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Cricket South Africa (CSA) is the custodian of cricket in South Africa and was established in 2002 as a non-profit company to develop, administer and control all aspects of the sport in the country. Branching out of its head office in Johannesburg, CSA has 12 Affiliates and four Associates, which make up six Franchises across the country. CSA manages the sport across all boundaries ranging from *KFC Mini-Cricket* to the national teams – *the Proteas*.

VISION AND MISSION STATEMENT

OUR MISSION

As the governing body of cricket in South Africa, Cricket South Africa leads by:

- › Promoting and protecting the game and its unique spirit in the context of a democratic South Africa.
- › Basing our activities on fairness, which includes inclusivity and non-discrimination.
- › Accepting South Africa's diversity as a strength.
- › Delivering outstanding, memorable events.
- › Providing excellent service to Affiliates, Associates and Stakeholders.
- › Optimising commercial rights and properties on behalf of its Affiliates and Associates.
- › Implementing good governance based on King III, and matching diligence, honesty and transparency to all our activities.
- › Actively marketing cricket from mini-cricket to the Proteas.

OUR VISION

Cricket South Africa's vision is to make cricket a truly national sport of winners. This has two elements to it:

- › To ensure that cricket is supported by the majority of South Africans, and available to all who want to play it.
- › To pursue excellence at all levels of the game.

OUR VALUES

CSA is committed to living by the following values:

- (a) *Honesty and integrity.*
We tell the truth and act consistently on a set of ethical principles.
- (b) *Professionalism and diligence.*
We strive to perform at the highest level of excellence.
- (c) *Mutual respect and fairness.*
We acknowledge the rights and dignity of others and treat those we engage with equitably.



CRICKET SOUTH AFRICA

CODE OF ETHICS

Cricket South Africa's Code of Ethics is based on:

- › Fundamental ethical values that are enshrined in the South African Constitution.
- › The core values of the game of cricket as defined in the Preamble to the Laws of Cricket.
- › The principles and ideals contained in CSA's Pledge to the Nation in 2002.
- › CSA's role as the custodian of cricket in South Africa.

TRANSFORMATION

Cricket South Africa subscribes to targeted transformation as outlined in the Preamble of the South African Constitution, as well as Chapter Two thereof which deals with the Bill of Rights and Equality (to promote the achievement of equality, legislative and other measures designed to protect and advance persons, or categories of people, disadvantaged by unfair discrimination may be taken).

The implementation of CSA's Transformation Policy and its 10 Thrusts are monitored continuously. The Policy is reviewed from time to time in terms of the dynamic nature of cricket and of South African society as a whole.

ABBREVIATIONS

AAF	Affiliates, Associates and Franchises
AFS	Annual Financial Statements
BCCI	Board of Control for Cricket India
CA	Cricket Australia
CLT20	Champions League T20
CSA	Cricket South Africa
CWC	Cricket World Cup
DBE	Department of Basic Education
EPG	Eminent Persons Group
FTP	Futures Tour Programme
GDE	Gauteng Department of Education
ICC	International Cricket Council
IIRF	International Integrated Reporting Framework
M2E	Momentum 2 Excellence
Mol	Memorandum of Incorporation
MoU	Memorandum of Understanding
ODI	One Day International
PDP	Player Development Programme
RPC	Regional Performance Centres
SACA	South African Cricketers Association
SASCOC	South African Sports Confederation and Olympic Committee
SET	Sunfoil Education Trust
SRSA	Sport and Recreation South Africa
UCB	United Cricket Board
UFH	University of Fort Hare
UJ	University of Johannesburg

LEGEND

	EXCELLENCE		FINANCIAL CAPITAL
	DEVELOPMENT		HUMAN CAPITAL
	SUSTAINABILITY		MANUFACTURED CAPITAL
	TRANSFORMATION		INTELLECTUAL CAPITAL
	BRAND PROMOTION & MARKETING		SOCIAL AND RELATIONSHIP CAPITAL



ABOUT THIS REPORT

SCOPE AND BOUNDARY

We chose to report in an integrated manner because we believe that it is important for our stakeholders to understand our organisation so that together we can unite in building this nation through sport. In preparing this report, we have been guided by the International Integrated Reporting Committee's Framework. Going forward we will continue to embed the recommended guiding principles contained in the International Integrated Reporting Framework (IIRF). In addition, CSA continues to embrace as far as possible the King Code of Governance Principles (King III) within the organisation.

The 2015 integrated annual report covers the period 1 May 2014 to 30 April 2015 and includes our strategic and performance overview. In communicating our business model we have taken into account the six capitals: financial; human; manufactured; intellectual; social and relationship and natural capital; to illustrate our ability to create value over time. Whilst all six capitals are relevant and interrelated, the relevance of natural capital to our business is limited and has not been reported on in the year under review.

MATERIALITY

As recent players in the game of integrated reporting, CSA has invested time and thought in determining those issues that are material to its business. The concept of materiality was rigorously debated at Executive Management level, particularly in view of recurring risks and challenges. It was unanimously agreed that the material issues identified and discussed on page 24 of this report, if not effectively managed, could fundamentally impact CSA's ability to create value going forward.

STAKEHOLDERS

CSA has a diverse range of stakeholders which are described on page 26. This report is one of the methods of engaging with these stakeholders. As we continue on our integrated reporting journey, we would appreciate feedback from our stakeholders on this integrated report, including the manner in which we have approached reporting our material issues, and strategic and performance overview. Please contact us at info@cricket.co.za with your feedback.

This integrated report can be accessed on our website www.cricket.co.za and should you require a printed copy of the report, please contact Pumla Sithole at pumlas@cricket.co.za

ASSURANCE

The summary financial statements have been prepared from the audited annual financial statements of CSA, in accordance with the International Financial Reporting Standards, and in the manner required by the Companies Act 71 of 2008 of South Africa. The full set of annual financial statements is available on CSA's website. The external auditors, Deloitte & Touche expressed an unmodified opinion for the year under review.

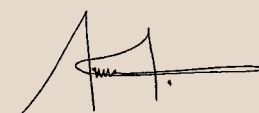
The Audit and Risk Committee has reviewed the annual financial statements and integrated annual report and recommended this to the Board for approval. This summarised report can be found in the AFS on page 74 and the full version can be accessed via www.cricket.co.za.

FORWARD LOOKING STATEMENTS

This integrated annual report contains forward-looking statements that, unless otherwise indicated, reflect CSA's expectations as at 30 April 2015. Words such as "aim", "anticipate", "could", "estimate", "expect", "intend", "outlook", "seek" or similar expressions typically identify forward-looking statements. These forward-looking statements are not statements of fact or guarantee, and CSA cannot guarantee that any forward looking statement will materialise. Readers are cautioned not to place undue reliance on these forward-looking statements and CSA disclaims any intention and assumes no obligation to update or revise any forward-looking statement.

STATEMENT FROM THE BOARD OF DIRECTORS

The Board acknowledges its responsibility for the integrity of the integrated annual report and it has applied its collective mind to the preparation and presentation of CSA's integrated annual report. The Board is of the opinion that the integrated annual report addresses all material issues and fairly presents the integrated performance of CSA.

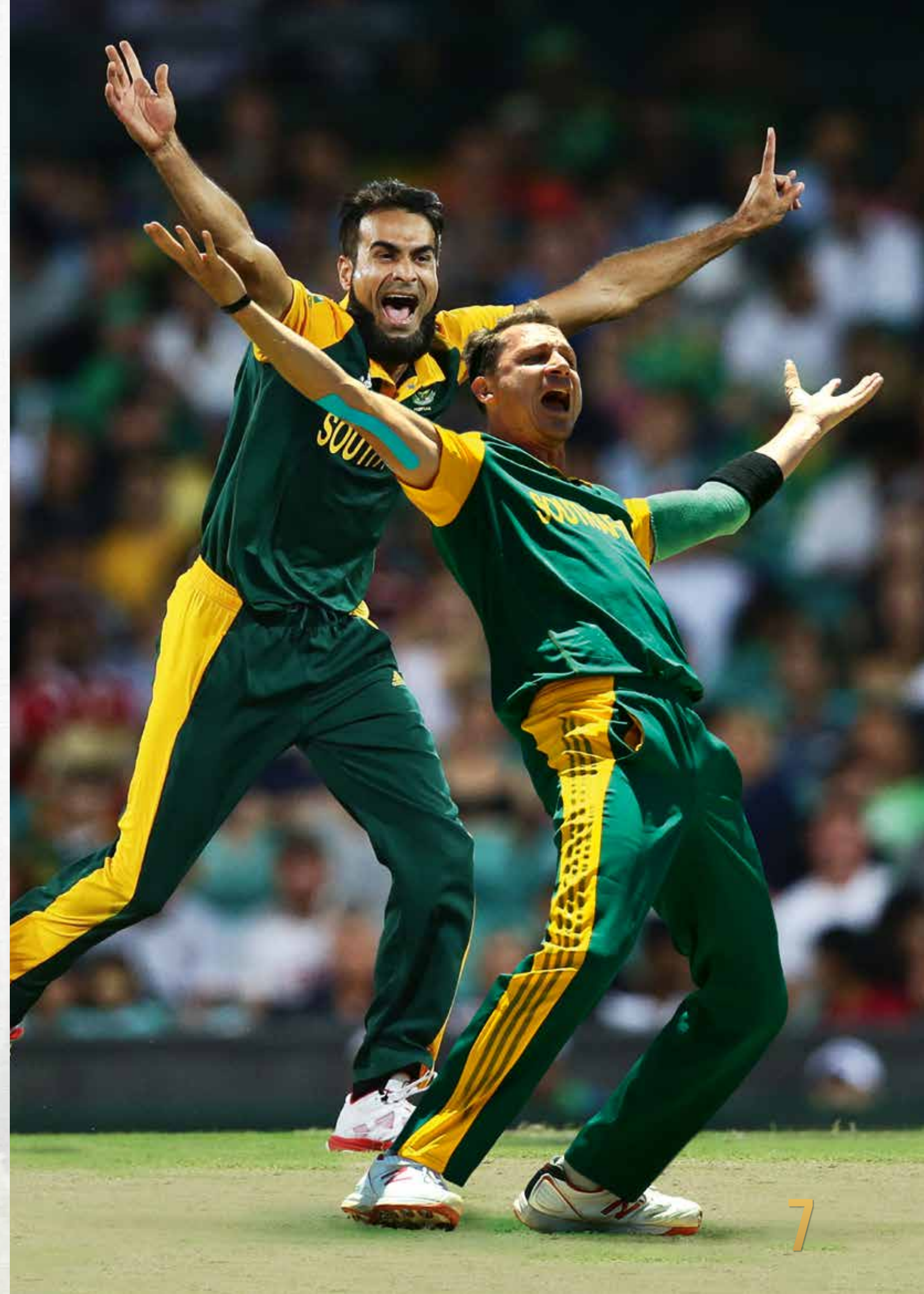


CSA Chairman

1 September 2015



Chief Executive



WHO WE ARE

Cricket South Africa governs all levels of cricket in the country from amateur to professional including; Men's and Women's cricket and Youth cricket.

The latest cricket statistics suggest that there are approximately 900 registered clubs countrywide with 34 000 registered club cricketers.

CSA has 12 Affiliates and four Associates which make up the six professional franchises: Cape Cobras; Dolphins; Warriors; Knights; Highveld Lions and Titans. These Affiliates and Associates administer amateur and semi-professional cricket in their regions and through its Franchises administer professional cricket.

Club cricketers include:

- › Men
- › Women
- › Boys & girls

Domestic Franchise Competitions:

- › Sunfoil 4 Day Series
- › Momentum One-Day Cup
- › RAM SLAM T20 Challenge

Domestic Senior Provincial Competitions:

- › Sunfoil 3-day Cup
- › Provincial 1-day Cup
- › Africa T20 Cup (Provincial T20 League)

Upcoming events for 2015/2016

- › Proteas tour to Bangladesh
- › First ever Africa T20 Cup – September 2015
- › Momentum Proteas Women's tour to Bangladesh – October 2015
- › Proteas tour to India
- › Host England in Tests, ODI and T20 Series – December 2015 – February 2016
- › ICC U 19 World Cup Bangladesh – Jan/February 2016
- › ICC T20 World Cup India – April 2016
- › Host New Zealand in T20's and ODI's – August 2016
- › Proteas Women's team – First ever curtain raisers to the Proteas vs England Mens' tour T20 competition
- › Host Australia in T20 series
- › Host West Indies women as curtain raisers for the Proteas vs Australia T20 Series

HISTORICAL OVERVIEW

In 1991 the United Cricket Board (UCB) was formed through the amalgamation of the four racially defined administrative bodies that existed during the apartheid era in South Africa. This unification ended forced racial segregation in cricket in the country and resulted in South Africa being invited back into international cricket for the first time since 1970.

CSA was formed in 2002 and ran parallel to the UCB, with the UCB responsible for the administration of amateur cricket and CSA responsible for professional cricket. As a result of changes in the tax laws, UCB was amalgamated into CSA in 2008.

ORGANISATIONAL STRUCTURE

CSA is a not-for-profit company which is governed by a Members’ Council that is constituted by the 12 Affiliates who are regarded as the ‘Shareholder Group’ of CSA. These 12 Affiliate Members, located in various regions of South Africa, are: Boland Cricket Board (Boland); Border Cricket Board (Border); Eastern Cricket Union (Easterns); Eastern Province Cricket Board (EP); Free State Cricket Union (Free State); Gauteng Cricket Board (GCB); Griqualand West Cricket Board (Griquas); KwaZulu-Natal Cricket Union (KZN); Northerns Cricket Union (Northerns); North West Cricket (North West); South Western Districts Cricket Board (SWD) and Western Province Cricket Association (WPCA); and serve as the custodians of amateur cricket for their regions. These 12 Affiliates plus some of the Associate Members are also shareholders of the six Franchise teams which participate in professional domestic cricket competitions under the auspices of CSA.

There are four Associate Members: Kei Cricket Board; KwaZulu-Natal Inland Cricket Union; Limpopo Impala Cricket Union and Mpumalanga Cricket Union. Affiliate Members hold voting rights in the CSA Members Council, whilst Associate Members do not hold any voting rights. Affiliates and Associates are collectively referred to as Members.

The Members Council is responsible for appointing the Board of Directors consisting of seven Non-Executive Directors elected from amongst them and five Independent Directors.

Whilst the strategic direction of the organisation is determined by the Board of Directors and institutionalised by its sub-committees; the strategy is operationalised through the Chief Executive and his Executive Management team.

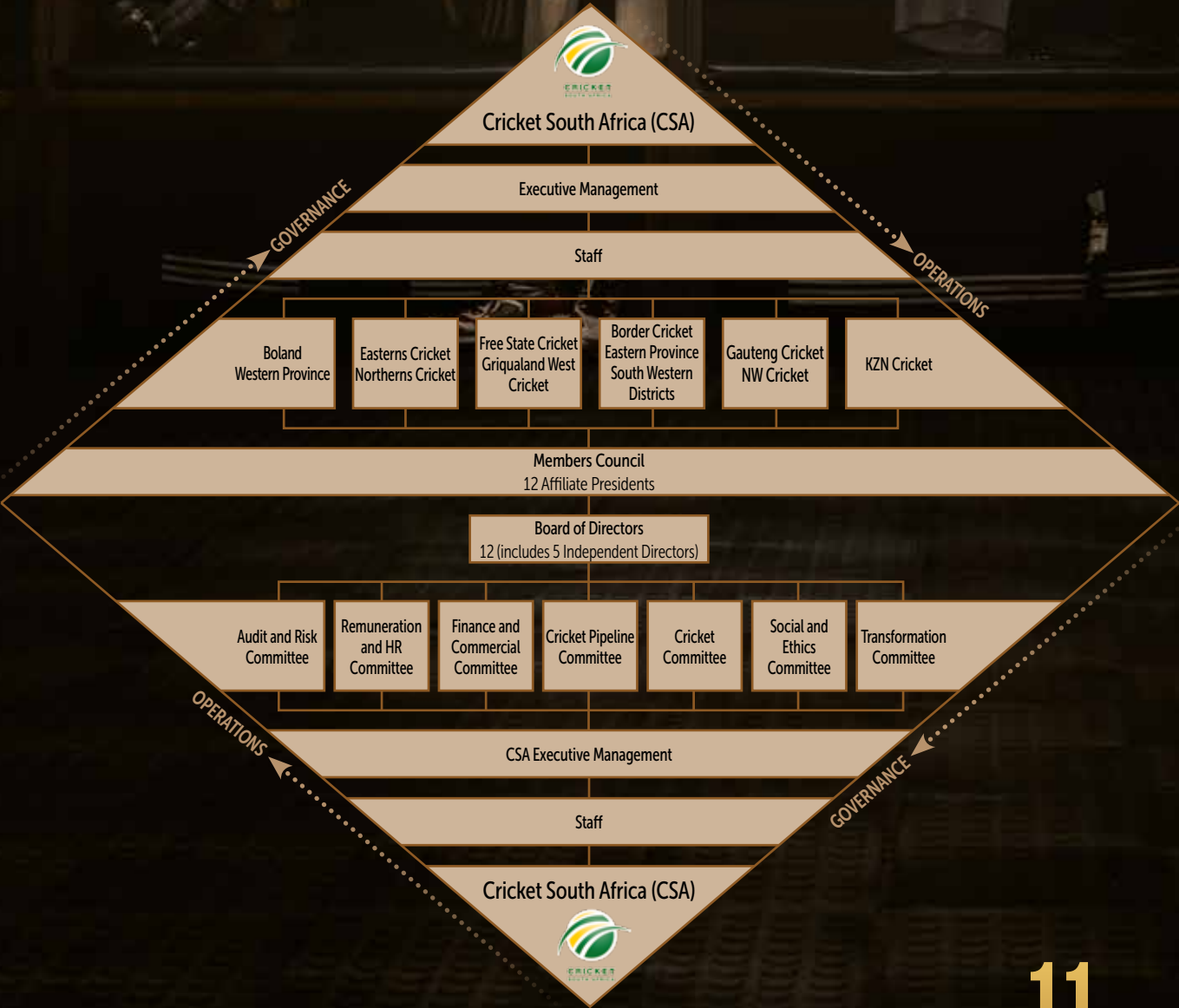
Over the last year CSA has successfully implemented the Operational Model, signed off in 2014, which is intended to objectively guide CSA, its Affiliates, Associates and Franchises (AAFs) on how to optimally apply its resources to deliver on its strategies whilst remaining sustainable. Supplemental to the Operational Model is the Stadium Operating Model which provides guidance to Members on how to make their stadiums more sustainable. The organisation has effectively applied the key attributes of the Operational Model, which focus on consolidation or centralising areas of common interest to achieve economies of scale and standardising methods of operating and reporting. This ensures consistency and efficiency throughout the system and incentivises Members who advance, enhance and grow the game of cricket in South Africa.

