming a conclusion on the outcome of the independent review. An Annual Financial Statements Review engagement conducted in accordance with ISRE 2400 constitutes a limited assurance engagement performed by the Auditor-General to determine whether the financial statements are, in all material respects, prepared in accordance with the applicable financial reporting framework. The independent review concludes that there are no material findings related to the annual financial statements, performance indicators, or compliance with legislation. In the absence of such material findings, the independent review outcome will be regarded as a "clean review outcome." Unlike a full audit carried out under ISA standards, which provides reasonable assurance, a review engagement under ISRE 2400 (Revised) offers limited assurance.
CTS 03	Percentage compliance with the approved Repairs and Maintenance program	11	The indicator measures the approved repairs and maintenance programme as per the service delivery agreement between Cape Town Stadium (RF) SOC and the City of Cape Town. Repairs and Maintenance refers to all facilities and equipment at Cape Town Stadium and is further defined as preventive maintenance, corrective maintenance, reactive maintenance, emergency maintenance, as well as repairs of damage after events. All repairs and maintenance are done from the operating budget. The indicator measures whether the output was achieved as per the plan.
	Compliance with approved repairs and maintenance budget spend (%)		This indicator measures expenditure against the approved Repairs and Maintenance budget, as recorded in SAP. Repairs and Maintenance encompass all work undertaken on facilities and equipment at DHL Stadium and include the following categories: Preventive Maintenance, Corrective Maintenance, Reactive Maintenance, Emergency Maintenance, and post-event damage repairs. All related costs are funded from the operating budget.

CTS 04	Percentage Compliance with Occupational Health and Safety Acts and Regulations (Act 85 of 1993)	11	This indicator measures compliance against the Occupational Health and Safety Regulations on event and non-event days, as well as contractors at Cape Town Stadium.
CTS 05	Number of spectators attending the Cape Town Stadium	1.3	The indicator measures the total number of spectators attending events hosted at the DHL Stadium, excluding “non-income” generating events.
CTS 06	Number of events hosted (This indicator is to be removed)	1.3	Events at the Cape Town Stadium can be defined as the total number of optimally planned, organised and safety executive multi-social events, exhibitions, conferences and/or occasions classified into Bowl Events (use of pitch and seating tiers), Non-Bowl Events and Shoots. The indicator measures the total number of events planned, organised and safely hosted at the DHL Stadium.
	Event activation days (number) (new indicator)		This indicator measures the total number of Event Activation Days during which the stadium precinct is actively utilised for the planning, management, and safe execution of events at DHL Stadium. An Event Activation Day refers to any day on which an event takes place at DHL Stadium with the physical attendance of spectators (for bowl events) or delegates (for non-bowl events such as film shoots, conferences, exhibitions, and functions). Each day on which such attendance occurs — for events that either generate revenue directly or form part of a revenue-generating contractual obligation — qualifies as an Event Activation Day.
CTS 07	Percentage budget spent on the implementation of WSP (NKPI) (This indicator is to be removed)	16	The WSP outlines the planned education, training and development interventions for the organisation. Its purpose is to formally plan and allocate budget for appropriate training interventions that will address the needs arising out of the local government's skills sector plan, the IDP, the individual departmental staffing strategies, individual employees' personal development plans and the employment equity plan. Proxy measure for NKPI.
	Actual and committed spend on implementation of WSP budget spend (%)		The Workplace Skills Plan (WSP) details the organisation's planned education, training, and development initiatives. Its purpose is to systematically plan and allocate training interventions that address needs identified through the local government's skills sector plan, the Integrated Development Plan (IDP), departmental staffing strategies, individual employee development plans, and the employment equity plan. Proxy measure for the NKPI.

CTS 08	Percentage of people from employment equity target groups employed in the three highest levels of management in compliance with the City's approved Employment Equity Plan (EE) (NKPI)	16	The indicator measures the percentage of people from employment equity target groups employed in the three highest levels of management, in compliance with the DHL Stadium-approved EE plan. Each directorate contributes to the corporate achievement of targets and goals by implementing its own objectives of quantitative and qualitative goal setting. Level 1 – Director/CEO, Level 2 – Managers and Level 3 – Heads. Proxy measure for NKPI.
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Annexure C1: Financial performance budget (2026/27 – 2028/29)

