



# ANNUAL REPORT

## CATALYSING INVESTMENT THROUGH STRATEGIC COLLABORATION

# 2024/25





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## LIST OF ABBREVIATIONS/ACRONYMS

|                 |                                                                       |
|-----------------|-----------------------------------------------------------------------|
| <b>AAD</b>      | Africa Aerospace and Defence                                          |
| <b>ACSA</b>     | Airports Company South Africa                                         |
| <b>AfCFTA</b>   | African Continental Free Trade Area                                   |
| <b>AEC</b>      | Architecture Engineering and Construction                             |
| <b>AFS</b>      | Annual Financial Statements                                           |
| <b>AGOA</b>     | African Growth and Opportunity Act                                    |
| <b>AGSA</b>     | Auditor-General of South Africa                                       |
| <b>AI</b>       | Artificial Intelligence                                               |
| <b>AIDC</b>     | Automotive Industry Development Centre                                |
| <b>AOD</b>      | Acknowledgement of Debt                                               |
| <b>AOP</b>      | Annual Operational Plan                                               |
| <b>APP</b>      | Annual Performance Plan                                               |
| <b>ASP</b>      | Automotive Supply Park                                                |
| <b>AVE</b>      | Advertising Value Equivalency                                         |
| <b>B-BBEE</b>   | Broad-Based Black Economic Empowerment                                |
| <b>BFI</b>      | Budget Facility for Infrastructure                                    |
| <b>BITF</b>     | Black IT Forum                                                        |
| <b>BPO</b>      | Business Process Outsourcing                                          |
| <b>BRICS</b>    | Brazil, Russia, India, China, South Africa                            |
| <b>BRT</b>      | Bus Rapid Transport                                                   |
| <b>BComHons</b> | Bachelor of Commerce Honours                                          |
| <b>BCompt</b>   | Bachelor of Accounting Science                                        |
| <b>BSC</b>      | Bid Specification Committee                                           |
| <b>CA(SA)</b>   | Chartered Accountant (South Africa)                                   |
| <b>CE</b>       | Civil Engineering                                                     |
| <b>C20</b>      | Civil Society                                                         |
| <b>CP</b>       | City Power                                                            |
| <b>CEO</b>      | Chief Executive Officer                                               |
| <b>CFO</b>      | Chief Financial Officer                                               |
| <b>CGSO</b>     | Consumer Goods and Services Ombud                                     |
| <b>CIC</b>      | Climate Innovation Centre                                             |
| <b>CIDB</b>     | Construction Industry Development Board                               |
| <b>CIO</b>      | Chief Information Officer                                             |
| <b>COGTA</b>    | Department of Cooperative Governance and Traditional Affairs          |
| <b>CSI</b>      | Corporate Social Investment                                           |
| <b>CSIR</b>     | Council for Scientific and Industrial Research                        |
| <b>CSOC</b>     | Community Schemes Ombud Services                                      |
| <b>DBSA</b>     | Development Bank of South Africa                                      |
| <b>DDI</b>      | Direct Domestic Investment                                            |
| <b>DEDEAT</b>   | Department of Economic Development, Environmental Affairs and Tourism |
| <b>DFI</b>      | Development Finance Institution                                       |
| <b>DoL</b>      | Department of Labour                                                  |
| <b>DPSC</b>     | Detainees Parents Support Committee                                   |
| <b>DRT</b>      | Department of Roads and Transport                                     |
| <b>DSi</b>      | Department of Science and Innovation                                  |
| <b>dtic</b>     | Department of Trade, Industry and Competition                         |
| <b>DTMH</b>     | The Downtown Music Hub                                                |

|                |                                                              |
|----------------|--------------------------------------------------------------|
| <b>DALLARD</b> | Department of Agriculture, Land Reform and Rural Development |
| <b>ECD</b>     | Early Childhood Development                                  |
| <b>EIA</b>     | Environmental Impact Assessment                              |
| <b>EA</b>      | Environmental Authorisation                                  |
| <b>EMEA</b>    | Europe, Middle East, and Africa                              |
| <b>EPMO</b>    | Enterprise Project Management Office                         |
| <b>ERRP</b>    | Economic Reconstruction and Recovery Plan                    |
| <b>EXCO</b>    | Executive Committee                                          |
| <b>FDI</b>     | Foreign Direct Investment/Foreign Direct Inflow              |
| <b>FIFO</b>    | First-In, First-Out                                          |
| <b>FMCSA</b>   | Ford Motor Company of South Africa                           |
| <b>FY</b>      | Financial Year                                               |
| <b>G20</b>     | Group of Twenty                                              |
| <b>GAP</b>     | Gauteng Accelerator Programme                                |
| <b>GCR</b>     | Gauteng City Region                                          |
| <b>GDARD</b>   | Gauteng Department of Agriculture and Rural Development      |
| <b>GEP</b>     | Gauteng Enterprise Propeller                                 |
| <b>GDED</b>    | Gauteng Department of Economic Development                   |
| <b>GDoH</b>    | Gauteng Department of Health                                 |
| <b>GDP</b>     | Gross Domestic Product                                       |
| <b>GEPP</b>    | Global Export Passport Programme                             |
| <b>GEYODI</b>  | Gender, Youth and People with Disabilities                   |
| <b>GGDABI</b>  | Gauteng Growth and Development Agency Business Intelligence  |
| <b>GIBS</b>    | Gordon Institute of Business Science                         |
| <b>GIC</b>     | Gauteng Investment Conference                                |
| <b>GIDZ</b>    | Gauteng Industrial Development Zone                          |
| <b>GLMP</b>    | Greater Lanseria Master Plan                                 |
| <b>GMA</b>     | Gautrain Management Agency                                   |
| <b>GNU</b>     | Government of National Unity                                 |
| <b>GDARD</b>   | Gauteng Department: Agriculture and Rural Development        |
| <b>GDED</b>    | Gauteng Department of Economic Development                   |
| <b>GDID</b>    | Gauteng Department of Infrastructure Development             |
| <b>GGDA</b>    | Gauteng Growth and Development Agency                        |
| <b>GPAA</b>    | Government Pensions Administration Agency                    |
| <b>GPG</b>     | Gauteng Provincial Government                                |
| <b>GPDRD</b>   | Gauteng Provincial Department of Roads and Transport         |
| <b>GRAP</b>    | Generally Recognised Accounting Practice                     |
| <b>GTAC</b>    | Government Technical Advisory Centre                         |
| <b>HR</b>      | Human Resource                                               |
| <b>ICT</b>     | Information and Communication Technology                     |
| <b>IDZ</b>     | Industrial Development Zone                                  |
| <b>IESBA</b>   | International Ethics Standards Board for Accountants         |
| <b>ILO</b>     | International Labour Organisation                            |
| <b>ILO SYB</b> | International Labour Organization Start your business        |
| <b>IMF</b>     | International Monetary Fund                                  |
| <b>IoDSA</b>   | Institute of Directors for Southern Africa                   |

|                |                                                                       |
|----------------|-----------------------------------------------------------------------|
| <b>IP</b>      | Intellectual Property                                                 |
| <b>ISA</b>     | Infrastructure South Africa                                           |
| <b>ISAS</b>    | International Standards on Auditing                                   |
| <b>JDA</b>     | Johannesburg Development Agency                                       |
| <b>JRA</b>     | Johannesburg Roads Agency                                             |
| <b>LIA</b>     | Lanseria International Airport                                        |
| <b>LLB</b>     | Bachelor of Laws                                                      |
| <b>LOI</b>     | Letter of Intent                                                      |
| <b>LRA</b>     | Land Reservation Agreement                                            |
| <b>LSC PMO</b> | Lanseria Smart City Project Management Office                         |
| <b>MBL</b>     | Master of Business Leadership                                         |
| <b>MCTS</b>    | Metal Casting Technology Station                                      |
| <b>MEC</b>     | Member of Executive Council                                           |
| <b>MFP</b>     | Multi-Function-Printing                                               |
| <b>MISTRA</b>  | Mapungubwe Institute For Strategic Reflection                         |
| <b>MOU</b>     | Memorandum of Understanding                                           |
| <b>MTBPS</b>   | Medium Term Budget Policy Statement                                   |
| <b>MTEF</b>    | Medium-Term Expenditure Framework                                     |
| <b>MTSF</b>    | Medium-term Strategic Framework                                       |
| <b>NAACAM</b>  | National Association of Automotive Component and Allied Manufacturers |
| <b>NBI</b>     | National Business Initiative                                          |
| <b>NDP</b>     | National Development Plan                                             |
| <b>NHREMCO</b> | Nomination, Human Resources, Ethics and Remuneration Committee        |
| <b>NGO</b>     | Non-Governmental Organisation                                         |
| <b>NPC</b>     | Non-profit Company                                                    |
| <b>NPO</b>     | Non-profit Organisation                                               |
| <b>NEHAWU</b>  | National Education, Health and Allied Workers' Union                  |
| <b>NMT</b>     | Non-Motorised Transport                                               |
| <b>NEV</b>     | New Energy Vehicles                                                   |
| <b>OEM</b>     | Original Equipment Manufacturer                                       |
| <b>OHS</b>     | Occupational Health and Safety                                        |
| <b>ORTIA</b>   | OR Tambo International Airport                                        |
| <b>PAA</b>     | Public Audit Act                                                      |
| <b>PGM</b>     | Platinum Group Metals                                                 |
| <b>PMU</b>     | Project Management Unit                                               |
| <b>PRT</b>     | Professional Resource Team                                            |
| <b>PDBA</b>    | Post Graduate Diploma in Business Administration                      |
| <b>PFMA</b>    | Public Finance Management Act, Act 1 of 1999                          |
| <b>PPE</b>     | Property, Plant, and Equipment                                        |
| <b>PPPFA</b>   | Preferential Procurement Policy Framework Act                         |
| <b>PPP</b>     | Public-Private Partnership                                            |
| <b>PPR</b>     | Preferential Procurement Regulations                                  |
| <b>PR</b>      | Public Relation                                                       |
| <b>PRT</b>     | Professional Resource Team                                            |
| <b>PSA</b>     | Productivity South Africa                                             |
| <b>PSP</b>     | Professional Service Provider                                         |
| <b>ROE</b>     | Return of Earnings                                                    |

|                  |                                                                                |
|------------------|--------------------------------------------------------------------------------|
| <b>REIT</b>      | Real Estate Investment Trust                                                   |
| <b>ROI</b>       | Return on Investment                                                           |
| <b>RSDF</b>      | Regional Spatial Development Framework                                         |
| <b>RECP</b>      | Resource Efficiency and Cleaner Production                                     |
| <b>SA</b>        | South Africa                                                                   |
| <b>SA EU CEO</b> | Southern Africa Europe Chief Executive Officer                                 |
| <b>SABC</b>      | South African Broadcasting Corporation                                         |
| <b>SAFEIC</b>    | South African Festivals Economic Impact Calculator                             |
| <b>SAMRO</b>     | South African Music Rights Association                                         |
| <b>SANRAL</b>    | South African National Roads Agency Limited                                    |
| <b>SARS</b>      | South African Revenue Service                                                  |
| <b>SBL</b>       | School of Business Leadership                                                  |
| <b>SFA</b>       | Strategic Focus Area                                                           |
| <b>SCM</b>       | Supply Chain Management                                                        |
| <b>SETA</b>      | Sector Education and Training Authority                                        |
| <b>SERA</b>      | Southern Education and Research Alliance                                       |
| <b>SEZ</b>       | Special Economic Zone                                                          |
| <b>SEZ PMU</b>   | Special Economic Zone Project Management Unit                                  |
| <b>SME</b>       | Small and Medium Enterprises                                                   |
| <b>SMME</b>      | Small, Medium and Micro Enterprises                                            |
| <b>SLA</b>       | Service Level Agreement                                                        |
| <b>SOC</b>       | State-Owned Company                                                            |
| <b>SOE</b>       | State-Owned Enterprise                                                         |
| <b>SONA</b>      | State of The Nation Address                                                    |
| <b>SPDC</b>      | Supplier Park Development Company                                              |
| <b>SPUMLA</b>    | Spatial Planning and Land Use Management Act                                   |
| <b>TASEZ</b>     | Tshwane Automotive Special Economic Zone                                       |
| <b>TER</b>       | Township Economy Revitalisation                                                |
| <b>TEDA</b>      | Township Economic Development Act                                              |
| <b>TIHMC</b>     | The Innovation Hub Management Company                                          |
| <b>TIRE</b>      | Trade, Investment and Regulatory Enablement                                    |
| <b>TMR</b>       | Transformation, Modernisation, and Reindustrialisation                         |
| <b>ToR</b>       | Terms of Reference                                                             |
| <b>TR</b>        | Treasury Regulations                                                           |
| <b>TTC</b>       | Trade Test Centre                                                              |
| <b>TVET</b>      | Technical Vocational Education and Training                                    |
| <b>TUT</b>       | Tshwane University of Technology                                               |
| <b>UCO</b>       | Used Cooking Oil                                                               |
| <b>UJ PEETS</b>  | University of Johannesburg, Process, Energy & Environmental Technology Station |
| <b>UK</b>        | United Kingdom                                                                 |
| <b>UNISA</b>     | University of South Africa                                                     |
| <b>UP</b>        | University of Pretoria                                                         |
| <b>USAID</b>     | United States Agency for International Development                             |
| <b>VTOL</b>      | Vertical Take-off and Landing                                                  |
| <b>YFPO</b>      | Yanfeng Plastic Omnium South Africa                                            |
| <b>WWTW</b>      | Wastewater Treatment Works                                                     |
| <b>WUL</b>       | Water Use License                                                              |
| <b>WULA</b>      | Water Use Application License                                                  |

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# PART *A*



## GENERAL INFORMATION



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## PUBLIC ENTITY'S GENERAL INFORMATION

|                                             |                                               |
|---------------------------------------------|-----------------------------------------------|
| <b>REGISTERED NAME:</b>                     | Gauteng Growth and Development Agency SOC Ltd |
| <b>REGISTRATION NUMBER (if applicable):</b> | 2003/021743/30                                |
| <b>PHYSICAL ADDRESS:</b>                    | 124 Main Street,<br>Johannesburg,<br>2001     |
| <b>POSTAL ADDRESS:</b>                      | PO Box 10420,<br>Marshalltown,<br>2107        |
| <b>TELEPHONE NUMBER/S:</b>                  | +27 11 085 2321                               |
| <b>EMAIL ADDRESS:</b>                       | info@ggda.co.za                               |
| <b>WEBSITE ADDRESS:</b>                     | www.ggda.co.za                                |
| <b>EXTERNAL AUDITORS:</b>                   | Auditor-General of South Africa               |
| <b>BANKERS:</b>                             | First National Bank                           |
| <b>COMPANY SECRETARY:</b>                   | Advocate Pieter Holl                          |



## FOREWORD BY THE MEC, DEPARTMENT OF ECONOMIC DEVELOPMENT

Gauteng is the nerve-centre of the South African economy, representing 27% of the country's population, generating 60% of national trade, attracting 40% of South Africa's total foreign direct investment inflows, and contributing 34% to the national gross domestic product (GDP). Gauteng is also a regional powerhouse, accounting for 7% of Sub-Saharan Africa's GDP – outpacing many national economies on the continent. We are home to more than half of South Africa's small and medium enterprises (SMEs), which form the backbone of innovation, inclusion, and employment in our economy.

While we take pride in these accomplishments, we remain acutely aware of the structural challenges that continue to confront our province – especially unemployment, inequality, and infrastructure backlogs. These are not just policy issues, they are a lived reality for millions of our residents. Addressing them demands decisive leadership, strategic partnerships, and meaningful investment that yields tangible results on the ground.

The Gauteng Growth and Development Agency (GGDA) plays a central role in this response. Over the past financial year, the GGDA has demonstrated its ability to move from vision to execution – supporting catalytic projects, unlocking public-private partnerships, deepening township enterprise development, and enabling Gauteng's industrial transition in key sectors such as hydrogen, automotive manufacturing, and creative industries.

Recent economic data confirms Gauteng's critical role in national recovery. In the past year, our province accounted for over 50% of South Africa's GDP growth, underscoring the strategic importance of our interventions to the country's economic future. However, to sustain and scale this momentum, we must expand the pipeline of bankable projects, streamline infrastructure delivery, and deepen private sector confidence in our development path.

This Annual Report of the GGDA reflects not only an institutional record of performance, but also the maturity of an agency that is evolving from facilitator to implementation leader. Under the guidance of the sixth administration's Growing Gauteng Together 2030 (GGT2030) strategy, the GGDA has worked tirelessly to unlock high-impact investment projects, accelerate township enterprise development, deepen participation in the African Continental Free Trade Area (AfCFTA), and position Gauteng as a key node of green industrialisation and infrastructure-led growth.



**HONOURABLE LEBOGANG MAILE**  
Gauteng MEC for Finance and Economic Development



The seventh administration has been unequivocal in its ambition: to unlock catalytic capital, accelerate inclusive industrialisation, and position Gauteng as Africa's most investor-ready region. Through the GGT2030 strategy and the R800 billion investment mobilisation drive, we are laying the foundation for long-term structural transformation anchored in spatial equity, enterprise development, and industrial competitiveness.

The work of the GGDA is central to achieving this vision. Its role is not only to facilitate investment but to act as a delivery agency of economic transformation – bridging policy and projects, and ensuring that jobs, infrastructure, and opportunity reach every corner of the Gauteng City Region.

As the Gauteng Provincial Government, we are particularly proud of the GGDA's achievements in:

- Unlocking catalytic investments in Special Economic Zones (SEZs) such as OR Tambo and the Vaal;
- Deepening Gauteng's participation in the AfCFTA through targeted trade and investment promotion;
- Expanding support to township and SME enterprises through procurement reform and enterprise development initiatives; and
- Positioning Gauteng as a continental hub for innovation in hydrogen energy, automotive manufacturing, and the creative economy.
- Successfully launching the inaugural Gauteng Investment Conference at the end of the Financial Year

These accomplishments reflect more than just institutional performance – they signal the rising confidence of domestic and international investors in Gauteng's value proposition.

Yet, we remain conscious that delivery alone is not enough. We must now scale impact, accelerate inclusion, and hardwire a performance culture that puts citizens – particularly the youth, women, persons with disabilities and township entrepreneurs – at the centre of our economic agenda.

As the shareholder, the Gauteng Department of Economic Development (GDED) will continue to provide the strategic oversight, policy guidance, and enabling support to ensure that the GGDA and its subsidiaries remain high-performing, ethical, and mission-driven institutions.

We would like to acknowledge the leadership of the GGDA Board, its Acting Group Chief Executive Officer, the executive team, and all staff members for their commitment to high-impact delivery. Together, we must stay the course – focused, resolute, and ambitious in our mission to reshape Gauteng's economic landscape.

Gauteng's competitiveness is not a given – it must be earned, protected, and expanded. Through disciplined execution and visionary leadership, we will continue to make this province a model of industrial growth, fiscal strength, and shared prosperity.

#### **Honourable Lebogang Maile**

Gauteng MEC for Finance and Economic Development



## FOREWORD BY THE CHAIRPERSON OF THE GAUTENG GROWTH AND DEVELOPMENT AGENCY

As Chairperson of the Board of the GGDA, it is my distinct privilege to reflect on a transformative year, one marked by strategic realignment, accelerated delivery, and deeper integration across the GGDA Group. Amidst global volatility and constrained fiscal conditions, the GGDA has not only stayed the course, it has intensified its role as a catalyst for inclusive, investment-led growth across Gauteng.

The world is changing fast. Geopolitical fragmentation, shifting supply chains, and the emergence of green industrial ecosystems are fundamentally reshaping investment patterns. In this context, our resolve is clear: Gauteng must be a first mover, not a follower. The GGDA is fully aligned with the province's R800 billion investment mobilisation goal and is focused on translating pledges into tangible results – factories built, jobs created, infrastructure unlocked, and township economies transformed.

As a Board, we have worked deliberately to sharpen strategic alignment across the GGDA Group – including subsidiaries such as AIDC, TIH, GIDZ, and Constitution Hill. Gone are the days of siloed interventions. Instead, we are embedding a new ethos of collaborative execution, enabling catalytic infrastructure, investment packaging, and SME participation to work in concert toward measurable economic outcomes.

We have also deepened our international footprint. Through high-profile engagements – such as the BRICS Summit, AGOA Forum, the Southern African CEO Dialogue and, the Gauteng Investment Conference. The GGDA has positioned Gauteng as a serious continental and global investment destination. But visibility alone is insufficient. Our emphasis now is on execution, accountability, and impact.

To this end, the GGDA is targeting the facilitation of R28 billion investment for 2025/26. These are not just numerical targets, they are commitments to job creation, youth and women empowerment, export expansion into AfCFTA markets, and the lowering of systemic barriers to business activity in Gauteng.



**MR CRAIG CORNISH**

Board Chairperson of the GGDA Board of Directors





We also reaffirm our commitment to governance excellence. The Board plays a dual role: to guide strategy and to enforce accountability. We have strengthened our oversight mandate, sharpened performance expectations, and reaffirmed our responsibility to the people of Gauteng. In doing so, we remain vigilant stewards of public value, upholding transparency, ethics, and impact-driven leadership.

As we look ahead, our message is clear: the GGDA is no longer just about investment facilitation, it is about economic transformation. Through bold partnerships, integrated delivery, and a shared vision for industrialisation and inclusion, we are helping build a more resilient, inclusive, and competitive Gauteng City Region.

#### MR CRAIG CORNISH

Board Chairperson of the GGDA Board of Directors



## ACTING GROUP CHIEF EXECUTIVE OFFICER'S OVERVIEW

The IMF's latest World Economic Outlook projects global economic growth at 2.8% in 2025, a downward revision driven by rising trade tensions, geopolitical instability, and renewed global protectionism. Policy uncertainty – particularly from new tariffs and export restrictions – continues to weigh heavily on business confidence worldwide. For South Africa, the growth outlook is even more constrained, with GDP projected to expand by just 1.0% and inflation expected at 3.8%. The IMF has warned of persistent downside risks, both globally and locally, and has called for structural reforms to reignite growth.

Yet, within this difficult context, Gauteng stands out as a driver of resilience and recovery. In the just-ended year, South Africa's economy grew by 0.7%, with Gauteng growing at twice the national pace at 1.3% – accounting for more than half of all growth generated in the country. This underscores the province's strategic role in not only lifting national performance, but in shaping the trajectory of future growth through targeted investment, industrialisation, and spatial transformation.

Against this backdrop, the GGDA concludes the 2024/25 financial year with a renewed sense of urgency, clarity of mission, and unwavering focus on impact. We recognise that our work is not about fulfilling mandates on paper – it is about driving tangible, inclusive economic change that responds to the real pressures confronting our province and our people. Reflecting on the past year fills me with immense pride. The GGDA has shifted gears – from aspiration to execution, from planning to implementation, and from pledges to outcomes.

Our mandate remains clear: to catalyse inclusive growth, unlock investment, and accelerate industrialisation in support of the GGT2030 strategy and the province's R800 billion investment mobilisation target. Yet, this mandate must now be delivered within a complex, fast-moving global and regional context.

Re-industrialisation, technological innovation, geopolitical disparities and the AfCFTA are reshaping the economic landscape. The GGDA's response has been to adopt a more agile, outcome-driven strategy – anchored in bankable projects, catalytic infrastructure, and systemic economic inclusion.



**STEMBISO DLAMINI**  
GGDA Acting Group Chief Executive Officer





We've made major strides. The 2025 Gauteng Investment Conference Roadshow at the JSE signalled our competitiveness to global investors. Our engagement at the World Economic Forum (WEF) connected Gauteng sectors with global capital. Key milestones – including the launch of OR Tambo SEZ Precinct 2 and the Vaal SEZ – reflect both investor confidence and project readiness. These are more than just ribbon-cuttings – they are the foundations of a reindustrialised, future-fit economy.

Internally, the GGDA has embarked on institutional renewal. We are driving tighter integration across subsidiaries, instilling a performance culture, and unlocking synergies that reduce waste and improve execution. Governance enhancements, operational streamlining, and better Group-wide reporting have become the backbone of our internal transformation agenda.

As we look to 2025/26, our focus is anchored on three priorities:

- Expanding intra-African trade by supporting Gauteng firms to scale into AfCFTA markets;
- Accelerating infrastructure roll-out to crowd-in private investment and activate industrial zones;
- Deepening township and SME participation in high-value chains through targeted procurement, enterprise development, and policy reform.

The GGDA anchors its strategic approach on five core pillars that reflect South Africa's national economic policy priorities. Firstly, the GGDA prioritises rapid economic infrastructure deployment to catalyze industrialisation and stimulate recovery across key strategic sectors. Secondly, it champions inclusive economic participation by enabling and expanding the role of SMEs in the provincial economy. Thirdly, the agency is committed to driving job

creation, skills development, and enterprise growth within targeted sectors to support sustainable employment and entrepreneurship. The fourth pillar emphasises enhanced stakeholder engagement and partnerships, fostering collaboration and co-investment in strategic economic initiatives. Finally, the GGDA supports deepened integration into the African continent, aligning Gauteng's economy with broader regional trade and investment ambitions to position the province as a continental hub for growth and innovation.

But we cannot do this alone. Our success hinges on partnerships – with investors, government departments, municipalities, Development Finance Institutions (DFIs), chambers of commerce, and global multinationals. The GGDA has become a trusted platform for these stakeholders, not only because of our mandate – but because of our ability to execute.

Ultimately, our mission is simple yet profound: to turn potential into prosperity, for all. Every investment we attract, every factory we enable, every entrepreneur we support, is a step toward a transformed Gauteng economy. In the coming year the GGDA will go further. We will go bolder. And we will go together.

#### MS STHEMBISO DLAMINI

GGDA Acting Group Chief Executive Officer



## GGDA BOARD OF DIRECTORS



**Mr Craig Cornish**  
Board Chairperson of the GGDA Board of Directors  
Member: GITIC

### Qualifications and Memberships

Mr Cornish holds an academic foundation in accounting, strategic management, and forensic auditing. He completed a Postgraduate Certificate in Forensic and Investigative Auditing at the University of South Africa in 2009, equipping him with skills in fraud prevention, detection, investigation, and reporting. In 2006, he successfully completed the Senior Management Development Programme at the University of Stellenbosch Business School, with a focus on business planning, financial management, and strategy development. He also holds a National Diploma in Accounting from the University of Johannesburg (formerly Wits Technikon), which he obtained in 1999.

### Skills and Experience

Mr Cornish has garnered over two decades of experience in multifaceted leadership and professional roles across both public and private sectors. His expertise spans strategic leadership, financial accounting, taxation, business advisory, governance, and forensic auditing. As a registered professional accountant, he has led Cornish & Associates in delivering comprehensive financial services, including annual financial statements, tax compliance, company secretarial work, payroll administration, and statutory registrations. His earlier career at the South African Revenue Service (SARS) provided a strong foundation in audit leadership, enforcement, tax legislation, and risk profiling. He has demonstrated governance excellence through his participation in various board-level subcommittees, including finance, audit, risk, and investment. In addition, his role as CEO of East2West Holdings underscores his capabilities in corporate law advisory, B-BBEE strategy, enterprise valuation, and project development.

Mr Cornish is also recognised for his active involvement in socio-economic upliftment, youth development, and local enterprise support initiatives, which reflect his deep commitment to inclusive growth and transformation.

### Current External Appointments

Mr Cornish currently serves as the Chairperson of the GGDA, where he oversees economic development and investment facilitation across the Gauteng Province. He is also Chairperson of the Gauteng Partnership Fund (GPF), an agency focused on providing access to affordable housing finance. Additionally, Mr Cornish had also been previously appointed as a Trustee and member of the GPF Governance, Risk, and Investment subcommittees.

His community leadership roles include appointments as Chairperson of the ALMAC Development Centre, which offers social, skills, and economic development programmes in Alra Park and Mackenzieville. He is also the current Chief Executive Officer of East2West Holdings, an investment, corporate advisory and business development firm. Mr Cornish is also the CEO of Mining Civil Construction and Services, a company that provides integrated civil, general building, and mechanical construction solutions for both surface and underground environments within the mining and built environment sectors.



**Ms Refilwe Letwaba**  
Deputy Chairperson of the GGDA Board of Directors  
Director: Gauteng IDZ Board of Directors  
Member: Group SEC and GITIC

### Qualifications and Memberships

Ms Letwaba holds a Bachelor of Laws degree from the University of the Witwatersrand (Wits University) and has served on various boards, including the Cancer Association of South Africa, the Land Development Objectives Board of the North West Province, and Temba Technical College.

### Skills and Experience

Ms Letwaba served as chairperson on various Portfolio Committees of the Legislature, the Committee of Local Government, and the Standing Committee of the Scrutiny of Subordinate Legislation Committee. She has acquired vast knowledge and expertise during her tenure in various senior management positions within the South African Government. Ms Letwaba has served as a public representative in the Gauteng Legislature for a period of 10 years.

### Current External Appointments

Ms Letwaba is a Member of the Advisory Panel: Department of Human Settlement, as well as the Chairperson of the Board, and a member of the Credit and Investment Committee at the Gauteng Enterprise Propeller.



## GGDA BOARD OF DIRECTORS



**Advocate Kgotso Maja**  
**Director of the GGDA Board of Directors**  
**Chairperson:** TIHMC Board of Directors  
**Chairperson:** NHREMC0

### Qualifications and memberships

Advocate Maja obtained his Bachelor of Law degree from Wits University and has obtained his Master of Business Administration qualification from Johannesburg Business School. He is a member of the Institute of Directors Southern Africa (IoDSA) and the Legal Practice Council.

### Skills and experience

Advocate Maja has garnered experience across various sectors including telecommunications, financial services, health, higher education and transport. His skills include human capital and labour relations, B-BBEE and transformation, socio-economic development and sustainability, public private partnerships, corporate governance, audit and risk management, legal and compliance, marketing and branding, strategic partnerships and social facilitation.

### Current external appointments

Advocate Maja is the Deputy Chairperson of the Legal Aid Board of South Africa and Chairperson of its Legal Services Committee. He is a member of the Gauteng Liquor Board and Chairperson of its Legal Committee. He is also the Chairperson of the Human Capital and Remuneration Committee, a member of the Audit and Risk Committee, and a member of the Social and Ethics Committee at the Gautrain Management Agency.



**Mr Krishen Sukdev**  
**Director of the GGDA Board of Directors**  
**Chairperson:** GGDA Audit and Risk Committee  
**Director:** AIDC Board of Directors  
**Director:** ConHill Board of Directors

### Qualifications and Memberships

Mr Sukdev graduated with a Bachelor of Business Science (Hons) degree from the University of Cape Town and obtained his Masters in Business Administration from Heriot-Watt University. He qualified as a Fellow of the Faculty of Actuaries and Fellow of the Actuarial Society of South Africa and the Financial Planning Institute.

### Skills and Experience

Mr Sukdev has a wealth of experience, having gained over 30 years' experience in the financial services and retirement industry, serving as Actuary, Trustee, Principal Officer, Liquidator, Director, Non-Executive Director, and CEO. He has extensive executive management experience in governance, risk management, and internal controls. He has excellent knowledge of both the private and public sectors. Mr Sukdev has worked extensively with internal and external auditors. He has been involved in Generally Recognised Accounting Practice (GRAP) Accounting, corporate governance and compliance, supply chain management in the public sector, and organisational performance management. He served as the CEO of the Government Pensions Administration Agency (GPAA) for five years. He has worked with various oversight committees to manage risk and performance and has also served as a director of the Association of South African Black Actuarial Professionals.

### Current External Appointments

Mr Sukdev serves as a Trustee of various Retirement Funds including as Chair of the Liberty Life Lifestyle Retirement Annuity and Preservation Funds, Liberty Corporate Selection Umbrella Funds and the Mineworker's Provident Fund. In addition he is also the Principal Officer of the Impala Platinum Beneficiary Fund, an Independent Trustee of the NEHAWU National Provident Fund and a Trustee of the Independent



**Ms Dikeledi Tsotetsi**  
**Director of the GGDA Board of Directors**  
**Deputy Chairperson:** GGDA Group Social and Ethics Committee  
**Member:** GGDA Group Infrastructure, Trade and Investment Regulatory Enablement Committee

### Qualifications and Memberships

Ms Tsotetsi completed her Bachelor of Arts degree with majors in Industrial Psychology and Sociology at the University of North West, where she also studied Labour Law. Additionally, she pursued coursework in Public Management and Governance at the same institution.