As the custodian for the rights to represent South Africa in various international competitions organised by the International Cricket Council (ICC), CSA is responsible for securing funds generated from those rights and distributing some of those funds to all Members for the promotion and development of cricket. Funds are distributed according to an Activity Based Funding model as stipulated in the Memorandums of Incorporation (MoI) of each Member.

ORGANISATIONAL STRUCTURE

CRICKET SOUTH AFRICA RELATED MEMBERS / BODIES/ STRUCTURES

Affiliate Members [12]	Name	Geo-political Boundary	Franchise Teams	Accredited Playing Venues
	Boland	Western Cape	Cape Cobras	Boland Park – Paarl
	Western Province Cricket			Newlands – Cape Town
	Easterns Cricket	Gauteng	The Unlimited Titans	Sahara Willowmoore Park – Benoni
	Northerns Cricket			Supersport Park – Centurion
	Free State Cricket	Free State	VKB Knights	Mangaung Oval – Bloemfontein
	Griqualand West Cricket	Northern Cape		Diamond Oval – Kimberley
	Border Cricket	Eastern Cape	Warriors	Buffalo Park – East London
	Eastern Province Cricket			St George’s – Port Elizabeth
	South Western Districts	Western Cape	bizhub Highveld Lions	Bidvest Wanderers Stadium – Johannesburg
	Gauteng Cricket	Gauteng		Senwes Park – Potchefstroom
	North West Cricket	North West	Sunfoil Dolphins	Sahara Stadium Kingsmead – Durban
	KwaZulu-Natal Cricket	KwaZulu-Natal		Pietermaritzburg Oval – Pietermaritzburg
Associate Members [4]	Name	Geo-political Boundary	Name	Geo-political Boundary
	KwaZulu-Natal Inland	KwaZulu-Natal	Kei Cricket	Eastern Cape
	Mpumalanga Cricket	Mpumalanga	Limpopo Impala Cricket	Limpopo
Affiliate Members		Associate Members		Franchise Teams
The twelve entities that serve as the custodians of amateur cricket in each of the specified regions in South Africa as determined by the Members Council from time to time. The President of each Affiliate is a member of the Company’s Members Council (“Shareholder group”).		The four cricket entities, other than an Affiliate Member or Associate Province, which meets the relevant criteria as determined by Cricket South Africa from time to time. These entities serve as the custodians of amateur cricket in a specified area within South Africa.		The representative teams owned by the Affiliate Members and which participates in professional domestic cricket under the auspices of Cricket South Africa. The current structure consists of six Franchise teams.





2014/2015 HIGHLIGHTS AND CHALLENGES


HIGHLIGHTS

- › Acclaimed as the best sports rightsholder in South Africa
- › Governance alignment across all members and appointment of Independent Directors across the board
- › Financial turnaround
- › Successful implementation and design of a new Operating Model
- › Enhanced reputation and image amongst all stakeholders
- › Increased stadium attendance and TV viewership
- › Proteas remain number 1 Test team in the world
- › Proteas Women rank number 2 in ICC ODI World Challenge and number 3 at the last ICC World T20 Tournament
- › Free to air deal secured with SABC and new broadcast deal secured with SuperSport International
- › Increased revenue from sales of international broadcast rights and new commercial deals with global brands

CHALLENGES

During 2014 we identified the challenges facing our organisation as:

- › Revenue – Diversifying sources of revenue to ensure that the organisation does not rely on certain international broadcast rights.
- › Governance – Maintaining good governance procedures across all Members to ensure the credibility of cricket
- › Profile of provincial cricket – Improving the profile of provincial cricket to ensure support for domestic cricket
- › Profile of franchises – Improving the profile of franchise cricket to ensure support for the game at this level.
- › Transformation

CHALLENGE	PROGRESS	
Revenue	<p>A concerted effort was made to raise funds from government and other state-owned enterprises. As a result of improved governance and administration, CSA was successful in raising an additional R9,8 million. This new revenue stream brings us closer to our goal of diversifying our revenue streams.</p> <p>The confirmation of three new commercial partners in the past year and the approval of the Africa T20 Cup supports our approach of diversifying our sources of revenue.</p>	4
Governance	<p>The new Operational Model implemented during the year under review ensured that regulatory compliance was better addressed across all Members. This improved governance at both Board and Members level with their Constitutions and MOIs aligned to that of CSA. Board resolutions passed are now more effectively executed by CSA and its Members.</p>	6
Profile of provincial cricket	<p>In order to re-engineer the provincial domestic cricket, the concept of an Africa T20 Cup was introduced in 2014 and will launch in September 2015. The introduction of three African countries in this competition will recapture the identity of CSA Members and increase the profile of provincial cricket both nationally and on the continent.</p>	4
Profile of franchise cricket	<p>While progress has been made to strengthen the profile of franchise cricket, Franchises are still struggling to become strong recognisable brands</p>	



MORE THAN CRICKET

In July 2014, CSA commemorated Nelson Mandela Day by making a contribution to the education of young children at the SOS Children's Villages South Africa's; Mamelodi branch. The organisation turned an unused storage container into a mobile library to be used by the children of the Village and the surrounding Mamelodi East community.

CSA enlisted the help of publishing house, Pearson South Africa, to fill the library with reading and exercise books for the primary school children of the Village. As an added bonus, CSA ensured that the SOS Children's Village was given a proper introduction to the game and recruited the full CSA National Academy of both men and women cricketers to conduct a coaching clinic with the SOS children and staff.

The CSA staff, along with the National Academy and members of the media, spent their 67 minutes painting and decorating the outside of the library. The project was supported by CSA sponsors and partners: Sedgars Sport donated two sets of full cricket kit valued at R10 000 and 50 KFC Mini-Cricket T-shirts to the SOS Children's Village; KFC provided 200 kiddies meals for the children of the Village and Momentum Health added their own donation of children's reading books for the library.

The initiative was well received by the SOS Children's Village, which focuses on Child Development Programmes, with interventions that respond to the situation of children at risk of losing parental care, or children who have already lost parental care.



KFC MINI-CRICKET COACH OF THE YEAR 2015

Ragini Moodley, a 50 year old school teacher and mother of two from Chatsworth, Durban delighted the audience at the 2015 CSA Awards in June as she walked away with the prestige **KFC Mini-Cricket Coach of the Year 2015** award.

In her 31 years of teaching at primary school Ragini identified a gap in school sports for learners between the ages of 8 to 10 years. Learners between these ages had limited access to sporting activities in their areas. The KFC Mini-Cricket programme was just the intervention required to harness the talents of these learners. Ragini ended the stereotype of only having male cricket coaches and volunteered on the programme to help coach children in and around the Chatsworth area, which has socioeconomic challenges including substance abuse, poverty, HIV/Aids and child-headed households.

According to Ragini, the programme has brought hope and enjoyment to children that otherwise have very little recreational activities. Ragini's involvement with CSA started when she managed KZN Girl's and Women's Cricket during the Women's Cricket World Cup in South Africa in 2003. Her role as a coach in mini cricket began when talented learners needed a platform to harness their skills. While mini cricket reaches the far ends of the country, Ragini believes that the step up to hardball cricket in previously disadvantaged communities is still a challenge.

After 27 years as a cricket coach, Ragini is honoured to be acknowledged for her contribution to cricket in South Africa. Amongst the highlights of her career, Ragini has seen sports people such as Trisha Chetty (Proteas Women – Wicketkeeper) and Nokulunga Kwela (KZN U19 Women's team) come through the KFC Mini-Cricket programme. Ragini believes that this programme will continue to provide hope and opportunities to children from underprivileged communities.

The KFC Mini-Cricket programme has grown from strength to strength over the last five years since its inception. On its fifth-year anniversary with CSA, KFC has renewed their sponsorship for an additional 10 years. The nationwide programme reaches 110,000 children across 5,000 schools and employs more than 8,400 volunteer coaches.

FROM RURAL KZN TO THE TITANS – THE JOURNEY OF A CRICKETER

The 19 year old Lungisani Ngidi was born and raised in rural KwaZulu Natal where his mom is a domestic worker and his dad a maintenance man at the local primary school. Through hard work and discipline Lungi secured bursaries for his schooling career with a scholarship being awarded to Hilton College for his sporting ability.

At the age of 16, Lungi was introduced to the local CSA hub where he was invited to an u17 regional camp ... the rest as they say, is history. Today Lungi is an Industrial Sociology student at the University of Pretoria on a sporting scholarship where he also attends the CSA High Performance Centre. After playing for the Tuks 1st team in his first year, Lungi was also selected to play for SA u19 team that toured India in 2014.

Lungi attests to the outstanding training and development received at the CSA hubs and confirms that these programmes support players both in their physical and mental development. Given his disadvantaged background, Lungi was pleased to meet other players that had similar backgrounds, at these camps.

After his recent inclusion in the Titans winter training squad, this promising young player is growing from strength to strength. Lungi is grateful to CSA for giving him the opportunity of growing his sporting career and supporting him through his academic journey.





UNITING
A NATION
THROUGH
SPORT

STRATEGIC OVERVIEW

STRATEGIC OBJECTIVES

Our five strategic pillars are underpinned by our aspiration to be the most successful and sustainable cricket organisation in the cricket playing world. We continually measure our progress against these strategic objectives.

- › Excellence
- › Development
- › Sustainability
- › Transformation
- › Brand promotion





DELIVERING AGAINST OUR STRATEGIC OBJECTIVES

During the year under review we have come closer to realising our goal and have continued to create value across the commercial and cricketing activities of the organisation, by delivering against our strategic objectives. The table on the following page details our progress against each of CSA's strategic objectives.

At CSA we have specific performance measures that are essential to the development of our strategy which are used to measure the overall progress of the organisation.

Cricket South Africa Performance measures:

- › **CSA Corporate Scorecard (presented quarterly at every sub-committee and board meeting)** – the scorecard is used to evaluate company wide performance and is updated on a regular basis.
- › **Actual revenue vs Budget** – Aims to optimize revenue to meet business objectives.
- › **Operating costs vs Budget** – Aims to improve operational efficiency in delivering the CSA mandate.
- › **Cricket Services** – Aims to ensure that funds are spent as planned to achieve development and transformation objectives.

 EXCELLENCE	 DEVELOPMENT	 SUSTAINABILITY	 TRANSFORMATION	 BRAND PROMOTION & MARKETING
<ul style="list-style-type: none"> › Proteas ranked number 1 in Test Cricket › Proteas participated in the ICC CWC semi-finals › Women's Proteas ranked number 2 in ODI › Implemented the Operational Model to create a culture of delivery, accountability and responsibility throughout all cricketing structures › Implemented governance and regulatory compliance across all Members 	<ul style="list-style-type: none"> › Total of circa R205 million in development funding dispersed to Members across the country › Introduction of a refocused RPC and Hub programme › Launch of the Varsity Cup › Provincial/Regional Academy system approved to address bottlenecks in development › Coaching acceleration camp conducted › Scholarship programmes continued to support the development of players at all levels › Improved cricket development programmes in place in Limpopo and Mpumulanga › Introduction of a Learning, Training and Development policy to support employees skills development › Continued progress on current development programmes: <ul style="list-style-type: none"> – KFC Mini-Cricket – Schools Cricket – Club Cricket – Rural Cricket 	<ul style="list-style-type: none"> › Approved Africa T20 Cup to support sustainability of Members › Implementation of the new Stadium Operating Model › Centralisation and standardisation of some operations and systems across Members › Improved relationships with commercial partners › RAM SLAM broadcast rights sold internationally for the first time › Secured partnerships with global brands like Audi, Samsung and New Balance 	<ul style="list-style-type: none"> › Monitoring of the procurement policies improved the use of suppliers relative to their BBBEE status › Implementation of the Activity Based Funding Model across Affiliates enhanced the delivery of cricket development activities › 58 RPC and Hubs established in previously disadvantaged areas › Establishment of a Regional Cricket Academy at the University of Johannesburg Soweto campus › Governance restructuring at Mpumulanga cricket › Professionalised Women's Cricket through the contracting of players for the entire season › Inclusion of women players in the National Academy › Of the 86 players representing National Teams in this period, 58% were black 	<ul style="list-style-type: none"> › 20% increase in stadium attendance for domestic games › 50% increase in SABC viewership › Launch of a successful Protea Fire campaign › Relaunch of the Official Proteas Supporters Club › Only federation with free to air and terrestrial broadcasting › New Balance replaced Addidas as the new kit sponsor › Relaunch of an online merchandise store in partnership with New Balance

INPUTS



FINANCIAL CAPITAL

The organisation's primary source of financial capital is raised through the following activities:

- › Broadcast rights
- › Sponsorships
- › ICC distributions
- › Ticket revenue
- › Barter deals
- › CSA transport
- › Investment income
- › CLT20 distribution



HUMAN CAPITAL

CSA has a total staff contingent of 48 permanent staff, 21 fixed term contractors, 31 contracted Protea players and 14 team management. Fixed term contractors include coaches; pitch consultants; statistician and event consultants.



MANUFACTURED CAPITAL

CSA does not own any property. It leases its premises from the Wanderer' Club and from the University of Pretoria for CSA's High Performance Centre. Stadia, regional hubs and academies all support the activities of CSA however, these are not owned by the organisation.



INTELLECTUAL CAPITAL

As the governing body for cricket in South Africa we view our brands, CSA and the Proteas as Intellectual Capital. Together with our brand, the advent of the Proteas Supporters Club and #ProteaFire has been valuable in drawing fans closer to the game thereby growing the exposure of CSA, which in turn attracts sponsors.



SOCIAL AND RELATIONSHIP CAPITAL

At CSA we value and acknowledge the role of our various stakeholders in the success of our organisation. From the communities in which we develop talent to the fans that support the sport, CSA seeks to actively manage these relationships.

BUSINESS MODEL

OUTPUTS



FINANCIAL CAPITAL

For the year under review CSA generated a total of R766 million. This is an increase of 43% against the budget of R535million. Sponsorship revenue increased 15% from the previous financial year with CSA securing three new partners: New Balance; Samsung and Audi.



HUMAN CAPITAL

Over the past year 62 employees attended training:

- › Permanent staff: 39
- › Fixed term contractors: 5
- › Proteas men's team management: 3
- › Proteas women's team management: 1
- › Proteas women's team players: 14



MANUFACTURED CAPITAL

In the past year significant progress has been made in the development of a new Stadium Operating Model. The model grades each stadium against set criteria. According to its grading, stadiums are allocated matches which support revenue generation and quality match presentation.

In addition the model addresses maintenance and regulatory compliance so as to ensure sustainability of these stadiums.



INTELLECTUAL CAPITAL

The CSA brand is an important element of enabling the organisation to generate not only financial capital but human capital. The strong CSA brand attracts players and fans which in turn have generated revenue for CSA.



SOCIAL AND RELATIONSHIP CAPITAL

CSA is committed to the development of the sport in the country as this is imperative to our sustainability. As such we have spent R205 million (2014 – R157 million) towards development in the past year. Of the R205 million, R87 million was direct funding to Members. 53% was directly spent on development programmes in disadvantaged communities such as: KFC Mini-cricket; youth cricket and rural cricket. The R118 million in indirect funding is spent on the following activities:

- › Youth and other weeks
- › Coach education
- › Talent acceleration programme
- › Cricket operations for youth
- › Fort Hare project
- › Women's cricket



OUTCOME

A world class sport nurtured and developed nationally

VALUE CREATION

Nation building through the development of rural and previously disadvantaged youth

RISK EXPOSURE DASHBOARD

The effective management of our risk allows us to assess, measure and mitigate those risks that arise in the quest of our strategic objectives. These risks are monitored and their progress and ratings are presented to the CSA Audit and Risk Committee on a quarterly basis for feedback and endorsement.

Our risks are monitored across seven broad risk areas and progress is measured against the previous quarterly assessments. These seven risks are shown below along with a description of how CSA mitigates these risks and progress is measured against these risks during the period under review.