Category	Actual 2024/25	Original Budget 2025/26	Adjusted Budget 2025/26	Draft Budget 2026/27	Budget Comparison 2028 vs 2027		NOTE	Draft Budget 2027/28	Budget Comparison 2029 vs 2028		Draft Budget 2028/29
	R	R		R	R	%		R	R	%	R
Revenue by Source											
Rental of facilities and equipment	32,301,136	28,413,626	28,413,626	34,942,895	3,256,261	9%	1	38,199,157	3,579,394	9%	41,778,551
Transfers and subsidies (Grants)	19,437,183	44,500,000	44,500,000	39,500,000	-	0%	2	39,500,000	- 27,712,048	-70%	11,787,952
Other Revenue	38,817,696	36,486,347	32,986,347	37,940,870	1,327,930	3%	3	39,268,800	28,911,456	74%	68,180,256
Services in kind	10,078,870	10,764,816	10,764,816	11,141,585	389,955	4%	4	11,531,540	403,604	4%	11,935,144
Total Revenue	100,634,886	120,164,790	116,664,790	123,525,350	4,974,147	4%		128,499,497	5,182,406	4%	133,681,903
Expenditure by Type											
Cleaning Costs	6,854,616	9,424,620	8,924,620	9,736,982	340,794	4%	7	10,077,776	352,722	3%	10,430,498
Security Services	7,027,607	7,659,941	7,659,941	7,928,039	277,481	4%	8	8,205,520	287,193	4%	8,492,713
Repairs and Maintenance	30,001,194	29,886,175	29,886,175	30,932,191	1,082,627	4%		32,014,818	1,120,519	4%	33,135,337
Fuel	367,094	2,928,510	428,510	443,508	15,523	4%		459,031	16,066	4%	475,097
Utilities	12,017,677	16,075,681	15,575,681	16,620,830	581,729	4%		17,202,559	602,090	4%	17,804,649
Employee Cost	27,304,080	33,595,882	33,595,882	37,186,250	1,952,278	5%	5	39,138,528	2,054,773	5%	41,193,301
Board Members Remuneration	503,031	775,284	775,284	802,419	28,085	4%	6	830,504	29,068	4%	859,571
General Expenses	5,680,714	9,053,881	9,053,881	8,733,546	305,675	4%		9,039,221	316,372	3%	9,355,593
Services in Kind - Utilised	9,915,670	10,764,816	10,764,816	11,141,585	389,955	4%		11,531,540	403,604	4%	11,935,144
Total Expenditure	99,671,685	120,164,790	116,664,790	123,525,350	4,974,147	4%		128,499,497	5,182,406	4%	133,681,903
Surplus/(deficit) before taxation	963,200	-	-	-	-	-		-	-	-	-
Taxation											
Surplus/(deficit) after taxation	963,200	-	-	-	-	-		-	-	-	-

NOTES: FINANCIAL PROJECTIONS

The 2026/27 budget was prepared on the current market data, CPI of 3.5% and using historical data. In certain areas zero based budgeting was utilised. The outer years projections have been maintained by CPI of 3.5%.

REVENUE PROJECTIONS 1. Rental of facilities and equipment Rental of fixed assets in the 2026/27 FY have been budgeted at R34.9 million which relates to income to be realised from events which includes income received from Stormers Rugby as an anchor tenant.	2 Transfers and subsidies (Grant) The grant was budgeted at R39.5million to cover the shortfall in expenditure and continues at the same amount in the outer year projections without taking into account an inflationary increase
3. Other Revenue Other revenue comprises of income from commercial revenue generated through naming rights and rebates from events etc.	4. Services in kind The services in kind budget of R11.1 million includes the use of the movable assets and the rental of the stadium.
EXPENDITURE 5. Employee Related Costs The employee related cost budget includes all seconded staff as well as all entity appointed staff. The 2026/27 budget and outer years also includes the appointment of new positions as per the new approved organogram which is part of the plan for the entity to move towards its independence.	6. Remuneration of Board Members The budget was prepared on the basis that the composition of the board of directors will remain at 7 board members.
7. Cleaning & Security Cleaning & security is in relation to costs for maintaining the asset. The budget has factored an inflationary increase of 3.5.	8. General Expenditure 'Other general expenditure have increased by inflation of 3.5%

Annexure C2: Statement of Financial Position (2026/27 – 2028/29)

<u>Category</u>	Actual 2024/25	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
	R	R	R	R	R
ASSETS					
	34,021,249	34,701,674	35,395,707	36,103,622	36,825,694
Current Assets					
Cash	7,453,666	7,602,739	7,754,794	7,909,890	8,068,088
Receivables from exchange transactions	7,253,516	7,398,586	7,546,558	7,697,489	7,851,439
Receivables from non- exchange transactions	16,314,067	16,640,348	16,973,155	17,312,618	17,658,871
Services in kind benefit	3,000,000	3,060,000	3,121,200	3,183,624	3,247,296
Non-current Assets	-	-	-	-	-
Other non-current assets	-	-	-	-	-
Total Assets	34,021,249	34,701,674	35,395,707	36,103,622	36,825,694
NET ASSETS AND LIABILITIES					
Net Assets	(5,950,224)	(5,950,224)	(5,950,224)	(5,950,224)	(5,950,224)
Accumulated surplus/(deficit)	(5,950,224)	(5,950,224)	(5,950,224)	(5,950,224)	(5,950,224)
Current liabilities	39,971,473	40,651,898	41,345,931	42,053,846	42,775,918
Trade and other payables	39,971,473	40,651,898	41,345,931	42,053,846	42,775,918
Total net assets and liabilities	34,021,249	34,701,674	35,395,707	36,103,622	36,825,694