### Skills and Experience

Ms Tsotetsi has served communities across the Sedibeng region of Gauteng and the nation as a whole. Notably, she has held esteemed positions such as Executive Mayor of Emfuleni Local Municipality, Member of the Gauteng Provincial Legislature, and Member of Parliament in the National Assembly.

Her academic pursuits and professional career underscore her unwavering commitment to community development and effective governance. With a focus on workers' rights and women's empowerment, Ms Tsotetsi's endeavours have centred on advancing the transformation and progress of rural communities. Her advocacy as a trade unionist and fieldworker for the South African Council of Churches addressed the challenges faced by rural communities and farmworkers, while her voluntary role as Secretary for the Detainees Parents Support Committee (DPSC) in the Vaal supported political prisoners and their families.

### Current External Appointments

Ms Tsotetsi is not currently a member of external entities and holds no external appointments.

## GGDA BOARD OF DIRECTORS



### Dr Ezra Ndwandwe

**Director of the GGDA Board of Directors**  
**Chairperson:** GIDZ Board of Directors  
**Deputy Chairperson:** GGDA Group Trade, and Investment, Regulatory Enablement Committee

### Qualifications and Memberships

Dr Ndwandwe completed a Bachelor of Science (B.Sc. Life Science) degree majoring in chemistry and microbiology at the University of the Witwatersrand. He also completed a Master of Business Leadership (MBL) degree at UNISA and is currently awaiting his PhD results.

### Skills and Experience

Dr Ndwandwe is a turnaround business strategist and a change management expert. He currently consults and guest lectures at business schools on subjects such as Corporate Strategy, Effective Change Management, Project Management, Business Process Re-engineering, Managing Transformation, Organisational Design, Organisational Development, Employment Equity, and Diversity at work. He also writes as a columnist for Business Day, The CEO magazine, and many other top management-specific publications.

Dr Ndwandwe has held various positions at Unilever (Product Research and Development), Reckitt and Colman (Head of Product Process Engineering from laboratory to factory production), McKinsey and Company (consultant) and SABMiller (Head of Strategy – depots, projects, Corporate Investments, and Trade Marketing). He is currently the Managing Director of his own management consultancy (Dual Point Consulting – a strategy and leadership development consultancy) and advises corporations on creating a performance-driven organisational culture while driving managers and business leaders to take ownership of their careers.

### Current External Appointments

Dr Ndwandwe serves on several boards, including The FoodBev Seta, The Downtown Music Hub (DTMH), The DaVinci Business School of Business Leadership, the UNISA School of Business Leadership (SBL), and the South African Retailers' Association.



### Ms Meloney van Eck

**Director of the GGDA Board of Directors**  
**Chairperson:** AIDC Board of Directors  
**Member:** GGDA Group Audit and Risk Committee

### Qualifications and Memberships

Ms van Eck holds a Bachelor of Business Administration from the Southern Business School (STADIO), a Purchasing Management Diploma from Damelin, a Post Graduate Diploma in Business Management from Regenysis, and has completed an Advanced Management Development Programme through the University of Pretoria. Currently doing her Master's in Business Administration at Unisa.

### Skills and Experience

Ms van Eck is an experienced professional with over 17 years of experience in the Public Sector and Public Institutions, where she was exposed to formulating strategic partnerships with the private sector. Her most recent positions include Head Strategic Support at the Housing Development Agency and a Member of the Advisory Committee: Programme Management Support at the National Department of Water and Sanitation.

### Current External Appointments

Ms van Eck serves as a board member on the Gauteng Liquor Board.



### Mr Masilo Tampe

**Director of the GGDA Board of Directors**  
**Director:** Constitution Hill Board of Directors  
**Member:** GGDA Audit and Risk Committee

### Qualifications and Membership

Mr Masilo Tampe completed a Diploma in Local Government Management with the Balgravia Institute of Management, and he is currently studying his Bachelor of Laws degree with Regenesys.

### Skills and Experience

Mr Tampe is a social activist, project manager and communication specialist who believes in the integration of previously disadvantaged individuals into the mainstream economy of South Africa. Having served in both Local and Provincial Government, Mr Tampe has acquired an excellent background in change, impact and sound administrative leadership in government entities and institutions.

### Current External Appointments

Mr Tampe is a board member of the Gauteng Liquor Board and serves on the Gauteng Liquor Board's Legal Sub-Committee as well as the Law Enforcement and Compliance Committee. He is also the Strategic Advisor on Finance at the Merafong City Local Municipality. Mr Tampe is also the President of the Albinism Renaissance Forum of Southern Africa and a member of the Gauteng Disability Business Chamber.

## GGDA BOARD OF DIRECTORS



### Ms Phindile Mbanjwa

**Non-Executive Director of the GGDA Board of Directors**  
**Chairperson:** Constitution Hill Board of Directors

#### Qualifications and Memberships

Ms Mbanjwa holds a Master of Philosophy in Urban Infrastructure Design and Management from the University of Cape Town. She holds two post-graduate diplomas, the first being Business Administration from Wits Business School, and the second in Public Policy & Development Administration from the University of the Witwatersrand. She also holds an undergraduate qualification, namely a Bachelor of Social Science in Public Affairs and Administration degree.

#### Skills and Experience

Ms Mbanjwa is a senior public sector executive and governance specialist with extensive experience in leadership roles across human settlements, economic development, and infrastructure. She is recognised for enabling institutional turnaround, performance improvements, and policy implementation at a strategic level.

She has led provincial departments at the highest level of public sector administration, driving complex reform agendas and delivering measurable impact across economic development, infrastructure, and human settlements. Her leadership has transformed institutional performance and strengthened service delivery. She possesses extensive expertise in governance, strategic oversight, and programme execution. Her ability to build capable institutions, unlock developmental value, and align multi-stakeholder efforts around ambitious, results-oriented mandates comprises a large part of her professional portfolio of skills.

#### Current External Appointments

Ms Mbanjwa serves as a non-executive director at Rand Water and on the board of the Rand Water Foundation. She contributes to strategic direction and oversight through committee roles, including membership on the Social and Ethics Committee and the Treasury and Capital Investment Committee at Rand Water. Her board experience spans multiple sectors, where she has provided leadership on governance, audit, risk, performance, and institutional development.



### Ms Priscilla Monama

**Director of the GGDA Board of Directors**  
**Deputy Chairperson:** GGDA NHREMC  
**Director:** GIDZ Board of Directors

#### Qualifications and Memberships

Ms Monama holds a Master of Management in Entrepreneurship and New Venture Creation degree, which she obtained in 2025 from Wits Business School. She also holds a BA degree in Politics and International Relations, which she obtained in 2016 from the University of the Witwatersrand (Wits University), as well as a Marketing Management Diploma (Distinction) from Varsity College in 2012, and a Certificate in Economics and Public Finance from the University of South Africa (UNISA) in 2006.

#### Skills and Experience

Ms Monama has garnered valuable experience as a results-oriented governance and development expert with over a decade of distinguished leadership in change management, strategic communications, and stakeholder engagement. As a board member of the Gauteng Growth and Development Agency, she plays a pivotal role in driving transformative initiatives, fostering cross-sector collaboration, and delivering impactful outcomes across corporate, public, and multilateral institutions.

Ms Monama, in her various roles has successfully navigated political environments, managed complex crisis communications, and spearheaded programmes that deliver operational efficiencies and sustainable growth. Ms Monama's expertise in high-level stakeholder engagement and public sector reform has positioned her as a trusted advisor and change catalyst, consistently aligning organisational objectives with broader economic and social impact goals.

Ms Monama's commitment to innovation and economic development is evident in her ability to design and implement strategies that address systemic challenges while fostering inclusive growth, leveraging her expertise to shape policies, inspire collaboration, and deliver measurable results that benefit stakeholders.

#### Current External Appointments

None

## GGDA BOARD OF DIRECTORS



**Mr Monwabisi Leon Stuurman**

**Director of the GGDA**

**Deputy Chairperson:** GIDZ Board of Directors

### Qualifications

- MBA, Master of Business Administration (NQF 9), Specialising in Executive Management University of Cape Town
- Honours of Business Administration (NQF 8) University of Cape Town (UCT) – Cape Town
- Postgraduate Diploma (NQF 7) University of Cape Town (UCT) – Cape Town
- Diploma, Welding and Fabrication Inspector SAIW Certification (SCERT)

### Experience and Key Skills

Mr Stuurman succeeding years of experience a large commercial enterprise, with a complex operations environment and business processes. Accomplished a combination of senior, executive leadership level and management professional with 18 years of career progression in business operations.

Proven effective leader skilled in development and oversight of high-performing, multi-disciplined and quality-oriented teams. Proven inter-personal skills with the ability to collaborate well across disciplines and key collaborative institutions, government and partners. Adept problem solver, employing creativity and innovation to overcome challenging and complex issues across employees, processes and costs. Enormous understanding of organisational culture, customer service and new business development to support and optimise business processes.

Focused and meticulous in all financial and regulatory compliance objectives to strategically plan and execute budgets, forecasts, cost-reduction techniques and safety initiatives. Extensive knowledge of integrated logistics market and changing business environments. Ability to develop operations strategies, operational policies and procedures. Proven by effectively and efficiently utilised assets to meet business targets. Proficiency in risk analysis on potential investments, engagement and risk returns. Outstanding communicator with English, Afrikaans and Xhosa fluency and well-versed in employee development, vendor and partner relations.



**Ms Jane Mosebi-Koka**

**Director of the GGDA Board of Directors**

**Chairperson:** Social and Ethics Committee

### Qualifications and Memberships

Ms Mosebi-Koka holds a Bachelor of Commerce (B. Com) from the University of Zululand and a Postgraduate Certificate in Business Management from the Wirtschaft Akademie in Kiel, Germany. Her academic foundation is complemented by decades of strategic and entrepreneurial leadership experience in the ICT and consulting sectors, where she has specialised in business growth, transformation, and economic development support.

### Skills and Experience

Ms Mosebi-Koka is a seasoned executive with over 25 years of experience spanning ICT research, enterprise development, strategic consulting, and manufacturing. She is currently the Managing Director of InnerCircle Consulting & Technologies, where she supports Black SMMEs through strategy development, business coaching, ICT audits, and policy advisory services.

Previously, she served as Managing Director of Yekani Technologies, a 100% Black-owned ICT manufacturing business focused on the production of tablets and smart TV technology for the education and public sectors. She also founded and led ForgeAhead, a pioneering ICT research and consulting firm that worked extensively with governments, regional bodies (including SADC and NEPAD), and leading private sector clients on ICT strategy, policy, and development across Africa, Brazil, India, and Singapore.

Her additional leadership roles have included Director at Adamantium Africa, Mosenako Holdings, and FICTDA, where she drove digital transformation, mining ICT solutions, and public sector strategy alignment. Ms Mosebi-Koka's expansive career has seen her tenured in marketing and stakeholder engagement roles at BMW South Africa and BMW AG in Munich, including advocacy work for trade unions and informal traders.

Ms Mosebi-Koka has served on several ICT policy advisory councils, including the NW Premier's Advisory Council on ICT, the DTI ICT Advisory Council, and the Zimbabwe Ministry of ICT (as a strategic implementation partner). She is a longstanding member of the Black IT Forum (BITF), Women in ICT, NAMEC, and the Chartered CIO Council. Her contributions to public platforms include presenting at conferences across Africa, lobbying for import policy reform, and spearheading community development through ward-level economic committees and SGB roles. She is a sought-after mentor and coach, especially to women and youth-led businesses.

### Current External Appointments

Ms Mosebi-Koka is currently the Managing Director of InnerCircle Consulting and Technologies.



## GGDA EXECUTIVE MANAGEMENT



**Sthembiso Dlamini**  
Acting Group Chief  
Executive Officer



**Mpho Baatjies**  
Group Chief Financial Officer



**Leah Mabusela**  
Group Chief Operations Officer



**Advocate Pieter Holl**  
Company Secretary



**Muziwethu Mathema**  
Group Executive: Macro  
Business Intelligence



**Sipho Marala**  
Group Executive: Trade  
and Investment Regulatory  
Enablement



**Fuziwe Kubheka**  
Group Executive: Marketing  
and Communication



**Itumeleng Mogorosi**  
Group Executive:  
Monitoring, Evaluation and  
Organisation Performance



**Zanele Fakude**  
Acting Head: Strategic Support



**Langutani Nxumalo**  
Acting Head: Internal Audit



**Tumelo Mokgotho**  
Manager: Enterprise  
Risk and Ethics



**Dr Bangani Mpangalasane**  
Chief Executive Officer  
The Innovation Hub  
Management Company



**Thandiwe Ngqobe**  
Chief Executive Officer:  
Gauteng Industrial  
Development Zone



**Andile Africa**  
Chief Executive Officer:  
Automotive Industrial  
Development Centre



**Koketso Calvin Seerane**  
Programme Executive:  
West Rand SEZ PMU



**Khomotso Letsatsi**  
Head of Infrastructure  
Financing: Lanseria  
Smart City PMO

## STATEMENT OF RESPONSIBILITY AND CONFIRMATION OF ACCURACY FOR THE ANNUAL REPORT



To the best of our knowledge and belief, we confirm the following:  
All information and amounts disclosed in the annual report is consistent with the annual financial statements audited by the Auditor-General of South Africa (AGSA).

The annual report is complete, accurate and is free from any omissions.

The annual report has been prepared in accordance with the guidelines on the annual report as issued by National Treasury.

The Annual Financial Statements (Part F) have been prepared in accordance with the GRAP standards applicable to the public entity.

The Accounting Authority is responsible for the preparation of the annual financial statements and for the judgements made in this information.

The Accounting Authority is responsible for establishing and implementing a system of internal control has been designed to provide reasonable assurance as to the integrity and reliability of the performance information, the human resources information and the annual financial statements.

The external auditors are engaged to express an independent opinion on the annual financial statements.

In our opinion, the annual report fairly reflects the operations, the performance information, the human resources information and the financial affairs of the public entity for the financial year ended 31 March 2025.

Yours faithfully

**Ms Sthembiso Dlamini**  
GGDA Acting Group Chief Executive Officer

**Mr Craig Cornish**  
Chairperson of the GGDA Board of Directors

## STRATEGIC OVERVIEW



### Vision

To be the premier catalyst of innovative, sustainable, and inclusive growth, and socio-economic development within the Gauteng City Region (GCR).

#### GGDA Board Vision

The GGDA Board vision is for the GGDA Group to become the:

- Best agency to work for, in terms of personal growth and a caring culture;
- Most agile agency with highly motivated and skilled employees; and
- Centre of excellence for infrastructure development, trade and investment promotion.

In addition to the three focus areas, mentioned above, the organisation strives to create an environment that fosters a healthy work-life balance, a culture of strategy execution and implementation, and one in which executive and senior management drives leadership by providing vision for the organisation and develops a workforce that proactively follows the vision.



### Mission

In achieving the above vision, the GGDA sets for itself the following intent in its involvement with its stakeholders:

To create an enabling environment for economic growth and development through targeted macro- and micro-economic intelligence, trade, exports and investment facilitation, strategic economic infrastructure development, innovation, and social transformation; thus, positioning Gauteng as a leading global city region.



### Values

In working towards the achievement of the vision and mission set out above, the GGDA subscribes to the following internal values, which are aligned to the Batho Pele principles:

#### GGDA People Values



##### Integrity

We value each other's opinions regardless of rank, and we demonstrate respect across culture, religion, gender, and race.



##### Transparency

We share information and knowledge, encourage a culture of learning, and we provide an open, safe, and responsive environment.



##### Empowerment

We encourage and facilitate personal and professional development, to promote an efficient and successful organisation.

#### GGDA Performance Values



##### Creative Excellence

We strive for creative and continuous improvement, through an innovative attitude, to achieve high performance.



##### Goal Driven

We deliver on clearly defined objectives through a well-coordinated effort, effectively, and efficiently.



##### Professionalism

We consistently perform with integrity and hold ourselves accountable.



## LEGISLATIVE AND OTHER MANDATES

The expanded mandate of the GGDA enables the agency to promote economic growth and development in an integrated manner. The objectives of the GGDA, in terms of Section 3 of the amended Blue IQ Investment Holdings Act No. 5 of 2013, are to:

- Enable the economic development focus on sustainable jobs;
- Drive growth in the provincial gross domestic product and employment rates;
- Strategically position the province as a globally competitive city region;
- Facilitate partnerships and create linkages across the province to maximise service delivery outcomes; and
- Support the development of key sectors in the economy, in line with the established economic and industrial policies of the province.
- The GGDA's responsibilities are carried out in terms of (but not limited to) the following national and provincial laws:



### National legislation

- Public Finance Management Act, as amended 1999;
- Companies Act, 2008, as amended 2011;
- Promotion of Access to Information Act, 2000;
- Intergovernmental Relations Framework Act, 2005;
- Preferential Procurement Policy Framework Act, 2000;
- Employment Equity Act, 1998;
- Basic Conditions of Employment Act, 1997;
- Labour Relations Act, 1995;
- Occupational Health and Safety Act, 1995;
- Prevention and Combating of Corrupt Activities Act, 2004;
- Skills Development Act, 1998;
- World Heritage Convention Act, 1999;
- Credit Agreements Act, 1980;
- Business Act, 1991;
- National Environmental Management: Protected Areas Act, 2003;
- Sales and Services Matters Amendment Act, 1995;
- Municipal Systems Act, 2000;
- Township Planning and Township Ordinance, 1986;
- Development Facilitation Act, 1995;
- Broad-based Black Economic Empowerment Act, 2003;
- Municipal Finance Management Act, 1999;
- South African Qualifications Authority Act, 1995;
- Promotion of Access to Information Act, 2000;
- Promotion of Trade and Investment Bill; and
- Special Economic Zone (SEZ) Act, No. 16 of 2014.



### Provincial legislation

- Blue IQ Investment Holdings Act, 2003, as amended;
- Gauteng Tourism Act, 2001;
- The Gauteng Tender Board Repeal Act, 2002;
- Gauteng Unfair Business Practices Act, 1996; and
- Gauteng Inter-governmental Fiscal Relations Act, 1997.



### Good governance policy frameworks

- South African National Policy Framework for Women Empowerment and Gender Equality;
- White Paper on Transforming Public Service Delivery (Batho Pele White Paper);
- National Youth Policy Development Framework, 2002–2008;
- National Programme of Action for Children Framework (NPA), 1996;
- Gauteng Monitoring and Evaluation Policy Framework, 2010; and
- National Disability Policy Framework, 2009.



### Institutional policies and strategies

The GGDA reviews and applies updates (where applicable) to its internal operating policies annually and the amended policies are tabled before the accounting authority during the first quarter of the financial year for approval.

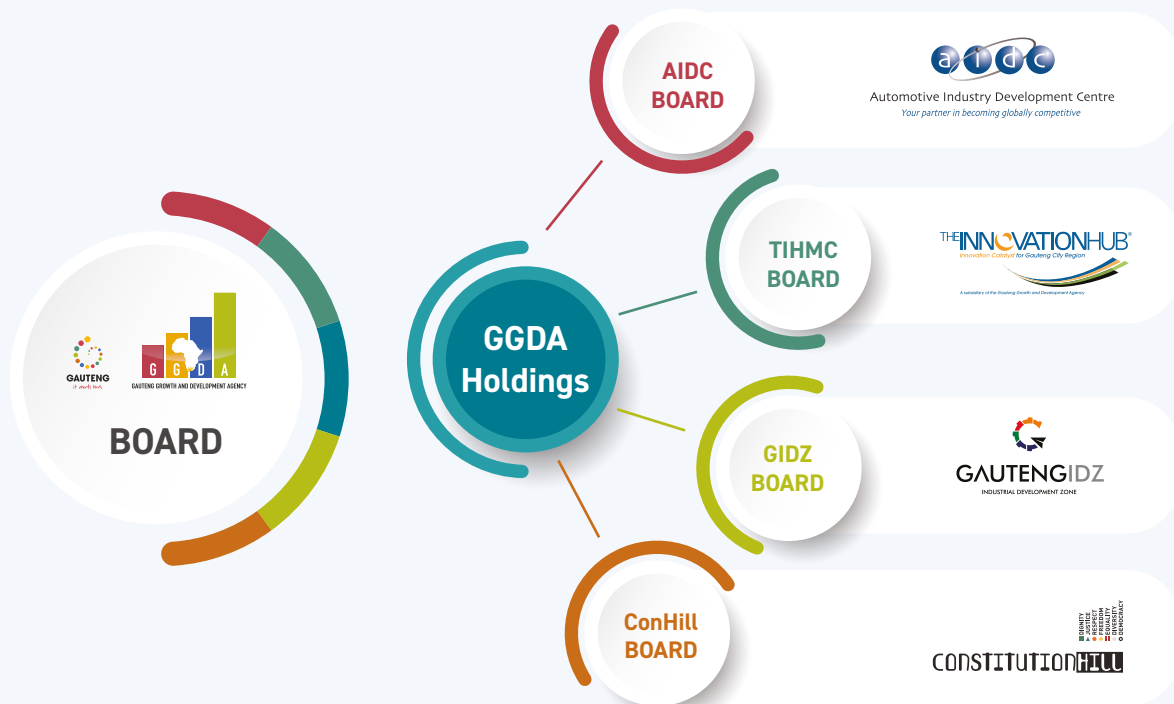
As an implementing arm of the GDED, the GGDA relies on the shareholder to provide direction regarding the implementation of strategic policy matters to ensure the achievement of inclusive economic development.



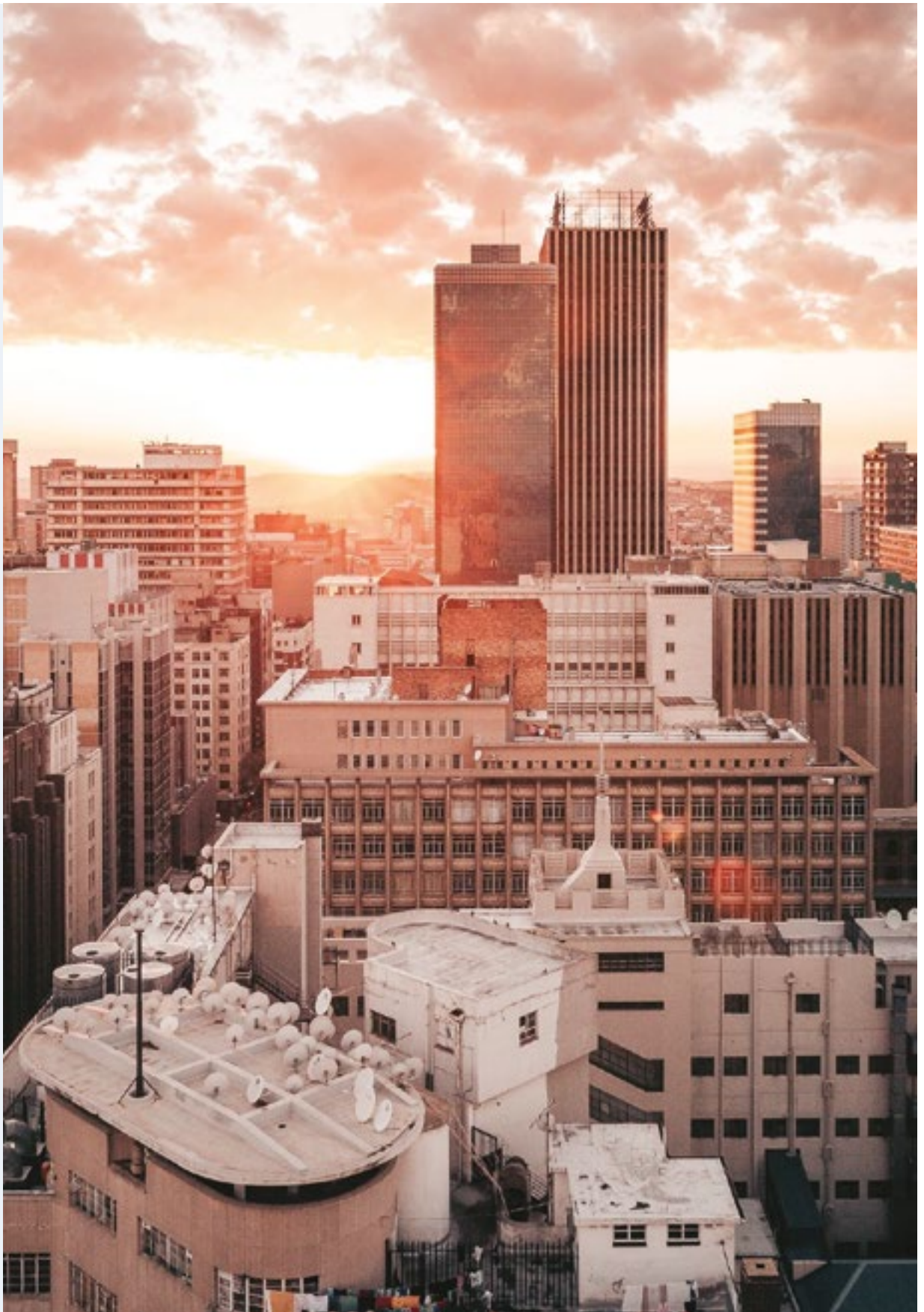
The policies listed below set the basis for the GGDA's priorities.

| Policy/Framework                                  | Relevance to GGDA                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|---------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>The National Development Plan (NDP) (2030)</b> | <p>The NDP is a blueprint of development for the country. It aims to eliminate poverty and reduce inequality by 2030. The NDP provides a broad strategic framework for development.</p> <p>The NDP performance areas of relevance to the GGDA mandate include the following:</p> <ul style="list-style-type: none"> <li>• economy and employment;</li> <li>• economic infrastructure;</li> <li>• inclusive rural economy;</li> <li>• South Africa in the region and the world;</li> <li>• improving education, training, and innovation; and</li> <li>• building a capable and developmental state.</li> </ul>                                                                                                                                                                                                                         |
| <b>The medium-term strategic framework (MTSF)</b> | <p>The 2019–2024 MTSF with its 14 outcomes is, by and large, the implementation vehicle of the NDP. Although all departments in all three spheres of government collectively and individually contribute to the achievement of all 14 outcomes, the GGDA responds to the following MTSF outcomes:</p> <p>4. Decent employment through inclusive economic growth.</p> <p>5. A skilled and capable workforce to support an inclusive growth path.</p> <p>6. An efficient, competitive, and responsive economic infrastructure network.</p> <p>7. Vibrant, equitable, sustainable rural communities – contributing towards food security for all.</p> <p>11. Create a better South Africa for all and contribute to a better and safer Africa and world.</p> <p>12. An efficient, effective, and development-oriented public service.</p> |
| <b>The Gauteng Social Development Strategy</b>    | Confirms the connection between social and economic development.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| <b>Growing Gauteng Together 2030 (GGT2030)</b>    | <p>The sixth administration has pronounced the new Provincial Development Plan known as 'Growing Gauteng Together – Our Roadmap to 2030'. The GGT2030 has seven pillars and the GGDA responds to the following:</p> <ul style="list-style-type: none"> <li>• Economy, jobs, and infrastructure.</li> <li>• Education, skills revolution, and health.</li> <li>• Integrated human settlements and land release.</li> <li>• Building a capable, ethical, and developmental state.</li> <li>• Building a better Africa and world.</li> </ul>                                                                                                                                                                                                                                                                                              |
| <b>Township Economic Development Act</b>          | <p>Revitalising Gauteng's township economies requires the GGDA to, among other tasks, actively promote townships as locations for foreign and domestic investment and ensure that township economies are fundamentally integrated into mainstream economic planning and resourcing. GGDA will contribute toward three key outcomes of the Township Revitalisation Programme:</p> <ul style="list-style-type: none"> <li>• Create an enabling and supporting environment based on the seven strategic.</li> <li>• focus areas for township economy revitalisation.</li> <li>• Establish the social and economic value of the township economy.</li> <li>• Ensure that the township enterprises become key players in the Gauteng economy.</li> </ul>                                                                                    |

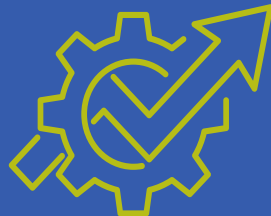
## ORGANISATIONAL STRUCTURE







# PART *B*



## PERFORMANCE INFORMATION



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## AUDITOR'S REPORT: PREDETERMINED OBJECTIVES

The AGSA/auditor currently performs the necessary audit procedures on the performance information to provide reasonable assurance in the form of an audit conclusion. The audit conclusion on the performance against predetermined objectives is included in the report to management, with material findings being reported under the 'Predetermined Objectives' heading in the 'Report on other legal and regulatory requirements' section of the Auditor's report.

Refer to pages 214 to 219 of the Report of the Auditors, published as Part F: Financial Information.

# Overview of *Performance*



## ECONOMIC OVERVIEW

## GAUTENG'S ECONOMIC PERFORMANCE IN 2024

### GLOBAL ECONOMY

The global economy stabilised in 2024, although performance varied across countries and regions.

### GLOBAL INFLATION

Inflation continued its descent toward central bank targets, supported by lower oil prices and moderating wage growth.

### RISING GLOBAL DEBT LEVELS

Fiscal sustainability concerns are escalating, with many countries struggling to strike a balance between debt reduction and economic stimulus.



Growth  
**0,6% > 0,7%  
2023**



### NATIONAL ECONOMY:

South Africa's economic growth moderated further to **0,5%** from **0,8% 2023**, reflective of weak supply-side sectors.

### VOLATILE GROWTH

South African economic growth has remained volatile, with significant **quarter-on-quarter fluctuations**

### GDP FIGURES



GDP  
**R4.74  
trillion**

By the end of Quarter 4, 2024, South Africa's GDP was recorded at **R4.74 trillion**.

### SECTOR RESILIENCE

The tertiary and services sectors, particularly transport, finance, and Government services, showed resilience and growth, contributing to GDP.



### SECTOR CHALLENGES

The primary and secondary sectors, including mining, electricity, construction, and manufacturing, have exhibited mixed performance.

IMF Growth  
**2,8% for 2025**



### IMF GROWTH PROJECTIONS

The IMF forecasts global economic growth at **2,8% for 2025**, with advanced economies expected to grow at **1,4%**, and a moderation in global inflation to **4,3%**. South African GDP growth projection is expected to increase by 1,0%.

### GAUTENG ECONOMIC RESILIENCE

Despite challenges, Gauteng has shown remarkable resilience and adaptability, playing a pivotal role in driving both regional and national economic growth.



### GAUTENG'S GDP GROWTH

Gauteng's GDP reached **R1.59 trillion in 2024**, highlighting its role as a significant economic powerhouse within South Africa.

**R1.59 trillion  
in 2024**



### KEY DRIVER OF GROWTH

Finance was the key driver, with **3,5% growth**, contributing **1,1%** to overall growth. This sector remains the most significant positive force in the economy.

**3,5% growth  
contributing  
1,1% to overall**



### COMPARATIVE GROWTH

Gauteng economy grew by **0,8%**, faster than the national average of **0,5%**, underscoring its importance to the SA economy.

**Gauteng Growth of  
0,8% Faster than  
National 0,5%**



### CONTRIBUTION TO GROWTH

Gauteng contributed nearly **half of total GDP growth in 2024**, significantly outpacing other provinces in key sectors.



**COMMUNITY SERVICES**

Community services grew by **1,0%**, maintaining a modest but stable contribution to the economy.

**Growth by 1,1%**



**Declines by 7,5%**

**AGRICULTURE SECTOR**

The sector contracted by **7,5%**, a second successive decline, a year marred by drought, disease outbreaks and rising costs.

**ELECTRICITY SECTOR**

The electricity sector grew by **3,5%**, after two years of contraction. This performance is reflective of the reduced number of load-shedding days in 2024.

**Growth by 3,5%**

**CONSTRUCTION SECTOR IN DECLINE**

The construction sector declined by **5,3%** reflecting broader issues such as declining SOE infrastructure investment and reduced private sector construction.

**Decline by 5,3%**

**SECTORS FACING DECLINES**

The manufacturing and transport sectors subtracted **1,4%** and **0,7%**, respectively, highlighting structural inefficiencies and the need for focused intervention.

**Manufacture Declines by 1,4%**

**STRUCTURAL WEAKNESS**

Manufacturing and **mining continue to be weak points**, underscoring structural inefficiencies in industrial production.