Refer to legend on page 3

RISK	DESCRIPTION	MITIGATION	PROGRESS	LINK TO STRATEGIC OBJECTIVE
Cricket Pipeline risk	Risk of failure to develop cricket through the pipeline from grassroots to Proteas level across race and gender, including the development of coaches and match officials.	<ul style="list-style-type: none">› Renewed focus on 58 RPC and Hubs in previously disadvantaged areas across the country.› Implementation of an Activity Based Funding Model across all Members for purposes of development.› Strategic transformation fund available to Members for specific programmes aligned to the strategic objectives of CSA.› Talent Acceleration Programme (TAP)› Partnership with Department of Basic Education and Sport and Recreation to transform cricket in schools.› Provincial Academies linked to tertiary institutes.› Scholarship fund to aid with holistic development of players.	4	<ul style="list-style-type: none">› Development › Sustainability › Transformation
Proteas team risk	Risk of players not having effective mentorship with sufficient guidance on life aspects in and outside the game.	<ul style="list-style-type: none">› Renewed emphasis of a better relationship with the player union body South African Cricketers' Association (SACA).› Signed MOU between CSA and SACA that is fair and equitable.› Signed contracts with professional players that address the requirements of the players.› Initiatives driven by SACA and agreed by CSA to prepare cricketers to successfully transition after their playing careers.› Continued focus on the theme "Better people make better players".	6	<ul style="list-style-type: none">› Development › Sustainability

RISK	DESCRIPTION	MITIGATION	PROGRESS	LINK TO STRATEGIC OBJECTIVE
Commercial risk	Risk of financial loss as a result of non-optimal working relationships with Members coupled with lack of demand for domestic content from broadcasters as well as the public	<ul style="list-style-type: none">› Developing a stronger commercial mindset and understanding amongst all Members.› Developing potential revenue streams across CSA and Members based on recommendations in the Operational Model.› Finalised contract with SABC for free to air broadcasting rights.› Realisation of commercial brand value and strategies to benefit from this	4	<ul style="list-style-type: none">› Sustainability › Brand promotion
Legal risk	Risk of financial and reputational loss due to legal activity caused by weak governance at Member level.	<ul style="list-style-type: none">› Improved governance at both Board and Member level.› Standardised MOIs and Constitutions across Members aligned to CSA governance requirements.› Implementation of Operational Model to centralise, standardise and incentivise operations across Members.	6	<ul style="list-style-type: none">› Excellence › Sustainability
Operational risk	Risk of not achieving organisational goals due to the operational inefficiencies and financial unsustainability of Members.	<ul style="list-style-type: none">› Implementation of the Operational Model which aims to drive improvement in reporting; accountability and budget spend.› Implementation of policies across Members: delegation of authority; procurement and Code of Conduct	4	<ul style="list-style-type: none">› Excellence › Sustainability
Communication risk	Risk of cricket in South Africa losing brand value due to the poor performance of teams, negative media reports and/ or poor communication and dissemination of information through electronic platforms.	<ul style="list-style-type: none">› Improved relationships with media partners.› Clear and transparent communication across all media platforms.› Fair and balanced reporting.	4	<ul style="list-style-type: none">› Excellence › Sustainability › Brand promotion
Transformation risk	Risk of not growing the game and making it accessible to all people. Thereby not achieving the targets of: <ul style="list-style-type: none">› Access› Participation› Performance	<ul style="list-style-type: none">› Managing change across Members since the implementation of the Operational Model.› Developing the cricket pipeline.› Systematic implementation of the Transformation Indaba resolutions.› Regular monitoring of quality at all levels of representivity	4	<ul style="list-style-type: none">› Excellence › Sustainability › Transformation

MATERIAL ISSUES

Materiality is one of the guiding principles in the IIRF, where it states the importance of including an organisations matter¹ that substantively affect the organisation’s ability to create value over the short, medium and long term. In compiling CSA’s integrated annual report, an externally facilitated workshop was held with CSA’s Executive Management to determine what the most

material issues are to CSA. For CSA, a material issue is a matter that if not effectively managed, could fundamentally impact CSA’s ability to create value going forward. CSA’s seven key risks, as described on page 22, were used as a basis to determine CSA’s material issues. These issues are listed below and the performance against each material issue is detailed in specific section of this report.

MATERIAL ISSUE	LINK TO STRATEGIC OBJECTIVE	LINK TO RISK	PAGE REFERENCE
Financial sustainability	› Sustainability	› Commercial risk › Operational risk	Page 43
Talent retention and development	› Development › Sustainability › Transformation	› Cricket pipeline risk › Proteas team risk › Transformation risk	Page 46
Transformation	› Development › Sustainability › Transformation	› Cricket pipeline risk › Proteas team risk › Transformation risk	Page 52
Brand and reputation	› Sustainability › Brand promotion	› Cricket pipeline risk › Proteas team risk › Communication risk	Page 55
Transparency and accountability	› Excellence › Sustainability › Brand promotion	› Legal risk › Commercial risk › Communication risk	Page 57

STAKEHOLDER ENGAGEMENT

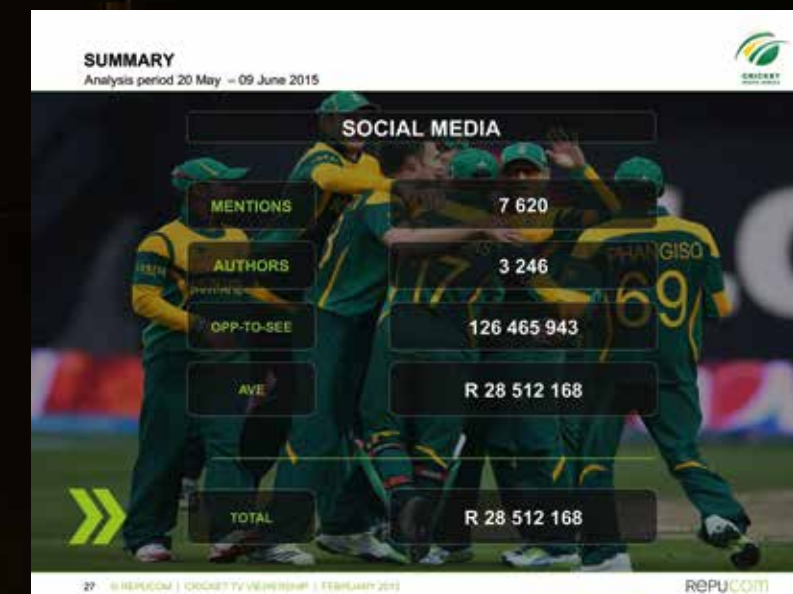
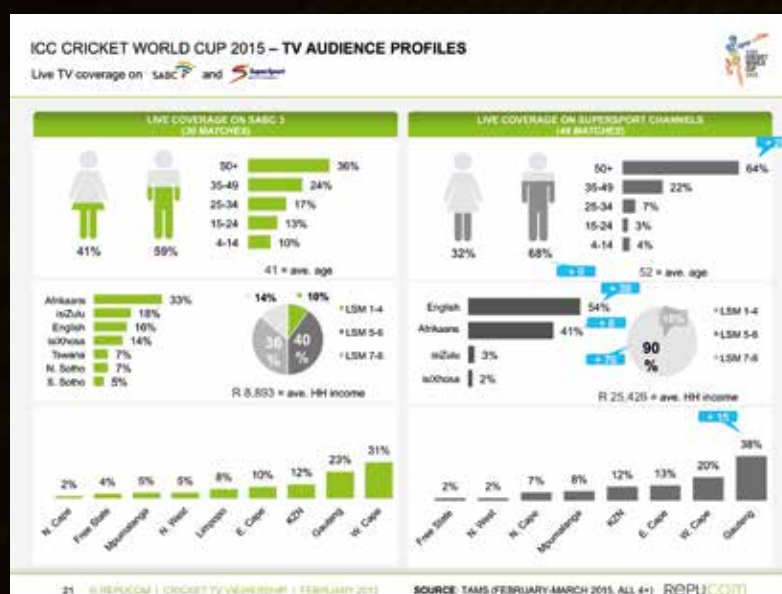
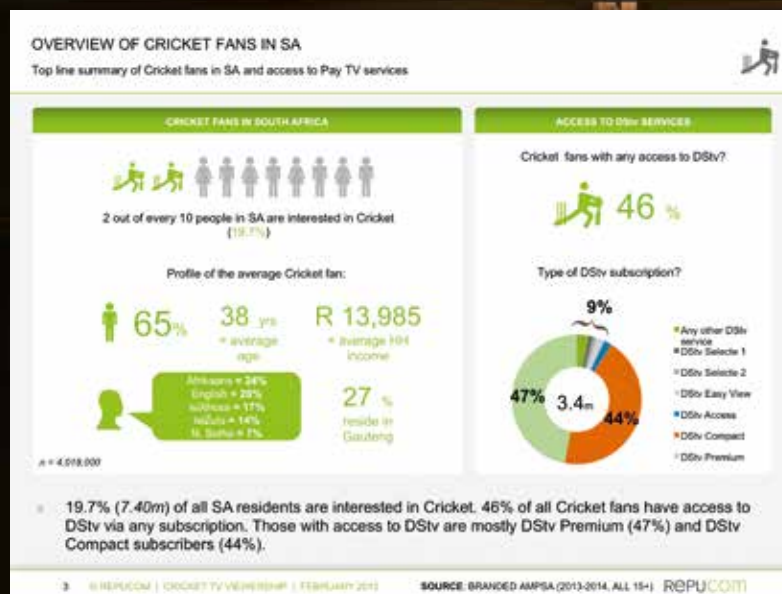
As the governing body responsible for the promotion and development of cricket in South Africa, we at CSA recognise that our relationships with all our stakeholders impact directly and indirectly on our ability to achieve our organisational goals and our reputation. As such, we invest in developing and nurturing dialogue with our key stakeholders to ensure that cricket is supported by the majority of South Africans and available to all who want to play it. The results of our dialogue with stakeholders are considered in shaping the strategy of the organisation.

The ways in which we engage with each stakeholder group and the frequency with which we do so varies according to each stakeholder. Our engagement is designed around the areas of concern and issues are dealt with accordingly.

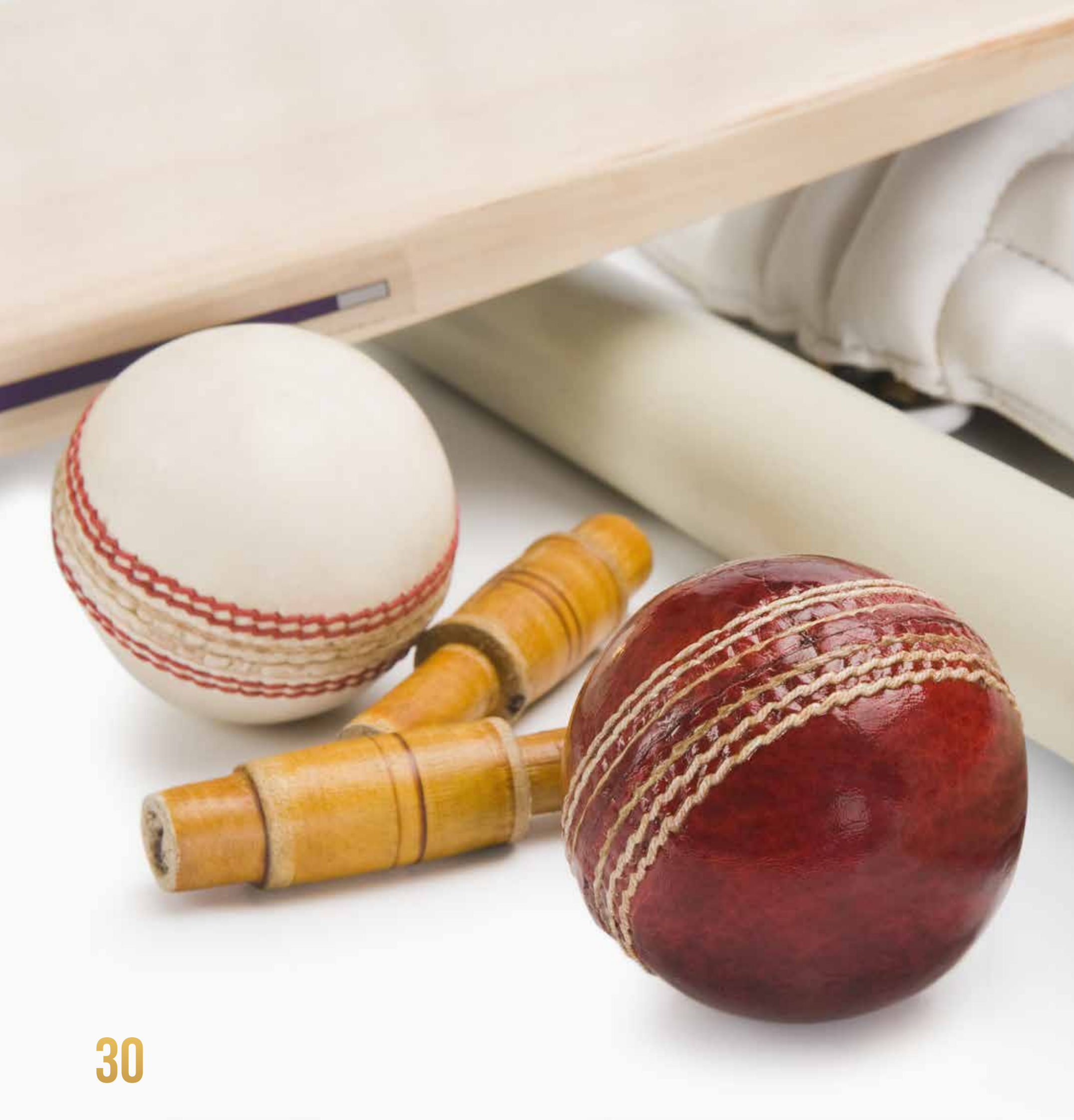
¹ A matter or information includes, but is not limited to, an event, issue, opportunity, amount, or statement by the organization



CSA STAKEHOLDER ENGAGEMENT FRAMEWORK					
STAKEHOLDER	WHY ARE THEY KEY	FREQUENCY OF ENGAGEMENT	METHOD	STAKEHOLDER ISSUE	HOW CSA ADDRESSES THESE ISSUES
GOVERNMENT AND ASSOCIATED ENTITIES					
Parliament Portfolio Committee on Sport and Recreation	The support of this committee enables the facilitation of the cricket development delivery needs across all government programmes, aimed at community improvement. This assistance is critical for a sustainable cricket development pipeline.	By invitation	<ul style="list-style-type: none"> › Forums › Meetings 	<ul style="list-style-type: none"> › Transformation › Representation › Legislation 	CSA works with relevant government departments such as Sport and Recreation and Basic Education to develop programmes that can be rolled out nationally. Other government departments such as International Relations and Home Affairs provide enabling platforms towards seamless international events.
Department of Sport and Recreation	The department supports cricket at a national and provincial level and manages international relations with regards to hosting agreements; visas and travel.	As and when required	<ul style="list-style-type: none"> › Meetings 	<ul style="list-style-type: none"> › Facilities support › Administrative support › Capacity building 	CSA works closely with the department to deliver national initiatives and to ensure that they are well informed of developments within cricket, such as international events and transformation.
South African Sports Confederation and Olympic Committee (SASCOC)	SASCOC is responsible for the monitoring of the Eminent Persons Group undertaking issues of: <ul style="list-style-type: none"> › Transformation › National colours › Hosting of international events 	Quarterly	<ul style="list-style-type: none"> › Meetings 	<ul style="list-style-type: none"> › Geopolitical boundaries › Rearrangement of Member structures according to new boundaries 	CSA Board appointed a task team in September 2014. The terms of reference to proceed with the geopolitical demarcation have been approved by the Board. Guidelines for the realignment of boundaries and timeframes for implementation of these have been circulated to all Members.
Statistics South Africa	Provides relevant information that informs growth and expansion of the game.	As and when required	<ul style="list-style-type: none"> › Meetings › Workshops › Training 	<ul style="list-style-type: none"> › Need to understand the population dynamics and demography 	Establishing future Hubs and RPC's in suitable and supportive environments.
National Lottery	Grant funding for: Improved cricket footprint, rural development, capacity building, gender equity and talent development.	As and when required	<ul style="list-style-type: none"> › Meetings › Electronic communication › Funding reports 	<ul style="list-style-type: none"> › Access funding through submission of completed application requirements 	Improved governance and the submission of the relevant documentation resulted in CSA accessing lotto funding during the year under review
ASSOCIATIONS					
South African Cricketers' Association (SACA)	SACA represents the interest of professional cricket players.	Regularly	<ul style="list-style-type: none"> › Forums › Meetings 	<ul style="list-style-type: none"> › Player well being › Player retention 	CSA has improved its relationship with SACA and concluded an MOI which is focused on: <ul style="list-style-type: none"> › Fairness and stable industrial relations › Retention of players › International best practice in relation to professional cricket › Securing necessary commercial rights of players
ICC	International custodian of cricket and commercial revenue streams for CSA	Quarterly Chief Executive committee meeting Bi-annual Members meeting	<ul style="list-style-type: none"> › Meetings 	<ul style="list-style-type: none"> › Regulations › Future tour Programmes › Financial distributions 	Regular engagements on rules of the sport are disseminated by CSA to Members.
OTHER					
CSA Members	<ul style="list-style-type: none"> › Pipeline for the National team › Custodians of amateur cricket › Manage franchise cricket › Host domestic cricket › Promoters of game development 	Regular	<ul style="list-style-type: none"> › Meetings › Emails 	<ul style="list-style-type: none"> › Governance › Accountability › Internal controls › Transformation › Development › Funding 	Since the implementation of the Operational Model, CSA has measures in place to monitor and align aspects of governance, accountability, internal controls, transformation and development. Members now receive activity- based funding which holds them accountable to their development goals. The institution of internal policies and the conclusion of MOIs have aligned the process of Members to that of CSA.
Sponsors	Commercial sustainability of CSA	Regular	<ul style="list-style-type: none"> › Meetings › Annual sponsor forums 	<ul style="list-style-type: none"> › Sponsorship agreements 	CSA engages constantly with sponsors to ensure that sponsor objectives are met through their association with CSA. CSA aligns their vision of nation building with that of its sponsors. CSA ensures that sponsors are associated with a brand that has a positive image. It ensures that the CSA brand and reputation is protected.
Broadcasters	Broadcasters are responsible for our national and international footprint and for the promotion of cricket	Regular	<ul style="list-style-type: none"> › Meetings › Workshops 	<ul style="list-style-type: none"> › Lack of demand for domestic content from free to air broadcaster 	CSA signed a three-year contract with the national free to air broadcaster. The broadcast of programmes on the pay channels are ongoing.
Employees	Support the business of CSA	Regular	<ul style="list-style-type: none"> › Meetings › Workshops 	<ul style="list-style-type: none"> › Contracts › Performance 	CSA has instituted a corporate scorecard to monitor progress against corporate objectives. Employees are measured against their performance contracts and departments are measured against the corporate scorecard. Employees, both permanent and fixed term contractors, are sent on regular training programmes to support their development and improve their performance.
Communities	Communities are imperative in achieving the transformation objectives of: <ul style="list-style-type: none"> › Access › Participation › Performance 	Regular	<ul style="list-style-type: none"> › Workshops › Training camps 	<ul style="list-style-type: none"> › Transformation › Development 	CSA has established Regional Performance Centres (RPCs) and Hubs in disadvantaged communities across the country. These RPCs and Hubs facilitate access to cricket development, encourage participation and improves performance standards.
Suppliers	Support CSA operations and influence CSA BBBEE ratings	Regular	<ul style="list-style-type: none"> › Meetings › Emails 	<ul style="list-style-type: none"> › BEE status of suppliers › Quality and delivery 	CSA has finalised their procurement policy and instituted this across Affiliates to ensure uniformity. Preferential procurement is in line with the revised BBBEE codes to ensure compliance with government legislation
Media	Report on all matters related to CSA. Informs opinion amongst fans and other key stakeholders.	Regular	<ul style="list-style-type: none"> › Press Releases › Press conferences › Scheduled interviews 	<ul style="list-style-type: none"> › Proteas › Domestic cricket › Women's cricket › Board › Cricket development 	CSA Media Department actively engage with media throughout the year and CSA displays transparency with media.
Fans	Supporters of the game.	As and when responses are made on social media	<ul style="list-style-type: none"> › Surveys › Social Media 	<ul style="list-style-type: none"> › Marketing of the sport inclusion 	CSA is working on strategies to increase engagement with fans. The Official Proteas Supporters Club is to be used as a channel to communicate with fans.