Annexure C3: Cash Flow Statement (2026/27 – 2028/29)

<u>Category</u>	Actual 2024/25	Budget 2025/26	Budget 2026/27	Budget 2027/28	Budget 2028/29
Cash Flow from Operating Activities					
Receipts					
Other Revenue	65,530,580	60,928,622	72,402,986	76,977,562	109,458,604
Grant Funding	19,437,183	44,500,000	39,500,000	39,500,000	11,787,952
Payments					
Suppliers and Employees	(82,928,182)	(105,279,549)	(111,750,931)	(116,322,466)	(121,088,359)
Net Cash From/(Used) Operating Activities	2,039,581	149,073	152,055	155,096	158,198
Cash Flow from Investing Activities	-	-	-	-	-
Cash Flow from Financing Activities	-	-	-	-	-
Net Increase/(Decrease) in Cash Held	2,039,581	149,073	152,055	155,096	158,198
Cash and Cash Equivalents at beginning of year	5,414,085	7,453,666	7,602,739	7,754,794	7,909,890
Cash and Cash Equivalents at end of year	7,453,666	7,602,739	7,754,794	7,909,890	8,068,088

Annexure D: Legal Framework

1. Legislative Framework: (Legal Services)

For the purpose of this document "**laws**" will mean all constitutions; statutes; regulations; by-laws; codes; ordinances; decrees; rules; judicial, arbitral, administrative, ministerial, departmental or regulatory judgements, orders, decisions, rulings, or awards; policies; voluntary restraints; guidelines; directives; compliance notices; abatement notices; agreements with, requirements of, or instructions by any governmental body; and the common law, and "**law**" shall have a similar meaning, including, but not limited to:

1. The Municipal Finance Management Act, 2003 (Act No. 56 of 2003) & Regulations thereto ("MFMA");
2. The Municipal Systems Act, 2000 (Act No.32 of 2000) & Regulations thereto;
3. The Companies' Act 71 of 2008 (as amended);
4. The Safety at Sports & Recreational Events Act, 2010 (Act No. 2 of 2010);
5. The Safety at Sports & Recreational Events Regulations of 2017;
6. Disaster Management Act, 2002 (Act no. 57 of 2002);
7. The South African Police Services Act, 1995 (Act 68 of 1995);
8. Criminal Procedure Act, 1977 (Act No. 51 of 1997);
9. Liquor Act, 1989 (Act no. 27 of 1989);
10. POPI and Cyber Crime Act;
11. Firearms Control Act, 2000 (Act no. 60 of 2000);
12. Occupational Health and Safety Act, 1993 (Act No. 85 of 1993) and the regulations thereto (including the OHS Act Regulations of 2014);
13. Municipal Asset Transfer Regulations No. 31346 of 2008;
14. Respective electrical, mechanical, civil, structural, etc. South Africa Bureau of Standards (SABS of SANS) Code of Practice.

2. City of Cape Town Policies and By Laws

1. Events By-Law, 2010 & amendment thereto (2015) read with City Events Policy (2013);
2. Building Development Management ("BDM") temporary structure application & approval Requirements, 2015;
3. Community Fire Safety By-Law 2002 as amended;
4. Environmental Health By-Law, 2003 as amended;
5. By-Law relating to Streets, Public Places and the Prevention of Noise Nuisances, 2007 as amended;
6. Outdoor Advertising & Signage By-Law, 2001 as amended (2013 & 2014);
7. Filming By-Law, 2005;
8. Public Parks By-Law, 2010 as amended;
9. Informal Trading By-Law, 2009 as amended (2013);
10. Integrated Waste Management By-Law, 2010;
11. Liquor Trading Days & Hours By-Law (PG 6788 – 10/09/2010 as amended);
12. Community safety and traffic Control

3. Municipal Entity Legal Framework

1. Lease signed between the City of Cape Town and the Cape Town Stadium (RF) SOC Limited
2. Service Delivery Agreement signed between the City of Cape Town and Cape Town Stadium (RF) SOC Limited
3. Service Level Agreement signed between Cape Town Stadium (RF) SOC Limited and Cape Town International Convention Centre.