**FISCAL ALLOCATION**

The Gauteng Provincial Government allocated approximately **R527.2 billion** over the Medium-Term Expenditure Framework (MTEF), with the lowest allocation and spending as a percentage of GDP among all provinces.

**Medium-term Allocation R527.2 billion**

**PER CAPITA SPENDING**

Gauteng has the lowest per capita expenditure in the country, with an average public sector per capita spending of approximately **R12,060** since 2019.

**Spending R12 060 since 2019.**

**PUBLIC SERVICES RISK**

**Reduced real expenditure could lead to underinvestment in critical public services**, including healthcare, education, and infrastructure.

**SOCIAL INEQUALITY**

Reduced expenditure may result in the **widening of social inequality within Gauteng**, disproportionately affecting lower-income households.

**MIGRATION PATTERNS**

The declining quality of public services may lead to unfavourable internal migration patterns, offering people moving to provinces with better services and opportunities.

**ECONOMIC GROWTH CONSTRAINT**

**Lower Government spending is likely to limit Gauteng's ability to stimulate economic growth and development.**

**COMPETITIVENESS**

**Lower public sector investment in essential services and infrastructure could impact Gauteng's competitiveness both nationally and internationally.**



## KEY GEOPOLITICAL RISKS AFFECTING GAUTENG

### TRADE BARRIERS AND TARIFFS

Rising USA-South Africa **trade tensions** may limit market access for Gauteng-based exporters.



### BUSINESS UNCERTAINTY

Companies face difficulties in long-term planning due to **unpredictable trade policies**.



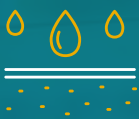
### INVESTMENT DECLINES

Businesses may delay or reduce investments due to **uncertainty and higher costs**.



### CLIMATE CHANGE AND ENERGY SECURITY

**Extreme weather events** and energy supply disruptions could hinder economic stability.



### INFLATIONARY PRESSURES

Global inflation trends may lead to **higher import costs**, affecting businesses and consumers.



### EMPLOYMENT IMPACT

Industries affected by tariffs may **cut jobs or relocate operations** to avoid higher costs.



### GEOPOLITICAL UNCERTAINTY

Ongoing wars and political unrest in key trade corridors are **disruptive to supply chains**.



## GAUTENG MITIGATES GEOPOLITICAL RISKS BY:

### DIVERSIFYING TRADE PARTNERS

Reducing reliance on a **single country for imports and exports** can help minimise exposure to tariff fluctuations.



### NEGOTIATING TRADE AGREEMENTS

**Establishing bilateral or multilateral** trade deals can lower tariff barriers and improve market access.



### ENCOURAGING DOMESTIC PRODUCTION

**Investing in local industries and supply chains** can reduce dependency on imported goods.



### ENHANCING EXPORT COMPETITIVENESS

Improving product quality, branding, and innovation can help Gauteng businesses **remain competitive despite the impact of tariffs**.



### REEVALUATING PRODUCT DESIGNS

Companies can modify product components to avoid **high-tariff materials, lowering costs**.



### EXPANDING SUPPLIER NETWORKS

**Sourcing from multiple regions** with lower tariffs can help businesses maintain stable supply chains.



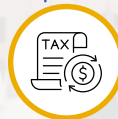
### ADVOCATING FOR POLICY ADJUSTMENTS

Governments can engage in **diplomatic negotiations** to ease tariff restrictions.



### LEVERAGING FREE TRADE ZONES

Utilising special economic zones can provide **tariff exemptions and tax benefits**.





# GAUTENG LABOUR MARKET PERFORMANCE IN 2024

## SOUTH AFRICA'S JOB GROWTH

South Africa added 335 000 jobs over the past year, with total employment reaching a record **17.07 million** in Quarter 4, 2024.

**335 000 jobs over the past year**



## NET JOB INCREASE IN GAUTENG

Gauteng's labour market recorded a **net increase of 47 000 jobs** in 2024, contributing **13,3%** to South Africa's job growth.

**net increase of 47 000 jobs in 2024**



## GAUTENG'S EMPLOYMENT

Gauteng has the most significant number of employed people in South Africa, with approximately **5.1 million** employed as of 2024. KwaZulu-Natal and the Western Cape follow Gauteng, with **2.9 million** and **2.8 million** employed, respectively.



Gauteng employed approximately **5.1 million** as of 2024

## ECONOMIC HUB

Gauteng plays a **critical role** in sustaining South Africa's economic trajectory and bolstering the national employment landscape.



## SECTORAL PERFORMANCE

**Job increases** were observed in Gauteng, particularly in manufacturing (**61 041**), private households (**41 228**), construction (**27 555**), and transport services (**12 193**).



**job increases were observed in Gauteng**



**new jobs by regions**

## EMPLOYMENT BY REGION

Ekurhuleni, City of Johannesburg, created **26 000 jobs** each, followed by Tshwane with **15 000 new jobs**. This solid performance shows that these regions remain hubs for job creation.

## SECTORAL JOB LOSSES

**Job losses** occurred in community and social services (**-52 456**), Finance (**-42 101**), Trade (**-14 262**), and utilities (**-4 464**).



## CHALLENGES IN RECOVERY

Gauteng's employment recovery has been slow and uneven, with employment figures **still not reaching pre-pandemic levels** by the end of 2024.



**employment recovery has been slow and uneven**



## STRATEGIC INTERVENTIONS NEEDED

Emphasis on **energy infrastructure and logistics** improvements is crucial for Gauteng's labour market growth.



## NON-METRO

This region shed **12 000 jobs**, reflecting economic distress, reliance on informal work, and lack of job opportunities. Furthermore, the region poses a high **credit risk due to unstable employment conditions**.

## GAUTENG TRADE PERFORMANCE IN 2024



### OVERALL TRADE SURPLUS

South Africa experienced a trade surplus in 2024, with exports totalling **R2.03 trillion** and imports at **R1,84 trillion**.



### LEADER IN TRADE

Gauteng dominates both **imports (R521.9 billion)** and **exports (R1.396 trillion)**, accounting for **65%** of imports and over **60%** of exports.



### KEY HUB

As the country's financial and industrial hub, **Gauteng serves as the command centre** for logistics, head offices, manufacturing, and African market penetration.



### LARGEST TRADING PROVINCE

**Gauteng remains South Africa's largest province by trade**, both in absolute and relative terms.



### IMPORT GEOGRAPHICAL DISTRIBUTION

Gauteng's top source markets for imports are **Nigeria (33%)** for oil, **Tanzania (15%)**, and **Mozambique (13%)**, for natural gas, and mineral products.



### IMPLICATION ON AFRICA TRADE

This distribution reveals that Gauteng's African import portfolio is highly concentrated, with just three countries, **Nigeria, Tanzania, and Mozambique, accounting for over 60% of total African imports into the province.**



### EXPORTS TO AFRICA

**Botswana (17%)** is Gauteng's largest African export market followed by **Mozambique (14%)**, **Namibia (13%)**, **Zambia (11%)**, and **Zimbabwe (11%)**.



### STRATEGIC IMPORTANCE OF AFRICA EXPORTS

These countries form a regional trade corridor through which Gauteng's exports – ranging from machinery and pharmaceuticals to construction materials and electronics.



### AFRICA EXPORT IMPLICATIONS

The province's export performance remains anchored in regional markets, with emerging opportunities to expand eastward.



### EXPORT MARKET DIVERSIFICATION

Gauteng's export destinations included **Asia (R457.2 billion)**, **Africa (R349.0 billion)**, and **Europe (R290.8 billion)**.



### IMPORT MARKET SOURCES

Gauteng's primary import sources were **Asia (R513.9 billion)**, **Europe (R403,8 billion)**, and **Africa (R123,6 billion)**.

- **TRADE DEFICIT WITH ASIA:** Asia is Gauteng's largest trading partner, with **imports at R513.9 billion** and **exports at R457.2 billion**, resulting in a trade deficit.
- **TRADE SURPLUS WITH AFRICA:** Gauteng showed a substantial trade surplus with Africa, with **exports at R349.0 billion** against **imports of R123.6 billion**.
- **TRADE WITH EUROPE:** Europe also represented a significant trade partner, with **imports at R403.8 billion** and **exports at R290.7 billion**, resulting in a trade deficit.
- **THE AMERICAS TRADE SURPLUS:** Trade with the Americas showed a notable trade surplus, with **higher exports (R126.8 billion)** compared to **imports (R100.7 billion)**.





### MIXED EXPORT LANDSCAPE

Gauteng's export performance in 2024 reflected a diverse and transitioning economy, with both thriving and challenging sectors.



### DOMINANT EXPORT SECTORS

The key export sectors in 2024 were **Mineral Products at R241.6 billion**, vehicles other than railway at **R218.1 billion**, **mineral fuels at R157.5 billion**, and nuclear reactors and machinery at **R72.2 billion**.



### DIVERSE IMPORT STRUCTURE

Gauteng's imports revealed a diverse economic structure with varying dependence on imported goods.



### DOMINANT IMPORT SECTORS

The major import sectors were **minerals at R189.9 billion**, **machinery at R185.5 billion**, and electrical machinery at **R134.2 billion**.



### MINERAL FUELS IMPORTS

The mineral fuels sector experienced a decline in imports, from **R229.5 billion in 2023 to R189.9 billion in 2024**.



### CHEMICAL SECTOR IMPORTS:

**Petroleum products, chemicals, rubber, and plastic also grew by 5,8%**, highlighting the need for raw materials and intermediate goods.



### DECLINE IN ELECTRICAL MACHINERY

The electrical machinery sector showed a decrease in imports.



### MARGINAL IMPORT GROWTH

Sectors such as furniture and other manufacturing, agriculture, forestry, and fishing experienced marginal growth in imports.



### DECLINE IN TRANSPORT EQUIPMENT IMPORTS

The transport equipment sector saw a substantial decrease in imports by **16,0%**, possibly due to local production investments.



### EXPORT SECTOR DOMINANCE

Mining, metals, and petroleum sectors continued to dominate Gauteng's export landscape.



### TRANSPORT SECTOR STRENGTH

Strong performance in the transport equipment sector indicates successful local industry capabilities.



### IMPORT DEPENDENCY

Gauteng's diverse economic structure shows varying levels of import dependency, particularly in the petroleum, metals, and transport sectors.



### INDUSTRIAL ACTIVITY

Growth in imports of mining and quarrying products, as well as chemicals, indicates ongoing **industrial activity and energy demands in Gauteng**.



### TRADE STRATEGY

Gauteng's strong export performance in sectors such as transport **equipment and food reflects the success of local industries** capable of competing internationally.



### FUTURE TRADE PROSPECTS

Sustained trade growth and strategic investments in key sectors will further bolster Gauteng's position as a leading trade hub in South Africa.

# FOREIGN DIRECT INVESTMENT (FDI) OVERVIEW IN 2024

## FDI INFLOWS IN 2024

Gauteng attracted **R16.5 billion** in foreign direct investment (FDI) in 2024.



## NUMBER OF INVESTMENTS

A total of **52 foreign** companies from **20 different countries** invested in Gauteng in 2024.



## JOB CREATION

These investments created **3 191 direct jobs** in Gauteng.



## JOBS BY SECTOR

Manufacturing generated the highest number of total jobs, while the Customer Contact Centre has the largest project size, with an **average of 384 jobs per project** on average.



## TOP INVESTOR

The **United States** was the **largest investor** and job creator in Gauteng in 2024.



## MAJOR INVESTORS

Key investors included companies from the United States, Netherlands, United Kingdom, and China.

## SIGNIFICANT COMPANIES

Notable companies investing in Gauteng included Microsoft, PepsiCo, Eisai, Eppendorf, Scania, Airbus, Hankyu Hanshin Holdings, and BMW South Africa.



## SCANIA SOUTH AFRICA

Scania South Africa invested **R1.9 billion**, creating **630 jobs**.



## NISSAN SOUTH AFRICA

Nissan South Africa **invested R921 million**, creating **169 jobs**.



## SECTORAL INVESTMENT

Business Services has the highest total investment, and ICT & Internet Infrastructure has the highest average at **R2.43 billion per project**.

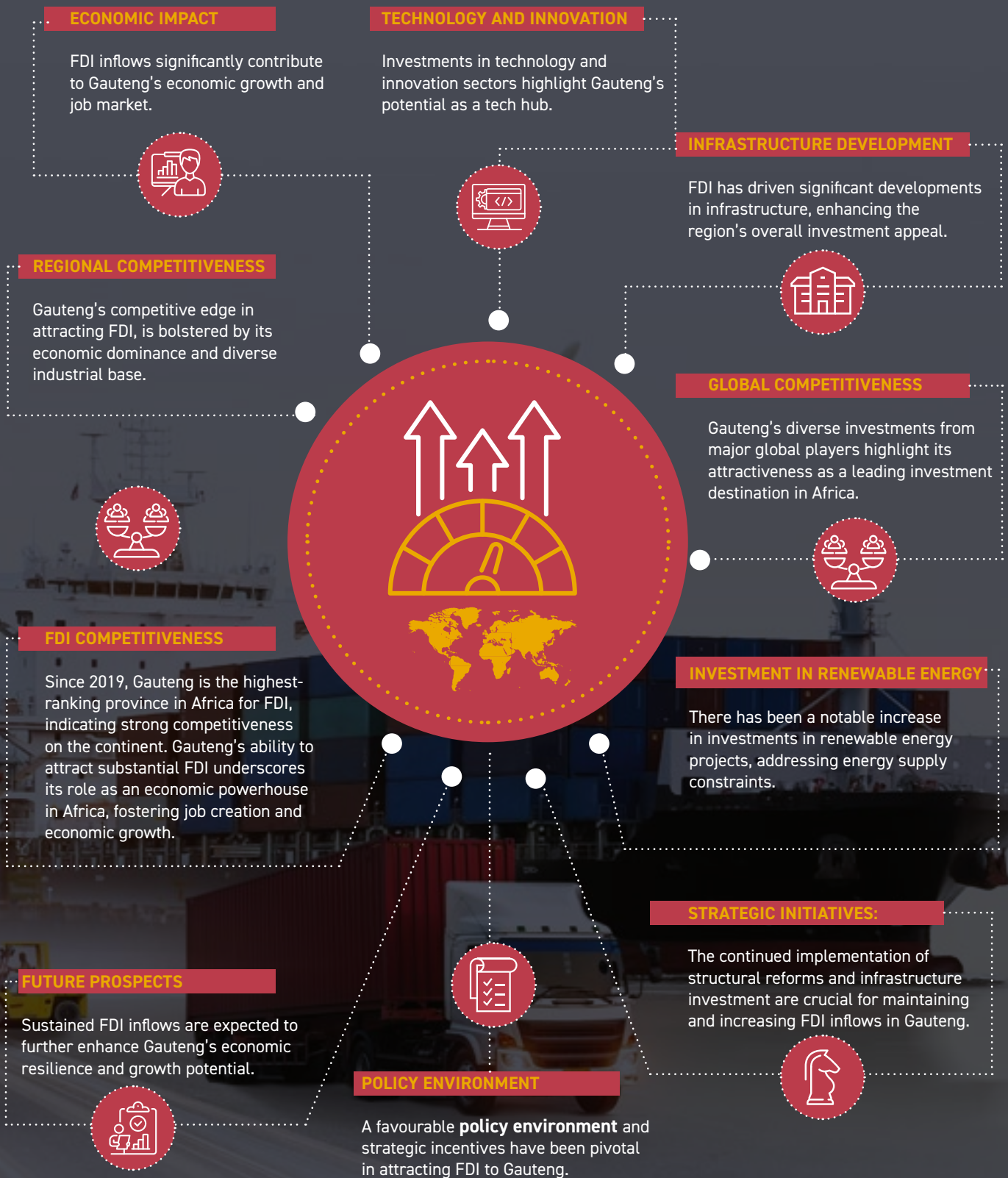


## INVESTMENT SOURCES

In addition to the US, significant investments came from countries like **Germany, China, Belgium, and Canada**.

## GLOBAL FDI ATTRACTIVENESS

Gauteng is a key destination for FDI in Africa, competing with other major regions like **Cairo, Western Cape, and Lagos**.



## GROUP PERFORMANCE SUMMARY



Figure 1: Group performance summary

Table 1: Group performance summary

| Division     | Number of output indicators due | Number of output indicators achieved | Number of output indicators not achieved |
|--------------|---------------------------------|--------------------------------------|------------------------------------------|
| Holdings     | 11                              | 6                                    | 5                                        |
| AIDC         | 7                               | 7                                    | -                                        |
| TIH          | 11                              | 11                                   | -                                        |
| GIDZ         | 4                               | 3                                    | 1                                        |
| ConHill      | 6                               | 5                                    | 1                                        |
| <b>TOTAL</b> | <b>39</b>                       | <b>32</b>                            | <b>7</b>                                 |



## GGDA GROUP JOB CREATION

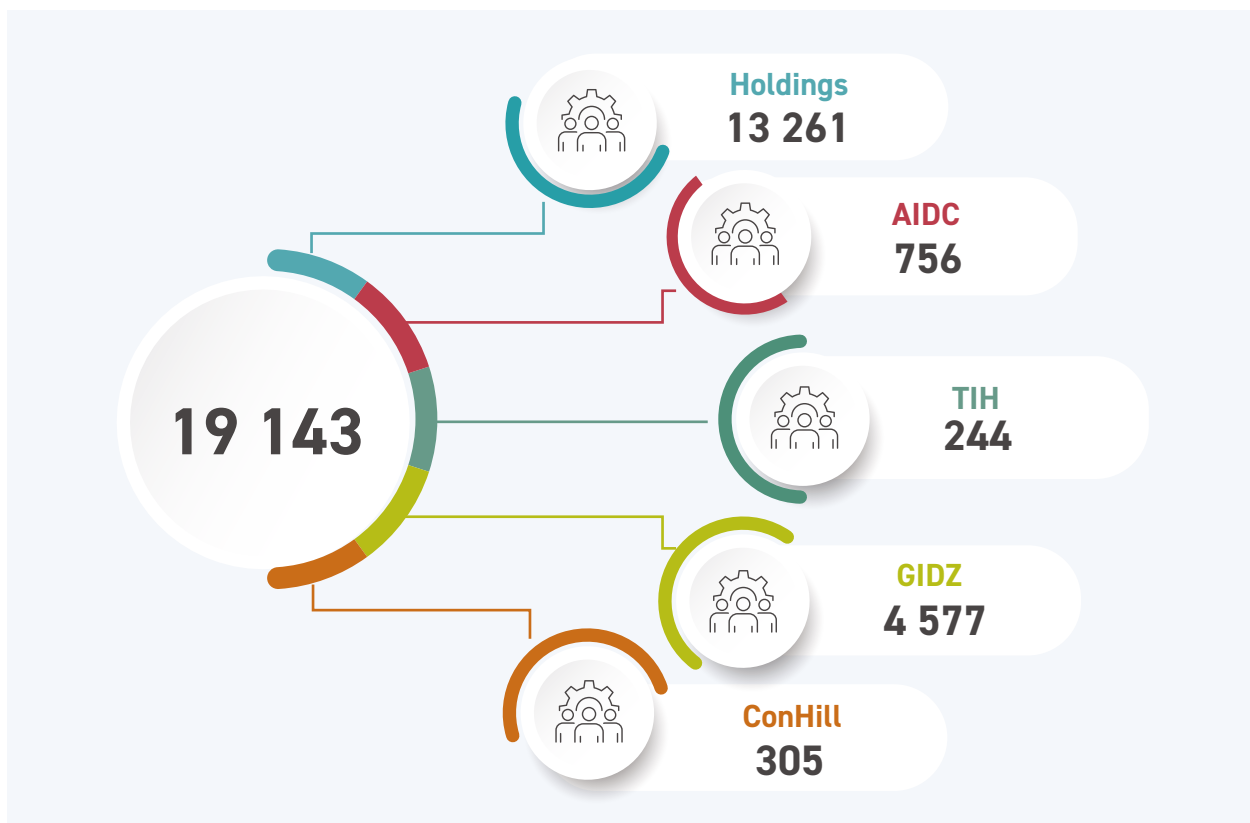


Figure 2: GGDA Group Job Creation

## JOBS BY PERMANENT/TEMPORARY CATEGORY

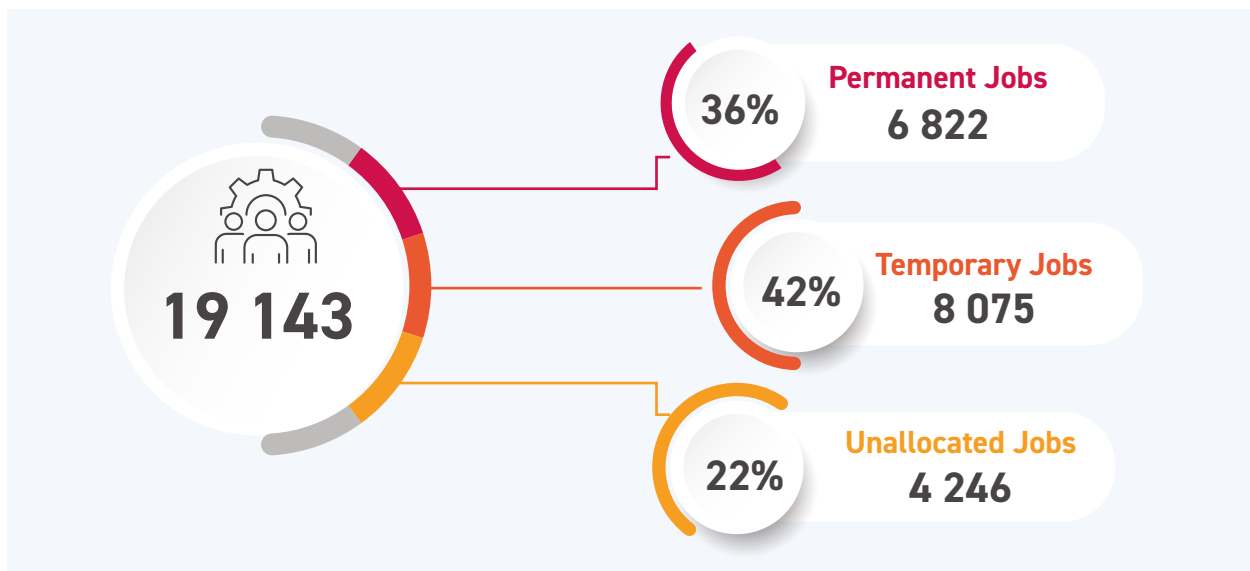


Figure 3: Jobs by Permanent/temporary category

## JOBS BY GENDER

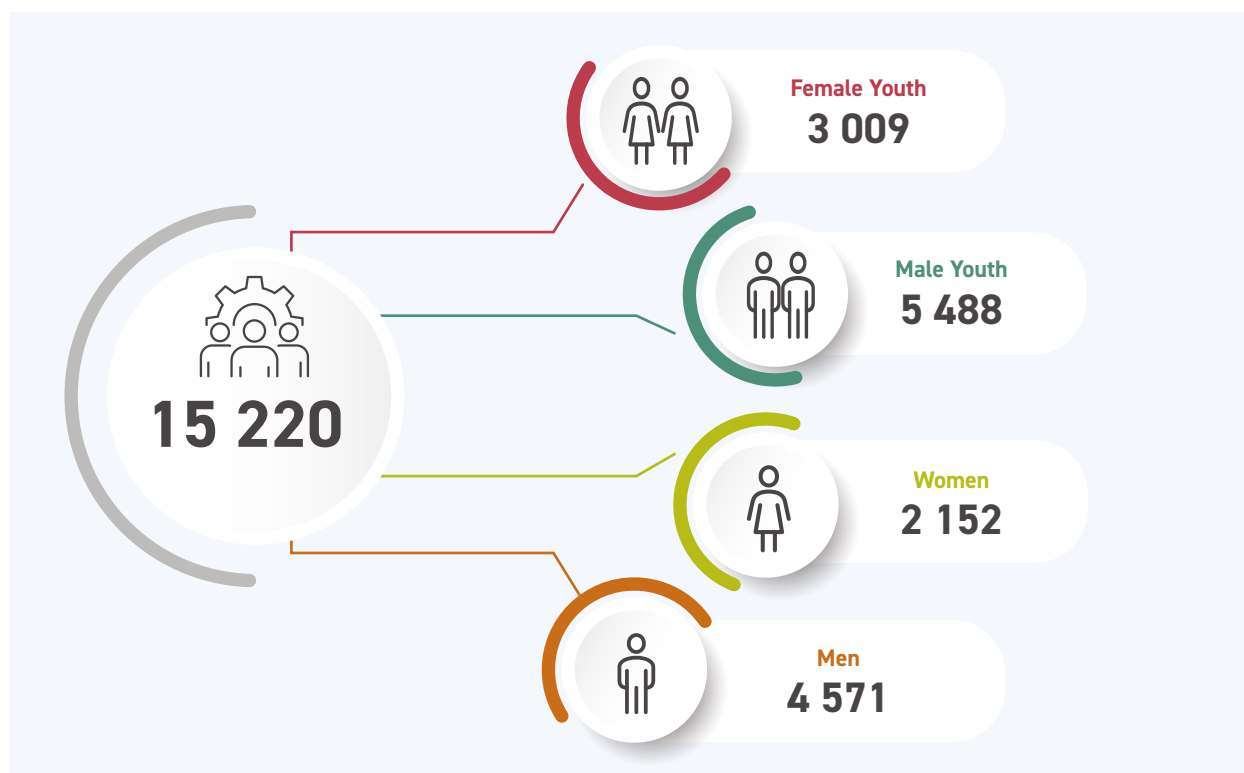


Figure 4: Jobs by Gender

Table 2: Detailed job creation summary

| Group Job Creation Summary |                    |              |              |                       |                     |           |                                  |
|----------------------------|--------------------|--------------|--------------|-----------------------|---------------------|-----------|----------------------------------|
| Entity                     | Annual actual      | Female youth | Male youth   | Women (over 35 years) | Men (over 35 years) | PWD       | Unallocated by gender, perm/temp |
| Holdings EPMO              | 69*                | 16           | 17           | 12                    | 24                  | -         | -                                |
| Holdings TIRE              | 13 192             | 1 552        | 4 348        | 1 093                 | 2 992               | 54        | 3 153                            |
| AIDC                       | 756                | 32           | 11           | 2                     | 9                   | -         | 702                              |
| TIH                        | 244                | 102          | 88           | 26                    | 28                  | -         | -                                |
| GIDZ                       | 4 577 <sup>5</sup> | 1 199        | 841          | 1 019                 | 1 518               | -         | -                                |
| ConHill                    | 305 <sup>6</sup>   | 108          | 183          | -                     | -                   | -         | 14                               |
| <b>Total</b>               | <b>19 143</b>      | <b>3 009</b> | <b>5 488</b> | <b>2 152</b>          | <b>4 571</b>        | <b>54</b> | <b>3 869</b>                     |

\*The above table excludes the cumulative project commencement to stoppage total of 475 construction jobs for BioPark Phase 3 (414 jobs – project commenced in 2022/23 FY and at a stoppage in Quarter 2, 2024/25 FY) and ConHill Visitor Centre (61 jobs – project commenced 22/23 and at a stoppage in Quarter 2, 2023/24 FY) infrastructure projects.

<sup>5</sup> Cumulative to date

<sup>6</sup> In the creative sector, gig work is typical as many roles are freelance, project-oriented, and flexible, responding to the fluctuating demand for creative skills rather than permanent positions, resulting in short-term, contract-based engagements

## SERVICE DELIVERY ENVIRONMENT

The GGDA Group planned to deliver 39 outputs, generally categorised into the following areas for ease of comprehending the mandate of the institution:

- Trade and investment facilitation;
- Infrastructure development;
- Skills development;
- Sector development;
- Enterprise development; and
- Job creation.

The GGDA Group achieved 82% (32 of 39 targets), maintaining the performance level of the previous financial year.

The underperformance in delivering infrastructure projects negatively impacted the performance of the Holdings company.

The global economic environment continued to be characterised by generally low levels of economic growth. Following the 2024 national and provincial elections, the establishment of a Government of National Unity (GNU) had a positive impact on the business confidence index and economic outlook expectations. This trend continued, despite energy supply shortages and high levels of crime. Eskom was able to generate and supply electricity for over 300 days without supply outages and blackouts, further bolstering confidence.

The outcome of the US Presidential Elections and the announced tariff policy, as well as its implications for South Africa's continued profiting from AGOA, remain to be seen. In addition, the economic challenges facing the German economy and their likely impact on the EU economy are being closely observed, as there is a reasonable possibility of a recession in the Western world, which could transpire and likely impact the global economy.

### Trade and investment facilitation

The Trade and Investment Business Unit achieved all its planned targets, facilitating investments to the value of R59.2 billion (FDI value of R17.4 billion and DDI of R41.8 billion) against a target of R25.5 billion (FDI target of R15 billion and DDI target of R10.5 billion).

The value for trade facilitated achieved R8.6 billion against a target of R4.8 billion, exceeding the target by R3.8 billion.

These trade and investment values resulted in the creation and retention of 13 192 jobs.

Improved collaboration in inter-governmental relations enabled the unlocking of regulatory bottlenecks, making it possible for the above investment and trade values to be realised. The business unit assisted companies obtain approvals, from:

- The Department of Mineral Resources and Energy (social labour plans);
- SANRAL (servitude and access road);
- The Department of Water and Sanitation (integrated water-use license);
- Rand Water (water availability and effluent discharge);
- GDARD (EIA);
- South African Heritage Resource Agency;
- SARS;
- City Power and ESKOM;
- the **dtic**;
- The Department of Employment and Labour;
- The Department of Home Affairs (visa waivers, intra-company transfers, permanent residency permit, visa renewals), etc.

### Infrastructure development

Of the five infrastructure-related output targets, only one target was achieved. The achieved target relates to local contractors who engaged in sub-contracting on EPMO projects. The Vaal fencing projects, which commenced in Quarter 1, benefited 14 subcontractors, resulting in an over-achievement of the target.

Delays were once again encountered in the Phase 3 construction of the Bio-sciences Park, the Visitor Centre and the new and rolled-over industrial parks. Notable challenges encountered in the delivery of the projects, included:

#### BioPark Phase 3

This project was suspended due to a halt in work by both the contractor and the Professional Service Provider (PSP). An investigation was initiated into the circumstances which led to the conclusion that the allocated budget had been exhausted before the project was completed.

**Resolution of suspension status:** Upon agreement on the continuation plan, project suspension will be formally lifted, and construction activities will resume with an updated baseline programme.

**Stakeholder re-engagement:** Continued engagement with both the contractor and PSP to reaffirm roles, timelines, and accountability, will ensure alignment on revised project expectations.

To address the suspension and enable project completion, the following corrective measures have been implemented and are currently underway:

- **Design commitments finalisation:** Expedite the completion and approval of all outstanding design deliverables required from the PSP to enable the contractor to resume on-site work without further delays.
- **Proposal for project continuation:** A formal proposal is being developed to outline the path to project resumption, including a revised practical completion date and a clear project execution plan.
- **Risk contingency planning:** Preventative measures are being explored to avoid potential legal or financial consequences, including options to white-box or decommission the site if reactivation proves unfeasible.

### Visitor Centre

The project experienced delays in procurement due to the late approval of the Terms of Reference (ToR), which postponed the appointment of the PSP until August 2024 and has subsequently delayed project commencement.

#### *Expedite Stage 4 completion*

The project experienced delays in procurement due to the late approval of the ToR, which postponed the appointment of the PSP until August 2024, which subsequently delayed project commencement. The finalisation of Stage 4 must be fast-tracked to recover lost time due to earlier procurement delays and to conclude the appointment of the Johannesburg Development Agency (JDA) as implementing partner.

The tender document was presented and approved by the JDA Bid Specification Committee (BSC) on 7 April 2025, with release to the market scheduled for Quarter 1 of the new fiscal year to initiate the contractor appointment process.

### Rolled over industrial parks completion (Rosslyn, Mqantsa, Emdeni)

Initial delays in the procurement of PSPs and additional specialised studies (e.g., geotechnical investigations, ground penetration, radar testing and topographical surveys) that were required, had unfortunately caused added delays on the project.

### New Industrial parks completion

Tenant resistance to the project initiation led to delays during the conditional assessment process.