DID YOU KNOW?



LEADERSHIP OVERVIEW

PRESIDENT'S STATEMENT

Whilst 2014 was a year spent on restoring our domestic and international reputation and confronting major challenges on this front, 2015 has been a year of moving the organisation towards operational excellence. The successful implementation of a sustainable Operational Model has resulted in an improvement in governance, accountability and efficiency across the board.

Amongst the highlights of the year is our continued pursuit of aggressive and progressive transformation targets in order to maintain both sustainability and excellence as well as build our social and relationship capital with communities. With over R200 million spent on development across the country in 2015, Members are now measured on their contribution towards the overall transformation goal of CSA. Transformation remains a key strategic goal for CSA in pursuit of excellence and redress. It is my firm belief that the majority of the people of this country expect us to advance transformation and for us to take such actions as necessary to ensure a true national character for cricket. We remain committed to achieving the transformation targets set by the Government, particularly with regard to the development and empowerment of Black African cricketers, coaches and administrators as stipulated in the EPG scorecard.

As much as cricket is a sport, it is very much a business activity as well. It therefore becomes critical to monitor and appreciate the global trend in the business environment. In as much as we can confidently say we have not been impacted to any extent at this level, the responsibility remains for CSA to remain vigilant and responsive to the global business environment.

In early 2014 the ICC underwent fundamental restructuring which resulted in the adoption of a revenue distribution model that allocates ICC revenue on a differentiated model. This resulted in us being placed at number five on the revenue distribution scale. Consequently CSA underwent an organisational re-engineering in order to broaden our revenue base and minimise the impact of unequal revenue distribution

from the ICC. This has, *inter alia*, led to the adoption of a new Operating Model and a new Stadium Operating Model. Furthermore, we have concentrated our focus on entering into quality FTP agreements in order to ensure that we have attractive content and have enhanced the value of our broadcast rights. The Board, is observing with a keen interest, the developments that are unfolding around some mooted regulations against alcohol advertising and the fast food industry. These may have some negative impact on our ability to tap into the sponsorship potential that these sources offer.

On a positive note, our financial results for 2014/2015 have exceeded expectations with an expected deficit turned into a profit. In this regard our Executive Management and staff under the leadership of the CE, Haroon Lorgat, have done extremely well and I sincerely congratulate and thank them. Moreover, we have restored our relationship with the BCCI – the most significant stakeholder in world cricket and maintain excellent relations with other Member countries. As a result of cementing good relations with the BCCI, we are now exploring ideas to further enhance our relations. In the coming months we will be making certain important pronouncements in this regard.

One of the main challenges that we still face is the improvement of the domestic game in all its facets and forms in order for it to be attractive to the paying public. This has been our achilles' heel and even though there has been a remarkable attraction to the Ram Slam Competition, the other domestic offerings have not appealed to the public. The international level remains our crown jewel. Notwithstanding our exit from the World Cup at the semi-final stage, no one can doubt our commitment and will to win. It is hoped that this impetus will be carried through to the 2016 ICC T20 Competition in India.

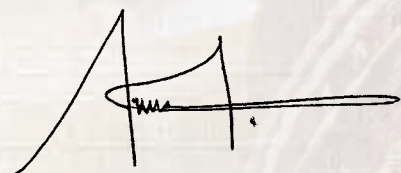
Our relationship with SASCO has improved over the past year and we continue to work closely with them on the matter of the geo-political demarcation of cricket structures. In this regard a CSA Task Team

has been appointed, with a provincial steering committee being formed in the affected provinces. The guiding rationale is to ensure that the process of alignment is informed by the objective reality at local, district and provincial level.

For the year ahead CSA will broadly aim to:

- › drive excellence on and off the field of play
- › drive qualitative transformation through the organisation
- › enhance financial stability and sustainability within CSA and all its structures
- › improve governance
- › continue to contribute to world cricket governance guided by our own values and ethical standards
- › strive to make cricket accessible and interesting among the youth
- › work towards achieving the commitments we have made to the Ministry of Sport and Recreation in respect of transformation and empowerment.

I wish to express my sincerest gratitude to those who made telling contributions to CSA during the period under review: Board of Directors; Affiliate and Associate Presidents; CEO and staff; our national teams; our commercial partners; Minister and Deputy Minister of Sport and Recreation; Mr Freddie Adams, MP and all of our volunteers who make the delivery of our programmes possible.



CHRIS NENZANI
CSA President



BOARD OF DIRECTORS

Independent Directors

The Independent Directors were nominated for appointment by an Independent Nominations Committee.

The current Board does not have Executive Directors.



Norman Arendse (58)
Lead Independent Director

Norman Arendse practises as a Senior Counsel at the Cape and Johannesburg bars. He specialises in constitutional litigation.

He is a veteran sports administrator having served, *inter alia*, as CSA President when he represented CSA on the ICC Board. The ICC appointed him onto the governance and HR committees. He also serves on the SAFA NEC as the head of its legal and constitutional committee. In addition, he also serves as a member of the CAF appeal committee.

He brings a mix of practical legal experience and many years of involvement in cricket, football and swimming as a player and as an administrator.

Currently he serves on the CSA Board as its lead Independent Director.



Dawn Mokhobo (67)
Independent Non-Executive Director

Ms Dawn Mokhobo is one of South Africa's leading business-women, with a successful and pioneering career spanning the public, private and parastatal sectors. Her talents and accomplishments were recognised by her appointment as the first African woman to the management board of Eskom, as Executive Director in charge of Growth and Development.

In 1995 she was invited by the Minister of Safety and Security to serve as Chairperson of the high-powered Promotions Committee for the South African Police Service. In 1996 Ms Mokhobo was nominated as the Chairperson of the United Nations Special Committee of Experts appointed to address the global issue of women and senior economic decision making.

She is currently Chairperson of Wesizwe Platinum and also serves on the boards of Sabvest, Engen, Gidani and Altron as Independent Non-Executive Director. She is the founder of Nozala Investments and Partnership Investments – both women-led and owned BEE companies. She has recently been appointed to the board of Khulisa Social Solutions, a trailblazing non-governmental organisation, as Chairperson. On the 1st of May 2015, she was requested to re-join the board of African Independent Advisors, as Non-Executive Director.



Vusi Pikoli (57)
Independent Non-Executive Director

Adv. Vusi Pikoli was a member of the EU Foundation for Human Rights, as well as the Magistrate's Commission. In addition, he also serves as a Trustee of the Constitutional Court and has served as Special Adviser to the Minister of Justice.

Adv. Pikoli is an ex-Director and Partner of Forensic Investigation at Sizwe Ntsaluba Gobodo and was the Director-General of the Department of Justice and Constitutional Development.

He brings a wealth of legal knowledge to the Board and is currently serving as the Western Cape Police Ombudsman.



Louis von Zeuner (54)
Independent Non-Executive Director

Mr Louis von Zeuner completed 32 years' service at ABSA and served as deputy group chief executive. He has extensive business experience, including experience in audit, risk and capital matters, particularly in the financial sector.

He currently serves on the boards of Telkom, Edcon, Eqstra, Afgri, Paycorp, MMI Holdings, LIV Foundation, SA Rugby Players Commercial Board as well as SA Rugby.

He holds a Bachelor of Commerce degree in Economics from the University of Stellenbosch and completed several international training programmes. He is a member of the Institute of Directors SA. He is the Chairman designate of the Good Bank of African Bank post curatorship.



Mohamed Iqbal Khan (49)
Independent Non-Executive Director

Mr Khan is a Chartered Accountant and member of the South African Institute of Chartered Accountants and brings strong financial knowledge and acumen to the CSA Board, complimented by strong practical business experience. He was a partner at Ernst and Young until his appointment as the Managing Executive of Brimstone Investment Corporation in 2007.

Mr Khan has served on various boards including the Independent Regulatory Board of Auditors, the University of the Western Cape, House of Monatic, Sea Harvest Corporation, Lion of Africa Insurance Company Ltd and the Old Mutual Investment Group.

Non-Independent Directors

The Non-Independent Directors were nominated for appointment by the Members Council consisting of Members Presidents.



Chris Nenzani (52)
President

Mr Nenzani started his cricket administration career with schools cricket under the then Border Cricket Board. He was elected Chairman of the Border Schools Cricket Union in September 2003. In 2007 he was elected to the Executive Committee of Border Cricket Board. One of the tasks assigned to him was to chair an ad-hoc committee whose mandate was to oversee the restructuring of Border Cricket into a Section 21 company. In November 2009 he was elected as Chairman of the new Border Cricket NPC and subsequently served in the national cricket structure as a representative of Border Cricket NPC.

Subsequent to the Nicholson Committee of Investigation on issues of governance, CSA appointed a subcommittee tasked with the responsibility to implement the Nicholson Report recommendations and to restructure CSA. Mr Nenzani was elected into this committee which was chaired by Dr Willie Basson, then Acting President of CSA. In February 2013 Mr Nenzani was elected, unopposed, as the President of CSA and Chairman of the Board.

Peter Cyster (52)
Vice-President

Dr Cyster started his administrative career as Chairman of the Coronations Club in Stellenbosch in 1995. This club has a distinguished history, having produced recent Proteas such as Henry Davids and Henry Williams.

He became Chairperson of Boland Cricket in 2003 and has served on the Board of Cricket South Africa and its predecessor, the United Cricket Board of South Africa, ever since.

He was the first Chairperson of the Western Cape Franchise when the Franchise system was introduced in 2004.

He became the vice-president of Cricket South Africa when the Board was restructured to allow for Independent Directors in 2013 and currently still holds that position.

Fa-eez Jaffer (51)
Non-Independent Director

Mr Jaffer has been involved in cricket from a very early age. He has been involved in cricket administration for 28 years from primary school level up to national level. He has served in various roles varying from selector to treasurer and president. In addition, he has also been involved at SASSU level as a selector. He was elected to the position of President of the KwaZulu-Natal Cricket Union in 2010 after spending 6 years as the president of the Durban and District Cricket Union. He has also chaired the Board of the Dolphins.

Andrew O'Connor (68)
Non-Independent Director

Mr O'Connor started his cricket career playing for Southern Subs and was in years following elected President of Easterns. In addition, he umpired First Class cricket with his fondest moment being when he umpired SA "A" team against India. Mr O'Connor brings 25 years' cricket administrative experience to the CSA Board.

Rihan Richards (50)
Non-Independent Director

Mr Richards commenced his playing career with Burma Lads Cricket Club in 1983. He played Premier League cricket for many years and went on to become a selector and assistant coach for club. He served as Vice-Chairman of the Umpires Association from 1998 to 2005.

He was elected Club Treasurer in 1993, and served in this position until 2001. He was elected onto Griqualand West Cricket Board Executive Committee in 2001 and as Chairperson of Kimberley Cricket Association in 2004. In 2005 he was elected Vice-President of Griqualand West Cricket Board, a position he held unopposed until elected President of Griqua Diamonds in 2011.

In 2011 Mr Richards was appointed to serve on the board of Cricket South Africa and subsequent to the Nicholson recommendations in 2012 he was confirmed to serve together with independent directors on the current restructured board of Cricket South Africa.

Thabang Moroe (32)
Non-Independent Director

Mr Moroe's administration career began at Dobsonville Cricket Club in 2006. In 2011 he was then asked to play a bigger role in administration by being the club's Chairman and later asked to be Chairman of the Black African Cricket Clubs in Gauteng.

In 2012 he was elected to serve as a director on the Gauteng Cricket Board. In the same year he was chosen to represent Gauteng at CSA level after Mr Ray Mali stepped down. Mr Moroe was elected onto the CSA Board of Directors during the first quarter of 2014.

Beresford Williams (51)
Non-Independent Director

Mr Williams started playing cricket at the age of 6 and he went onto represent Western Province Cricket Board at all youth levels.

He entered cricket administration at the age of 20 when he was required to act as Treasurer of St. Augustine CC. He became Chairperson of St. Augustine CC in 1999 and fulfilled this role up until 2010 when he had to vacate as a result of being elected President of Western Province Cricket Association.

He currently serves as both President of WPCA and Chairperson of the Board of Western Cape Cricket. Prior to his election to the presidency, Beresford served on the WPCA Executive for 5 years and held various chairperson positions at committee level for WPCA.

CHIEF EXECUTIVE'S STATEMENT

Reflecting on the year gone by, we are extremely delighted by the strides we have made across all areas of our business through outstanding delivery against strategic objectives. Following the return of confidence in CSA both locally and internationally during 2014, we were able to focus a lot more effectively on strengthening our business during 2015. As mentioned by the President, the successful implementation of the Operational Model that was conceived in 2014 has resulted in major organisational improvements across CSA and its Members.

The most notable highlight for the year under review is the financial turnaround in actual results. While we had expected a loss of R106 million during our budgeting phase, the actual results show a profit of R108 million, which must surely be the most spectacular turnaround in CSA's history! Lots of good things made this possible but securing three new commercial partners and the first ever international sale of the RAM SLAM broadcasting rights contributed to our financial success. The increase in new revenue proves the confidence and attraction of our brand globally. In an effort to assure sustainability, the new Operating Plan incorporates a number of central and standard features across CSA and all the Members. Furthermore, the model reinforces the need for sound governance through leadership, compliance, delivery and accountability.

Included in the re-engineering exercise that delivered the new operational model is the creation of a T20 competition at provincial level that seeks to re-capture the identity of CSA's Members and also presents each with opportunities to create financial sustainability. This exciting Africa T20 Cup was approved in the year under review and will be launched in September 2015.

The 2014/2015 season also marked the Proteas entry into the semi-finals of the CWC 2015 and secured their position as the number one Test team in the world. The Women's Proteas team, ranked number 2 in ODI, asserted their growing presence

in international cricket. Whilst neither the board nor management are satisfied with the current pace of transformation, our continued commitment to the process has resulted in incremental progress over the last year. Of the 86 players in national teams, 58% are black; there has been a 25% increase in the number of black African players who participated in the Momentum 1-Day Cup and 36 of the 43 Transformation Indaba resolutions of 2013 have been concluded. There are 3 remaining history projects, the geo-political boundaries exercise and engagement with SALGA (2 topics) still to be completed while the museum project will not be pursued at this stage.

