

ANNEXURE A – DETAILED BUDGET FOR THE YEAR ENDING 31 MARCH 2028

PA Costs R'000	Prior Year	Current Year	Proposed budget			Future Years	
	2025/26	Full year board approved budget 2026/27	Budget 2027/28	Var Budget 2026/27 vs Budget 2027/28 R'000	Var Budget 2026/27 vs Budget 2027/28 %	2028/29 Budget Estimate	2029/30 Budget Estimate
Levies	612,640	632,244	655,637	23,393	3.70%	675,306	695,565
Fees	11,415	10,178	10,903	724	7.12%	11,225	11,557
TOTAL REVENUE	624,054	642,422	666,540	24,117	3.75%	686,531	707,123
Remuneration - Total Cost To Company	451,402	596,975	642,786	45,810	7.67%	716,413	791,139
Contractors	6,844	4,623	3,042	-1,581	-34.19%	2,028	-
Other personnel costs	880	448	1,099	651	145.24%	1,429	1,250
Total personnel costs	459,127	602,046	646,927	44,881	7.45%	719,871	792,389
Professional Fees	143,230	329,583	133,951	-195,632	-59.36%	137,969	142,109
Travel expenses	17,578	42,442	18,107	-24,336	-57.34%	18,650	19,210
IT operational expenditure	12,777	10,000	23,660	13,660	136.59%	24,370	25,101
HOD discretionary & Special Functions	10,959	11,987	14,689	2,701	22.54%	15,129	15,583
Training Costs	5,686	9,583	10,834	1,250	13.04%	11,159	11,493
Other Operating Costs	4,772	6,539	6,860	321	4.90%	7,065	7,277
Total operational costs	195,002	410,135	208,100	-202,036	-49.26%	214,342	220,773
TOTAL DIRECT COSTS	654,128	1,012,182	855,026	-157,155	-15.53%	934,213	1,013,162
Total indirect costs	226,107	235,268	257,553	22,285	9.47%	265,279	273,238
TOTAL OPEX	880,235	1,247,449	1,112,579	-134,870	-10.81%	1,199,492	1,286,400
CAPITAL EXPENDITURE (CAPEX)	135,214	88,131	0	-88,131	-100.00%	39,804	
RESERVE - FSRA section 239(3)	258,890	200,331	111,258	-89,073	-44.46%	148,813	154,270
GRAND TOTAL	1,274,340	1,535,911	1,223,837	-312,074	-20.32%	1,388,109	1,440,670
OPERATING (DEFICIT) SURPLUS*	-30,074	-369,759	-188,487	181,273	-49.02%	-247,682	-306,039
ALL-INCLUSIVE (DEFICIT) SURPLUS	-650,286	-893,489	-557,298	336,192	-37.63%	-701,578	-733,547