### Bulk Infrastructure development for ORTIA Precinct 2

The challenges encountered in Quarter 1, including issues related to the Probity Auditor's appointment process and a query raised by Supply Chain Management (SCM) regarding the Construction Industry Development Board (CIDB) resulted in procurement delays. The CIDB query pertained to the project's grading in terms of market engagement, specifically whether the project should be classified as a CE or EP (Civil Engineering or Electrical Project) contract.

SCM engaged the Provincial Department of Roads and Transport (DRT) to assist with the appointment of a contractor, utilising the DRT procurement process to expedite the procurement process.

### Skills development

#### The AIDC Learning Centre

- A total of 256 unemployed youth were trained (automotive skills training details are provided under Programme 2, AIDC) against the annual target of 140.
- A total of 1 328 people employed in the automotive industry were trained across all AIDC training centres against the annual target of 1 300.
- A total of 255 trade assessments were conducted at the Trade Test Centre against the annual target of 240.

### Enterprise development

#### Ford and Nissan Incubation Centre

These two incubation centres generated R114.9 million against a target of R63 million. The overachievement is due to some incubatees working overtime and in multiple shifts to meet Original Equipment Manufacturer (OEM) production requirements.

#### TIH Incubation Programme

All enterprise development and skills development targets were achieved and exceeded.

#### ConHill Incubation Programme

A total of 1 146 creatives benefitted from the Creative Uprising programme, exceeding the annual target by 146. A total of 101 participants were incubated in the Tourism Centre of Excellence. The interventions provided through the centre of excellence included comprehensive training in key business skills such as marketing, sales, and customer service.

### Job creation

The Group facilitated the creation of 19 143 jobs, outlined as follows:

- TIRE business unit facilitated the creation of 13 192 jobs;
- AIDC created 756 jobs;
- TIH realised 244 jobs through its incubated companies and skills development programme;
- The GIDZ created 4 577 cumulative jobs;
- ConHill facilitated 305 Gig jobs; and
- EPMO created 69 jobs.

## ORGANISATIONAL ENVIRONMENT

The delivery of infrastructure projects as reported under the EPMO section in Programme 1 (Holdings Company), continued to be plagued by challenges that resulted in the contract cancellation of some of the projects (Constitution Hill's Visitor Centre and the Land Parcel). At the end of the reporting period, the Group gained sufficient traction towards appointing a contractor for the Visitor Centre.

The contractor for Land Parcel E was onboarded, and works are underway and expected to be completed during Quarter 2 of the next financial year.



The industrial parks refurbishment is at the contractor appointment stage.

The Group did not meet Programme 4 (GIDZ) bulk infrastructure initiatives for Precinct 2 due to the late appointment of the contractor at the end of the third quarter.

### Key policy developments and legislative changes

There are no new policy or legislative amendments which impacted the GGDA operations during the period under review.

## INSTITUTIONAL PROGRAMME PERFORMANCE INFORMATION

### Progress towards achievement of institutional impacts and outcomes

The performance delivery environment of the Group for the 2024/25 FY is informed by the strategic positioning of its sole shareholder – the GDED.

The Group aims to attain the following impact:

- Inclusive and sustainable economic growth fosters job creation within the GCR.

At Group level, the GGDA had 45 outcome indicators of which 26 or 58% were achieved and, in some instances, exceeded. 38% or 17 outcome indicators had performance levels below an 80% threshold. 11 of these 17 under-achieved outcome indicators are related to infrastructure, i.e. Enterprise Project Management Office (EPMO) (5 indicators) – core infrastructure projects (Bio-park 3, Visitor Centre, three Industrial parks) and the corresponding indicators relating to construction jobs and local subcontractors benefitting from these projects, SEZs (4 indicators) – infrastructure development at the Vaal SEZ, West Rand SEZ and the Lanseria SEZ sites, and GIDZ (2 indicators) – Precinct 2 and the Springs Precinct bulk installation.

The summary illustration of the above is as follows:

**Table 3: Summary illustration**

| Business Unit/Entity | Number of outcome indicators | Outcome indicators achieved | Outcome indicators >80% <100%              | Outcome indicators <80%                                                        |
|----------------------|------------------------------|-----------------------------|--------------------------------------------|--------------------------------------------------------------------------------|
| TIRE                 | 5                            | 4                           | 1 – expanding opportunities                | -                                                                              |
| EPMO                 | 5                            | 0                           | -                                          | 5                                                                              |
| SEZ                  | 6                            | 2                           | -                                          | 4 – infrastructure development                                                 |
| AIDC                 | 9                            | 6                           | -                                          | 3 – employed individuals upskilled, number of jobs, Phase 3 & 5 infrastructure |
| TIH                  | 6                            | 5                           | 1 – beneficiaries assisted with innovation |                                                                                |
| GIDZ                 | 8                            | 4                           |                                            | 4 – Precinct 2, Springs Precinct, investment value, young people trained       |
| ConHill              | 6                            | 5                           |                                            | 1 – financial sustainability                                                   |
| Total                | 45                           | 26 = 58%                    | 2 = 4%                                     | 17 = 38%                                                                       |

The detailed performance against outcomes is provided under each programme in the institutional programme performance information section below.

# PROGRAMME 1:

## GGDA HOLDINGS

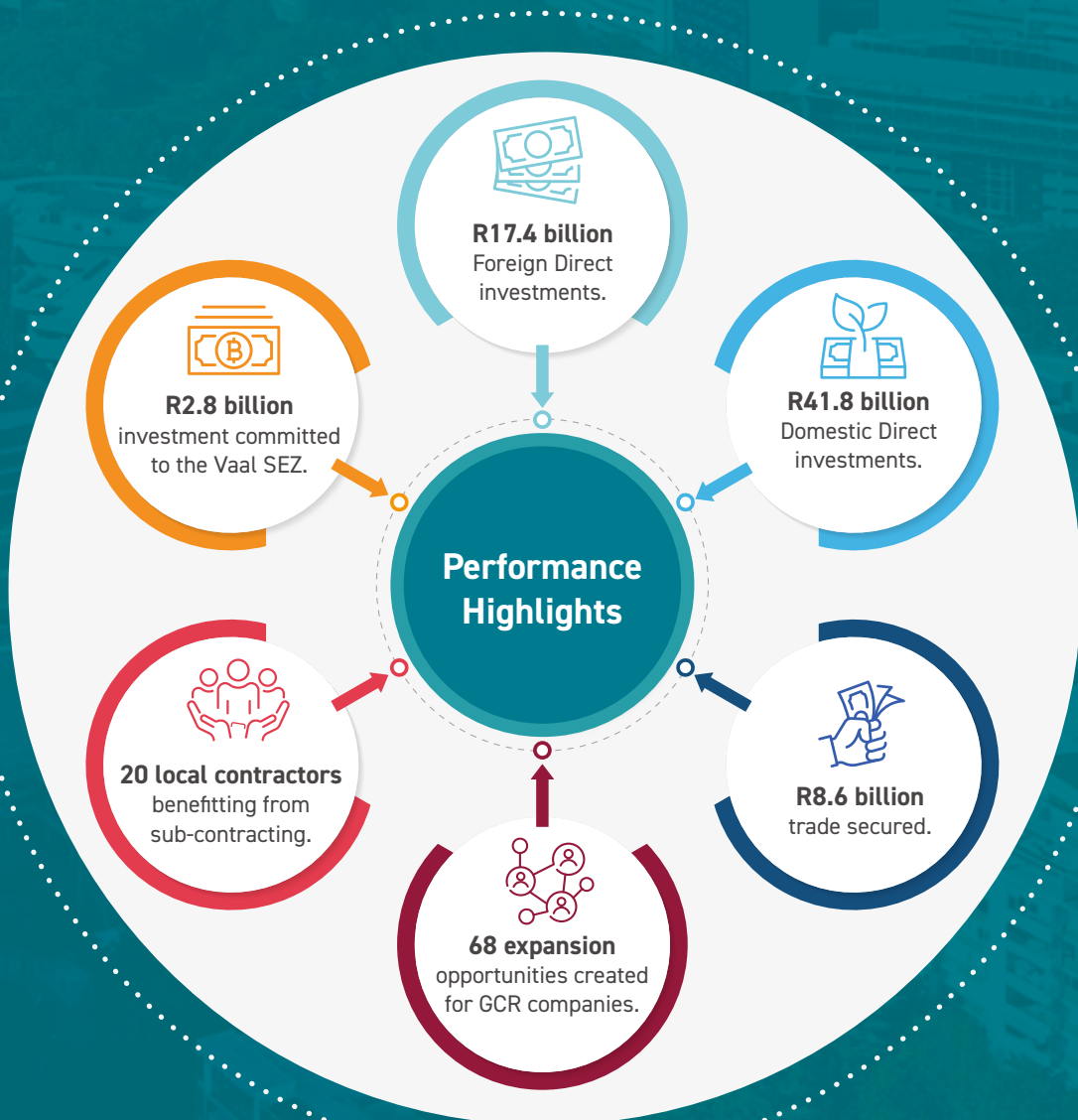


**Sthembiso Dlamini**  
GGDA Group Acting Chief Executive Officer





# 55 % Achievement



## Purpose

Provide strategic and operational leadership, support, and transversal business solutions.

## Achievement of institutional outcomes

| Outcome                                                                         | Outcome indicator                                                                                                      | Baseline                                               | Five-year target 2020 – 2025                   | Progress                                                                               | % of Five-year target |
|---------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------|------------------------------------------------|----------------------------------------------------------------------------------------|-----------------------|
| <b>Trade Investment and Regulatory Enablement (TIRE)</b>                        |                                                                                                                        |                                                        |                                                |                                                                                        |                       |
| Increased levels of investments facilitated into Gauteng City Region            | Rand value of FDI facilitated                                                                                          | R16 billion                                            | R51.1 billion                                  | R76.7 billion                                                                          | 150%                  |
|                                                                                 | Rand value of DDI facilitated                                                                                          | R10 billion                                            | R39.8 billion                                  | R95.3 billion                                                                          | 239%                  |
| Increased domestic and global trade activities from the Gauteng City Region     | Number of Gauteng based enterprises globally competitive                                                               | -                                                      | 750                                            | 221 <sup>7</sup>                                                                       | 29%                   |
|                                                                                 | Number of GP enterprises trained on export readiness                                                                   | 1 277                                                  | 1050                                           | 1 413 <sup>8</sup>                                                                     | 135%                  |
|                                                                                 | Rand value of trade deals                                                                                              | R6.1 billion                                           | R15 billion                                    | R33.8 billion                                                                          | 225%                  |
| <b>Enterprise Project Management Office (EPMO)</b>                              |                                                                                                                        |                                                        |                                                |                                                                                        |                       |
| Increased investment and growth in economic infrastructure in Gauteng           | Number of strategic economic infrastructure projects delivered                                                         | -                                                      | 100%                                           | 73%                                                                                    | 73%                   |
|                                                                                 | TIHMC Bio-Science Park Phase 3                                                                                         |                                                        |                                                |                                                                                        |                       |
|                                                                                 | Number of strategic economic infrastructure projects delivered                                                         | Procurement of construction service provider initiated | ConHill Visitor Centre construction completed  | 0%                                                                                     | -                     |
|                                                                                 | ConHill Visitor Centre                                                                                                 |                                                        |                                                |                                                                                        |                       |
|                                                                                 | Revitalised Industrial Parks into industrial nodes                                                                     | 7                                                      | 6                                              | 3                                                                                      | 50%                   |
| Youth Employment rate improved                                                  | Construction jobs created resulting from infrastructure projects completed                                             | -                                                      | 900                                            | 544                                                                                    | 60%                   |
| Expansion and sustainability of local business supported                        | Economically empowered local businesses                                                                                | -                                                      | 195                                            | 103                                                                                    | 53%                   |
| Increased levels of economic activity through strategic economic infrastructure | Research on reindustrialising Gauteng for the 21st Century through Multi-tier SEZ and the High Growth Sector Programme | New indicator                                          | 1 multi-tier SEZ concept note developed        | 1                                                                                      | 100%                  |
|                                                                                 | Vaal Economic Zone developed                                                                                           | New indicator                                          | Infrastructure development at designated zones | 100% master plan completed<br>Fencing of 2 sites (Heidelberg and Reitspruit) completed | -                     |

<sup>7</sup> 221 opportunities afforded to Gauteng based companies to access global markets

<sup>8</sup> Unaudited figures



| Outcome                                                                         | Outcome indicator                                      | Baseline      | Five-year target 2020 – 2025                   | Progress                                 | % of Five-year target |
|---------------------------------------------------------------------------------|--------------------------------------------------------|---------------|------------------------------------------------|------------------------------------------|-----------------------|
| Special Economic Zones (SEZs)                                                   |                                                        |               |                                                |                                          |                       |
| Increased levels of economic activity through strategic economic infrastructure | Lanseria high-tech SEZ investor attraction implemented | New indicator | Investor attraction strategy implemented       | Investor attraction engagements ongoing  | -                     |
|                                                                                 | West Rand SEZ investor attraction strategy implemented | New indicator | Investor attraction strategy implemented       | Investor attraction strategy implemented | 100%                  |
|                                                                                 | West Rand SEZ developed                                | New indicator | Infrastructure development at designated zones | 100% master plan completed               | -                     |
|                                                                                 | Lanseria Smart City Developed                          | New indicator | Infrastructure development at designated zones | -                                        | -                     |

## Commentary on institutional outcomes

The TIRE Business Unit achieved four of the five planned outcome indicators. The FDI amount realised, increased from the baseline of R16 billion to an actual of R76.6 billion, exceeding the planned target of R51 billion by 50%.

DDI increased from a baseline of R10 billion to attain an actual value of R95.3 billion, exceeding the planned target of R39.8 billion by 139%.

221 opportunities were afforded to Gauteng-based enterprises to access global markets, achieving 29% of the planned 750 target.

Through its offerings and operations, the TIRE Business Unit successfully facilitated the realisation of 100 investments, which created an estimated 43 585 jobs during the term.

The SEZs announced during the term are at the early stages of the planning process. The Vaal SEZ completed the master plan for two sites, one in Emfuleni and the other in the Lesedi local municipality and secured investment commitments valued at over R10 billion. Other pre-designation activities, including securing the identified sites, the EIA (Environmental Impact Assessment), and the township proclamation, have been completed for the Vaal SEZ. The bulk infrastructure funding is being mobilised.

The West Rand SEZ has completed part of the master plan development and will further update to incorporate the sites secured during the 2024/25 FY. Pre-designation activities related to EIA and town planning are underway for the sites for which the original master plan was developed.

The Lanseria SEZ (LSC PMO) has managed to conclude the Regional Spatial Development Framework (RSDF) work, which COGTA has taken over to engage the Ministry of the Department of Agriculture, Land Reform and Rural Development (DALLARD) on the finalisation of a regional spatial development framework based on the Greater Lanseria Master Plan (GLMP) for proclamation.

The tender for a multidisciplinary team to prepare the necessary documentation for pre-designation activities, including a feasibility study, business case, and master plan for the Lanseria Hi-Tech SEZ, was awarded during the last quarter of 2024/25 FY.

Ongoing Investment facilitation and investor care, in conjunction with the relevant investment promotion agencies (IPAs), has been curated, with the jurisdiction falling within the area defined by the greater Lanseria Master Plan. Notably, the PMO has been instrumental in the attainment of the EA and WUL for 'Project Runway', which was delivered in February 2025.

## SUB-PROGRAMME 1: TRADE, INVESTMENT AND REGULATORY ENABLEMENT (TIRE)

### Purpose:

- Identify and promote investment opportunities in the Gauteng City Region and subsidiaries;
- Offer value-added facilitation services to investors to ease the cost of doing business in Gauteng;
- Advocate for investor-friendly regulatory environment;
- Provide and support Gauteng enterprises with market access and expansion opportunities;
- Increase intra-Africa trade; and
- Retention of companies invested in Gauteng and support expansion efforts.

TIRE's planned performance is informed by the GGT2030 plans, which focus on unlocking high-growth sectors of the economy. The attraction, facilitation, and retention of investments in these sectors contribute towards growing the economy, creating jobs, and developing infrastructure for the Gauteng City Region.

Coordinated, structured and purposeful regional and corridor-based business retention, expansion, and aftercare programmes are in place. These include roundtable discussions and establishment of corridor specific forums, clusters and committees, in collaboration with industry associations, business chambers, local Government, industrial parks and SEZs.

The objective of these interventions is to identify potential bottlenecks and threats within the Gauteng City Region's investment value chain, ensuring that such bottlenecks and threats are addressed and mitigated, thereby decreasing the risk of disinvesting in the region and making it more attractive to investors.

TIRE continues to support, facilitate, and expedite investor municipal by-laws and legislative requirements, which include, among others, land applications, rezoning, SDPs, and building plans.

Intra-Africa trade is prioritised by the implementation of the AfCFTA roadmap, which adopts a regional approach. Gauteng companies are assisted in entering new markets with the support of strategic partners. The AfCFTA roadmap outlines the following key markets that include Ghana, Kenya, Rwanda, Tanzania, Botswana, and Namibia. The Agro-processing, Automotive, Cosmetics, Tourism, Creative, Clothing and Textiles, Beverages, Manufacturing and Energy sectors are currently the industry-specific focus areas.

The GGDA has partnered with several institutions to support Gauteng-based companies in trading under the AfCFTA programme through export and trade development initiatives, which include training existing, emerging and medium-sized export-ready companies to become more globally competitive. Companies are supported to access trade finance through existing partnerships with DFIs and commercial banks. Although the focus is on Sub-Saharan African trade, this does not preclude market opportunities that the rest of the world may offer, which are being pursued in addition to the core focus. The trade teams continue to work diligently with Government and private sector counterparts to identify export opportunities in the Americas, Europe, and Asia. International and national pavilion platforms are utilised to support Gauteng companies to sell their products and services. Inward and outward selling missions are being undertaken to provide extensive support for Gauteng companies who are ready to venture into these and other new markets.

### Investment Facilitation

Investment Facilitation is aimed at supporting and accelerating the realisation of qualified investment opportunities in Gauteng. It involves working closely with investors and key stakeholders to resolve bottlenecks and red tape, ensuring that investments align with the strategic priorities as set out by the GGDA, particularly in targeted growth sectors.

Key service offerings include, but are not limited to:

- Guidance regarding Governmental incentives and grants;
- Site location;
- Facilitation of access to finance;
- Professional referral service;
- Policy advocacy, leveraging the support of the InvestSA One-Stop-Shop;
- Strategic matchmaking;
- Sector-specific research;
- Stakeholder engagement (e.g. WULA, EIA, municipality services, electricity connection); and
- Immigration facilitation services.

Investment Facilitation plays a critical role in enhancing Gauteng's competitiveness as an investment destination, contributing to inclusive economic development and long-term investor confidence.

Through TIRE's activities, a total of 23 investment projects were successfully facilitated resulting in a total investment value of R59.2 billion (FDI value of R17.4 billion and DDI of R41.8 billion), against a planned target of R25.5 billion (FDI target of R15 billion and DDI target of R10.5 billion). These projects created a total of 12 797 jobs, identified as follows: 5 464 from FDI projects and 7 333 from DDI projects.

## FDI and DDI by sector

The facilitated investments total R59.2 billion, with a breakdown as follows: R46.9 billion, constituting 79%, directed towards the Secondary sector; R9.8 billion, accounting for 17%, allocated to the Tertiary sector; and R2.5 billion representing 4%, allocated to the Primary sector. These figures are graphically depicted in the accompanying figure:

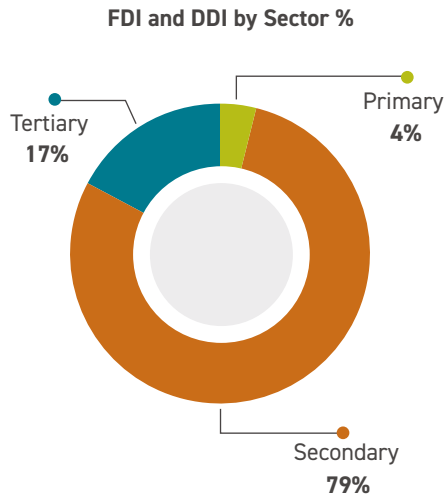


Figure 5: FDI and DDI by Sector

## FDI by Sector

The breakdown of FDI across economic sectors reveals a total investment value of R17.4 billion. Within this allocation, the secondary sector represents 44% and the tertiary sector at 56%, respectively. The tertiary sector was dominated by investments in the ICT industry, accounting for 55,9% of the total FDI realised, followed by investments in minerals beneficiation and agro-processing at 14,4% and 13,9%, respectively.

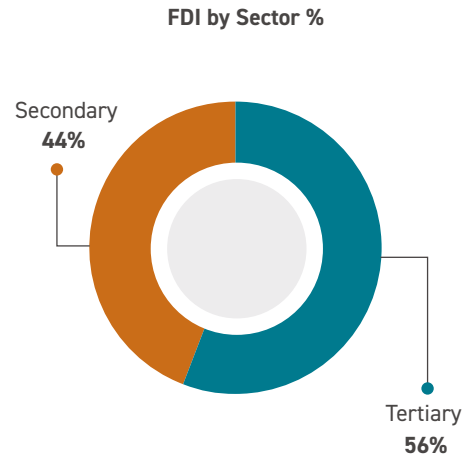


Figure 6: FDI by sector

## Foreign Direct Investment (FDI) facilitated

The annual target for FDI facilitated in the 2024/25 FY was R15 billion, and TIRE successfully facilitated R17.4 billion. The FDI projects created 5 464 jobs. Of these, a total of 5 287 were permanent and 177 were temporary jobs.

Table 4: FDI by sector and jobs

| Sector          | Investment value R'000 | Percentage (%) | Total New jobs | Total Retained jobs |
|-----------------|------------------------|----------------|----------------|---------------------|
| BPO             | 86                     | 0,5%           | 931            | 672                 |
| Mineral         | 2 500                  | 14,4%          | 213            | 0                   |
| Steel           | 1 120                  | 6,4%           | 130            | 405                 |
| Agro-processing | 2 425                  | 13,9%          | 195            | 138                 |
| Automotive      | 1 551                  | 8,9%           | 454            | 1 976               |
| ICT             | 9 736                  | 55,9%          | 350            | 0                   |
| <b>Total</b>    | <b>17 418</b>          | <b>100%</b>    | <b>2 273</b>   | <b>3 191</b>        |

## Domestic Direct Investments (DDI) facilitated

During the 2024/25 fiscal, TIRE had a substantial target for DDI of R10.5 billion. Remarkably, the unit successfully facilitated projects totalling R41.8 billion, surpassing this target. The DDI projects created 7 333 jobs. Of these, 1 823 were permanent jobs, and 5 510 were temporary jobs.

Table 5: DDI by sector and jobs

| Sector               | Investment value R'000 | Percentage (%) | Total New jobs | Total Retained jobs |
|----------------------|------------------------|----------------|----------------|---------------------|
| Property Development | 33 148                 | 79,4%          | 0              | 0                   |
| Railway              | 450                    | 1,1%           | 0              | 41                  |
| Mining               | 2 500                  | 6,0%           | 1 998          | 33                  |
| Manufacturing        | 5 673                  | 13,6%          | 3 407          | 1 826               |
| Food                 | 1                      | 0,0%           | 28             | 0                   |
| <b>Total</b>         | <b>41 772</b>          | <b>100%</b>    | <b>5 433</b>   | <b>1 900</b>        |

## DDI by Sector

The breakdown of DDI sectors reveals most investment projects, totalling 94%, are concentrated in the Secondary sector, with 6% allocated to the Primary sector. Notably, within the Secondary sector, a significant portion of these investments, 79%, is attributed to property development, with rail, food and manufacturing accounting for the 21%.

A noteworthy mention is the major Century Property development in the Northern part of the central corridor, which is a mixed-use property development for residential, education, retail, business/office, warehousing/commercial and light industrial applications. This substantial development is anticipated to create over 14 000 direct and 30 000 indirect jobs

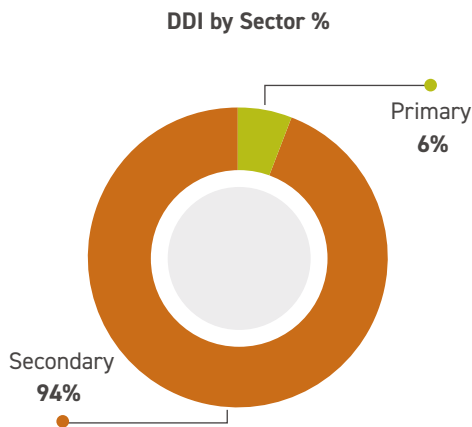


Figure 7: DDI by Sector

## Investment projects breakdown

This section provides a detailed breakdown of the investment projects facilitated, focusing on three main dimensions: Source, Country, and Economic Corridor.

The breakdown highlights the contributions of both foreign and domestic investors to the region's economic development, as outlined below:

## Investment projects by country

### FDI and DDI by country

The GGDA has successfully facilitated investment projects totalling R59.2 billion. Notably, South African-based entities contributed R42.2 billion, representing 72% of the total investment value. The USA emerged as the primary source of FDI, accounting for 15% of the investments, as illustrated in Figure 8.

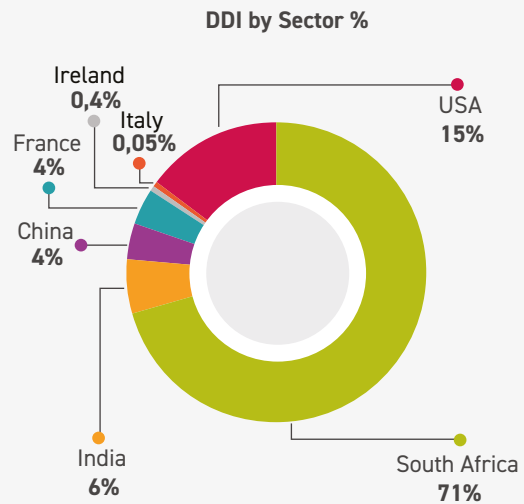


Figure 8: FDI and DDI by Country

### FDI by country

The GGDA has successfully facilitated FDI amounting to R17.4 billion, with a notable 52% originating from the USA. This highlights the significant partnership between South Africa and the United States in fostering economic development and investment opportunities.

While investments sourced from China and India account for only 10% of the FDI value realised, the introduction of Chinese automobiles is seemingly dominating and disrupting the local new car market.

The investment in mineral beneficiation by Indian firms supports the country's beneficiation policy.

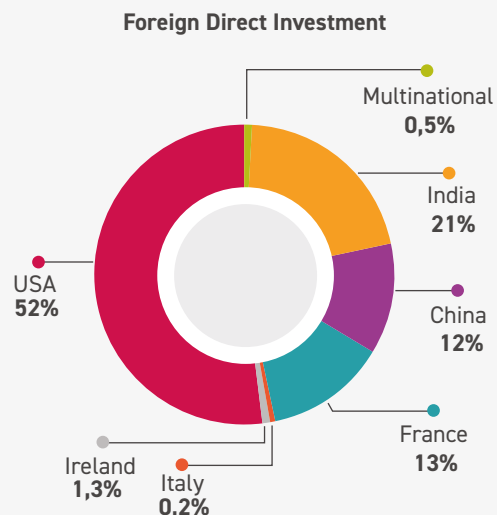


Figure 9: FDI by Country



## FDI and DDI by corridor

In the facilitation of projects by the GGDA, both FDI and DDI, the Central corridor accounted for the bulk with a total Investment of R39.6 billion.

The Central corridor received two-thirds (67%) of the value of investments realised. It should be noted that just over three quarters (77%) of the value that landed in the Central Corridor was invested in the property development space, accounting for R30 billion.

The district municipalities received approximately 10% of the value of investments, which is consistent with the contribution these corridors make to the provincial economy.

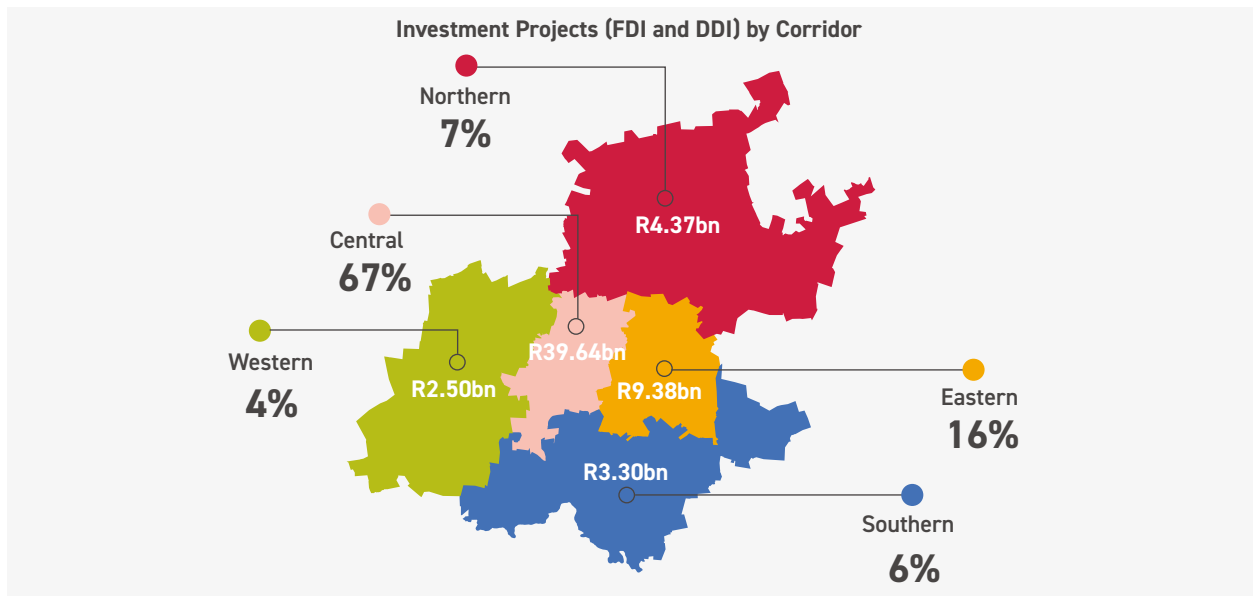


Figure 10: Investment projects by Economic Corridor

## FDI by corridor

The distribution of FDI by corridor indicates that the Central Corridor received the bulk of the FDI, accounting for approximately R9.6 billion (55%) of the total FDI facilitated, while the Southern Corridor and Eastern Corridor accounted for R3.3 billion (19%) respectively, with the Northern Corridor accounting for R1.3 billion (7%) as shown in Figure 11.

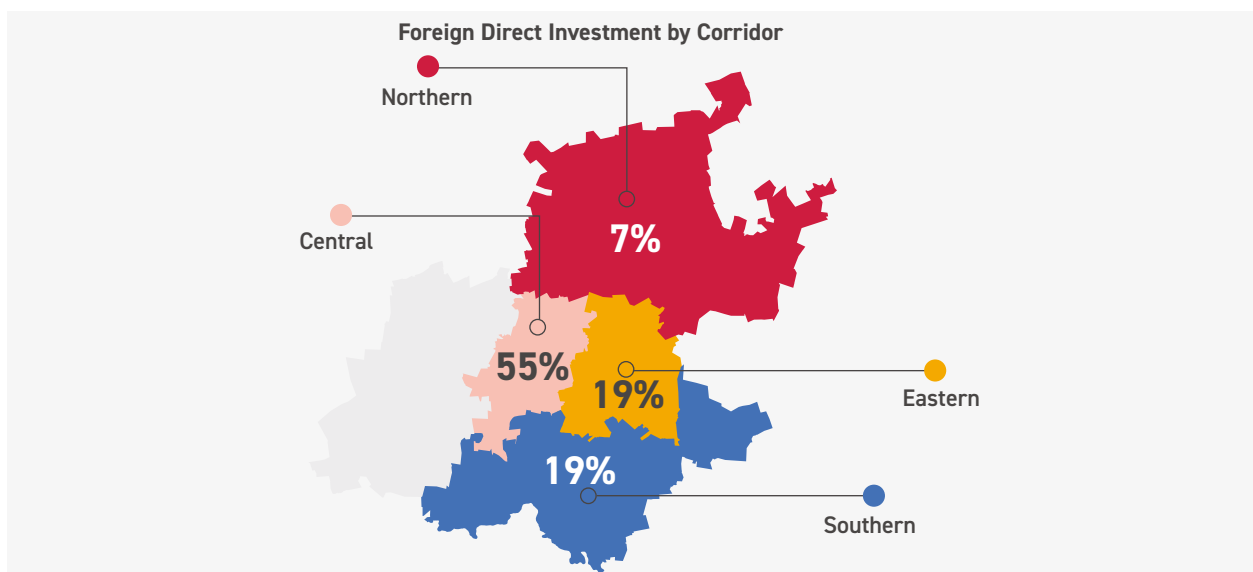


Figure 11: FDI by corridor

## DDI by Corridor

The DDI was realised in the four economic development corridors of GCR. The Central Corridor contributes 72% of these investments, valued at R30 billion, followed by the Eastern Corridor at 15%, the Northern Corridor at 7%, and the Western Corridor at 6%, as shown in Figure 12.