We have increased our efforts to build talent from the bottom up by re-launching 58 Regional Performance Centres and Hubs around the country, all in previously disadvantaged areas. In addition, with transformation needing to be driven at domestic and youth level, we are in the process of establishing Regional Provincial Academies at the University of Johannesburg Soweto campus. Other tertiary institutions will be engaged around the country to develop more academies. In order to equitably support cricket development countrywide, the Activity Based Funding Model has been implemented and together with our existing Strategic Transformation Fund we believe we have the operating model to deliver on our strategic objectives. Transformation remains both a challenge and opportunity for cricket and we will continue to approach both with great dedication.

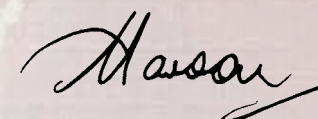
Whereas global economics has had a dire effect on most companies in our country, the weakening exchange rate benefited CSA through receipts of dollar based ICC distributions and international broadcast revenue. We are proud of the fact that stadium attendance at cricket matches in South Africa increased by 20% and SABC viewership had increased by 50% over the past season. It is clear that the overall image of CSA has improved visibly and this is no more evidenced by the successful #ProteaFire campaign that was launched to bring fans closer to the national team. The CSA brand has

established an enviable following on social media and was ranked number 1 on Facebook with 2.8 million followers for the year under review. With the exception of what we believe to have been *mischievous* journalism soon after the World Cup, the brand CSA has received delightful response from all its stakeholders in spite of the media being sparing in their compliments of CSA.

Looking ahead we continue to strive to be the most sustainable and successful sporting organisation on the continent. On an operational front the year ahead will focus on:

- › Revisiting our five year old Presidential Plan and setting out plans for the next five years
- › Sharing our plans with Members and working more closely with them to develop a culture in cricket administration that *make success a habit*
- › Continuing to address transformation with particular focus on representivity at all levels of participation;
- › Together with our partners in government – the department of Sport and Recreation and the department of Basic Education – to implement the Regional Performance Centres and Hubs across the country; and
- › Building on the governance reforms at CSA and Member level that included the recent alignment of MOIs and the appointment of independent directors.

In conclusion I would like to sincerely thank the CSA Board of Directors, Member Presidents and CEOs, and the CSA and Members staff for their support over the past year. Success can only be achieved through a shared vision and teamwork. Finally, a word of thanks must go to all our commercial sponsors and loyal fans. The game will not go on without you!



HAROON LORGAT
Chief Executive



							
Haroon Lorgat Chief Executive	Naasei Appiah Chief Financial Officer	Corrie van Zyl General Manager: Cricket	Marc Jury Head: Commercial and Marketing	Yolisa Magobiyane Head of Legal and Company Secretary	Dr Mohamed Moosajee Proteas Team Manager	Altaaf Kazi Head: Media & Communications	Max Jordaan Head: Transformation and Member Relations



PERFORMANCE OVERVIEW

FINANCIAL SUSTAINABILITY

Highlights:

- › Impressive financial turnaround in excess of R200 million
- › ↑ in stadium attendance by 20%
- › ↑ sponsorship revenue by 15%
- › Foreign investment through sale of RAM SLAM broadcast rights

Improvements:

- › ↑ Members' funding by 34%
- › Creation of own digital content
- › Implementation of the Operational Model
- › Special payments to Members to enhance capability

Challenges:

- › Bilateral nature of the Future Tours Programmes (FTP)
- › The strain on leisure time to view and attend cricket games and the competition posed by other forms of entertainment
- › Transformation

Looking ahead:

- › Licencing and merchandising online cricket gear in partnership with New Balance
- › Exploring opportunities to generate revenue from digital content
- › Growing the Official Proteas Supporters Club
- › Improved stadium experience through the development and implementation of the Stadium Operating Model
- › Making success a habit

Financial sustainability of the organisation, in general, and of Members in particular, is material for the successful implementation of CSA cricketing activities.

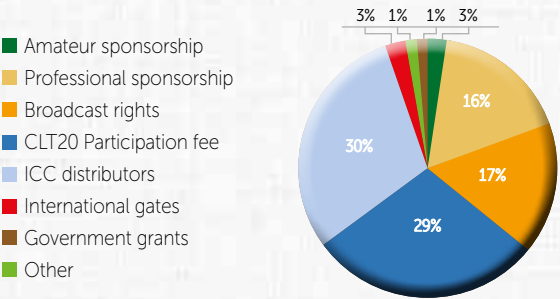
As a non-profit company, CSA is obliged to use all of its funds for the purpose for which it has been founded, namely, the promotion and development of cricket. According to the CSA constitution, CSA plays the 'role as custodian of cricket in the Republic and is the national controlling authority for cricket, as well as its new focus on transforming and developing amateur and professional cricket in South Africa.'

The organisation's primary source of funding is raised through the following activities:

- › Broadcast rights
- › Sponsorships
- › ICC distributions
- › Ticket revenue
- › Barter deals or value in kind
- › Investment income
- › CLT20 distribution



Commercial Income Split – FY2015

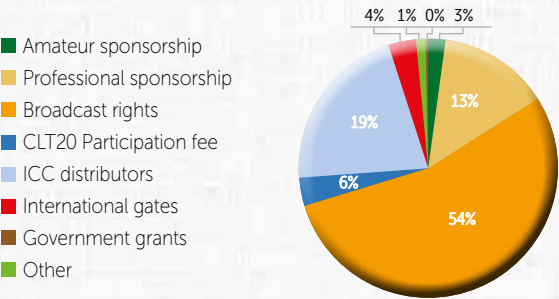


As is evident from the diagram above, CSA has a fluctuating revenue model that is largely dependent on inbound tours (broadcast rights, sponsorships) and ICC distributions. The organisation operates on a four-year budget cycle with budgets prepared and approved on an annual basis. This ensures that high quality sustainable services are maintained and the long-term needs of cricket development programmes are not compromised.

Given the major sources of revenue, it is essential for CSA that the Proteas continue to be in the top tier of international cricket so as to generate the maximum possible revenue from broadcast rights and sponsorships. Moreover, CSA's business model encompasses the development of cricket across all levels and population groups so as to develop a pool of players that can feed into the world-class national teams. CSA is responsible for funding specific activities across all its Members in order to facilitate development.

For CSA to ensure financial sustainability, the organisation has addressed issues of efficiency and alternate revenue sources and as such secured contributions from the National Lottery for the first time since 2005. Furthermore, the implementation of the Operational Model in 2014/2015 aims to achieve financial sustainability of CSA Members. The box on the right highlights the progress of Members in this regard.

Commercial Income Split – FY2014



Achieving financial sustainability across Members through the implementation of the Operational Model

Africa T20 Cup: The creation of a T20 competition at provincial level aims to recapture the identity of CSA's Members and support their quest for financial sustainability. The inaugural competition will be played in September 2015.

Break-even budget: The break-even budget concept introduced for the first time requires each Member, in consideration for the funding received from CSA, to prepare an activity based and zero based annual budget. For the year under review 14 out of 16 Members achieved break-even.

Cricket activities: All Cricket activities are defined, measured and managed, therefore increasing accountability with regard to the utilisation of CSA grant funding. To date seven Members have succeeded in receiving their short term incentive funding through this monitoring mechanism.

Incentive scorecard: Measurement criteria are defined using a 100-point system to encourage Members to strive for excellence with a view to ultimately advance, enhance and grow cricket in South Africa. Any Member achieving below 50 points during any year will be guided and supported by CSA to enable such Members to address under performance. Thirteen Members have successfully implemented this measure with three requiring guidance.

TALENT RETENTION AND DEVELOPMENT

Highlights:

- › Launch of 58 RPCs and Hubs nationally
- › Launch of Regional Provincial Academies
- › Launch of Varsity Cup

Improvements:

- › Affiliate scorecard to measure Members performance with regards to development
- › Retention and recognition of coaches at all levels
- › Incentive funding to Members that achieve development targets

Challenges:

- › Development of coaches and match officials
- › Retention of professional players
- › Insufficient black African players in the High Performance Programme

Looking ahead:

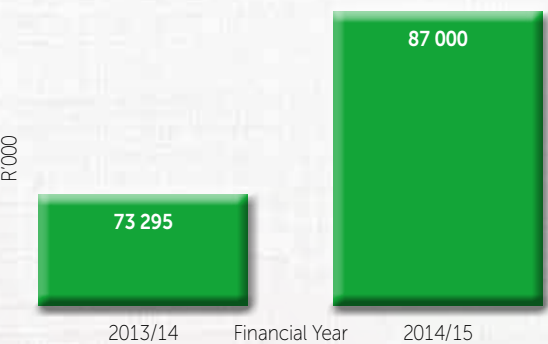
- › Implementation of the Provincial Academy system across all Members

The quality and success of the national cricket team, the Proteas, depends on the ability of CSA to develop and retain talent throughout the cricket pipeline. While all the material issues are interrelated, talent retention and development is explicitly linked to our strategic objectives and therefore material to the very existence of CSA. In 2014/2015 CSA invested approximately R205 million in development across its Members nationally.

Franchise Direct Funding



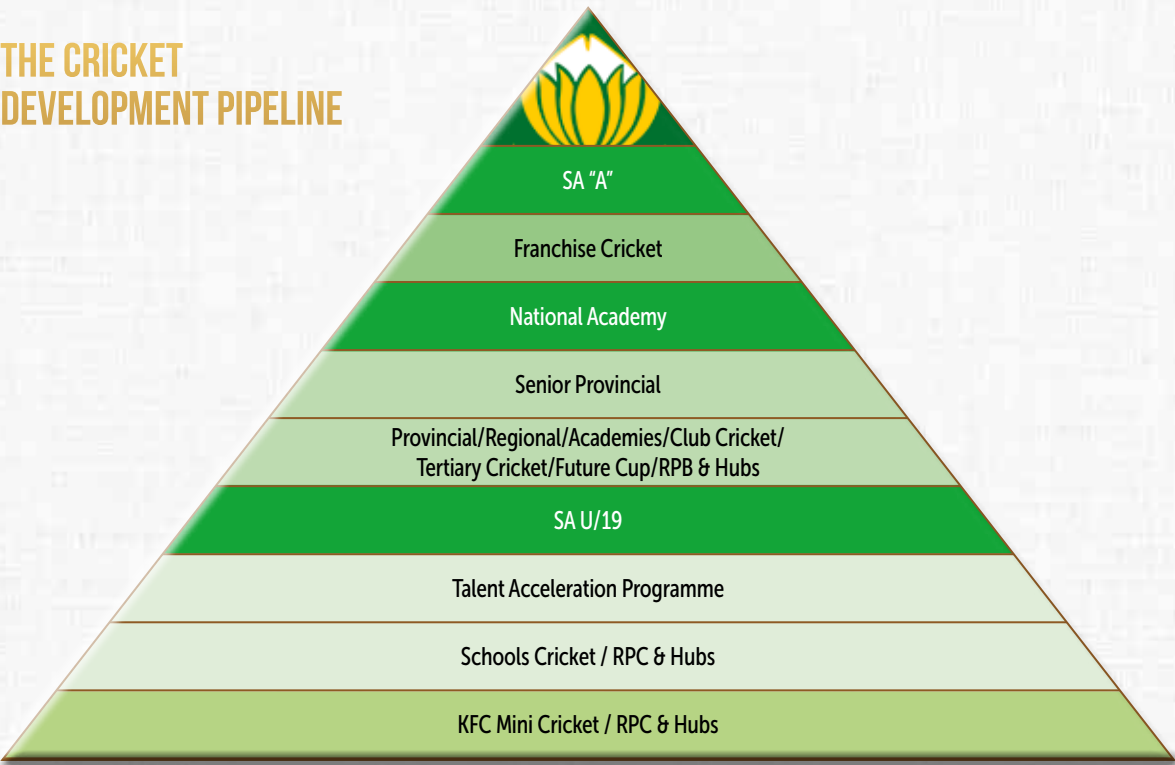
Members Direct Funding*



* Direct funding excludes any general overheads, competition costs and other special projects

Our attitude to developing talent is focused on a holistic approach that supports the individual through all facets of life because we believe **better people make better Proteas**. A particular challenge for our Cricket Services team is to attract Black African players to the sport. As such, the KFC Mini-Cricket programme aims to bring the game closer to young South Africans across all race groups. To date, of the 110 000 Mini-Cricket children 53% are Black African. The diagram on page 47 is an overview of the Cricket Development Pipeline and its challenges through the various stages.

THE CRICKET DEVELOPMENT PIPELINE



1. Transitioning modified cricketers to hardball – requires special facilities and equipment.
2. Migration from school cricket to organised club structures creates a bottleneck.
3. Progression to semi-professional cricket has financial implications.
4. Elevation to franchise and national cricket demands commitment.
5. CSA approach is a holistic one that include life skills and career transitioning, therefore partnerships with UFH, UJ and Unisa in addition to the Powerade CSA Academy at Pretoria’s Centre of Excellence are essential.

Although the KFC Mini-Cricket programme attracts Black African players, the challenge is to retain this percentage at the next level of the pipeline, namely, hardball cricket. In the year under review we have refocused our RPCs and Hubs programmes to address this challenge. Historically there has been a clear imbalance in racial demographics of representative teams, with 80% of our players feeding in from model C and private schools, which does not contribute significantly to the pool of Black African players.

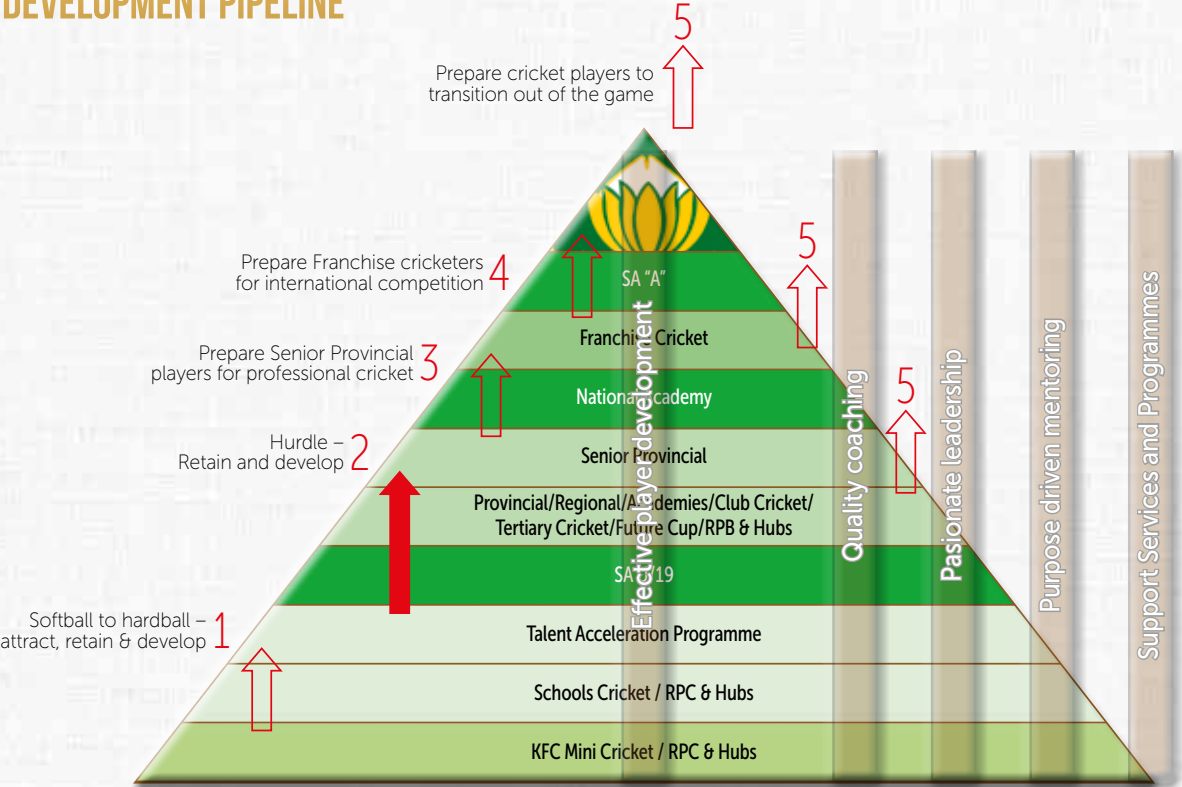
The refocused RPC and Hubs programmes, introduced in November 2014, will address the

identification of talent at KFC Mini-Cricket level and then channel these identified players to the hardball structures of the various Hubs. Structures at Member level have been implemented to ensure that RPCs and Hubs are run effectively. Members are measured against this on their scorecards.

While the Schools Cricket programme remains on track, the RPC and Hubs programme will allow access for township schools into this programme. A total of R17 million was invested in the refocused RPC and Hubs programmes which has resulted in 58 operational RPCs and Hubs in disadvantaged communities around the country. In an attempt to improve the services delivered by the RPC and Hubs, CSA initiated the first ever RPC/Hubs Coach Acceleration Programme, which included elements of computer literacy, budgeting, monthly reports and year-planners.

During the first two stages of the pyramid, the main challenge is to attract, retain, develop and graduate players from softball to hardball cricket as well as those that have left school on their way to professional cricket. The Talent Acceleration Programme (TAP) focuses on identifying talent across the country with the aim of transitioning

THE CRICKET DEVELOPMENT PIPELINE



players into the South African U19 team. With a very specific focus on the targets at Regional and National Camp level, CSA plans to prepare more Black African players to enter the professional cricket arena. In addition to this CSA have initiated the Black African U16 Talent Acceleration Camp to ensure the players identified for the future U17 national camps are equipped with the necessary skills, both from a cricket and life skills perspective, to make the transition easier. This was introduced based on the experiences and performances of Black African players at regional and national Talent Acceleration Camp.