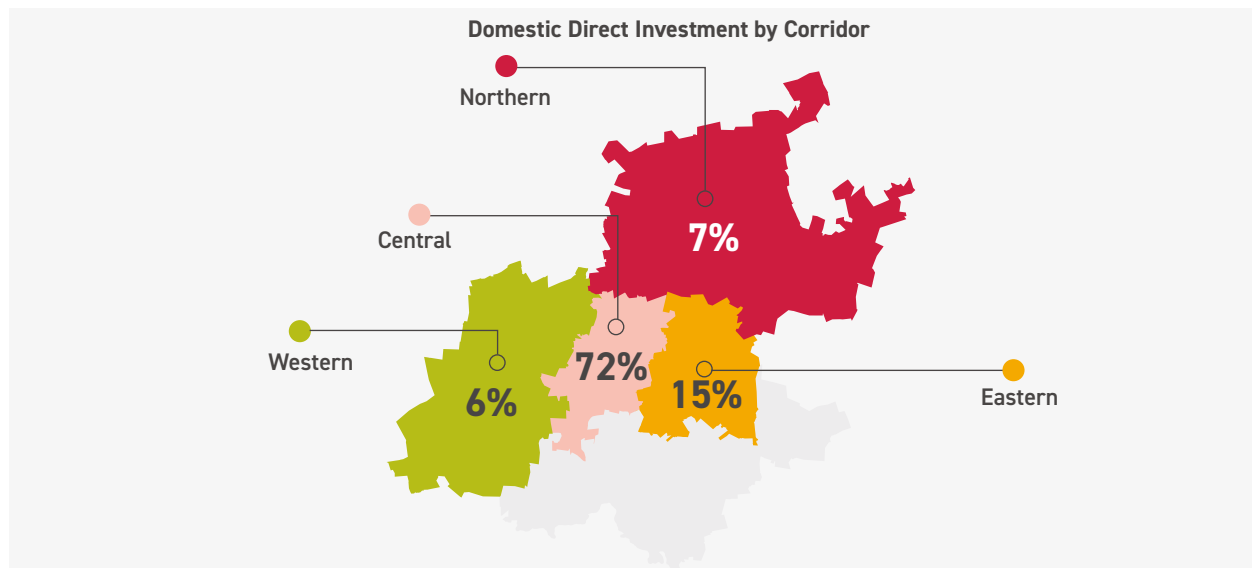


Figure 12: DDI by corridor

## Cross-cutting projects in the Gauteng City Region

These include investments that 'cut across' multiple regions within the Gauteng City Region, particularly in the Agro-processing, Steel, and Manufacturing sectors, with notable activity in areas such as Vereeniging, Germiston, Centurion, Ekurhuleni, and Sedibeng.

## Rand value of trade deals facilitated by the Trade and Export Development Unit

The purpose of the Trade and Export Development Unit is to increase trade activities in Gauteng by supporting emerging, small, medium and large enterprises to ensure seamless movement of goods and services to new global markets.

This is achieved through the following services and programmes:

- Facilitation of access to new markets (domestic and international);
- Provision of export-readiness training for Gauteng-based companies;
- Selling platforms including e-commerce – Export portal, International, National and Provincial pavilions, exhibitions and trade fairs;
- Identification and matching infrastructure, and or export opportunities in goods and services as well as linkages, B2G, B2B, chambers of commerce, export councils, industry associations, and others;
- Facilitation of access to trade finance and all export-related facilitation support required by exporters; and
- Export enhancement programmes (to drive global competitiveness).

Trade and export development play a critical role in contributing to economic growth and meaningful participation in global trade. Focus is placed on the rest of the continent to achieve targets as outlined in the GGT2030 strategy. This is achieved through the implementation of the AfCFTA Roadmap, which focuses on key economies in regions including the Eastern, Western, Southern, Central and Northern parts of Africa.

The annual target for Rand value of trade deals facilitated is R4.8 billion, and trade valued at R8.6 billion was achieved through 11 companies. Key contributing sectors were rail and beverage contributing R4.4 billion and R2.2 billion respectively. The total value of trade deals facilitated exceeded the set target of R4.8 billion, as reflected in table 6.

**Table 6: Trade deals facilitated by sector**

| Sector                | Export value (R'000) | Destination market                                                                          |
|-----------------------|----------------------|---------------------------------------------------------------------------------------------|
| Medical               | 216                  | DRC, Zambia, Namibia, Mozambique                                                            |
| BPO                   | 208                  | Australia, Canada, Europe, UK, USA                                                          |
| Steel                 | 98                   | Botswana and other unspecified countries                                                    |
| Manufacturing         | 1 217                | Zimbabwe, Botswana, Senegal, Australia, DRC, China, Botswana, Uganda, Solomon Islands, Fiji |
| Mineral               | 350                  | Not specified                                                                               |
| Transportation (Rail) | 4 346                | Angola, SADC, Mozambique, Uganda, Namibia, Botswana, Tanzania, USA, DRC, Zambia, Zanzibar   |
| Beverage              | 2 200                | Not specified                                                                               |
| <b>TOTAL</b>          | <b>8 635</b>         |                                                                                             |

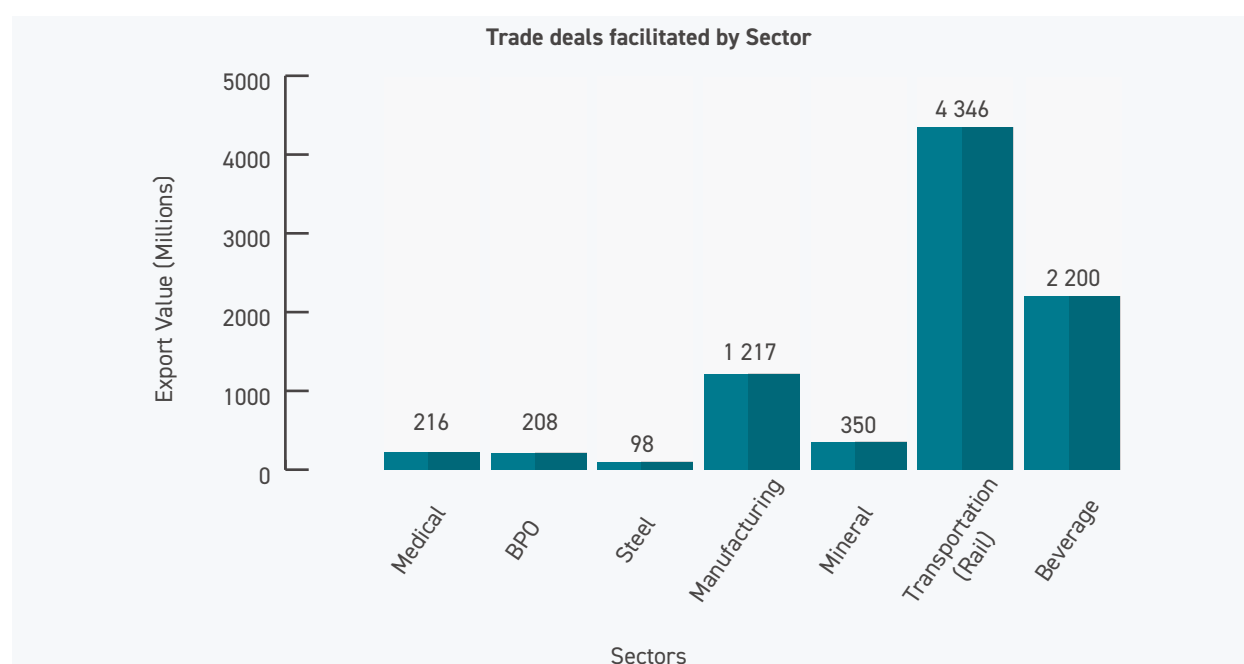


**Figure 13: Trade deals facilitated by Sector**

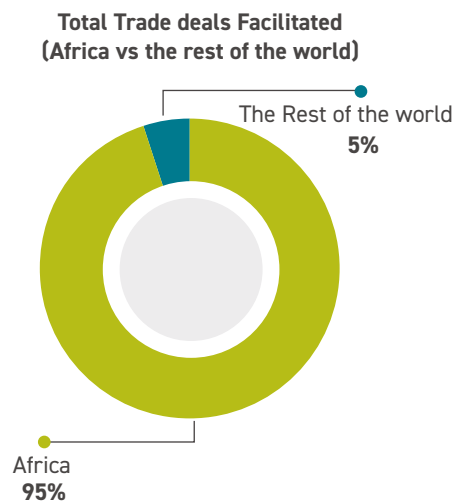


**Figure 14: Total Trade deals facilitated (Africa vs the rest of the world)**

The main trade and export services objective is to ensure that GGDA leads the implementation of necessary support through initiatives provided to the provincial exporters, especially about TIRE's Key Performance Indicators, which include:

- Increased total value of trade deals (impactful and effective);
- Increased number of trade deals (accessible);
- Capacitation of Gauteng-based exporters (developmental);
- Development of tools and policies that will ensure ease of access for support to exporters; and
- Ensuring an ever-growing capacity to handle work with increasing efficiency.

There exists a vast potential to support more emerging exporters, by identifying new markets and establishing linkages to opportunities, particularly within the rest of the African continent. With access to market elements facilitated by the GGDA team, the identification of platforms and initiatives, such as exhibitions, workshops, and linkages, are just a few of the activity offerings supplied to Gauteng-based exporters.

These initiatives could have a greater positive impact if they are coupled with access to finance, as unlocking funding is one of the significant obstacles faced by emerging exporters. The trade team, therefore, is working on opening more channels that will provide access to trade financial instruments that cater to the various needs of small enterprises while ensuring minimal risk exposure. Engagements with key stakeholders, including development finance institutions, commercial banks, private trade financiers, and the Export Credit Insurance Corporation, have been critical in ensuring that enterprises are well-equipped with information relating to political and commercial risk insurance.

In addition, the trade team is facilitating programmes tailored to improve enterprise export competitiveness, which provides a solid foundation for continued export growth in the Gauteng Province. The province hosted BRICS and AGOA summits, where companies were matched with these markets for increased exposure to trade opportunities. Follow-ups of these engagements will be conducted in the new financial year. Successful facilitation of the trade deals was further achieved through the easing of regulatory process enablement. One such regulatory process easing involved the cross-border movement of company material to new locations, which needed Cross Border Management Agency intervention, which GGDA officials had facilitated.

### Number of expanding opportunities for GCR companies

In total, 16 companies were assisted with 68 expansion opportunities, enabling them to venture across the continent and globe. These opportunities were identified through new and existing strategic partnerships. The objective of this indicator is to assist Gauteng companies in expanding their operations to the rest of Africa and globally by either setting up operational facilities in identified countries or partnering with local agents to sell their products through retail or private distributors.

The GGDA, as an entity, is tasked with increasing trade in Gauteng by exploring ways in which local companies can benefit from existing value chains, either by supplying inputs to investors, collaborating with investors, or directly exporting their products to international markets. The GGDA supports Gauteng-based companies in accessing local and global markets. One of the ways the GGDA provides this support is through the Export Readiness Programme, which trains local SMMEs to become export ready.



*Zyle Clothing assisted with expansion into the USA and Germany*



Companies in the following sectors and destination markets were supported, to enabling them to expand.

**Table 7: Expansion opportunities facilitated**

| Sector            | Country                                                                                                                                                                                                                             | Products                                                   | Number of opportunities |
|-------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------|-------------------------|
| Manufacturing     | DRCx2, Zambia, Namibia, Mozambique, Botswana, Uganda, Solomon Islands, Fiji, Senegal, Australia, and China                                                                                                                          | Smart water meter, HDPE pipes                              | 17                      |
| Steel             | Botswana                                                                                                                                                                                                                            | Reinforcing bars, Tapered Flange Channel, Equal Angle      | 1                       |
| Rail              | Angola, SADC, Mozambique, Uganda, Zanzibar, Namibia, Botswana, Tanzaniax2, USA, DRC, Zambia                                                                                                                                         | Conveyor belts, GPN10 Pantograph, Locomotive rolling stock | 12                      |
| Chemical          | Botswanax3, Swaziland, and Lesotho                                                                                                                                                                                                  | GT8 degreaser                                              | 5                       |
| Textile           | USA, Germany                                                                                                                                                                                                                        | Clothing                                                   | 2                       |
| Jewellery         | Tanzania                                                                                                                                                                                                                            | Jewellery                                                  | 1                       |
| ICT               | Australia, Canada, Europe, UK, the USA                                                                                                                                                                                              | BPO                                                        | 5                       |
| Automotive        | Austria, Belgium, Czech Republic, Denmark, Finland, France, Germany, Greece, Hungary, Ireland, Italy, Netherlands, Norway, Poland, Portugal, Romania, Spain, Sweden, Switzerland Turkey, United Kingdom, Australia, and New Zealand | Passenger Cars, SUVs, Bakkies, Vans & Buses                | 23                      |
| Cosmetics         | Lesotho                                                                                                                                                                                                                             | Tissue oils, skincare oils, bath salts                     | 1                       |
| Food and Beverage | Nigeria                                                                                                                                                                                                                             | Fruit juice, Homemade sauces                               | 1                       |
|                   | <b>Total</b>                                                                                                                                                                                                                        |                                                            | <b>68</b>               |

*Note: The 'x' and the corresponding number alongside it, when referencing a country indicates the number of expansion opportunities that exists for that country.*



**Manufacturing – Cosmetics**

## InvestSA Gauteng One-Stop Shop (OSS)

To improve investor attractiveness and expedite regulatory bottlenecks associated with setting up a business in South Africa, the GGDA launched InvestSA Gauteng One Stop Shop (OSS) in 2018 as part of an initiative led by the Department of Trade, Industry and Competition (the **dtic**) to coordinate the establishment of the National One Stop Shops to support investors and exporters with critical functions in an integrated approach to address concerns on the ease of doing business in South Africa. InvestSA Gauteng OSS supports investors in exploring opportunities in Gauteng by providing information, facilitation, and aftercare.

The InvestSA Gauteng OSS initiative is part of the National and Provincial drive to lower the cost of doing business, easing the regulatory challenges experienced by investors, and providing support to visiting business delegations interested in investing in the province.

The OSS brings together strategic partners involved in regulatory approvals who are key in servicing both domestic and foreign investors.

The queries processed through InvestSA Gauteng OSS are resolved through partnerships with the following stakeholders but are not limited to:

- Visa facilitation service through the Visa Facilitation Service Centre (VFS);
- Immigration services through the Department of Home Affairs (DHA);
- Tax-related services through SARS;
- Company registration through the Companies and Intellectual Property Commission (CIPC);
- Various incentives through the Department of Trade, Industry and Competition (the **dtic**);
- Municipal permits and bulk services through various municipalities (CoE, CoJ, CoT, Rand West, Emfuleni, Sedibeng, Midvaal, Merafong and Mogale City);
- Environmental Impact Assessment (EIA) through the Gauteng Department: Agriculture and Rural Development (GDARD);
- Energy supply services through Eskom; and
- SME funding through the Gauteng Enterprise Propeller (GEP), among others.

The InvestSA Gauteng OSS received a total of 176 investment-related queries, with 135 queries successfully resolved. Additionally, it supported 3 316 visa-related enquiries facilitated through VFS. The role of the OSS is to facilitate, fast-track investor issues, and resolve regulatory bottlenecks affecting various investments in collaboration with relevant partners.

## SUB-PROGRAMME 2: EPMO

### Purpose:

- To accelerate delivery of key Economic Infrastructure Projects through project development and partnerships in support of the GGT2030;
- Provide Project Management Technical Support for Economic Infrastructure Projects implementation;
- Support the Implementation of Catalytic Economic Infrastructure Projects for the SEZ and Industrial Parks Programmes;
- Facilitate job creation through the implementation of Catalytic Economic Infrastructure Projects (unskilled and semi-skilled);
- Act as the custodian and authority for Building Standards and Regulations within the Group.

The EPMO has led several flagship initiatives in the 2024/25 FY that are crucial in unlocking Gauteng's economic potential. This reporting period highlights the complexity and ambition of the GGDA's infrastructure programme, emphasising the commitment towards job creation, spatial transformation, and industrial revitalisation.

### ConHill Visitors Centre

#### Why this project matters

The Constitution Hill Visitors and Conference Centre is a catalytic development that aims to transform a key heritage Precinct into a dynamic civic and business destination. By creating a multi-story facility atop existing basement parking, the project enhances the site's functionality and cultural significance, enabling year-round conferencing, exhibitions, and civic engagement.

After delays in procuring a PSP, GDID fast-tracked the appointment in September 2024. The PSP completed the Stage 3 design documentation in January and Stage 4 tender documentation in February 2025. The JDA was engaged as the implementing agent to accelerate implementation. The final documents were aligned to JDA standards and approved at the JDA BSC on 7 April 2025, with a market release planned for 11 April 2025.

Notably, the project secured Section 7(6) approval from the City of Johannesburg on 18 March 2025, allowing conditional construction while the township establishment undergoes finalisation.

## We The People's Park

### Why this project matters

This public park is envisioned as the heartbeat of the Constitution Hill Precinct, translating the values of South Africa's Constitution into an inclusive and accessible public space. It supports placemaking, community engagement, and tourism while complementing broader revitalisation efforts.

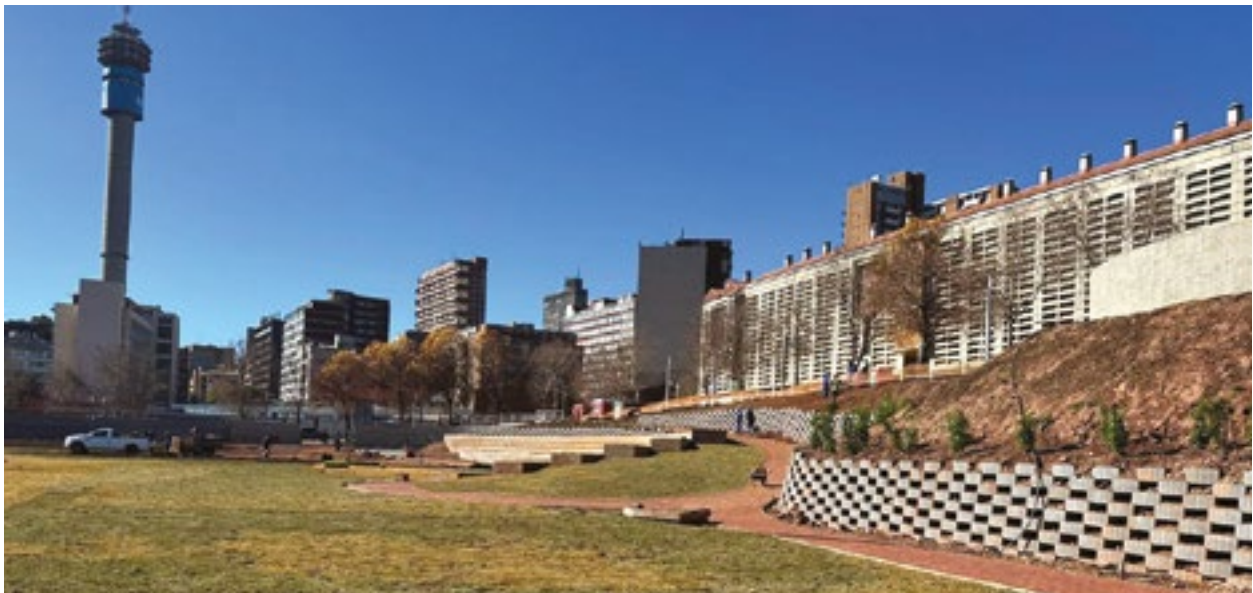
ConHill appointed a new contractor in November 2024, following non-responsiveness to a tender issued earlier in the same year. Construction began in January 2025, with foundational work underway. As of March 2025, 38% of the project was complete, delayed by persistent rainfall and contractor cash flow issues. Corrective actions include bi-weekly payment certifications and close PSP oversight. Practical completion is expected in Quarter 1, 2025.

## Constitution Hill ramparts and retaining walls

### Why this project matters

As iconic heritage structures offering panoramic city views, the ramparts are integral to Constitution Hill's appeal as a national and international tourism destination. Their preservation is essential for safety, heritage conservation, and enhanced visitor experience.

After an initial failed tender due to a lack of heritage experience among bidders, a revised procurement was completed with a contractor appointed in January 2025. The site was handed over in February 2025, with the finalisation of heritage subcontractor appointments in March 2025. Current works include demolition, excavation, and restoration of retaining walls. The targeted completion date is set for 25 September 2025.



People's Park



People's Park



## TIH Bio-Science Park Phase 3

### Why this project matters

This flagship biotech facility at the Innovation Hub is designed to anchor Gauteng's biomedical innovation ecosystem. It is a cornerstone for attracting research-intensive tenants, commercialising high-value innovations, and expanding skilled employment in the knowledge economy.

Despite reaching 73% physical completion, the project was suspended in August 2024 due to the exhaustion of professional fee allocations and lack of design deliverables. A recovery plan is in development, including finalising design submissions, reaffirming stakeholder commitments, and outlining a revised execution schedule. Risk mitigation includes preparing for site white-boxing should reactivation prove unviable.

## Rolled-Over Industrial Parks (Mqantsa, Emdeni, Rosslyn)

### Why these projects matter

The refurbishment of industrial parks in Mqantsa, Emdeni, and Rosslyn is crucial for revitalising township-based manufacturing and facilitating the growth of SMMEs. These hubs are strategic for spatial equity, local job creation, and industrial decentralisation.

All PSPs were appointed by August 2024. Conditional assessments and technical investigations resulted in slight delays, which were further compounded by PSP performance issues. Despite these challenges, the following milestones were achieved:

- **Mqantsa:** Stage 4 tender submitted to GDID on 26 March 2025;
- **Emdeni:** Stage 3 finalised by 10 March 2025 – tender documentation to be presented to BSC in April;
- **Rosslyn:** Tender documentation approved on 5 March 2025 – contractor appointment awaits budget confirmation.

Budgetary constraints and procurement timelines remain critical risks.

## New Industrial Parks (Atteridgeville 1 & 2, Fannie Malape Hive Centre)

### Why these projects matter

These parks are pivotal for township revitalisation and industrial densification. By upgrading facilities and ensuring regulatory compliance, the initiative fosters enterprise development and diversifies local economies.

- **Atteridgeville 1:** After tenant resistance was resolved, conditional assessments and design work progressed. Tender documentation was approved by BSC on 5 March 2025.
- **Atteridgeville 2:** Stage 3 was finalised on 19 February 2025; BSC approved tender documentation on 5 March 2025.
- **Fannie Malape:** Approved for development in September 2024. Delays in appointing a geotechnical engineer pushed Stage 3 completion to 26 March 2025. Final submission is due on 7 April 2025, with Stage 4 progressing in parallel.

The City of Ekurhuleni is pursuing an exemption from rezoning via as-built drawings to expedite the delivery process.

## Vaal SEZ Fencing Projects (Heidelberg & Rietspruit)

### Why these projects matter

These projects secure strategic land for SEZ investors, de-risking infrastructure investment and ensuring readiness for high-impact industrial tenants. Additionally, fencing ensures land protection, demarcation, and compliance with SEZ conditions.

Progress Summary:

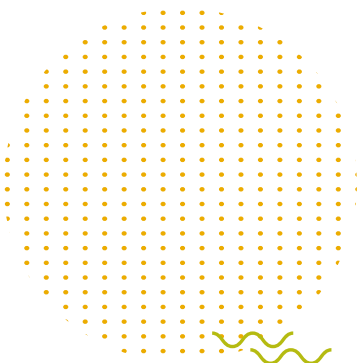
- **Heidelberg:** 100% completion achieved in October 2024. Final close-out reports were submitted by February 2025.
- **Rietspruit:** Also 100% complete, with minor theft-related replacement works finalised in January 2025. Additional security measures were implemented to prevent recurrence.

## Innovation Hub Data Centre

### Why this project matters

The Data Centre is a critical digital infrastructure asset supporting innovation, tech enterprise hosting, and knowledge economy scaling. It expands Gauteng's capacity in cloud services and ICT innovation zones.

This project achieved practical completion in December 2024.





## SUB-CONTRACTORS BENEFITTING FROM CONSTRUCTION

A total of 20 local contractors were able to benefit from subcontracting, surpassing the annual target of 15. These subcontracting opportunities were created from the infrastructure projects as outlined in Table 8.

*Table 8: Sub-contractor appointment by project*

| Infrastructure Project | Number of Sub-Contractors |
|------------------------|---------------------------|
| Rietspruit fencing     | 8                         |
| Heidelberg fence       | 6                         |
| TIH data centre        | 2                         |
| ConHill Peoples Park   | 2                         |
| ConHill Ramparts       | 2                         |
| <b>TOTAL</b>           | <b>20</b>                 |

The past year has demonstrated the importance of agile procurement, strengthened contractor oversight, and alignment with strategic implementation partners, such as JDA and GDID.

Together, these efforts form a coherent infrastructure pipeline designed to shift Gauteng's economic development trajectory and crowd in long-term investment.



*Rietspruit fencing Sub-Programme 3: Vaal SEZ*

## Purpose:

The Special Economic Zone programme is a critical policy that is prioritised to drive Gauteng's reindustrialisation and global competitiveness. The goal is to reindustrialise Gauteng for the 21st century by boosting manufacturing, increasing exports and employment, and adding momentum towards turning the Gauteng City Region into a single, multi-tier and integrated Special Economic Zone. Furthermore, SEZs are designed to promote industrial agglomeration in the Gauteng City Region, to build the necessary enabling industrial infrastructure to support SEZs in the region, to anchor new economic clusters guided by economic regional planning, and to foster economic inclusion. SEZs are also earmarked as the drivers to mobilise investment into the Gauteng City Region, in identified high-growth sectors.

| PRE-DESIGNATION                                                                                                                                                                                                                                       |                                                                                                          |                                                                                       | DEVELOPMENT PHASE                                                                                                                                                                  |                                                                                                                                                     |                                                                                                     |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------|
| Feasibility Study<br>Business Case                                                                                                                                                                                                                    | Architectural<br>Designs                                                                                 | Land Preparation                                                                      | Bulk Services<br>(External & Internal)                                                                                                                                             | Top Structures &<br>Landscaping                                                                                                                     | Commissioning &<br>Operations                                                                       |
| <ul style="list-style-type: none"> <li>Securing land</li> <li>Land preparation</li> <li>PMU-led Master Planning</li> <li>Confirmation of provincial financial contribution</li> <li>Submission of dtic &amp; Approval and issue of license</li> </ul> | <ul style="list-style-type: none"> <li>SDP compilation</li> <li>Concept architectural designs</li> </ul> | <ul style="list-style-type: none"> <li>EIA</li> <li>Township establishment</li> </ul> | <ul style="list-style-type: none"> <li>Designs</li> <li>External approvals</li> <li>Construction</li> <li>Special procurement (transformers &amp; substation equipment)</li> </ul> | <ul style="list-style-type: none"> <li>Earthworks</li> <li>Foundations</li> <li>Slab and columns</li> <li>Buildings</li> <li>Landscaping</li> </ul> | <ul style="list-style-type: none"> <li>Commissioning</li> <li>Operations and maintenance</li> </ul> |
| Approx<br>36-60 months                                                                                                                                                                                                                                | Approx<br>12 months                                                                                      | Approx<br>24 months                                                                   | Approx<br>60 months                                                                                                                                                                | Approx 48 months                                                                                                                                    | Approx 3 months                                                                                     |
| <ul style="list-style-type: none"> <li>Vaal SEZ</li> <li>West Rand SEZ</li> <li>Lanseria SEZ</li> </ul>                                                                                                                                               | <ul style="list-style-type: none"> <li>Vaal SEZ</li> <li>West Rand SEZ</li> </ul>                        | <ul style="list-style-type: none"> <li>Vaal SEZ</li> <li>West Rand SEZ</li> </ul>     | <ul style="list-style-type: none"> <li>OR Tambo SEZ Precinct 2</li> <li>Vaal SEZ</li> </ul>                                                                                        |                                                                                                                                                     | <ul style="list-style-type: none"> <li>OR Tambo SEZ Precinct 1</li> </ul>                           |

Note: Estimated duration per stage includes procurement and is on a concurrent basis

Figure 15: SEZ Development Cycle

## The Vaal SEZ

The mandate of the Vaal SEZ is to develop a multi-sector, multi-site, regional Special Economic Zone throughout the Southern Corridor of the Gauteng Province (Sedibeng District). The objective of the Vaal SEZ is to create a seamless, integrated, and socially cohesive society with sustained economic growth that will result in the creation of quality jobs.

The vision of the Vaal SEZ is to "Reignite the birthplace of industrialisation in South Africa". The strategic intent is to:

- Contribute to the re-industrialisation and rejuvenation of the Vaal economy;
- Facilitate a stable environment for businesses to invest, be competitive and profitable to create sustainable jobs;
- Develop and upgrade infrastructure to overcome the current backlogs to stimulate investment that will enable economic growth;
- Promote the export of goods and services from the region;
- Promote investment from both domestic and foreign sources; and
- Support skills development in line with the requirements of business.

## Investment commitments

Since its establishment, the Vaal SEZ has secured over R10 billion in investment commitments, of which R2.86 billion was secured in the 2024/25 FY effectively exceeding the annual target of R2 billion.

The first investment of R2.4 billion was committed from a company that plans to connect provincial Green Methanol clusters as the building blocks for the new South African Green Hydrogen industry. The investor will be located on Portion 3 of the Reitspruit site in the Emfuleni Local Municipality and will create 400 sustainable, long-term jobs.

The second investment, valued at R460 million was committed from a company in the production of starch, glucose and related products. The investor will also be located at the Reitspruit site. It is anticipated that 600 temporary construction jobs will be created, with 153 full time-jobs opportunities once operational. Additionally, an estimated 500 employees will be employed by goods and service providers that will be supporting the company's operations. As custodians of economic empowerment and industrial advancement, these initiatives exemplify the SEZ's shared commitment to fostering sustainable growth and prosperity within the region.

## EIA and Township Establishment

The SEZ commenced its land preparation processes (EIA and Township Establishment processes) in the 2023/24 FY, prioritising two land parcels, namely, Heidelberg x24 (Lesedi Local Municipality) and Reitspruit (Emfuleni Local Municipality). Heidelberg's EIA was approved in November 2023, which was followed by the conclusion of the Township Establishment process at the end of the 2024/25 FY. The Reitspruit site's EIA and Township Establishment processes are nearing completion and are anticipated to be concluded by the end of September 2025 or earlier.

## Fencing project

The fencing for both the Heidelberg and Reitspruit sites was completed during the 2024/25 FY.

## Designation license application

The Vaal SEZ Designation application was submitted to the **dtic** in March 2025. The department is currently evaluating this application.

## Bulk installation for Heidelberg x24

The Bulk infrastructure detailed designs for Heidelberg x24 have been completed and submitted to the Lesedi Local Municipality on 1 April 2025. This will be used to lobby for bulk infrastructure funding.

## Vaal Aerotropolis

The Vaal Aerotropolis will serve as the freight and logistic hub of the Vaal SEZ and as a key development initiative set to transform the Vaal region. The intention is to incorporate the Vaal Aerotropolis into the Vaal SEZ in a separate PPP structure. Feasibility studies and a business case (funded by Citibank's investment) are currently being finalised by the investors and in collaboration with the Vaal SEZ PMU. A technical committee was established to manage this process ensuring the project is ready for submission for designation as an extension of the Vaal SEZ.