The retention of players after school is the first hurdle in the pipeline. According to research conducted by the CSA High Performance Centre into reasons for the low representation of Black African players in the national team, transition phase 2 has been identified as one of the most pivotal phases in the retention of Black African players. In 2014/2015 the Provincial Academy system was approved and is seen as one of the most important links between the identification and development

of Black African players at school level and their continual growth toward future professional cricket. These academies have been established in order to address retention as this stage. The aim of these academies is to prepare future cricketers to be holistically developed by focusing on five pillars of development: skill and tactical development; player support; career planning; education or qualification and life skills development.

Due to the fact that the facilities and coaching infrastructure of tertiary institutions lends themselves to a breeding ground for quality cricket players, partnering with these institutions will be central to the success of the Provincial Academy system. The Varsity Sports Cricket tournament was also introduced for the first time, aiming to address the development of talent at tertiary level. The inaugural Varsity T20 tournament took place in February 2015.

Moving up the cricket pipeline, semi-professional (SP) cricket is one of the best player development opportunities. The quality of the matches and preparation of the pitches at all venues are crucial

elements in the return of the investment made on SP Cricket. These elements, as well as the quality of opportunity given to all players, were monitored and measured to ensure maximum player development and achievement of CSA objectives. The statistics on quality of opportunity at Franchise level is highlighted in the Transformation section of this report.

Based on research done on the 2014/15 season, the number of Franchise contracted players playing SP cricket decreased to 17%, yet the number of SP contracted players playing Franchise cricket went up by 3%. The number of SP contracted players playing SP cricket increased to 43%. This indicates that less Franchise players play down the pyramid when not selected for the Franchise.

A concern for CSA is that 40% of all SP matches are played by non-contracted players. It is envisaged

that the bulk of this number will be supplied from the Provincial Academy system going forward. Looking ahead, a better contracting process introduced for the 2015/16 season aims to decrease the number of non-contracted players.

In the year under review, CSA signed a new heads of agreement with a new MoU to follow with SACA, the player union body. As the representative body for semi-professional and professional cricket, SACA ensures that players' needs are addressed in their contracts. This supports retention of players in the pipeline. Furthermore, SACA offers its members tailored, personalized services aimed at assisting them with matters that relate to personal and career development, both on and off the field. This is consistent with the CSA objective of supporting professional cricketers to successfully transition out of their careers, when they retire from playing professional cricket.

ABOUT THE SOUTH AFRICAN CRICKETERS' ASSOCIATION

1. SACA MEMBERSHIP

Current membership 228 – 100% of players

17 Proteas Players (Men)
107 Franchise Players
90 Semi Professional Players
14 Proteas Players (Women)

2. SACA GROUP

SACA – Registered Trade Union (Players Exco)

SACA Management (Pty) Ltd – Management Company (BoD)

South African National Cricket Team Trust (SANCTT)

National players commercial rights holder

± 35 Beneficiaries

Three Trustees

South African Professional Cricketers Trust (SAPCT)

Franchise players commercial rights holder

± 140 Beneficiaries

Three Trustees

All four entities are audited

3. AFFILIATION

Federation of International Cricketers Association (FICA)

Uni-World Athletes

4. SACA STRUCTURE

Offices in Newlands, Cape Town

Staff head count 10

5. MOU's

MOU 14 – National and Franchise Players

Semi-Pro MOU 15 – Semi Pro Players

Women's MOU 15 – Proteas Women



6. SACA SPONSORS & PARTNERS











Momentum Health – Players Medical Aid

Virgin Active SA – Players Health Club

Sports Science Institution of South Africa – SACA Players Pus


Boss Consulting – Tax Consultants

Get Smarter – Online Learning

NMG – Medical Benefit Consultant

Goodfellas – Chauffeur Services

Auto Motion – Airport Parking Services

7. 

SACA Player Plus – “Better Person, Better Cricketer, Better Future”

Personal Development, Education and Support Programme

3 Areas:

1. Dual Career and Transition

2. Life skills and Wellness

3. CrickEd

Player Engagement:

a) PDP – 100%

b) Education and Life skills – 84%

c) SACA Bursaries – 198 total and 47 active

8. MOU 14 (2015 – 2018)

Player Payment Pool R439,2 million (4 years)

Excess Revenue Share 19.7%

MOU Deficit R24,015 million (agreed set off process)

9. PLAYER VOICE

Chief Executives Committee

Finance and Commercial Committee (invitee)

Cricket Committee

Ad Hoc Negotiation / Consultation

Fixturing

Cricket Events (e.g. Africa Cup)

Player Codes and Regulations

Transformation Process

Commercial Arrangements

10. SACA FUNDING

Primary Funding is from Players Commercial Programme

20% of SANCTT Revenue

10% of SAPCT Revenue

Secondary Funding

15% of Stakeholder Allocation

Player Subscription – R600 pa and R300 pa

SACA Sponsors – Momentum Health

One of the greatest challenges remains the retention of national players. Given the wide-spread exposure of cricket across the globe, coupled with the attraction of global tournaments that are no longer country specific, quality players are faced with a number of lucrative options. CSA continues to manage the relationship with SACA and its players in an effort ensure that players' welfare is addressed.

The Proteas Women's team saw a number of firsts in this 2014/15 season. The team toured England and competed against England and Ireland in three T20 matches respectively. Although they were beaten 3-0 by England, the experience of playing against a top-ranked team was invaluable. They also played a curtain raiser to England's mens match against India. This season also saw the introduction of the ICC Womens' Championship played in the ODI format. The Proteas travelled to Sri Lanka in October, India in November and Pakistan in March 2015.

The team ranked third in the last ICC World T20 Tournament 2014/2015. A new domestic provincial structure, to improve the standard within women's cricket has been implemented. In addition, the development of girl's cricket at U13 and U19 levels across all Members has been addressed.

The first ever Women's National Academy was introduced successfully during May to August of 2014.

50

51

TRANSFORMATION

Highlights:

- ↑ of 25% in the number of Black African players in the Momentum 1-Day Cup
- Concluding 36 of 43 Transformation Indaba 2013 resolutions
- 85% distributed from the Strategic Transformation Fund to Members
- Diversity management

Improvements:

- Entire national Women’s squad now contracted on a full-time basis
- Operational agreements signed with DBE, CSA and SRSA
- Continued progress with CSA and University of Johannesburg Soweto campus regarding the establishment of a Provincial Academy

Challenges:

- Lack of, or under resourced facilities at rural schools and in disadvantaged areas
- High cost of maintaining facilities in disadvantaged areas
- Retention of Black African players in the cricket pipeline

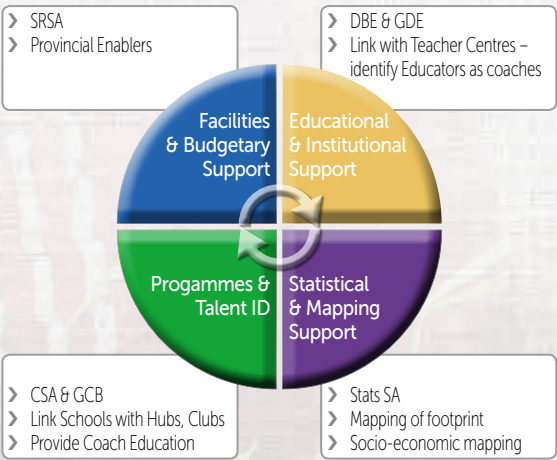
Looking ahead:

- Development of gender advocacy programmes at all levels
- Quarterly reports on team representivity at all levels
- Increase exposure and opportunities for disability cricket

Since our readmission into international cricket in 1991, transformation has been a contentious issue for CSA. Consistent with its vision, to ensure that cricket is supported by the majority of South Africans and available to all who want to play it, transformation remains material to the organisation in particular, and the sport in general.

While transformation has been on the agenda of CSA since its inception in 2002, the impetus really began two years ago with the appointment of a new Board of Directors that is demographically representative. Transformation and cricket development are inextricably linked, and the specific focus on the development of Black African players throughout the cricket pipeline is key to the future sustainability of the organisation.

As is highlighted in the section below, the various development initiatives throughout the cricket pipeline have commenced; including the refocused RPC and Hubs programmes and the Provincial Academies. In addition, CSA has signed an operational agreement with the Departments of Basic Education, Sport and Recreation to launch a new initiative aimed at transforming cricket at schools. The national model for Cricket in schools is intended to address issues of facilities in poor socio-economic areas; educational support and talent identification.



While the organisation may have been policy compliant in the past, the Transformation Indaba held in 2013, the first such Indaba since 2002, set out specific resolutions against which progress is measured. The Indaba resolutions focus on the following six areas: governance; professional cricket; amateur cricket; history and legacy; funding, procurement and staff. In the year under review, 36 of the 43 resolutions have been successfully concluded.

There has been some improvement in the profile of players over the last year. The racial breakdown of our professional teams can be seen in the tables below.

There has been significant progress made in the number of black cricketers that are contracted to our national team over the last year. Moreover, our High Performance squad is constituted of 50% Black African players and 16% generic Black players.

FIRST CLASS			
Race	2012/2013	2014/2015	Variance
Black African	20.99%	28.74%	+7%
Black	33.02%	28.60%	-4.50%
White	45.99%	42.66%	-3.33%
50 OVER			
Race	2012/2013	2014/2015	Variance
Black African	17.89%	28.52%	+10.63%
Black	33.68%	28.52%	-5.08%
White	48.42%	42.96%	-5.44%
T20			
Race	2012/2013	2014/2015	Variance
Black African	18.77%	27.34%	+8.57%
Black	32.69%	30.08%	-2.61%
White	48.54%	42.58%	-5.96%

DEMOGRAPHIC CHANGE IN ON-FIELD UMPIRES										
Match Allocations		2012/2013			2013/2014			2014/2015		
CSA Competition	No. of Matches	White	Black	% B	White	Black	% B	White	Black	% B
Franchise Appearance	253	134	34	25.37	123	49	39.84	93	61	65.59
First Class Appearance	478	222	119	53.60	179	158	88.27	133	105	78.59
National Weeks Appearance	1 307	435	419	49.11	343	511	59.88	385	531	58.63



The focus of transformation remains:

- › **Access:** RPC and Hubs; Regional Provincial Academies
- › **Participations:** 824 Clubs; 2666 Schools
- › **Performance:** Increased participation of Black African players at Franchise level

In support of our focus areas, the Strategic Transformation Fund (STF) of R11 million is available to Members that run programmes that promote access; participation and performance in the previously disadvantaged communities.

In 2012 the Minister of Sport appointed the Eminent Persons Group (EPG) on transformation with the aim of establishing a management system to monitor; evaluate; advise and report on sport's transformation status and the effectiveness of implementation of the Sports Transformation Charter. In the year under review CSA was successful in ensuring that the EPG scorecard is understood by all members.

Our sponsors support our transformation journey

Momentum 2 Excellence (M2E): Momentum, Cricket South Africa and MAD (Make A Difference) Charity are passionate about education and the great sport of cricket. The M2E programme provides the opportunity for talented youngsters to excel in both areas. Five young men from around the country have been selected for the 2015 M2E intake. Three scholars will be staying at their existing schools and two have moved to CSA identified cricket schools with strong academic standing. The selection criterion includes a focus on cricket talent, academic merit and personal attributes.

Sunfoil Education Trust (SET): SET was launched in 2013 to support promising young cricketers to develop through the CSA Pipeline while pursuing formal education and training. It is governed by four Trustees, two each appointed by CSA and Sunfoil. Trustees are responsible for governing the Trust and approving the deserving cricketers based on the following:

- › Cricketers needing support in the pursuit of education and training at Schools or Tertiary Institutions approved by the Trustees.
- › The allocation of bursaries and/or support should mirror that of the SA population.
- › The support should seek to meaningfully advance the transformation of SA cricket.

The SET is funded through Sunfoil sponsoring R2 000 for every six scored and R1 000 for every four scored by the Castle Lager Proteas in a home Sunfoil Series Test match. Since inception of the Trust, funding exceeds R1.5m.

In 2015 14 young cricketers will benefit from the Trust.

The SET Trustees are: Archbishop Njongonkulu Ndungane, Miss Pinky Moholi, Mr Shoaib Moosa and Mr Zubeir Moosa.

BRAND AND REPUTATION

Highlights:

- › Restored confidence in CSA
- › New Balance five year partnership for official apparel and footwear
- › Successful #ProteaFire campaign
- › Launch of CSA's Digital Magazine

Improvements:

- › Rebranding of the Love Cricket to the Official Proteas Supporters Club
- › Active use of radio to promote #ProteaFire
- › Investing in our brand rather than relying on sponsors to build the brand

Challenges:

- › Managing fan perceptions based on media reports
- › Performance of team's influence over brand loyalty
- › Dissemination of information and perceptions across social media

Looking ahead:

- › Positioning and growing the brand of the Women's National Team and the U19 team
- › Re-establishing the semi-professional cricket brand through the Africa T20 competition
- › Engaging with television to promote CSA messaging

The brand and reputation of CSA is material to the sustainability of the organisation and is linked to both the financial sustainability of the organisation and the development of the sport in the country.

The CSA brand has established itself across social media through various platforms such as Facebook, Twitter and Instagram and is ranked number 1 on Facebook with a following of over 2.8 million; the largest following compared to other major sport bodies in South Africa.

CSA is resilient in reinventing and growing its brand. The strength of the brand can be seen in the year-on-year sponsorships that it attracts from both new and renewed contracts. Within CSA there are two brands, the national team; the Proteas and CSA as an organisation.

During the year under review, the Proteas saw their brand grow exponentially through the #ProteaFire campaign and the Official Proteas Supporters Club. The #ProteaFire campaign was created to bring the Proteas close to their fans by building affinity with the team and the brand. This authentic brand was created by the team and exemplifies the culture of the diverse team.

The journey over the last three years has seen the organisation improve their governance, thereby restoring its reputation. The Proteas World Cup team 2015 scandal was an example of CSA's reputation being under fire this year. CSA was clear and transparent in addressing the speculative media reports that alleged political interference, and misconduct regarding the team selection process. A review was conducted in April 2015 with a panel consisting of three independent directors that concluded the allegations as unfounded and mischievous.

The financial sustainability of the organisation is dependent on the realization of brand value for stakeholders including sponsors, fans and players. CSA endeavours to maintain its reputation through its established relationship with the media and fair and balanced reporting across all platforms. We continue to grow our brand by investing in the development of cricket so as to ensure that we remain one of the most competitive teams in the cricketing world.

#ProteaFire PR Exposure

- › 24 Studio based Radio and TV Interviews
- › Total Print Clips – 48
- › Total Broadcast Clips – 112
- › Total Online Clips – 70
- › Total Advertising Value Equivalent = R6 676 721



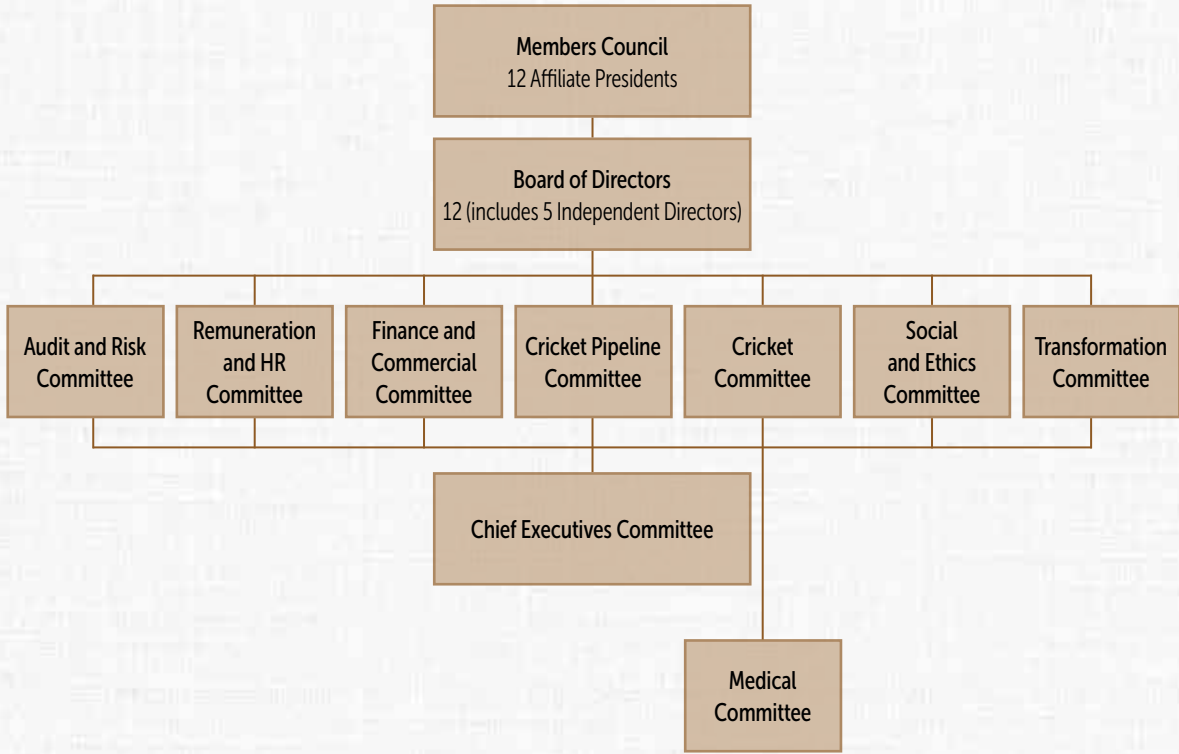
TRANSPARENCY AND ACCOUNTABILITY

CORPORATE GOVERNANCE STATEMENT

The CSA Board of Directors considers sound corporate governance structures and processes as pivotal in delivering responsible and sustainable growth in the sport of cricket and the business of Cricket South Africa. These governance structures and processes are regularly reviewed by the Board and, where necessary, are adapted to reflect national and international best practice.

As a non-profit company, CSA is subject to the corporate governance, disclosure and other legal requirements of the Companies Act, No 71 of 2008. CSA has embraced and applies most of the King Code of Governance Principles (King III). Two areas of non-compliance include the fact that the majority of Directors are not independent, nor does the Board have Executive Directors. This is due to requirements imposed on CSA by SASCOC to whom it is affiliated.

CSA GOVERNING STRUCTURES



Governance framework

CSA operates within a clearly defined governance framework as shown above. The highest decision-making body is the Members’ Council, which is made up of the 12 Affiliate Presidents and the President and Vice-President. The Members’ Council appoints and delegates authority to the Board and the Board sets general policy. CSA has approved delegation of authority levels that are reviewed and revised on an ongoing basis.

Board of directors

The Board is responsible for the strategic direction of CSA, through the governance framework.

In terms of CSA’s Memorandum of Incorporation (Mol), the Board is comprised of seven Non-Independent Directors – who are Presidents of Affiliates and therefore involved in cricket administration – and five Independent Directors, namely persons who, apart from their CSA Directorships, are not involved with cricket. These Independent Directors were selected and

nominated for appointment through a nominations process that was comprised of persons who are independent of CSA. The Independent Directors bring a wealth of knowledge and experience to CSA on the legal, financial and business front, which serves to ensure a robust governance and decision making process.

Directors serve a three-year term, with a Director being eligible for re-election for an additional three-year term. No director may serve for more than two consecutive terms.

The Chairman of the Board is Mr Chris Nenzani, who is a Non-Independent Director. In terms of King III, Principle 2.16.3, if the Chairman is not independent, a Lead Independent Director should be appointed. CSA’s Lead Independent Director is Adv. Norman Arendse sc.

Three independent and three Non-Independent Directors term of office has been extended to the 2016 AGM.

Board induction, training and evaluation

The Company Secretary is responsible for ensuring the Board receive induction training upon appointment. The induction packs include an overview of CSA, the Board and sub-committees terms of reference, the fiduciary duties and responsibilities of being a director and other relevant governance information required for the Board members to familiarize themselves with CSA.

Board training is ongoing and the Company Secretary circulates relevant external training courses or workshops which the Board can attend. During the period under review, the Chairman and Company Secretary attended a Corporate Governance Seminar hosted by the Institute of Directors South Africa.

In-house Board training occurs when relevant, to keep abreast of the changing legislative and governance environment. During the period under review, the legislation on the Protection of Personal Information was presented to the Board.

Board evaluations are conducted annually, as required by King III, and submitted to the Company Secretary. The overall 2014 evaluation results were positive. Management noted the key areas of improvement and have since put mechanisms in place to address two specific issues:

- CSA’s long term strategy formulation should allow for input by Directors.
- The Board was not effective in monitoring the implementation of CSA’s strategy and value systems.

Access to information

The Board has unrestricted access to management, company information and external specialist advice at CSA’s expense. The Company Secretary facilitates this process.

Conflicts of interest

In accordance with the Companies Act 71 of 2008, directors are required to disclose any personal interests they may have in any transaction of

significance with the company. CSA has a standing ‘conflicts of interest’ agenda item on its Board and sub-committee meetings where directors and any other attendees are required to disclose any such conflicts of interest. During the period under review, there were no such conflicts.

Closed sessions

The Audit and Risk Committee agendas provide for confidential meetings between committee members and the internal and external auditors.

Code of ethics

The Board consciously seeks to safeguard the integrity and reputation of cricket in South Africa. CSA has a code of ethics (the code) that sets out the duties and responsibilities of all its stakeholders. The Board has endorsed this code and upholds its standards and behaviours. The code is governed by and constructed in accordance with South African law and disputes relating to this code are subject to the jurisdiction of the courts in South Africa.

Board committees

There are several committees, as shown in the governance structure on page 58, which have been established to assist the Board in the discharge of its duties. All these committees, are chaired by a Director and operate under their own Terms of Reference, which are available upon request from the Company Secretary.

Other than the Cricket and Transformation Committees, members of all other committees are also Directors.

The Members’ Council appointed the members of the statutory Audit and Risk Committee. All other committees were appointed by the Board. The membership and attendance at CSA’s board and committee meetings is shown on page 67.

Summary of key Terms of Reference

Audit and Risk Committee	Chairman	
	Mr Louis von Zeuner (Independent)	
	Members	
	Mr Mohamed Iqbal Khan (Independent)	
	Adv. Vusi Pikoli (Independent)	
	Dr Peter Cyster	
	Permanent Attendees	
	Mr Haroon Lorgat	Chief Executive
	Mr Naasei Appiah	Chief Financial Officer
	Mr Xolile Ndumndum	Internal Auditor
	Ms Christelle Britz	Financial Manager (CSA)
	Ms Ziyanda Nkutha	Financial Manager (AAF)

Summary of key Terms of Reference
Reviews and monitors issues of risk to CSA
Reviews the annual financial statements and integrated annual report and recommends to the Board for approval
Reviews external audit reports on the annual financial statements
Reviews quarterly management accounts
Reviews and approves the Internal Audit plan
Reviews Internal Audit and risk management reports and where relevant, makes recommendations to the Board
Evaluates the effectiveness of risk management controls and governance processes
Reviews the internal control environment
Considers reports relating to legal compliance and litigation, reported cases of fraud and whistle-blowing reports
Reviews sustainability requirements for external assurance of material sustainability issues
Approves the audit fees and engagement of the external auditor, taking independence, qualifications, expertise and resources into account. Also reviews effectiveness of the audit process.
Reviews and monitors the external auditors' independence and objectivity and effectiveness of audit process
Determines the nature and extent of allowable non-audit services and approved contract terms for non-audit services by the external auditor
Ensures co-ordination between the Internal Audit function and the external auditors

The Audit and Risk Committee has pleasure in submitting this report, which has been presented to the Board and has been prepared in accordance with the South African Companies Act no 71 of 2008 (the Act) and incorporating the recommendations of King III.

Members of the Audit and Risk Committee and attendance of meetings

The Audit and Risk Committee consists three independent non-executive and one non-independent non-executive director as listed above and meets at least four times per annum in accordance with its charter. All members are suitably skilled and experienced and act independently as described in the Act. The appointments were approved by the Members at the AGM held on 13th September 2014.

The same members are being recommended by the Board for reappointment at the upcoming AGM on 12th September 2015 for the ensuing financial year ending 30 April 2016.

Four meetings were held during the past financial year and attendance of meetings is set out below.

Member	Meetings attended
Louis von Zeuner (Chairman)	4
Vusi Pikoli	4
Mohamed Iqbal Khan	4
Peter Cyster	4

The committee is satisfied that during the period under review the committee had performed its duties and responsibilities as set out in its Terms of Reference.

Functions of the Audit and Risk Committee and discharge of its responsibilities

The Audit and Risk Committee has adopted the Terms of Reference, approved by the Board, setting out its duties and responsibilities prescribed in the Companies Act and incorporated additional duties that were delegated to it, by the Board. The company applies a combined assurance model.

The committee is satisfied and the Board has concurred that, for the 2015 financial year, the committee has performed all the functions required to be performed by an Audit and Risk Committee as set out in the Companies Act and its Terms of Reference. These duties were discharged as follows:

- Reviewed the company Annual Financial Statements (AFS) and the Integrated Report, culminating in a recommendation to the Board to adopt the AFS. In the course of its review, the committee:
 - Took appropriate steps to ensure the AFS were prepared in accordance with International Financial Reporting Standards (IFRS) and the requirements of the Companies Act;
 - Considered and, where appropriate, made recommendations on internal financial controls;
 - Dealt with any concerns or complaints on accounting policies, internal audit, the auditing or content of the AFS, and internal financial controls; and
 - Reviewed matters that could have a significant impact on the organisation's AFS.
- Reviewed external audit reports on the annual financial statements;
- Determined the nature and extent of allowable non-audit services and approved contract terms for non-audit services by the external auditor;
- Approved the audit fees and engagement terms of the external auditor;
- Reviewed quarterly management accounts;
- Reviewed and approved the internal audit plan;
- Reviewed internal audit and risk management reports and, where relevant, made recommendations to the Board;

- Evaluated the effectiveness of risk management, controls and governance processes;
- Considered reports relating to legal compliance and litigation, reported cases of fraud, and whistle-blowing reports; and
- Reviewed sustainability requirements

Internal Audit

The Audit and Risk Committee has oversight of the company's annual financial statements and reporting process, including the systems of internal financial control. It is responsible for ensuring the company's Internal Audit function is independent and has the necessary resources, standing and authority in the organisation to discharge its duties. The committee oversees co-operation between internal and external auditors and serves as a link between the Board of Directors and these functions. The internal auditor reports functionally to the chair of the committee and administratively to the chief executive.

Risk Management

The Board did not split the committee's responsibilities of audit and risk. Besides activities already mentioned, the committee has oversight of the Risk Management Function of CSA and have approved the seven key risk areas that are monitored through the activities of management and internal audit.

Attendance

The internal and external auditors, in their capacity as auditors to the company, and the Chief Executive and Chief Financial Officer attended and reported at all meetings of the Audit and Risk Committee. Other relevant executive and senior managers attended by invitation.

Confidential Meetings

Audit and Risk Committee agendas provide for confidential meetings between committee members and the internal and external auditors.

Independence of the External Auditor

During the year the Audit and Risk Committee reviewed a representation by the external auditor and, after conducting its own review, confirmed the independence of the auditor, Deloitte & Touche.

Expertise and experience of the Chief Financial Officer and the finance function

The Audit and Risk Committee has satisfied itself that the Chief Financial Officer, Mr N. Appiah (CA)SA has the requisite expertise and experience to lead and manage the finance function.

In addition, the committee has satisfied itself that the composition, experience and skills set of the finance function met the company’s requirements.



LOUIS VON ZEUNER

Chairman: Audit and Risk Committee
31 July 2015

Remuneration and HR Committee	Chairman	
	Ms Dawn Mokhobo (Independent)	
	Members	
	Mr Rihan Richards	
	Mr Fa-eez Jaffar	
	Permanent attendees	
	Mr Haroon Lorgat	Chief Executive
	Mr Naasei Appiah	Chief Financial Officer
	Ms Yolisa Magobiyane	Head of Legal and Company Secretary
	Mr Musa Gubevu	Human Resources Manager

Summary of key Terms of Reference
Oversee the establishment of a remuneration philosophy, policies and structures that will promote the achievement of strategic objectives and encourage individual performance
Ensure that succession planning/talent management is effective
Ensure that the mix of fixed and variable pay, in cash, meets CSA's needs and strategic objectives
Satisfy itself as to the accuracy of recorded performance measures that govern the payment of incentives
Ensure that all benefits, including retirement benefits and other financial arrangements, are justified and correctly valued
Select an appropriate comparative group when comparing remuneration levels
Regularly review incentive schemes to ensure continued contribution to stakeholder value
Advise on the remuneration of the Non-Executive Directors and office bearers
Oversee the preparation and recommendation to the Board of the remuneration report, to be included in the Integrated Report
Guide management in the fulfilment of their responsibilities in respect of the attraction, retention, succession and management of staff

Finance and Commercial Committee	Chairman	
	Mr Mohamed Iqbal Khan (Independent)	
	Members	
	Mr Louis von Zeuner (Independent)	
	Dr Peter Cyster	
	Permanent attendees	
	Mr Haroon Lorgat	Chief Executive
	Ms Yolisa Magobiyane	Head of Legal and Company Secretary
	Mr Naasei Appiah	Chief Financial Officer
	Mr Marc Jury	Head: Commercial and Marketing
	Ms Christelle Britz	Financial Manager (CSA)
	Ms Ziyanda Nkutha	Financial Manager (AAF)
	Mr Xolile Ndumndum	Internal Auditor
	Invitee	
	Mr Tony Irish	SACA representative

Summary of key Terms of Reference
Review internal financial management reporting and provide oversight on all matters financial or commercial in nature
Make recommendations to the Board regarding policies for investment, managing surplus funds and monitor all investments
Provide oversight on matters related to revenue streams, review and sign off broadcast rights and commercial property contracts with a monetary value >R10 million
Provide oversight on matters related to financial policies, results, budgets, cash flow management and financial planning
Provide oversight on matters related to taxation and statutory matters
Provide oversight on matters related to capital structures and funding, capital management planning and initiatives. Due diligence authority in regards to proposals which may have a material impact on CSA’s capital position

Cricket Pipeline Committee	Chairman	
	Mr Rihan Richards	
	Members	
	Mr Thabang Moroe	
	Dr Peter Cyster	
	Mr Andrew O’Connor (Co-opted)	
	Permanent attendees	
	Mr Haroon Lorgat	Chief Executive
	Mr Corrie van Zyl	General Manager, Cricket
	Mr Max Jordaan	Head: Transformation and Member Relations

Summary of key Terms of Reference
Development activities and programmes at all levels of cricket
Oversee, monitor, formulate proposals and act as advisor to the Board in regards to of the:
› Development and nurturing of players, coaches and match officials
› Effectiveness and efficiency of programmes and activities within the cricket pipeline
› Maintenance and upgrade of facilities

Cricket Committee	Chairman	
	Mr Andrew O'Connor	
	Members	
	Mr Beresford Williams	
	Mr Rihan Richards (Co-opted)	
	Other Members	
	Mr Gary Kirsten	National Team Management nominee
	Mr Gerald Dros	SACA representative
	Dr Shuaib Manjra	Medical Committee Chairman
	Mr Rushdie Magiet	External/Independent member
	Invitees	
	Dr Mohamed Moosajee	National Team Management nominee
	Mr Russell Domingo	National Team Management nominee
	Mr Geoffrey Toyana	Franchise Coaches
	Mr Linda Zondi	Convenor of Selectors
	Mr Andrew Breetzke	SACA representative
	Mr Mfuneko Ngam	Former National Player
	Mr Stephen Cook	Franchise Captain
Summary of key Terms of Reference		
Assist and advise the Board on all professional and semi-professional cricket-playing matters including: › The laws of the game of cricket › Standard playing conditions for CSA competitions and tournaments › Use of technology in the decision-making process › Matters arising from captains and coaches › Matters arising from umpires and referees		

Social and Ethics Committee	Chairman	
	Adv. Vusi Pikoli (Independent)	
	Members	
	Mr Beresford Williams	
	Mr Andrew O'Connor	
	Permanent attendees	
	Mr Haroon Lorgat	Chief Executive
	Mr Naasei Appiah	Chief Financial Officer
	Ms Yolisa Magobiyane	Head of Legal and Company Secretary
	Mr Musa Gubevu	Human Resources Manager
	Invitee	
	Mr Xolile Ndumndum	Internal Auditor
	Mr Louis Cole	Anti-corruption and Security Officer
Summary of key Terms of Reference		
Review, approve and monitor compliance with CSA's Preferential Procurement Policy, taking into account the targets stipulated in the Broad-Based Black Economic Empowerment (B-BBEE) Codes of Good Practice		
Review, approve and monitor compliance with CSA's Employment Equity Policy, taking into account the targets stipulated in the B-BBEE Codes of Good Practice		
Monitor CSA's targets and progress in regard to skills development and training		
Monitor CSA's activities with regards to any relevant legislation, other legal requirements or prevailing codes of best practice		
Monitor social and economic development, including CSA's standing in terms of the: › 10 principles set out in the United Nations Global Compact under the four pillars which are: Human Rights, Labour, Environment and Anti-Corruption › OECD guidelines regarding corporate corruption › Employment Equity Act › B-BBEE Act		
Monitoring good corporate citizenship, including CSA's: › Promotion of equality, prevention of unfair discrimination, reduction of corruption › Contribution to development of communities › Record of sponsorship, donation and charitable giving		
Monitoring environment, health and public safety, including the impact of CSA's activities and of its products or services		
Monitoring consumer relationships, including the company's advertising, public relations and compliance with consumer protection laws		
Monitoring labour and employment, including CSA's standing in terms of the: › International Labour Organisation protocol on decent working conditions › CSA's employment relationships and contribution towards educational development of its employees		
Review and make recommendations to the Audit and Risk Committee in regards to non-statutory and sustainability aspects of the Integrated Report		
To draw matters within its mandate to the attention of the Board		
To report, through one of its members, to the stakeholders at the company's annual general meeting on the matters within its mandate		

Transformation Committee	Chairman	
	Adv. Norman Arendse sc (Lead Independent)	
	Members	
	Mr Fa-eez Jaffar	
	Mr Louis von Zeuner (Independent)	
	Other members	
	Mrs Zola Thamae	
	Mr Ahmed Jinnah	
	Dr Willie Basson	
	Permanent attendees	
	Mr Haroon Lorgat	Chief Executive
	Ms Yolisa Magobiyane	Head of Legal and Company Secretary
	Mr Max Jordaan	Head: Transformation and Member Relations

Summary of key Terms of Reference
To formulate CSA transformation policies, procedures, protocols and strategy, and to monitor implementation of these and the Transformation Charter at all operational levels within CSA and each one of its structural components at National and Provincial Affiliate, Associate, Club and School level, including the Players' Association
To interact and consult with all the relevant committees and structures regarding transformation
To advise, guide and provide direction on transformation matters
To assist, advise and guide the Board and or CEO, Franchises, Affiliates and Associate member on transformation matters

Board and committee meetings attendance

The attendance for the Members' Council, Board and sub-committee meetings are illustrated on page 67. The Chief Executive and his Executive Management attend these meetings.