## The West Rand SEZ (WRSEZ)

The mandate of the West Rand Project Management Unit (PMU) is to undertake all preparatory work that will lead to SEZ designation; these include, among others:

- Overseeing conclusion of land arrangements;
- Developing technical feasibility and a master plan for a multi-site SEZ;
- Profiling strategic infrastructure plans interventions that unlock the SEZ's development;
- Facilitating investment into Western Corridor;
- Packaging and securing a designation for a SEZ;
- Leading land use applications for rezoning, EIAs, etc.;
- Leading real estate negotiations and implementation functions for the SEZ;
- Supporting the development of regional development and an implementation plan, working together with districts and municipalities;
- Working with key stakeholders to bolster the revitalisation of the district – with a focus on the township economy;
- Managing the SEZ infrastructure build programme together with appointed stakeholders;
- Coordinate overall Government support to create an enabling environment; and
- Facilitating linkages between the SEZ and industrial parks in the region.

## Confirmed land – procurement of additional land

Since the project's inception, positive interactions between inter-governmental departments and various municipalities, along with private sector engagements in the West Rand, have resulted in five land parcels allocated for the establishment of the SEZ programme.

These are, as follows:

**Table 9: Land parcel allocation for SEZ establishment**

| Name of lessor                           | Land parcel/property name                                       | Hectares leased | Progress                   |
|------------------------------------------|-----------------------------------------------------------------|-----------------|----------------------------|
| Rand West Municipality Lease Agreement   | 1. Rand West – Portion 47 of Gemspost Farm 288                  | 34,27ha         | Fully signed on 05/06/2024 |
|                                          | 2. Rand West – Portion 1 of Gemspost Farm 288IQ                 | 433ha           | Fully signed on 18/11/2024 |
| Mogale City – Land Reservation Agreement | 3. Portion 3 of Farm Witpoortjie 245IQ                          | 359,34ha        | Fully signed on 29/11/2024 |
| Sibanye Stilwater (mining company)       | 4. The remainder of Portion 10 of the Farm Gembokfontein 290 IQ | 84ha            | Fully signed on 24/03/2025 |
|                                          | 5. The remainder of the Farm Panvlakte 291-IQ                   | 1 657ha         |                            |

The PMU continues to be in discussions with Merafong City Municipality for land.

A preliminary feasibility study was concluded as part of the original commissioned master plan. The study has, among others, helped to investigate the feasibility of an SEZ in the Western Corridor as well as environmental, infrastructural, and business case studies with a focus on the land parcels previously negotiated with a donor mining company – Sibanye Stilwater, as well as the first portion from the local municipalities (Gemspost and Portion 3, Witpoortjie). During this exercise, it was recommended that the focus be given to Portion 1 of Gemspost 288 (34ha), as this was the site that had been secured at the time. Latent investor/market engagement revealed that, although feasible, there was minimal investor interest at this site, primarily due to the project's early stages.

Following this preliminary feasibility master plan process, the PMU approached Sibanye Stillwater once again to enter into negotiations, after which it was agreed that a further two sites would become available, which are more favourable for project advancement. The agreement was also bolstered with investor interest, Government support and funding. Following this, the PMU decided to 'pivot' the implementation plan back to the two land portions that Sibanye provided. Following several engagements between the PMU, GDED and Sibanye's valuation team, it was decided and agreed upon that there would be three leases – one lease option and two notarial leases which were then signed by all parties concerned.

As reflected in Table 9, the annual output to have all five lease agreements finalised with land owners has been achieved and awaits the registration of the leases at the deeds office.



*West Rand SEZ parcel – Witpoortjie site in Mogale City*

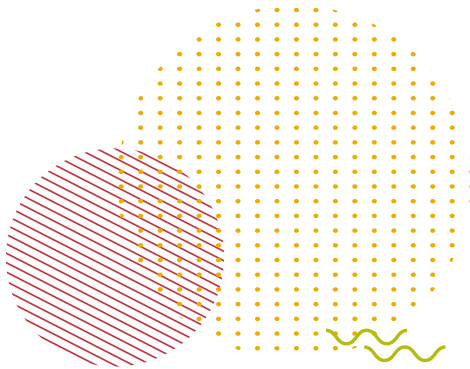


## Feasibility studies and business case for the additional land parcel (the secondary master plan)

The original West Rand SEZ Master plan and Business Case completed in December 2023 was intended to motivate and outline the process for securing the SEZ Designation as per the Special Economic Zone Act of 2014.

The outcomes of the original master plan were based on the Rand West and Mogale City land parcels, as well as one land parcel from the mining company, for which agreements were yet to be finalised. There is, therefore, a need for an updated business case, feasibility study and land studies for the newly acquired Sibanye land to be undertaken.

The annual operational target to undertake these feasibility studies and develop a business case for the additional land (i.e., the secondary master plan) was not achieved, as it was dependent on the finalisation of the leases with the mining company, which only concluded in March 2025.



## Investors engaged by the deal maker in Phase 1 of the establishment of the SEZ

By definition, a 'deal maker' is a person or company skilled and experienced at bringing commercial or political deals to a satisfactory conclusion. In this regard, the deal maker's role will be to promote inward direct investment and decisively solicit and negotiate the conclusion of long-term lease agreements between the GGDA and reputable tenants and investors for the development of the WRSEZ.

The focus of the consultancy work is to develop enablement works, including investment promotion and attraction strategies and services for the WRSEZ: these include:

- Investment project origination, attraction and promotion services;
- The service provider will provide a customised investment project origination and attraction plan by proposing interventions;
- Investment profiling, packaging, and attraction;
- Global and commercial player analysis;
- Summary of companies to be engaged in potential investments;
- Identify Investor types and regions for investment attraction; and
- Investor attraction approach, with a detailed and verified contact list.

The appointment of the deal maker will be undertaken in the new FY.

## Investor attraction work undertaken

The Gauteng Investment Conference pre-activation event hosted by the Rand West City Local Municipality in November 2024 attracted potential SEZ investor tenants from the Controlled-Environment Agriculture and Agro-Processing Sectors, as well as the manufacturing sector, into the SEZ programme.



West Rand SEZ parcel – Panvlakte site in Rand West

## Environmental Impact Assessment (EIA)

Upon completion of the original master plan, which was based on land parcels 1, 3 and 5 from table 9, an additional two land parcels (land parcels 2 and 4 in table 9 were availed by Rand West as well as the mining company. The first point of departure in the attempt to get all land parcels ready for investors would be to appoint a service provider to conduct an EIA on the selected sites.

The studies include a dolomitic investigation, specialist studies (such as geotechnical studies, civil engineering reports, traffic impact assessments, electrical engineering reports, stormwater management plans, and heritage impact assessments, among others), and township establishment processes will be undertaken for the proclamation of the township. The estimated time frame for completing these processes is approximately 18 months.

Qualified external service providers (DBI) were appointed on 4 November 2024 to undertake the EIA and Township Establishment for the Witpoortjie (359,34ha) and Gemspost (34,27ha) land parcels through the GGDA Pre-approved PSP panel. Additional resources, including a traffic engineer and land surveyor, had to be appointed as the expertise required was not available from the GGDA pre-approved panel.

These specialists would work together with DBI to deliver the project. A land surveyor was appointed, and an inception meeting was held on 17 January 2025. The traffic engineer was appointed, and an inception meeting was held on 21 January 2025. Both the traffic engineer and land surveyor were introduced to DBI, as they will be working under their direct supervision.

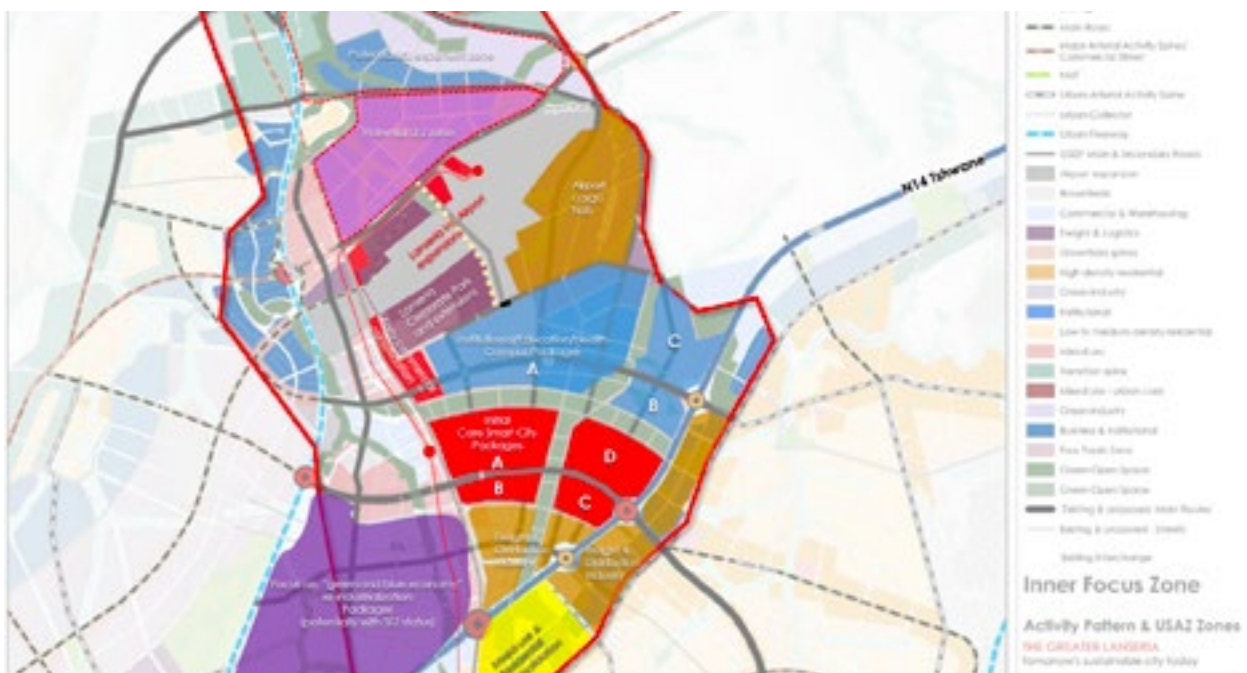
## The Lanseria SEZ

The GGDA was mandated by the GDED in 2022 to facilitate and coordinate the implementation of the LSC and the Lanseria Hi-Tech SEZ developments.

The primary focus of the Lanseria PMO is to accelerate the unlocking of bulk infrastructure within the Lanseria Region. By dedicating resources and streamlining processes, the aim is to expedite the development of essential infrastructure that will support economic growth and enhance the region's attractiveness for investments.

Unlocking the bulk infrastructure in the Lanseria Region holds tremendous potential for stimulating economic activity and fostering sustainable development. It is expected to create a conducive environment for businesses to thrive, thereby generating employment opportunities and driving economic prosperity for the community. The PMO's mandate is to accomplish the following:

- Implementing and operating the Lanseria Hi-Tech SEZ;
- To crowd in private-sector investors; and
- To develop innovative bulk infrastructure financing products.



The Greater Lanseria Master Plan





*Lanseria Smart City artist impression*

## Lanseria Smart City bulk infrastructure funding

The initial process to acquire the services of a transaction advisor was during the 2023/24 FY and was deemed non-responsive and necessitated going back to the market. This outcome prompted a necessary review and revision of the ToR in preparation for re-advertisement. The revision of the ToR resulted in it being unbundled to align with procurement best practices.

The revised approach included:

- The appointment of an urban planning and design consultant to advise on the RSDF;
- The appointment of a Transaction Advisor to develop essential documentation for pre-designation activities, namely, a feasibility study, business case, and master plan for the Lanseria Hi-Tech Special Economic Zone; and
- The appointment of a service provider to undertake the project preparation needed for the bulk infrastructure project pipeline required for the implementation of the GLMP.

The Lanseria Smart City Programme is planned to be executed in three phases that may run in parallel, which include the advisory RSDF process, the SEZ Pre-Designation Process, and the LSC Implementation Project, focused on the Bulk Infrastructure Project Pipeline, funding model, procurement strategy, and implementation for the installation of strategic bulk infrastructure.

## RSDF – urban planning and design consultant

GAPP Architects & Urban Designers was duly approved and appointed by GGDA in June 2024 for a nine-month period. In preparing the RSDF for application readiness, the consulting team focused on securing stakeholder engagement and gaining a clearer understanding of the processes involved in getting a region declared for an RSDF. The consultation also included reviewing the GLMP, which incorporated the hi-tech SEZ and was endorsed by the concerned municipalities.

The LSC PMO and GAPP have made progress in securing stakeholder support for the RSDF, GLMP, and Lanseria Smart City initiatives. However, this role primarily belongs to COGTA, and GGDA's efforts will ensure a smoother handover when COGTA assumes this responsibility. The RSDF boundary was delineated, and the GLMP Report revised to incorporate RSDF considerations. It was then handed over to COGTA, who will need to confirm the boundary and revise the report to align with RSDF planning and the Spatial Planning and Land Use Management Act (SPLUMA) regulations.

## Endorsement by municipalities

The Lanseria Smart City (PMO) submitted a memorandum to the Madibeng Municipality to endorse the Greater Lanseria Master Plan as a Special Planning Region under the SPLUMA. Subsequently, on 30 January 2025, the council passed a resolution to formally endorse the plan, marking a significant milestone in its progress. In March 2025, the Lanseria Smart City (PMO) sent memorandums to the City of Johannesburg, Mogale City, the City of Tshwane, Bojanala Platinum District Municipality, and the Northwest Provincial Government to endorse the Greater Lanseria Master Plan as a Special Planning Region under the SPLUMA. This proposal was for the promulgation of a RSDF for this area, with the municipality's consent.

## Transaction advisory on Lanseria Hi-Tech SEZ – pre-designation activities

The procurement processes for the Hi-Tech Special Economic Zone pre-designation phase were successfully completed, and the service provider was appointed as the Transaction Advisor to undertake the Feasibility Study, Business Case, and Master Plan for the Lanseria Hi-Tech Special Economic Zone. By March 2025, the Inception Report and preliminary SEZ plans were completed.

The SEZ programme remains a key national policy tool, forming part of a broader suite of instruments aimed at accelerating re-industrialisation and enhancing South Africa's global competitiveness. The Hi-Tech SEZ initiative is anticipated to play a significant role in advancing this agenda.

The Lanseria Smart City Hi-Tech SEZ project is in the pre-designation phase, running concurrently with the incorporation into the RSDF.

## Land Agreement Consortium

The SEZ Programme is one of a suite of critical policy instruments that have been prioritised to drive the country's re-industrialisation and global competitiveness.

The LSC Regional node has been identified to establish a Hi-Tech Special Economic Zone. The following excerpt from the Lanseria Consortium Development Agreement confirms the signing of the document: 'The Land Use Rights Transfer contract for privately owned land between GGDA and Lanseria SEZ Precinct (NPC) registration number 2021/469154/08 herein as the grantor acting on behalf of the Lanseria Landowners Consortium is in place, signed on 25 of August 2022.'

As described in the Consortium Development Agreement, the site granted to GGDA is located within Lanseria, covering the designated area and encompassing a total land area of 1,127ha. The extension addendum was signed, extending the period from 10 April 2024 to 6 September 2026. According to the agreement, the grantee is responsible for covering the feasibility study and associated costs.

## Transaction advisory services for the implementation of Lanseria Smart City

The LSC Bulk Infrastructure ToR were developed and a memo submitted for budget confirmation.

## Bulk Infrastructure audit verification

The LSC team has been actively engaged in a comprehensive infrastructure verification process, collaborating with various municipalities and state-owned entities. Moreover, the verification process serves as a platform for identifying priority bulk infrastructure projects eligible for funding through the Budget Facility for Infrastructure (BFI) Fund and other alternative funding mechanisms, facilitated by a diligent project preparation process.

By assessing infrastructure gaps and prioritising strategic interventions, the GGDA aims to leverage financial resources effectively to address pressing infrastructure needs. This aligns with the broader objectives of enhancing connectivity, promoting economic development, and improving the quality of life for residents.



In a comprehensive assessment of infrastructure development, stakeholders have highlighted several critical issues. Foremost among these concerns is the lack of adequate infrastructure, which impedes the overall progress and growth of the region. Additionally, stakeholders have raised concerns about the backlog of zoning applications within municipalities, citing inefficiencies in processing that delay projects and initiatives. Another pressing issue is the absence of effective coordination across the three spheres of Government, namely, Local, Provincial and National. This lack of alignment hinders the efficient execution of development plans and the initiative itself. Stakeholders have also highlighted the need to expedite the regulatory approvals required for township establishments, as well as environmental (The Agricultural Land Act 1970 of 70) obligations and Water Use Licence Application (WULA) authorisations, which significantly delays the approval process.

## Establishments and formalisation of workstreams

### The Urban Planning Workstream

In alignment with the strategic goals of the Lanseria Smart City development initiative, the Urban Planning Workstream was formally constituted as a dedicated platform to streamline spatial planning coordination, regulatory alignment, and land development facilitation across key implementing stakeholders. The formation of this workstream is a result of certain identified challenges related to fragmented planning approaches and the urgent need for integrated and responsive urban design that supports inclusive and sustainable development outcomes.

The Urban Planning Workstream is therefore proposed to:

- Centralise technical expertise across Government and private sector planning units;
- Facilitate alignment with the GLMP and RSDF;
- Accelerate the consolidation of land parcels for catalytic infrastructure and development; and
- Support the implementation of sustainable, smart city urban design principles.

## Strategic partnership with Infrastructure Fund and formation of the Infrastructure Workstream

The establishment of a strategic partnership with the Infrastructure Fund marked a significant milestone. This collaboration marks a crucial step in fostering sustainable development within the region. The ToR and Charter for the workstream, have been drafted to outline the framework and guiding principles for its functioning accordingly.

## Human Settlement Workstream and Drafting of Terms of Reference/Charter

The Human Settlement Workstream is a pivotal component of the stakeholder engagement strategy, explicitly designed specifically to tackle the multifaceted challenges related to human settlements. Navigating through the complexities inherent in urban and rural environments, this dedicated initiative aims to develop comprehensive solutions that cater to the diverse needs of communities.

A project steering committee has been established and is led by the National Department of Human Settlement (NDoHS), and on 17 May 2024, the meeting resolved that HODs for Gauteng and North-West Human Settlements Departments establish and coordinate the Provincial Steering Committee and report to the National Project Steering Committee. The committee was established on 17 December 2024. In February 2025, draft terms of reference for the provincial steering committee of both the North-West and Gauteng Departments of Human Settlement have been drafted and circulated for review.

### Special Economic Zone Workstream

The SEZ Workstream was officially initiated with the participation of the LSC team and representatives from the City of Johannesburg's Economic Development and Planning Department. Notably, both entities bring specialised expertise in SEZ development and urban planning, positioning them as key stakeholders in this initiative. A preliminary draft of the ToR has been developed, outlining the objectives, scope, and methodologies of the SEZ Workstream. This document will undergo further refinement and be endorsed by key stakeholders within the workstream.

The LSC team and the CoJ have extended invitations to key drivers from various institutions, facilitating knowledge exchange and collaboration in SEZ development. Efforts are underway to garner endorsement from multiple stakeholders within the workstream, including Government agencies, municipalities, industry associations, investors and academic institutions. This endorsement is crucial for the successful implementation of the SEZ initiative.

### Ad hoc transport structure

Integration with Gautrain Management Agency (GMA), Lanseria Smart City team and Lanseria International Airport (LIA) to establish a Steering Committee was initiated, recognising the strategic importance of a Gautrain station in Lanseria Smart City's development, which will enhance public transport connectivity and link LIA to ORTIA as part of an integrated airport strategy. The committee will serve as a central platform for coordinating efforts, streamlining communication, and driving strategic initiatives to bring these to fruition.

Participants emphasised the crucial role of the Gautrain Station in providing seamless connectivity within Lanseria Smart City. By integrating the station into the city's development plans, stakeholders aim to optimise public transport infrastructure and enhance accessibility for residents and visitors alike. Such connectivity would not only facilitate passenger transfers but also bolster the region's economic competitiveness and attractiveness as a travel hub.

The steering committee emphasises the importance of developing an integrated airport strategy that aligns with broader regional development objectives. By coordinating land-use planning, infrastructure investment, and transportation initiatives, stakeholders aim to optimise the efficiency and sustainability of airport operations while supporting the growth of surrounding communities.

## Strategic funding coordination and stakeholder engagement

To address persistent funding constraints, the PMO adopted a collaborative, multi-stakeholder approach, coordinating with the Office of the Premier, Infrastructure Fund, Infrastructure South Africa (ISA), municipalities, and utility providers. This strategy focuses on refining financial models, establishing a pipeline of bankable infrastructure projects, and appointing a Transaction Advisor to support project preparation. The PMO established a comprehensive stakeholder engagement platform comprising Government departments, investors, DFIs, academic and diplomatic institutions, landowners, and community organisations was established to foster strategic alignment, resource mobilisation, and coordinated delivery across key workstreams.

## Key workshops and summits

### REIT Workshop

A workshop was held on 11 March 2025 to explore the feasibility of leveraging a Real Estate Investment Trust (REIT) model for infrastructure funding Lanseria Smart City. The session brought together municipal and provincial stakeholders, resulting in the establishment of a dedicated REIT Working Group to align public sector development objectives with private investor requirements.

### Landowners and Developers Workshop

The Landowners & Developers Workshop, held on 18 March 2025 brought together landowners to discuss policy shifts, infrastructure developments, and zoning updates, with a focus on collaborative land use planning and strategies to unlock land value.

## Lanseria Stakeholder Summit

The Lanseria Stakeholder Summit, initially scheduled for March, was rescheduled for 9-10 April 2025 due to logistical challenges. The summit focused on accelerating the implementation of the GLMP and addressing development bottlenecks. Key outcomes included the establishment of four dedicated workstreams (Urban Planning, Legal & Regulatory, Investment Promotion, and Infrastructure), fast-tracking of the SEZ feasibility study, agreement on institutional mechanisms such as inter-municipal MOUs and RSDF alignment, and the proposal to create a Community Stakeholder Forum to promote inclusive participation.

## Strategic partnerships and events

### LIA name change

LIA is undergoing a proposed rebranding to Lanseria Johannesburg International Airport, aimed at strengthening its public image and market appeal, with support from the Gauteng Tourism Authority and the CoJ. Ongoing discussions around a MoU between LIA and CoJ also focus on enhancing Precinct safety and implementing critical infrastructure upgrades.

### Gautrain expansion engagement

On 28 March 2025, the GMA presented proposed expansion routes, including a potential link from Cosmo City to Lanseria. The GGDA submitted inputs to ensure the alignment of the Smart City station with the most viable routes. Stakeholders were encouraged to submit public comments by 31 March 2025.

### Precinct Planning Workshop

On 31 March 2025, a Precinct Planning Workshop was held to focus on zoning and integrated development strategies within the LSC urban core, with active participation from the CoJ and Mogale City municipalities.

### Investor facilitation

The Lanseria Smart City initiative is currently in the pre-designation phase of the Lanseria Hi-Tech Special Economic Zone, with over 15 investors already expressing early interest, and at least four additional investors are expected to commit following designation. The investor pipeline includes strategic projects such as Project Cargo, Kotela Projects, Cradle Film Studios, Sun Robotics, the Rosefield Project – a medical cannabis extraction facility, and tourism development at Riverfield, demonstrating strong investor confidence in the area's economic potential and inclusive growth trajectory.

Through strategic financial structuring (including REIT and SEZ funding mechanisms), robust stakeholder coordination, integrated urban planning, and proactive investor engagement, the LSC initiative has established a strong foundation to unlock infrastructure investment, promote inclusive development, and position Lanseria as a pioneering post-apartheid smart city in South Africa.

## Key Developments in the Lanseria Area

Although outside the direct mandate of the GGDA, key developments in the Lanseria area are essential to the region's growth and alignment with the broader LSC vision. These interconnected investments across logistics, aviation, water, roads, and land reform form a foundational ecosystem that supports and reinforces the LSC vision, even if not directly managed by the GGDA.

- **Wastewater Treatment Works (WWTW) – Northern Farms**

The Northern Farms WWTW, a R4 billion project sponsored by Joburg Water and supported by GTAC, which is appointing a transaction advisor, remains a critical bottleneck to development due to funding constraints, despite CoJ's R628 million commitment and is expected to unlock bulk infrastructure, create jobs, and enhance local economic participation as it progresses through its preparation phase guided by inclusive development principles.

- **LIA**

LIA is set to undergo a R2 billion expansion over the next 3-4 years, focusing on upgrading its runway, terminal, cargo facilities, and technology systems to boost operational capacity, improve passenger services, and strengthen its role in regional and national air transport, all while ensuring environmental compliance.

- **Project Cargo**

Project Cargo is a private sector-led logistics and aviation development located in Lanseria Ext 11 & 12, with an investment exceeding R2 billion and the potential to create over 2 800 jobs. While key approvals such as the Environmental Authorisation (June 2024) and Water Use License (February 2025) have been secured, delays persist due to inter-governmental coordination and regulatory bottlenecks, particularly regarding the sewer package plant, prompting GGDA-LSC intervention to facilitate approvals and municipal engagements.

- **The Mekgareng Smart City**

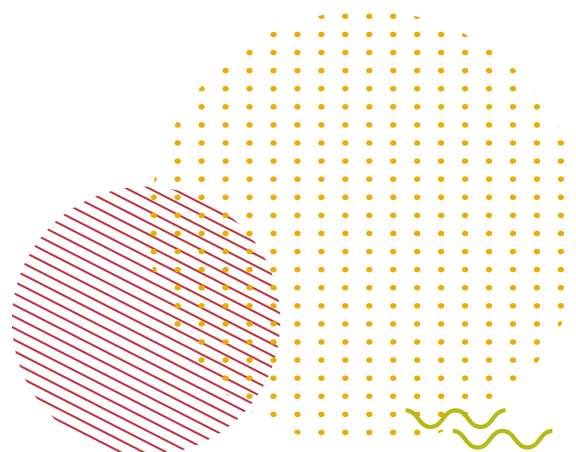
Mekgareng Smart City, led by the Mekgareng Community Property Association (MCPA) and situated between Atteridgeville and Broederstroom, is a visionary initiative aimed at reclaiming ancestral land for the development of a mega smart city, integrated with the broader LSC framework. Key milestones include the completion of the Phase 1 development concept, the formation of a DEDEAT-led Steering Committee, endorsement by Madibeng Municipality for inclusion in the IDP, initiation of a draft partnership agreement and town planning processes, as well as progress on a skills development roadmap and sector-based audits. A joint funding application with LSC has been submitted to ISA for R6.2 billion to support bulk infrastructure development.

- **Gauteng Provincial Department of Roads and Transport (GPDRT)**

The GPDRT is overseeing key infrastructure projects essential for LSC connectivity, including ongoing mobility upgrades on K29 North, a redesign of K29 South to integrate BRT lanes with the City of Johannesburg, and a dual lane upgrade on K31 (Beyers Naude). While the new K72-N14 interchange is in the design phase and expected to commence Quarter 4, progress on the future PWV3 road remains blocked by informal settlements, though relocation land has been secured. Notably, K33 (Cedar Road) and P39-1 (Misty Hills-Diepsloot) were completed in 2022 and December 2023, respectively. Despite these advancements, most projects remain unfunded.

- **Broader Infrastructure Coordination**

Broader infrastructure coordination efforts have involved key entities including Eskom, the Johannesburg Roads Agency (JRA), Pikitup, Johannesburg Water, and the Gautrain Management Agency. A key issue identified is the gap in infrastructure funding and the misalignment of planning instruments across stakeholders. In response, a joint submission was made to ISA for funding support, along with a call to formally transition the GLMP into a RSDF.



## Programme 1: GGDA Holdings – Originally tabled Annual Performance Plan

### Outcomes, Outputs, Output Indicators, Targets and Actual Achievements Table

| Programme 1: GGDA Holdings Originally Tabled Annual Performance Plan    |                                                                                     |                                                                                |                                    |                                    |                               |                                                                       |                                                             |                                                                                                                                                                                             |                                                                                      |
|-------------------------------------------------------------------------|-------------------------------------------------------------------------------------|--------------------------------------------------------------------------------|------------------------------------|------------------------------------|-------------------------------|-----------------------------------------------------------------------|-------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------|
| Outcome                                                                 | Output                                                                              | Output indicator                                                               | Audited actual performance 2022/23 | Audited actual performance 2023/24 | Planned annual target 2024/25 | *Actual achievement 2024/25 until date of re-tabling <sup>12,13</sup> | Deviation from planned target to actual achievement 2024/25 | Reasons for deviations                                                                                                                                                                      | Reasons for revisions to the outputs/output indicators/ annual targets               |
| Increased levels of investment into Gauteng City Region                 | Value of investments (FDI and DDI) facilitated                                      | Rand value of foreign direct investments facilitated                           | R25.4 billion                      | R21.6 billion                      | R15 billion                   | R3.5 billion                                                          | -R11.5 billion                                              | Projects in the pipeline that were expected to conclude during Quarter 2 experienced delays and were still in the facilitation process with Government Departments, municipalities and SOEs | FDI quarterly targets corrected to reflect the value in R billions                   |
|                                                                         |                                                                                     | Rand value of domestic direct investments facilitated including infrastructure | R10 billion                        | R30.7 billion                      | R10.5 billion                 | R3.5 billion                                                          | -R7 billion                                                 | The cumulative annual target was due for reporting at year-end. However, an actual R3.5 billion was reported at the end of Quarter 2, meeting the quarter's target                          | DDI quarterly targets corrected to reflect the value in R billions                   |
| Increased domestic and global trade activities from Gauteng City Region | Improve export and trade of goods and services within Africa by GCR-based companies | Number of expansion opportunities matched with GCR companies                   | 56                                 | 57                                 | 25                            | 20                                                                    | -5                                                          | The cumulative annual target was due for reporting at year-end, however, an actual of 20 was reported at the end of Quarter 2 exceeding the quarter's target                                | The Quarter 3 target was corrected to reflect the cumulative target of 20 and not 15 |