Company secretary

Ms Yolisa Magobiyane is the Company Secretary, duly appointed by the Board of Directors in accordance with the Companies Act 71 of 2008.

Fraud hot-line

CSA has a whistle-blowing policy in which it encourages anyone, including staff, to come forward anonymously and report issues of maladministration, conflict of interest and corruption. This applies to players, staff and other stakeholders. An anonymous fraud hot-line is in place and is managed by Deloitte & Touche.

Attendance table for the Members Council, Board of Directors and Sub-committees' meetings between the commencement of the financial year to the date of this report are illustrated below. The Chief Executive and his executive management team attend these meetings.																Scheduled to take place
Members Council, Board and Committee Membership		Meeting Dates and Attendance Register														
		Jun-14	Jul-14	Aug-14	#Sept 14	^Sept 14	Oct-14	Nov-14	Dec-14	Jan-15	Feb-15	Mar-15	Apr-15	May-14	Jun-14	Aug-14
Members Council	Members															
	Chris Nenzani (President)	a			a	a										a
	Peter Cyster (Vice-President)	a			a	a										a
	Andy O'Connor	a			a	a										a
	Angelo Carolissen	a			a	a										a
	Archie Pretorius	a			x	x										a
	Beresford Williams	a			a	a										a
	Donovan May	a			a	a										a
	Fa-eez Jaffar	a			a	a										a
	John Wright	x			a	a										a
	Gerald Dros (Northerns Proxy)	a			c	c										
	Rihan Richards	a			a	a										a
	Rudi Claassen	a			a	a										x
	John Komanisi (SWD Proxy)	a			a	a										a
	Tando Ganda	a			a	a										a
	Thabang Moroe	a			a	a										a
	Zola Thamae	a			a	a										a
Board	Members															
	Chris Nenzani (Chair)	a		a	a	a	x					a				a
	Norman Arendse SC (LID)	a		a	a	a	x					a				a
	Andy O'Connor	a		a	a	a	a					a				a
	Beresford Williams	a		a	a	a	a					a				a
	Dawn Mokhobo	a		x	x	x	a					a				a
	Fa-eez Jaffar	a		a	a	a	a					a				a
	Iqbal Khan	a		a	a	a	a					a				a
	Louis von Zeuner	a		a	a	a	a					a				a
	Peter Cyster	a		a	a	a	a					a				a
	Rihan Richards	a		a	a	a	a					a				a
	Thabang Moroe	a		a	a	a	c					a				a
	Vusi Pikoli	a		a	a	a	a					a				a
Sub-Committees	Members															
Audit and Risk	Louis von Zeuner (Chair)		a					a			a	a				a
	Iqbal Khan		a					a			a	a				a
	Peter Cyster		a					a			a	a				a
	Vusi Pikoli		a					a			a	a				a
HR and Remuneration	Dawn Mokhobo (Chair)							a							x	
	Fa-eez Jaffar							a							a	
	Rihan Richards							a							a	
Finance and Commercial	Iqbal Khan (Chair)		a					a			a	a				a
	Louis von Zeuner		a					a			a	a				a
	Peter Cyster		a					a			a	a				a
Cricket Pipeline	Rihan Richards (Chair)				a											a
	Peter Cyster				a											x
	Thabang Moroe				a											a
	Andy O'Connor				a											a
Cricket	Andy O'Connor (Chair)				a											a
	Beresford Williams				a											a
	Rihan Richards				a											a
Social and Ethics	Vusi Pikoli (Chair)			a								a				a
	Andy O'Connor			a								a				a
	Beresford Williams			a								a				a
Transformation	Norman Arendse sc (Chair)			a								a				a
	Dawn Mokhobo			x								c				c
	Fa-eez Jaffar			a								a				a
	Louis von Zeuner			a								a				x

LEGEND		
Indicates attendance	a	Shaded area indicates meeting of the various Sub-committees
Indicate absent with apology	x	Indicates independent members – Non-CSA Board members
Indicates not a member at the time	c	AGM for the year ended 30 April 2014
Shaded area indicates meeting of the Members Council		Combined Meeting of Members' Council and Board
Shaded area indicates meeting of the Board of Directors		Lead Independent Director
		LID

REMUNERATION REVIEW

The Human Resources and Remuneration Committee (Remco) is responsible for assisting the Board in fulfilling its remuneration corporate governance supervision responsibilities and the alignment of remuneration philosophy with its business strategy. Remco operates under an approved Terms of Reference – the summary of which is shown on page 62. This committee assists management to attract, retain, motivate and reward senior executives and staff by the payment of fair, competitive and appropriately structured remuneration. In addition, Remco performs additional duties delegated to it by the Board from time to time.

Employee remuneration structure

CSA remuneration framework is effective in supporting the achievement of the company's business objectives. It is in line with best practice and fairly rewards individuals for their contribution to the business, having regard to the need to attract, motivate and retain employees of high calibre.

The CSA remuneration structure includes the following key components:

- Total guaranteed package: This is the total annual guaranteed cost-to-company of employing an

individual. This cost includes the total annual salary, plus fringe benefits. Typically these include medical aid, company provident fund, group life and accident insurance. This excludes any form of variable pay.

- Short-term incentives: This is an annual discretionary bonus tied to the performance of the company, team and or individual performance. Short-term incentives are defined as incentives that are applicable for up to one year, such as incentive targets and individual performance incentives.

The company does not have medium and long-term incentive schemes.

Independent Non-Executive Directors

Independent Non-Executive Directors are appointed to the CSA Board based on their ability to contribute specific skills, insight and experience appropriate to assisting the organization to set out and achieve its objectives. Bearing in mind that CSA is a non-profit company, fees are set at levels to attract and retain the calibre of director necessary to contribute to a highly effective board. Independent Non-Executive Directors receive fixed fees for services on the CSA Board and its sub-committees. They do not receive performance incentives.





SUMMARY FINANCIAL STATEMENTS

CHIEF FINANCIAL OFFICER'S OVERVIEW

CSA and its Members implemented a new **Operational Model** in the 2014/2015 year and achieved some early successes, albeit with a number of challenges. The implementation of the Model resulted in the re-engineering of CSA and Members' operations to improve structural efficiencies, governance and accountability across the organisation and its Members. We believe that we are now well positioned for the future as we continue our journey of working closely with our Members to attain sustainability and growth.

The current year's net results, although lower than the prior year, were pleasing because in terms of CSA's four year planning cycle, the 2014/15 season represents a lean year and thus losses were expected. The turnaround of expected losses to actual profits can only be described as phenomenal and to some extent was aided by the weak rand. From an income generation perspective there was substantial growth in the company's sponsorship stream as a result of new sponsorship deals concluded during the year under review and notably with international brands entering for the first time. Among the reasons for this growth was the renewed public confidence in the organisation and the fact that the Proteas are not just a South African brand but rather a global one.

The year under review is particularly pleasing as CSA realised a profit of R108 million. This was mainly driven by significantly improved revenues compared with the budget.

The reasons for 2014/15 being budgeted as a lean year included the following two key points:

- An ICC CWC in the Southern Hemisphere materially impacts CSA's ability to schedule home international matches during the prime summer period, which caused losses in revenue. In essence the ICC CWC occupies approximately 8 weeks and it is thus not possible to fixture more than one full inbound international tour.
- The value of commercial broadcast rights (which is solely dependent on the commercial value of the visiting team) was not of high value during the past financial year.

Although the company continued to manage its costs tightly (which resulted in savings), there was a year on year increase in expenditure of 10% due to a 34% increase in funding provided to our Members for amateur cricket as a result of the implementation of the new Operational Model. Funding to the Members was a lot more deliberate in the current year and was aimed at advancing, enhancing and growing the game in South Africa.

In conclusion we would like to emphasize the major financial contribution made to Cricket by our Official Commercial Partners (Sponsors, Broadcasters, Suppliers) and Stakeholders and wish to assure these supporters that the administration of Cricket South Africa is well managed and will continue to be so in the future as we continue to strive to be the most sustainable and successful sporting organisation on the continent. We have seen an increase in overall distribution with funding up 34% for Members and 30% for Franchises.



NAASEI APPIAH
Chief Financial Officer

SUMMARY FINANCIAL STATEMENTS
PREPARED FROM THE AUDITED ANNUAL FINANCIAL STATEMENTS OF CRICKET SOUTH AFRICA NPC
FOR THE YEAR ENDED 30 APRIL 2015

INDEPENDENT AUDITOR'S REPORT ON THE SUMMARY FINANCIAL STATEMENTS TO THE DIRECTORS OF CRICKET SOUTH AFRICA NPC

The accompanying summary financial statements, set out on pages 74 to 76 which comprise the summary statement of financial position as at 30 April 2015, the summary statements of comprehensive income, statement of changes in equity and cash flows for the year then ended, and related notes, are derived from the audited annual financial statements of Cricket South Africa NPC for the year ended 30 April 2015. We expressed an unmodified audit opinion on those annual financial statements in our report dated 31 July 2015. Our auditor's report on the audited annual financial statements contained an Other Matter paragraph "Other reports required by the Companies Act" (included below). Those financial statements, and the summary financial statements, do not reflect the effects of events that occurred subsequent to the date of our report on those financial statements.

The summary financial statements do not contain all the disclosures required by International Financial Reporting Standards and the requirements of the Companies Act of South Africa as applicable to annual financial statements. Reading the summary financial statements, therefore, is not a substitute for reading the audited annual financial statements of Cricket South Africa NPC.

Directors' Responsibility for the summary Financial Statements

The directors are responsible for the preparation of a summary of the financial statements on the basis described in notes to the summary financial statements and the requirements of the Companies Act of South Africa as applicable to summary financial statements, and for such internal control as the directors determine is necessary to enable the preparation of the summary financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

Our responsibility is to express an opinion on the summary financial statements based on our procedures, which were conducted in accordance

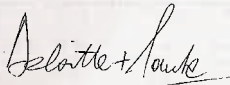
with International Standards on Auditing (ISA) 810, "Engagements to Report on Summary Financial Statements".

Opinion

In our opinion, the summary financial statements derived from the audited annual financial statements of the Cricket South Africa NPC for the year ended 30 April 2015 are consistent, in all material respects, with those annual financial statements, on the basis described in notes to the summary financial statements and the requirements of the Companies Act of South Africa as applicable to summary financial statements.

Other reports required by the Companies Act

The "other reports required by the Companies Act" paragraph in our audit report dated 31 July 2015 states that as part of our audit of the financial statements for the year ended 30 April 2015, we have read the Directors' Report, the Audit and Risk Committee's Report and the Company Secretary's Certificate for the purpose of identifying whether there are material inconsistencies between these reports and the audited annual financial statements. These reports are the responsibility of the respective preparers. The paragraph also states that, based on reading these reports, we have not identified material inconsistencies between these reports and the audited annual financial statements. The paragraph furthermore states that we have not audited these reports and accordingly do not express an opinion on these reports. The paragraph does not have an effect on the summary financial statements or our opinion thereon.



Deloitte & Touche
Registered Auditors
Per: I. Vawda
Partner
31 July 2015

National Executive: *LL Barn Chief Executive *AE Swiegers COO *GM Pinnock Audit DL Kennedy Risk Advisory *NB Kader Tax TP Pillay Consulting *K Black Clients & Industries *JK Mazzocco Talent & Transformation *MJ Jarvis Finance *M Jordan Strategy S Gwala Managed Services *TJ Brown Chairman of the Board *MJ Comber Deputy Chairman of the Board

A full list of partners and directors is available on request

*Partner and Registered Auditor

B-BBEE rating: Level 2 contributor in terms of the Chartered Accountancy Profession Sector Code

Member of Deloitte Touche Tohmatsu Limited

SUMMARY FINANCIAL STATEMENTS
PREPARED FROM THE AUDITED ANNUAL FINANCIAL STATEMENTS OF CRICKET SOUTH AFRICA NPC
 FOR THE YEAR ENDED 30 APRIL 2015

SUMMARY STATEMENT OF COMPREHENSIVE INCOME	2015 R'000	2014 R'000
Revenue	765 600	810 607
Amateur cricket	37 590	28 330
Professional cricket	714 213	767 619
Coach Hire	13 797	14 658
Expenses	(695 476)	(634 092)
Central cost	(58 121)	(54 944)
Amateur cricket	(205 281)	(157 270)
Professional cricket	(353 328)	(343 383)
National team	(61 701)	(60 922)
Coach Hire	(17 045)	(17 573)
Operating profit	70 124	176 515
Investment income	23 986	17 324
Net foreign exchange gain	13 180	5 571
Fair value adjustments	384	–
Profit before taxation	107 674	199 410
Taxation	–	–
Profit for the year	107 674	199 410
Other comprehensive income	–	–
TOTAL COMPREHENSIVE INCOME FOR THE YEAR	107 674	199 410

SUMMARY FINANCIAL STATEMENTS
PREPARED FROM THE AUDITED ANNUAL FINANCIAL STATEMENTS OF CRICKET SOUTH AFRICA NPC
 FOR THE YEAR ENDED 30 APRIL 2015

SUMMARY STATEMENT OF FINANCIAL POSITION	2015 R'000	2014 R'000
ASSETS		
Non-current assets	142 014	51 578
Current assets excluding cash and cash equivalents	502 697	260 417
Cash and cash equivalents	246 653	383 721
TOTAL ASSETS	891 364	695 716
EQUITY AND LIABILITIES		
RESERVES	707 095	599 421
Retained earnings	707 095	599 421
LIABILITIES	184 269	96 295
Current liabilities	184 269	96 295
TOTAL EQUITY AND LIABILITIES	891 364	695 716

SUMMARY STATEMENT OF CHANGES IN EQUITY	Retained Earnings R'000
Balance as at 1 May 2013	400 011
Total comprehensive income for the year	199 410
Balance as at 30 April 2014	599 421
Total comprehensive income for the year	107 674
Balance as at 30 April 2015	707 095

SUMMARY STATEMENT OF CASH FLOWS	2015 R'000	2014 R'000
Profit before taxation	107 674	199 410
Non-cash adjustments to reconcile net profit to net cash flows	5 929	4 395
Working capital adjustments	(148 002)	(90 466)
Net cash outflow from operating activities	(34 399)	113 339
Net cash outflow from investing activities	(102 669)	(28 289)
Net cash outflow from financing activities	–	–
Net (decrease)/increase in cash and cash equivalents	(137 068)	85 050
Cash and cash equivalents at beginning of the year	383 721	298 671
CASH AND CASH EQUIVALENTS AT END OF THE YEAR	246 653	383 721

FOR THE YEAR ENDED 30 APRIL 2015

These annual financial statements have been prepared in terms of the Companies Act No71 of 2008 of South Africa. The annual financial statements have been prepared by N. Appiah CA(SA), the Chief Financial Officer of Cricket South Africa.

The main business of Cricket South Africa NPC (the "company") is to promote, administer and generally encourage the game of cricket in South Africa and to compete in international competition.

The summary financial statements have been extracted from the audited annual financial statements of the company which were approved by the board of directors on 31 July 2015. These summary financial statements were authorised for issue on 31 July 2015.

The aforementioned audited annual financial statements are available for inspection on the CSA website or at the offices of the company, situated at the Wanderers Club, 21 North Street, Illovo, Johannesburg. The summary financial statements are presented in considerably less detail than the audited annual financial statements for the convenience of readers and present a fair summary of the audited annual financial statements.

These summary financial statements are presented in South African Rand since this is the local currency in which the majority of the company's transactions are denominated.

The annual financial statements have been prepared in accordance with International Financial Reporting Standards, and in the manner required by the Companies Act of South Africa.

The financial statements have been prepared under the historical cost basis, except for certain financial instruments carried at fair value, and non-current assets which are held at the lower of carrying value and fair value less costs to sell, as applicable.

The preparation of financial statements requires the use of estimates and assumptions that affect the reported values of assets and liabilities, and disclosures of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reported period. Although these estimates are based on management's best knowledge of current events and actions, actual results may ultimately differ from those estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised if the revision affects only that period or in the period of the revision and future periods if the revision affects both current and future periods.

The significant accounting policies and detailed notes to the annual financial statements are disclosed in the audited annual financial statements which are available at the offices of the company or on the Cricket South Africa website www.cricket.co.za.

CHRIS HUBERT NENZANI
Chairman
31 July 2015

Hanson

HAROON LORGAT
Chief Executive
31 July 2015

NOTES

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This image shows a single sheet of white paper with horizontal ruling lines. The lines are evenly spaced and run across the width of the page. There is no text or other markings on the paper.

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