HEINEKEN and Soufflet Maltery Project

<sup>12,13</sup> Actual achievement as at end September 2024



## Programme 1: GGDA Holdings – Re-tabled Annual Performance Plan

### Outcomes, Outputs, Output Indicators, Targets and Actual Achievements Table

| Programme 1: GGDA Holdings Re-tabled Annual Performance Plan            |                                                                                     |                                                                                |                                    |                                    |                                                            |                                                           |                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|-------------------------------------------------------------------------|-------------------------------------------------------------------------------------|--------------------------------------------------------------------------------|------------------------------------|------------------------------------|------------------------------------------------------------|-----------------------------------------------------------|-------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Outcome                                                                 | Output                                                                              | Output indicator                                                               | Audited actual performance 2022/23 | Audited actual performance 2023/24 | Planned annual target 2024/25                              | **Actual achievement 2024/25                              | Deviation from planned target to actual achievement 2024/25 | Reasons for deviations                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| Sub-Programme 1: Trade, Investment and Regulatory Enablement (TIRE)     |                                                                                     |                                                                                |                                    |                                    |                                                            |                                                           |                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| Increased levels of investment into Gauteng City Region                 | Value of investments (FDI and DDI) facilitated                                      | Rand value of foreign direct investments facilitated                           | R25.4 billion                      | R21.6 billion                      | R15 billion                                                | R17.4 billion                                             | +R2.4 billion                                               | The overachievement for the year is mainly due to the investment value of R5.4 billion in the ICT industry                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|                                                                         |                                                                                     | Rand value of domestic direct investments facilitated including infrastructure | R10 billion                        | R30.7 billion                      | R10.5 billion                                              | R41.8 billion                                             | +R31.3 billion                                              | The overachievement was mainly due to the property development investments of over R30 billion and an expansion of R5.6 billion in the steel industry                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| Increased domestic and global trade activities from Gauteng City Region | Improve export and trade of goods and services within Africa by GCR-based companies | Rand value of trade deals facilitated                                          | R6.4 billion                       | R11.2 billion                      | R4.8 billion                                               | R8.6 billion                                              | +R3.8 billion                                               | Five companies with a combined trade value of R7.7 billion resulted in the overachievement of the target                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|                                                                         |                                                                                     | Number of expansion opportunities matched with GCR companies                   | 56                                 | 57                                 | 25                                                         | 68                                                        | +43                                                         | The partnership with SARA and Ford provided 30 expansion opportunities resulting in an overachievement of the planned target                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| Sub-Programme 2: EPMO                                                   |                                                                                     |                                                                                |                                    |                                    |                                                            |                                                           |                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| Increased investment and growth in economic infrastructure in Gauteng   | Viable infrastructure projects to stimulate economic development                    | % of infrastructure projects completed<br>• Con-Hill New Visitors Centre       | -                                  | -                                  | 30% construction on Con-Hill New Visitors Centre completed | 0% construction on Con-Hill New Visitors Centre completed | -30% construction on Con-Hill New Visitors Centre           | Initial delays in Quarter 1 with the approval of TORs by probity auditors created a ripple effect on the delivery of the targets for the subsequent quarters.<br><br>The project experienced delays in procurement due to the late approval of the ToR, which postponed the appointment of the PSP until August 2024 and subsequently delayed project commencement.<br><br>Contractor appointment is subject to finalisation of project deliverables by the PSP.                                                                                                                                      |
|                                                                         |                                                                                     | • BioPark Phase 3                                                              | 65%                                | -                                  | 100% completion of BioPark Phase 3                         | 73% completion of BioPark Phase 3                         | -27% completion of BioPark Phase 3                          | This project was suspended due to a halt in work by both the contractor and the PSP.<br><br>The PSP halted work because the budgeted professional fees was exhausted, and no further extensions for these fees granted. As a direct consequence, the PRT was unable to issue the necessary construction drawings to the contractor.<br><br>The contractor ceased all construction activities due to these unresolved financial and administrative matters.<br><br>This led to an investigation into the circumstances that led to the allocated budget being exhausted before the project completion. |
|                                                                         |                                                                                     | • We the People's Park                                                         | -                                  | -                                  | 100% completion of We the People's Park                    | 38,2% completion of We the People's Park                  | -61,8% completion of We the People's Park                   | The construction progress was delayed because of a non-responsive tender process in Q1.<br><br>Additionally, slow performance from contractor due to cash flow constraints and inclement weather conditions during the latter of the year further impacted on the achievement.                                                                                                                                                                                                                                                                                                                        |

| Programme 1: GGDA Holdings Re-tabled Annual Performance Plan          |                                                                  |                                                                             |                                    |                                    |                               |                              |                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|-----------------------------------------------------------------------|------------------------------------------------------------------|-----------------------------------------------------------------------------|------------------------------------|------------------------------------|-------------------------------|------------------------------|-------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Outcome                                                               | Output                                                           | Output indicator                                                            | Audited actual performance 2022/23 | Audited actual performance 2023/24 | Planned annual target 2024/25 | **Actual achievement 2024/25 | Deviation from planned target to actual achievement 2024/25 | Reasons for deviations                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| Sub-Programme 2: EPMO                                                 |                                                                  |                                                                             |                                    |                                    |                               |                              |                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| Increased investment and growth in economic infrastructure in Gauteng | Viable infrastructure projects to stimulate economic development | % of rolled over township industrial parks infrastructure project completed | -                                  | -                                  | 10%                           | 0%                           | -10%                                                        | <p>Initial delays in the procurement of PSPs, together with additional site studies (e.g., geotechnical investigations, ground penetration, radar testing and topographical surveys) required, delayed the project</p> <p><b>Emdeni Industrial Park:</b><br/>Stage 3 designs have been completed despite earlier delays from PSP personnel changes</p> <p><b>Mqantsa Industrial Park:</b><br/>The COE requested minor revisions to the drawings, requiring the PSP to make the necessary adjustments. Stage 4 was completed in February 2025 and tender documents submitted to GDID for contractor appointment</p> <p><b>Rosslyn Industrial Park:</b><br/>Additional studies (geo-tech investigations, groundwater penetration, radar testing and topographical surveys) resulted in the initial deadlines not being met. Stage 3 was completed, and the Stage 4 tender document was approved at BSC on 5 March 2025</p> |
|                                                                       |                                                                  | % of new township industrial parks infrastructure project completed         | -                                  | -                                  | 10%                           | 0%                           | -10%                                                        | <p><b>Atteridgeville 1:</b><br/>Tenant resistance delayed the commencement of the conditional assessments on site. Stage 4 tender documentation and supporting materials were finalised and submitted to GDID on 31 March 2025 for procurement</p> <p><b>Atteridgeville 2:</b><br/>Despite delays, Stage 4 documentation has been completed. The tender document was presented and approved at BSC on 5 March 2025 and stage 4 documents have been completed</p> <p><b>Fannie Malape:</b><br/>There was a delay in appointing the geotechnical engineer to commence site investigations, which impacted the completion of Stage 3. The geotechnical engineer only arrived on-site on 25 February 2025. At the end of the reporting period, stage 3 and stage 4 were undertaken concurrently and the BSC was scheduled to review the documents in April 2025</p>                                                          |
| Expansion and sustainability of local business supported              | Local Contractors benefitting from Sub-contracting               | Number of Local Contractors receiving Sub-contracting from EPMO projects    | 24                                 | 55                                 | 15                            | 20                           | +5                                                          | The Vaal fencing projects which commenced during the first quarter utilised a total of 14 subcontractors leading to the over-achievement                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| Sub-Programme 3: Special Economic Zones (SEZs)                        |                                                                  |                                                                             |                                    |                                    |                               |                              |                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| Increased investment and growth in economic infrastructure in Gauteng | Investment for SEZ projects secured                              | Rand value of investment committed to the Vaal SEZ                          | R4.8 billion                       | R2.8 billion                       | R2 billion                    | R2.8 billion                 | +R800 million                                               | Two investment commitments were finalised during the second quarter, with one investment committing R2.4 billion                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |

## Linking performance with budgets

| Programme/activity/objective | 2023/24        |                    |                          | 2024/25        |                    |                          |
|------------------------------|----------------|--------------------|--------------------------|----------------|--------------------|--------------------------|
|                              | Budget         | Actual expenditure | (Over)/Under expenditure | Budget         | Actual expenditure | (Over)/Under expenditure |
|                              | R'000          | R'000              | R'000                    | R'000          | R'000              | R'000                    |
| Administration               | 196 642        | 191 298            | 5 344                    | 220 629        | 222 897            | (2 268)                  |
| TIRE                         | 12 899         | 11 476             | 1 423                    | 16 642         | 16 901             | (258)                    |
| EPMO                         | 197 243        | 88 757             | 108 486                  | 265 783        | 53 898             | 211 885                  |
| Business Intelligence        | 2 900          | 4 121              | (1 221)                  | 8 300          | 8 417              | (117)                    |
| Special Economic Zones       | 93 028         | 5 497              | 87 531                   | 82 080         | 59 637             | 22 443                   |
| <b>Total</b>                 | <b>502 712</b> | <b>301 149</b>     | <b>201 563</b>           | <b>593 434</b> | <b>361 750</b>     | <b>231 684</b>           |

## Reasons for over and under expenditure

Underspending relating to the EPMO Programme was impacted by cancellation of ConHill Visitor's Centre contract in August 2023 which resulted in delays in the implementation of the project. A new PSP was appointed by the Gauteng Department of Infrastructure Development in September 2024 and the PSP has commenced work on architectural and structural designs.

The contractor for the Constitution Hill Visitors Centre was appointed on 26 May 2025 and construction work is expected to commence in quarter two of new financial year.

Two industrial hubs have moved into the procurement stage and contractor appointments are planned for the Q2 of the new financial year.

The four industrial parks have reached Stage 4, with final tender documents submitted and approved for procurement. The unutilised funds under the SEZ Programme is fully committed towards Vaal SEZ Bulk Development and for the EIA studies for the West Rand SEZ.

## Strategy to overcome areas of underperformance

To decisively address the persistent issue of underperformance across key infrastructure projects, the EPMO will adopt a targeted and systemically embedded improvement strategy anchored on five core pillars:

### Pillar 1: Strengthened procurement oversight

Through early alignment of implementation agents, probity assurance processes, and stage-gated procurement planning to eliminate bid cycle delays;

### Pillar 2: Enhanced project readiness protocols

Including pre-budget approval mechanisms tied to complete statutory approvals and technical designs;

### Pillar 3: Contractor and PSP performance management

Instituting consequence-based management, timely issuance of poor performance notices, and strict adherence to milestone-linked payment structures;

### Pillar 4: Weekly monitoring and escalation

Operationalising weekly site inspections, exception-based reporting, and executive-level interventions for at-risk projects; and

### Pillar 5: Budget alignment and funding mobilisation

Leveraging readiness reports to secure execution funding and address historical gaps. This strategy is underpinned by a shift towards proactive governance, improved accountability, and a results-driven culture aimed at restoring delivery momentum, building public trust, and accelerating economic impact.

# PROGRAMME 2:

## AUTOMOTIVE INDUSTRY DEVELOPMENT CENTRE



**Andile Africa**  
Chief Executive Officer

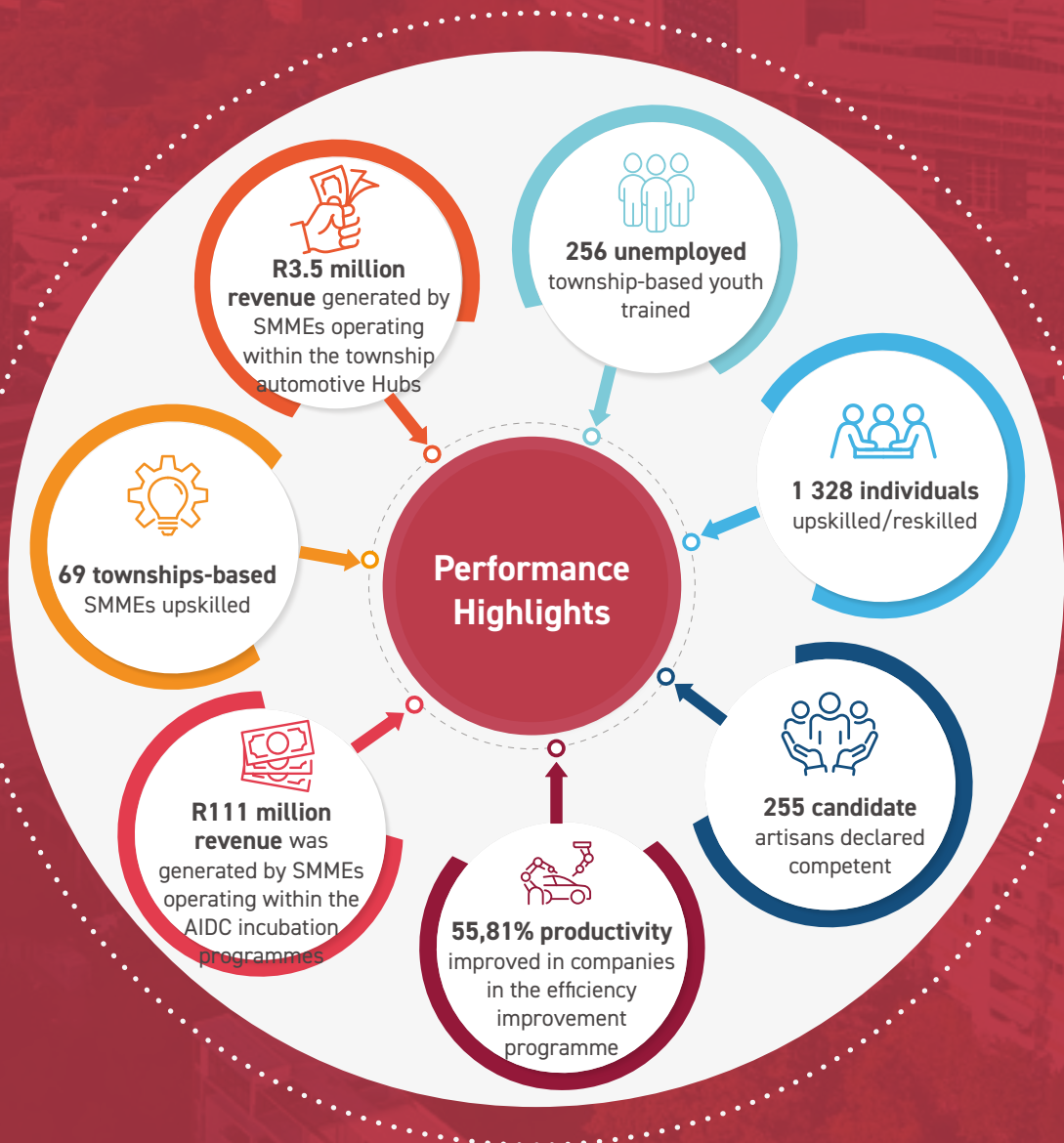






Automotive Industry Development Centre  
Your partner in becoming globally competitive

# 100 % Achievement



## Purpose

To develop the automotive manufacturing sector to globally competitive standards of excellence through a world-class value proposition which enables effective and sustainable socio-economic growth.

## Achievement of Institutional Outcomes

| Outcome                                                                                                      | Outcome indicator                                                                                                              | Baseline                            | Five year target             | Progress                    | % of Five-year target |
|--------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------|-------------------------------------|------------------------------|-----------------------------|-----------------------|
| Enhanced transformation in the economy                                                                       | Number of incubatees recruited and graduated from the incubation programmes                                                    | 13                                  | 20                           | 20                          | 100%                  |
| To develop Township Economy                                                                                  | Additional hubs in townships                                                                                                   | 2                                   | 1                            | 1                           | 100%                  |
|                                                                                                              | Number of townships SMMEs upskilled in the automotive sector                                                                   | 6                                   | 80                           | 180                         | 225%                  |
| Enhanced skills development and training                                                                     | Number of individuals reskilled and upskilled                                                                                  | 3100                                | 15 000                       | 10 538                      | 70%                   |
|                                                                                                              | Trade Test Centre (TTC) assessment conducted                                                                                   | 120                                 | 520                          | 995                         | 191%                  |
| Improved production                                                                                          | Number of companies in the automotive value chain supported to achieve worldclass manufacturing standards                      | 30                                  | 150                          | 181                         | 120%                  |
| Improved levels of economic activity through strategic economic infrastructure                               | ASP Phase 4 and 5 developed for occupation                                                                                     | Phase 3 and 5 currently undeveloped | Development of Phase 3 and 5 | Phase 3 and 5 not developed | 0%                    |
| Accelerated job creation, upskilling for employability and skills development within the automotive industry | Number of jobs created                                                                                                         | 200                                 | 1000                         | 873                         | 87%                   |
| Incubation programme to provide skills and jobs                                                              | Revenue generated by 13 SMMEs operating within the AIDC Incubation Programmes to increase localisation from 40% to 60% by 2035 | R45 million                         | R150 million                 | R373 million                | 249%                  |

## Commentary on Institutional Outcomes

During the five-year term from 2020 to 2025, the AIDC successfully achieved six of its nine planned strategic targets, delivering impactful programmes that supported industrial growth, skills development, and township economy revitalisation.

One of the key highlights was the launch and operationalisation of the Chamdor Automotive Hub in 2022, located in Mogale City. This world-class facility has played a crucial role in supporting local economic development by:

- Providing SMMEs with modern infrastructure to conduct vehicle repair and maintenance services;
- Facilitating youth skills development programmes in partnership with Tiger Wheel & Tyre;
- Offering business development workshops and training to 180 township-based SMMEs, in collaboration with Productivity SA, aimed at enhancing operational efficiency and business sustainability.

Under the Efficiency Improvement Programme, the AIDC successfully contracted 181 companies, achieving an average improvement rate of over 40% in operational efficiency over the five-year term, significantly strengthening the automotive sector value chain.

The Skills Development Programme, a core mandate of the AIDC for over a decade, continued to deliver meaningful impact. Between 2020 and 2025:

- A total of 995 candidates accessed the AIDC Trade Test Centre, receiving training and assessment services towards qualifying as certified artisans.
- Numerous unemployed youth and incumbent workers benefitted from targeted skills programmes delivered in partnership with accredited training providers.

In addition, the two AICs located at Ford and Nissan maintained their commitment to enterprise development. Over the period:

- A total of 20 incubatees participated in the programme;
- The incubatees collectively generated over R373 million in revenue and sustained employment for more than 300 employees across both facilities.
- A total of nine incubatees graduated, successfully transitioning into independent, sustainable businesses;

The following incubatees have successfully graduated from the programme:

- **Batyi Automotive Components Supplies (BACS)** – Sipho Batyi (Ford IC)
- **Nomtec Automotive** – Mlondi Chiya (Ford IC)
- **Riverside (Pty) Ltd** – Leonard Machaba (Nissan IC)
- **OMI 3D Engineering (Pty) Ltd** – Olwethu Mofu (Nissan IC)
- **Ndivho Automotive Services (Pty) Ltd** – Fhatuwani Rasilingwane
- **Sana Automotive Manufacturer (Pty) Ltd** – Onica Mohlala
- **Agile Industrial Systems (Pty) Ltd** – Thabo Mabuela
- **Letago Automotive Manufacturers (Pty) Ltd** – Wedson Sepaane
- **Nakana Automotive Manufacturers (Pty) Ltd** – Wilson Nakana

Following their graduation, incubatees have demonstrated tangible progress and successful integration into the automotive value chain:

- **BACS** has established a facility in Pretoria North and is currently responsible for spraying hang-on parts fitted to bumpers at Mothersons (MSSL), which are then supplied to Ford for the production of the current Ranger model.
- **Nomtec Automotive** has opened a PPE supply shop in Rosslyn, providing personal protective equipment to the automotive and other industrial sectors.
- **Riverside (Pty) Ltd** has secured a logistics contract with Nissan, managing the transport of components from the Nissan stamping plant to the main assembly plant. These outcomes highlight the effectiveness of the incubation programme in fostering sustainable SMMEs and enhancing supplier participation in the automotive industry.

These achievements over the last five years underscores the AIDC's continued contribution to industrial development, youth empowerment, and township economic growth in support of the Government's broader socio-economic objectives.

## Skills Development

The AIDC has established strategic partnerships in the Supplier Development and Skills space with the Japan International Cooperation Agency (JICA), the International Labour Organisation (ILO), Tshwane University of Technology (TUT), and Rainbow. These partners play a critical role in building capacity and facilitating skills transfer to AIDC project managers and trainers. They fully-fund both the training programmes and the deployment of expert trainers.

The AIDC, in turn, is responsible for ensuring that its personnel are adequately trained and equipped to apply the acquired skills in support of the broader industry. This support is delivered through targeted interventions, focusing on knowledge transfer, competitiveness enhancement, productivity improvement, and sustainable business growth.

## Unemployed township-based youth trained in automotive skills

This is an entry-level skills programme based on core practical modules and introductory training sessions aimed at introducing unemployed youth to a variety of careers in the automotive industry. The introductory courses serve as a foundation for further technical training in automotive occupational trades.

During the period under review, 256 unemployed young people from local townships at the Gauteng Automotive Learning Centre, Winterveldt Hub, and Chamdor Hub were trained, exceeding the planned annual goal of 140 unemployed youth. This group consisted of 105 female and 151 male youth. Unemployed youth received training through a partnership with ILO SYB, Automobile Electrical Circuits and Wiring with Tshwane University of Technology (TUT) and Tiger Wheel & Tyre with AIDC Township Hubs and were awarded with certificates of completion. In total, the overachievement resulted from additional training conducted in the year through the partnership with TUT and ILO for 116 unemployed people.

**Table 10: Automotive skill training**

| Type of Training                          | Total Trained | Duration of training |
|-------------------------------------------|---------------|----------------------|
| Automotive Electrical Circuits and Wiring | 67            | 5 days               |
| Simulator Training                        | 49            | 5 days               |
| Tyre Fitting, Stripping and Balancing     | 140           | 5 days               |
|                                           | <b>256</b>    |                      |

## Employed individuals upskilled/reskilled to ensure retention of jobs

This intervention aims to upskill or reskill those individuals who are already employed in acquiring technical and non-technical automotive skills for job sustainability and retention. This target is achieved through support provided to SMMEs in partnership with OEMs, academia and private organisations, as listed in the table below.

During the reporting period, the Gauteng Automotive Learning Centre and other AIDC projects (Nissan incubation, Ford incubation and Supply Enterprise Department) successfully trained 1 328 employed individuals, exceeding the target of 1 300. This group included 259 female and 417 male youth. The annual overachievement was made possible through existing partnerships with Rainbow, Nissan South Africa, the Tshwane University of Technology (TUT), and the ILO. This has led to the upskilling of employees, enhancing their job retention prospects. The type of training offered is listed in the table below:

**Table 11: Training for employed individuals**

| Partner /division                   | Type of training                                        | Duration | Number of individuals trained |
|-------------------------------------|---------------------------------------------------------|----------|-------------------------------|
| Rainbow                             | Basic Hand Skills and Welding, Festo LX Module Electric | 1 day    | 236                           |
| Nissan SA                           | PMI Labour, MH basic training, operator training        | 1 day    | 66                            |
| Praga                               | QPI Muda Elimination                                    | 1 day    | 18                            |
| TK Automotive Mechanical Revolution | Basic Vehicle Electronics                               | 1 day    | 10                            |
| TSSD                                | 5S Muda Elimination                                     | 1 day    | 6                             |
| Maxoutput Fabrication               | Soft Skills-Interpret Conflict                          | 1 day    | 8                             |
| KPL                                 | Supervisory Module-workplace Relation                   | 1 day    | 40                            |
| ATA Nissan                          | ACMA Level 3                                            | 1 day    | 25                            |
| ILO                                 | IYB SME Training ILO, ILO Entrepreneurship              | 1 day    | 272                           |
| Step By Step                        | SMME training                                           | 1 day    | 26                            |
| Tshwane University of Technology    | Automotive Wiring and Electrical Circuits Training      | 5 days   | 67                            |
| MA Automotive                       | Promoting Learning Culture in the Organisation          | 1 day    | 12                            |
| Pro Serve                           | Automotive Training                                     | 1 day    | 19                            |
| Ford Incubation Centre              | Disciplinary code of conduct and leave                  | 1 day    | 164                           |
| SEDD                                | Kaizen, TMN, QMS and Problem Solving RPIW               | 2 days   | 279                           |
| Nissan Incubation Centre            | Code of conduct and Shopfloor Management                | 1 day    | 80                            |
| <b>Total</b>                        |                                                         |          | <b>1 328</b>                  |



## Candidate artisans declared competent at the AIDC TTC

The TTC was established to facilitate trade certification for trades that result in trade test assessments with accredited training. A gap remains in the formalisation of skills within the automotive and allied industries, which can be addressed through the Artisan Recognition of Prior Learning assessment, a way of recognising the prior learning and experience of individuals who have been working in a particular trade for several years but have not passed a trade test and, therefore, not formally recognised as qualified artisans.

The TTC caters to apprentices and learners who have completed their full qualifications and are trade-tested under Section 26D of the Trade Test Regulations. After the applicant's suitability for a trade test is determined, the applicant then undergoes a trade test at a Manufacturing, Engineering and Related Services SETA, Quality Council for Trades and Occupations, and National Artisan Moderation Body-accredited TTC.

The following are the AIDC TTC's scope of accreditation:

- Diesel mechanics;
- Spray painter;
- Boilermaker;
- Mechanical fitter;
- Fitting and turning;
- Auto electrician;
- Auto body repairer; and
- Welding.

During the financial year under review, the total number of assessments reached 255, exceeding the annual target of 240 evaluations. The overachievement resulted from unplanned trade assessments conducted for walk-in candidates during the last month of the 2024/25 FY.

**Table 12: Total number of assessments**

| #  | Trades            | Total      |
|----|-------------------|------------|
| 1. | Fitter and Turner | 85         |
| 2. | Welder            | 56         |
| 3. | Mechanical Fitter | 52         |
| 4. | Boilermaker       | 57         |
| 5. | Vehicle Painter   | 5          |
|    | <b>Total</b>      | <b>255</b> |

## Average percentage of productivity improvement in companies participating in the Efficiency Improvement Programme

The efficiency improvement programme aims to increase the productivity levels of participating SMMEs. A baseline productivity percentage (%) is calculated at the start of the programme and is then measured again at the end of the intervention to ascertain the level of improvement. AIDC intervenes through design, programming, and other operational processes to improve current productivity levels. These interventions contribute to financial savings, increased number of units produced during a set period, improved production volumes, job security, and increased income for the companies. The international benchmark for efficiency improvement is 10%<sup>5</sup> for manufacturing companies. The AIDC has targeted to improve the efficiency of companies participating in the programme by 38%.

The target for the 38% average productivity improvement in companies participating in the Efficiency Improvement Programme is measured at the end of the financial year. For the 2024/25 FY, 25 companies received support for supplier and enterprise development interventions.



*EDD Efficiency Programme*

<sup>5</sup> Per World Economic Forum (WEF), McKinsey & Company industry insights on operational improvement and Industry-specific case studies.

The average efficiency achieved for the companies supported in the 2024/25 FY is 55.81% for these 25 companies, as listed below:

## Productivity improvement intervention outcomes

**Table 13: Productivity improvement intervention outcomes**

| Supplier & Enterprise Development: Efficiency Report – FY 2024/25 |                                 |                                    |                                                              |                 |          |          |                          |                                  |               |
|-------------------------------------------------------------------|---------------------------------|------------------------------------|--------------------------------------------------------------|-----------------|----------|----------|--------------------------|----------------------------------|---------------|
| #                                                                 | Company                         | Programme                          | Project intervention                                         | Unit of measure | Before   | After    | Efficiency improvement % | Average efficiency improvement % | Report figure |
| 1.                                                                | ALP Africa (Pty) Ltd            | Lean Manufacturing                 | Reduction in downtime due to set ups                         | Minutes         | 663,00   | 486,00   | 26,70%                   | 26,70%                           | 26,70%        |
| 2.                                                                | Toks Logs (Pty) Ltd             | Lean Manufacturing                 | Improvement in lead time                                     | Days            | 22,00    | 13,50    | 38,64%                   | 38,64%                           | 38,63%        |
| 3.                                                                | Auto Industrial Machining (AIM) | Lean Manufacturing                 | Reduction in monthly scrap                                   | Units           | 19,00    | 9,00     | 52,63%                   | 52,63%                           | 52,63%        |
|                                                                   |                                 |                                    | Reduction in monthly costs related to scrap                  | Rands           | 9 576,00 | 4 536,00 | 52,63%                   |                                  |               |
| 4.                                                                | Hubco Forgings (Pty) Ltd        | Lean Manufacturing                 | Reduction in average defect rate for part number: Hub 441    | %               | 48,50%   | 4,00%    | 44,50%                   | 68,50%                           | 68,50%        |
|                                                                   |                                 |                                    | Reduction in average defect rate for part number: Hub 448    | %               | 94,50%   | 2,00%    | 92,50%                   |                                  |               |
| 5.                                                                | Isando Foundry                  | Lean Manufacturing                 | Reduction in defect rate                                     | %               | 60,00%   | 3,00%    | 57,00%                   | 57,00%                           | 57,00%        |
| 6.                                                                | Auto Industrial Foundry (AIF)   | Lean Manufacturing                 | Average number of defects caused by shrinkage                | Units           | 496,00   | 229,00   | 53,83%                   | 53,83%                           | 53,83%        |
| 7.                                                                | Wekaba Engineering (Pty) Ltd    | Lean Manufacturing                 | Average time lost to conveyor-related breakdowns             | Hours/ Month    | 103,40   | 0,00     | 100,00%                  | 100,00%                          | 100,00%       |
| 8.                                                                | Feltex Trim Silverton           | Total Productive Maintenance (TPM) | Reduction in cleaning time                                   | Minutes         | 30,00    | 15,00    | 50,00%                   | 32,00%                           | 32,00%        |
|                                                                   |                                 |                                    | Improvement in Overall Equipment Efficiency (OEE) percentage | %               | 71,00%   | 85,00%   | 14,00%                   |                                  |               |
| 9.                                                                | JN Chamberlain                  | Lean Manufacturing                 | Increase monthly production output (units)                   | Units           | 1 600,00 | 2 500,00 | 56,25%                   | 56,25%                           | 56,25%        |

| Supplier & Enterprise Development: Efficiency Report – FY 2024/25 |                                         |                                    |                                                                     |                 |        |         |                          |                                  |               |
|-------------------------------------------------------------------|-----------------------------------------|------------------------------------|---------------------------------------------------------------------|-----------------|--------|---------|--------------------------|----------------------------------|---------------|
| #                                                                 | Company                                 | Programme                          | Project intervention                                                | Unit of measure | Before | After   | Efficiency improvement % | Average efficiency improvement % | Report figure |
| 10.                                                               | Excellence Motor Trimmers               | Lean Manufacturing                 | Time taken to sew seat covers for a 5-seater Polo Vivo (minutes)    | Minutes         | 180,00 | 141,00  | 21,67%                   | 21,67%                           | 21,67%        |
| 11.                                                               | Equal ELM Trading (Pty) Ltd             | Quality Management Systems (QMS)   | QMS Compliance improvement                                          | %               | 23,30% | 65,87%  | 42,57%                   | 42,57%                           | 42,57%        |
| 12.                                                               | Tshetu Automotive Supplier              | Lean Manufacturing                 | Average delivery rate                                               | %               | 50,00% | 100,00% | 50,00%                   | 50,00%                           | 50,00%        |
| 13.                                                               | Turner Technology (Pty) Ltd t/a Turntec | Quality Management Systems (QMS)   | QMS Compliance improvement                                          | %               | 20,87% | 62,61%  | 41,74%                   | 41,74%                           | 41,74%        |
| 14.                                                               | Naicker Toolmakers (Pty) Ltd            | Lean Manufacturing                 | Time taken to pack X004 into a box                                  | Seconds         | 108,00 | 20,40   | 81,11%                   | 81,11%                           | 81,11%        |
| 15.                                                               | Feltex Fehrer Rosslyn                   | Total Productive Maintenance (TPM) | Reduction in cleaning time                                          | Minutes         | 480,00 | 115,00  | 76,04%                   | 79,69%                           | 79,68%        |
|                                                                   |                                         |                                    | Downtime due to breakdowns                                          | Minutes         | 480,00 | 80,00   | 83,33%                   |                                  |               |
| 16.                                                               | Sterra Supply Service                   | Lean Manufacturing                 | Improvement in cycle time                                           | Minutes         | 3,70   | 3,10    | 16,22%                   | 16,22%                           | 16,22%        |
| 17.                                                               | Automotive Pros                         | Quality Management Systems (QMS)   | QMS Compliance improvement                                          | %               | 34,80% | 85,20%  | 50,40%                   | 50,40%                           | 50,40%        |
| 18.                                                               | Matase Industrial Solutions             | Lean Manufacturing                 | Paint defects                                                       | Units           | 24,00  | 0,00    | 100,00%                  | 100,00%                          | 100,00%       |
| 19.                                                               | Maxoutput                               | Quality Management Systems (QMS)   | QMS Compliance improvement                                          | %               | 61,30% | 92,60%  | 31,30%                   | 31,30%                           | 31,30%        |
| 20.                                                               | BFG Africa                              | Lean Manufacturing                 | Number of rejects per month                                         | Units           | 17,00  | 0,00    | 100,00%                  | 100,00%                          | 100,00%       |
| 21.                                                               | SA Power Coaters                        | Lean Manufacturing                 | Time taken to produce one batch of products                         | Minutes         | 206,00 | 90,00   | 56,31%                   | 56,31%                           | 56,31%        |
| 22.                                                               | MH Automotive                           | Lean Manufacturing                 | Number of line stoppages caused by non-inspection of incoming goods | Number          | 116,00 | 0,00    | 100,00%                  | 100,00%                          | 100,00%       |

| Supplier & Enterprise Development: Efficiency Report – FY 2024/25 |                       |                                  |                             |                 |        |        |                          |                                  |               |
|-------------------------------------------------------------------|-----------------------|----------------------------------|-----------------------------|-----------------|--------|--------|--------------------------|----------------------------------|---------------|
| #                                                                 | Company               | Programme                        | Project intervention        | Unit of measure | Before | After  | Efficiency improvement % | Average efficiency improvement % | Report figure |
| 23.                                                               | Dinaledi              | Lean Manufacturing               | Number of rejects per month | Units           | 12,00  | 3,00   | 75,00%                   | 75,00%                           | 75,00%        |
| 24.                                                               | Protectol Engineering | Lean Manufacturing               | QMS Compliance improvement  | %               | 34,29% | 91,43% | 57,14%                   | 57,14%                           | 57,14%        |
| 25.                                                               | NTCS Engineering      | Quality Management Systems (QMS) | QMS Compliance improvement  | %               | 92,40% | 98,91% | 6,51%                    | 6,51%                            | 6,51%         |
| <b>Total Average Efficiency</b>                                   |                       |                                  |                             |                 |        |        |                          | <b>55,81%</b>                    | <b>55,81%</b> |



Ford Incubation



## Revenue generated by SMMEs operating within the AIDC Incubation Programmes

The project aims to empower black-owned enterprises to become Tier 1 and Tier 2 suppliers to OEMs, thereby bringing them into the mainstream economy of the automotive sector and contributing to the transformation of the automotive sector and increased localisation. This indicator tracks the revenue generated by the current cohort of 11 SMMEs operating from the Incubation Centres at Ford and Nissan, which are set to graduate after a period of five years.

During the year under review, the total revenue generated by the incubatees was R111 368 345,00 against the annual target. The overachievement is attributed to increased production volumes of the Ford Ranger model by Ford Motor Company Southern Africa (FMCSA). The FMCSA operates 24 hours a day on a three-shift model, resulting in increased overtime at the facility to meet Ford's additional volume requirements. The breakdown of revenue per incubatee company is depicted in Table 14 below:

**Table 14: Incubation Programme Turnover Report**

| Ford Incubation                              | Product/<br>Commodity                                                    | Tier level | Total<br>R value    |
|----------------------------------------------|--------------------------------------------------------------------------|------------|---------------------|
| Ikukeng Automotive Engineering IAE (Pty) Ltd | Transport                                                                | 1          | 6 394 164           |
| Nomtec Automotive (Pty) Ltd                  | H-Vech                                                                   | 1          | 21 325 069          |
| Tshetu Automotive Supplier (Pty) Ltd         | Bumpers                                                                  | 1          | 34 767 944          |
| MH Automotive Engineering (Pty) Ltd          | Rail box                                                                 | 1          | 19 607 614          |
| <b>Total:</b>                                |                                                                          |            | <b>82 094 790</b>   |
|                                              |                                                                          |            |                     |
| Nissan Incubation                            |                                                                          |            |                     |
| Ndivho Automotive Services (Pty) Ltd         | Tyre and Wheels                                                          | 1          | 3 224 622           |
| Letago Automotive Manufactures (Pty) Ltd     | Bumpers                                                                  | 1          | 1 604 213           |
| Nakana Automotives Co (Pty) Ltd              | Rework                                                                   | 1          | 2 246 213           |
| Agile Industrial Systems (Pty) Ltd           | FEM Kitting/<br>Bodyshop                                                 | 1          | 1 708 034           |
| Sana Automotive Manufacturer (Pty) Ltd       | Stamping<br>Plant Welding<br>Workshop                                    | 1          | 4 273 583           |
| Zenande Engineering Solutions (Pty) Ltd      | Welding<br>Workshop                                                      | 1          | 9 924 278           |
| Sterra Supply Services (Pty) Ltd             | Welding<br>Workshop<br>(Interim<br>Management)<br>Automotive<br>Training | 1          | 6 286 501           |
| <b>Total:</b>                                |                                                                          |            | <b>29 267 554</b>   |
|                                              |                                                                          |            |                     |
| <b>Grand Total</b>                           |                                                                          |            | <b>R111 362 345</b> |

## Township-based SMMEs upskilled in the automotive sector

Township-based SMMEs are supported with tailor-made skills programmes to enhance their capacity to serve clients and become more profitable and efficient. The type of skills provided is dependent on a needs assessment at each township hub, includes technical training and mentorship programmes, financial skills, and marketing, among others. Upon successful completion, attendees are awarded certificates of completion.

A total of 69 SMMEs were successfully upskilled, exceeding the cumulative target of 60 SMMEs during the year. This overachievement was primarily due to the scheduled Business Start-Up training that took place in the last quarter of the year, as more SMMEs attended than was expected.

The AIDC partnered with Productivity South Africa (PSA) to enhance the skills of township SMMEs by offering various training programmes aimed at promoting financial sustainability. One such program was the Automotive Business Start-Up training (Including finance, recording of transactions, company registration, etc.) which took place over three days from 28 January to 30 January 2025. This training targeted informal automotive SMMEs located in townships, informal settlements, and hostels.

SMME beneficiaries of skills training for the 2024/25 FY

**Table 15: SMME beneficiaries of skills training for the 2024/25 FY**

| #   | Name of SMMEs                    | Physical Address | Training Topics/Areas                     | Days |
|-----|----------------------------------|------------------|-------------------------------------------|------|
| 1.  | Mavutane Enterprise Group        | Pretoria West    | Business Performance Improvement Workshop | 3    |
| 2.  | L and T Motor Works              | Soshanguve       |                                           |      |
| 3.  | Mmataseleng Fitment Center       |                  |                                           |      |
| 4.  | Figo Engineering                 |                  |                                           |      |
| 5.  | NP Motor Spares                  |                  |                                           |      |
| 6.  | Diatla Mobile Services           | Mabopane         |                                           |      |
| 7.  | SS Panelbeaters & Spraypainting  |                  |                                           |      |
| 8.  | Kgolomswana Evolutions (Pty) Ltd | Roodepoort       |                                           |      |
| 9.  | Joy Blonde Greatful              | Soshanguve       | Automotive Wiring & Electrical Systems    | 10   |
| 10. | Gearbox technologies             | Mamelodi         | Productivity & Waste Elimination Workshop | 2    |
| 11. | Manyephule Trading and Projects  | Soshanguve       |                                           |      |
| 12. | Maklang Workshop                 |                  |                                           |      |
| 13. | DMB ROAD ASSIST                  |                  |                                           |      |
| 14. | Citizens Automotives             | Maraisburg       |                                           |      |
| 15. | BMERC Motors                     | Ga-Rankuwa       |                                           |      |
| 16. | Boosunny Enterprise              | Lotus Gardens    |                                           |      |
| 17. | Cowan                            | Mabopane         |                                           |      |
| 18. | Eugene Projects                  | Alexandra        | Business Performance Improvement Workshop | 3    |
| 19. | Sam Auto Services                |                  |                                           |      |
| 20. | Dosky Auto Services              |                  |                                           |      |
| 21. | Beetle Machanics                 |                  |                                           |      |
| 22. | C and A Motor                    |                  |                                           |      |
| 23. | Le Chax Pty Ltd                  |                  |                                           |      |
| 24. | Thabure tse Pedi                 |                  |                                           |      |
| 25. | Black Diamond Panel Beaters      |                  |                                           |      |
| 26. | Ezzy Towing Services             |                  |                                           |      |
| 27. | Hlonkisinbraken & Clutch Motor   |                  |                                           |      |
| 28. | Mricho Auto Services             |                  |                                           |      |
| 29. | Jag Rover Land                   |                  |                                           |      |

| #   | Name of SMMEs                   | Physical Address | Training Topics/Areas                     | Days |
|-----|---------------------------------|------------------|-------------------------------------------|------|
| 30. | Malamulela Auto Services        | Winterveldt      | Productivity & Waste Elimination Workshop | 1    |
| 31. | Ike Auto Service and Parts      | Soshanguve       |                                           |      |
| 32. | The Masters Panelbeaters        |                  |                                           |      |
| 33. | KBM Mobile Car Wash             |                  |                                           |      |
| 34. | Latino Automotive Repairs       | Lotus Gardens    |                                           |      |
| 35. | Oxford Trading & Projects       | Winterveldt      |                                           |      |
| 36. | Mechanic On the Go              | Mamelodi         |                                           |      |
| 37. | Maseogane Panelbeaters          |                  |                                           |      |
| 38. | Ngwenyama Motor Mechanics       |                  |                                           |      |
| 39. | Masombuka Auto Mechanics        |                  |                                           |      |
| 40. | Seasoned Automotive Repairs     |                  |                                           |      |
| 41. | BK Car Solutions                |                  |                                           |      |
| 42. | Thando Auto Services            |                  |                                           |      |
| 43. | Marino Auto Clinic              |                  |                                           |      |
| 44. | Ndlovu Auto Mechanic            |                  |                                           |      |
| 45. | Motsweni Panel Beaters          | Soshanguve       | Productivity & Waste Elimination Workshop | 1    |
| 46. | Mampa and Son Mechanic          | Nellmapius       |                                           |      |
| 47. | FF Motor Care                   |                  |                                           |      |
| 48. | Injector Revival Co.            | Mamelodi         | Automotive Business Start Up Training     | 3    |
| 49. | Spares Shop Repairs             | Kagiso           |                                           |      |
| 50. | Rosmark Engineering             |                  |                                           |      |
| 51. | FKL EV Charging & Spares        |                  |                                           |      |
| 52. | Turbo Care                      |                  |                                           |      |
| 53. | Moledi Trading                  |                  |                                           |      |
| 54. | Khido's Auto Repairs            |                  |                                           |      |
| 55. | Kefilwe Auto & Motor            |                  |                                           |      |
| 56. | B&K Consultancy Services        |                  |                                           |      |
| 57. | Phoenix Auto Dealership         |                  |                                           |      |
| 58. | Mantswakana Aircons & Company   |                  |                                           |      |
| 59. | 2T Service Center               |                  |                                           |      |
| 60. | Shiftworks Automotive           |                  |                                           |      |
| 61. | S.O.S Wheel Alignment Pro       |                  |                                           |      |
| 62. | Kamogelo's Autosshop            |                  |                                           |      |
| 63. | Injector Repairs                |                  |                                           |      |
| 64. | B&K Consultancy Services        |                  |                                           |      |
| 65. | Business Management Consultancy |                  |                                           |      |
| 66. | Nog Family Auto                 |                  |                                           |      |
| 67. | Tee's Autoworks                 |                  |                                           |      |
| 68. | Dk Workz                        |                  |                                           |      |
| 69. | Moreosele Trading               |                  |                                           |      |

## Revenue generated by SMMEs operating within the AIDC Township Automotive Hubs

This indicator tracks the monetary value generated by SMMEs operating from the Winterveldt and Chamdor Automotive Hubs. The revenue generated is calculated based on the value of purchase orders and invoices processed at these township hubs.

During the current financial year, the total combined turnover of the Township Automotive Hubs was R3.53 million against the annual target of R3 million. The department has exceeded the annual target by 118%. The total value of revenue generated by the Winterveldt Hub and Chamdor Hub, respectively, is outlined in Table 16 below:

**Table 16: Township Automotive Hubs annual revenue generated**

| Township Hub               | Amount            | Number of vehicles processed                   |
|----------------------------|-------------------|------------------------------------------------|
| Winterveldt Enterprise Hub | R556 011          | 124 (28 Government) & (96 Private)             |
| Chamdor Automotive Hub     | R2 982 997        | 330 (55 Government) & (275 Private)            |
| <b>Annual Total</b>        | <b>R3 539 009</b> | <b>454 (83 Government) &amp; (371 Private)</b> |

The West Bank contract was initiated in May 2024 with an initial term of one year, and it was subsequently renewed in May 2025 for an additional three-year period. Accordingly, the AIDC-GFLEET contract is set to remain in force until 2028, and is projected to significantly increase the throughput of government vehicles processed through the hubs, thereby strengthening revenue streams for SMMEs.

## Programme 2: AIDC – Originally tabled Annual Performance Plan

### Outcomes, Outputs, Output Indicators, Targets and Actual Achievements Table

| Programme 1: AIDC Originally Tabled Annual Performance Plan |                                                      |                                                                                                          |                                    |                                    |                               |                                                         |                                                             |                                                      |                                                                                                                                                                                                             |
|-------------------------------------------------------------|------------------------------------------------------|----------------------------------------------------------------------------------------------------------|------------------------------------|------------------------------------|-------------------------------|---------------------------------------------------------|-------------------------------------------------------------|------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Outcome                                                     | Output                                               | Output indicator                                                                                         | Audited actual performance 2022/23 | Audited actual performance 2023/24 | Planned annual target 2024/25 | *Actual achievement 2024/25 until date of re-tabling ** | Deviation from planned target to actual achievement 2024/25 | Reasons for deviations                               | Reasons for revisions to the outputs/output indicators/annual targets                                                                                                                                       |
| Globally competitive SMMEs                                  | Improved SMMEs productivity in the automotive sector | Average % of productivity improvement in companies participating in the efficiency improvement programme | 46%                                | 46,4%                              | 38%                           | -                                                       | -38%                                                        | The planned target was due for reporting at year end | The output indicator was rephrased to 'Average % of productivity improved in companies participating in the Efficiency Improvement Programme', replacing the word 'improvement' with 'improved' for clarity |



*Chamdor Automotive Hub*

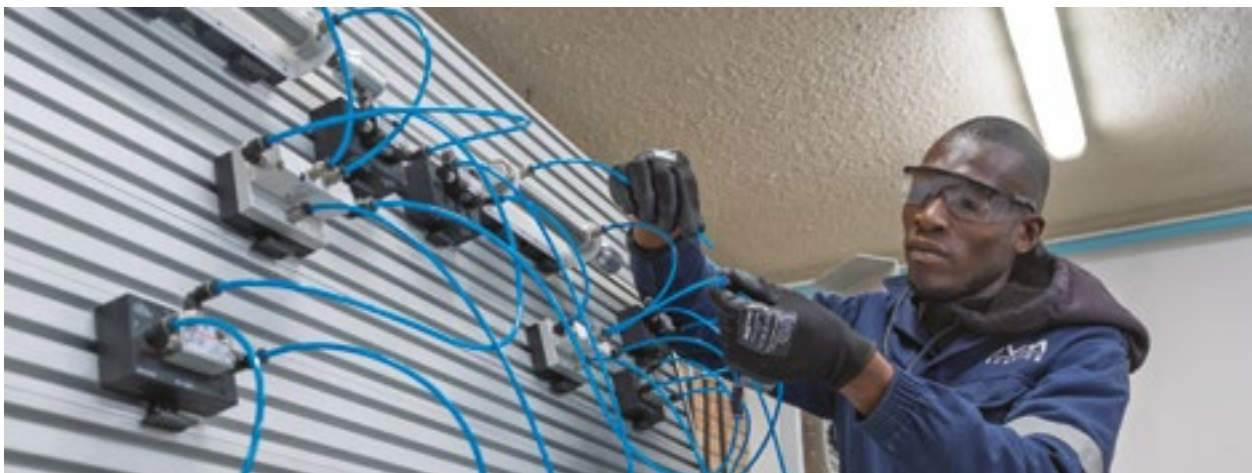
\* Actual achievement as at end September 2024



## Programme 2: AIDC – Re-tabled Annual Performance Plan

### Outcomes, Outputs, Output Indicators, Targets and Actual Achievements Table

| Programme 1: AIDC Re-tabled Annual Performance Plan                |                                                                       |                                                                                                       |                                    |                                    |                               |                            |                                                             |                                                                                                                                                                                                                                                                                 |
|--------------------------------------------------------------------|-----------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------|------------------------------------|------------------------------------|-------------------------------|----------------------------|-------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Outcome                                                            | Output                                                                | Output indicator                                                                                      | Audited actual performance 2022/23 | Audited actual performance 2023/24 | Planned annual target 2024/25 | Actual achievement 2024/25 | Deviation from planned target to actual achievement 2024/25 | Reasons for deviations                                                                                                                                                                                                                                                          |
| Enhanced Skills Development and Training                           | Upskilling unemployed and employed individuals                        | Number of unemployed township-based youths trained in automotive skills                               | 651                                | 285                                | 140                           | 256                        | +116                                                        | The overachievement resulted from unplanned training of a 116 youth from training agreements concluded with partners (TUT and ILO)                                                                                                                                              |
|                                                                    |                                                                       | Number of employed individuals upskilled/ reskilled to ensure retention of jobs                       | 1 275                              | 1 419                              | 1 300                         | 1 328                      | +28                                                         | Cumulative overachievement resulted from seven additional training sessions conducted in Q4 through the existing training partnerships with Rainbow, Nissan SA, TUT and ILO                                                                                                     |
|                                                                    |                                                                       | Number of candidate artisans declared competent at the AIDC Trade Test Centre                         | 225                                | 238                                | 240                           | 255                        | +15                                                         | Additional assessments were requested by walk in candidates in the last month of the financial year                                                                                                                                                                             |
| Globally competitive SMMEs                                         | Improved SMMEs productivity in the automotive sector                  | Average % of productivity improved in companies participating in the efficiency improvement programme | 46%                                | 46,4%                              | 38%                           | 55,81%                     | 17,81%                                                      | 16 of the 25 companies achieved an efficiency improvement of 50% and above, which increased the overall average. This is due to companies starting from a zero baseline as they have not implemented such interventions previously and any improvement results in a high impact |
|                                                                    |                                                                       | Revenue generated by SMMEs operating within the AIDC incubation programmes                            | R73.3 million                      | R122 358 830                       | R60 million                   | R111 362 345               | +R51 362 345                                                | FMCSA produced higher volumes than anticipated                                                                                                                                                                                                                                  |
| Improved market access or trade activities by township based SMMEs | Market access or trade activities by Historically disadvantaged SMMEs | Number of townships based SMMEs upskilled in the automotive sector                                    | 74                                 | 62                                 | 60                            | 69                         | +9                                                          | Overachievement was due to the higher than anticipated interest and uptake in Business Start Up training by SMMEs                                                                                                                                                               |
| Decent employment through inclusive growth                         | Revitalised and modernised township economic activities               | Revenue generated by SMMEs operating within the AIDC township automotive hubs                         | R2 159 166                         | R2 370 856                         | R3 million                    | R3 539 009                 | +R539 009                                                   | The overachievement was due a greater volume of private vehicles coming to the Hubs resulting in a higher than projected income for the SMMEs                                                                                                                                   |



AIDC Trade Test Centre

## Linking performance with budgets

| Programme/activity/objective | 2023/24        |                    |                          | 2024/25        |                    |                          |
|------------------------------|----------------|--------------------|--------------------------|----------------|--------------------|--------------------------|
|                              | Budget         | Actual expenditure | (Over)/under expenditure | Budget         | Actual expenditure | (Over)/under expenditure |
|                              | R'000          | R'000              | R'000                    | R'000          | R'000              | R'000                    |
| Industry Development         | 58 078         | 54 195             | (3 883)                  | 62 973         | 61 527             | (1 446)                  |
| Operations                   | 135 078        | 126 047            | (9 031)                  | 144 226        | 140 914            | (3 312)                  |
| M&E and Risk                 | 3 096          | 2 889              | (207)                    | 3 381          | 3 304              | (78)                     |
| Business Development         | 12 622         | 11 778             | (844)                    | 21 333         | 20 843             | (490)                    |
| Management                   | 5 373          | 5 014              | (359)                    | 5 204          | 5 085              | (119)                    |
| Finance                      | 32 619         | 30 439             | (2 181)                  | 31 673         | 30 946             | (727)                    |
| Human Resource               | 9 584          | 8 943              | (641)                    | 10 377         | 10 138             | (238)                    |
| <b>Total</b>                 | <b>256 450</b> | <b>239 305</b>     | <b>(17 145)</b>          | <b>279 167</b> | <b>272 757</b>     | <b>(6 410)</b>           |

The total expenditure budget for the 2024/25 financial year, excluding capital expenditure (Capex), amounts to R279.2 million as approved by the Board. This budget is comprised of:

- Operating expenses (personnel, administrative, and other operating costs): R243.6 million
- Project-related expenses: R35.6 million
- Non-cash items are excluded.

As of 31 March 2025, the AIDC had incurred total expenditure of R272.7 million against the approved budget of R279.2 million. The year-to-date expenditure includes both operating and project-related expenses.

### Expenditure Analysis

The positive variance in personnel expenditure is primarily due to vacant critical positions, including:

- Senior Project Managers – TAH;
- Departmental Manager – TAH;
- ICT Infrastructure Manager; and
- System Administrators.

Shortlisting processes have been completed for several of these positions, and qualifying candidates commenced duties in April 2025. Additionally, two candidates have accepted offers for the roles of Payroll Manager and Senior Accountant and are scheduled to assume duty on 1 May 2025.

Administrative expenditure mainly consists of committed audit fees and costs associated with the EV Summit Conference, which has since been postponed to the third quarter of the next financial year.

## Strategy to overcome areas of underperformance

During the financial period, the AIDC successfully achieved all planned targets, resulting in a 100% overall performance achievement for the year.

The entity tracks output indicators on a monthly basis. Any indicators that are lagging are discussed in the Monitoring and Evaluation (M&E) Forum as well as in project review meetings. Where underperformance is identified, mitigation plans are developed and immediate implementation strategies are put in place to ensure progress is made towards achieving the set targets.



AIDC Trade Centre



# PROGRAMME 3:

## THE INNOVATION HUB MANAGEMENT COMPANY

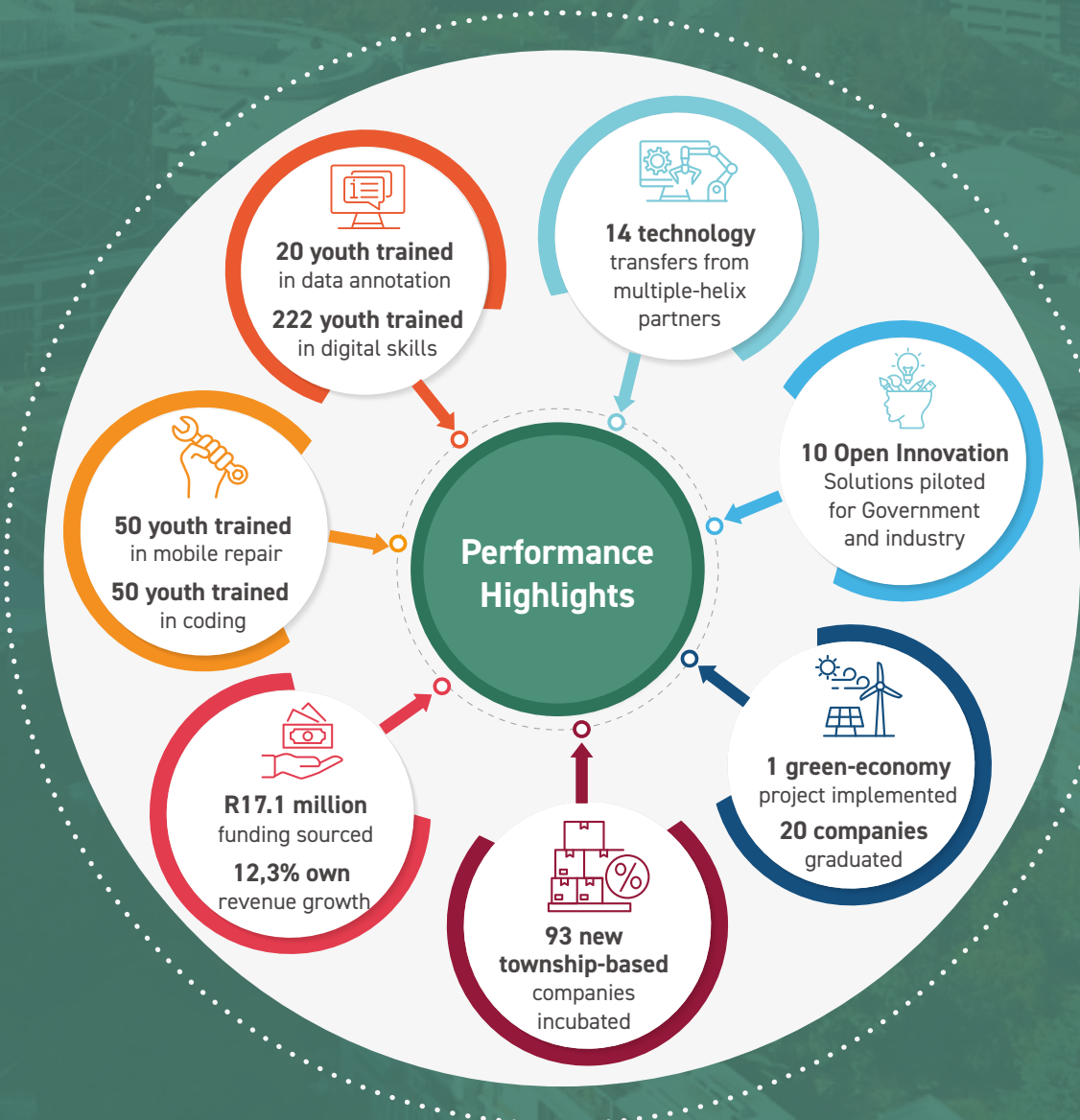


**Dr. Bangani Mpangalasane**  
Chief Executive Officer





# 100 % Achievement



## Purpose

TIHMC, as a Science and Technology Park, is an innovation agency tasked with spearheading innovation initiatives within the Gauteng City Region. As a key innovation agency within the Province, TIHMC plays a pivotal role in both conceptualising and implementing innovative programmes in high-growth sectors aligned to the Growing Gauteng Together initiative, including the digital economy, bio-economy, and green economy.

TIHMC's roles in the provincial innovation ecosystem are anchored on promoting Gauteng's economic development and competitiveness in targeted sectors through advancing innovation for inclusive and sustainable industrialisation. These include:

- Stimulating and managing the flow of knowledge and technology between universities and companies;
- Facilitating communication between companies, entrepreneurs, and scientists;
- Providing environments that enhance a culture of innovation, creativity, and quality;
- Focusing on companies, research institutions, people, entrepreneurs, and knowledge workers;
- Facilitating the creation of new businesses through incubation and spin-off mechanisms and accelerating the growth of small and medium-sized companies; and
- Working in global networks that bring together thousands of innovative companies and research institutions worldwide, facilitating the internationalisation of their resident companies.

To achieve this, five critical key Strategic Focus Areas (SFA) were identified in the previous financial year that provide a firm foundation for TIHMC's role to continue, as guided by the GDED-wide impact statement: 'An inclusive and sustainable economic growth that stimulates jobs within the Gauteng City Region.'

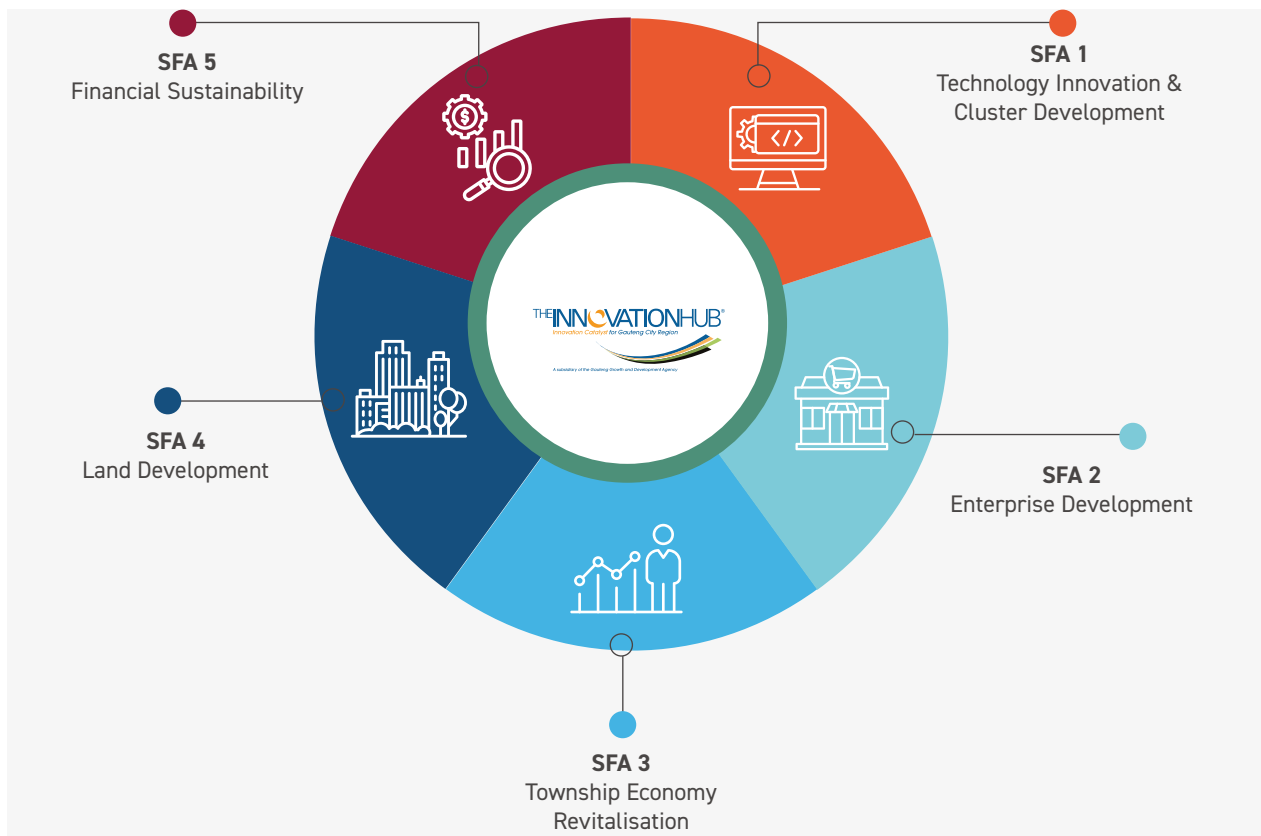


**Figure 16: Approved SFA**

These SFAs play a pivotal role in ensuring that TIHMC becomes a significant leader in the innovation ecosystem. They also aim to create the necessary infrastructure for innovation, providing the organisation is financially sound by maximising its existing revenue streams.

TIHMC encompasses a range of sub-programmes aimed at achieving the objectives as set out by the SFAs. These initiatives serve as incubators for emerging ventures, providing vital business development support and fostering the development of the innovations listed below:

- **Maxum Business Incubator:** Maxum provides business development support to start-ups in smart industries, such as ICT (e.g., Internet of Things, cybersecurity, big data and analytics, artificial intelligence) and advanced manufacturing/ Industry 4.0 (e.g., industrial IoT, additive manufacturing, foundry 4.0).
- **Climate Innovation Centre Incubator:** The programme provides support to start-ups in the South African green economy. Through targeted business development support, this initiative facilitates the growth of enterprises committed to addressing environmental challenges and driving sustainable innovation.
- **BioPark Incubator:** The BioPark Incubator offers business development support to start-ups in various sectors, including health (biopharmaceuticals, medical devices and diagnostics, indigenous knowledge-based, cosmeceuticals, and cosmetics), agriculture (agro-/food processing, bioprocessing, and smart agriculture), and industrial biotechnology.
- **eKasiLabs Incubator:** The eKasiLabs programme is an extension of The Innovation Hub's service offering. Its micro innovation hub facilities are spread across the five economic corridors in Gauteng, where TIH fosters and cultivates a culture of innovation and entrepreneurship in townships. These facilities are in Mohlakeng, Sebokeng, Garankuwa, Soweto, Tembisa, Alexandra, Mamelodi, Kagiso, Kathorus and Mabopane, Tsakane, Diepsloot, and Danie Van Zyl areas.
- **Open Innovation Exchange (OpenIX):** This programme delivers tangible solutions to real challenges posed by solution seekers in the government and private sectors, connects leading African researchers and entrepreneurs with new opportunities to commercialise their innovations.

## Achievement of Institutional Outcomes

| Outcome                                                                         | Outcome indicator                                                      | Baseline | Five year target | Progress        | Percentage against 5 years |
|---------------------------------------------------------------------------------|------------------------------------------------------------------------|----------|------------------|-----------------|----------------------------|
| Increased levels of economic activity through strategic economic infrastructure | Number of new and upgraded TIH facilities                              | 3        | 3                | 4               | 133%                       |
| Enhanced collaboration to foster innovation and leverage resources              | Number of collaborations fostered through innovative platforms         | 55       | 61               | 85 <sup>5</sup> | 139%                       |
| Enhanced financial sustainability                                               | Rand value of funding sourced                                          | -        | R12 million      | R17.1 million   | 143%                       |
| Enhanced Transformation in the Economy                                          | Number of innovative assistance offered through enterprise development | 776      | 1 140            | 1 098           | 96%                        |
|                                                                                 | Number of employment opportunities created through TIH programmes      | 961      | 1 291            | 1 590           | 123%                       |
| Enhanced Skills Development and Training                                        | Number of youths trained and developed                                 | 850      | 1 040            | 1 111           | 107%                       |

## Commentary on Institutional Outcomes

During this term, TIHMC's position was fully aligned with the GGDA Groupwide impact statement, which aims to create inclusive, sustainable economic growth and stimulate job creation in the Gauteng City Region. This alignment is then executed through TIHMC's mandate as Gauteng's innovation agency, which enables the organisation to conceptualise and implement appropriate programmes, facilitate strategic economic infrastructure, and implement the five key strategic STPs outlined earlier.

<sup>5</sup> Some previously contracted pilots were reported as being piloted in the 2024/25 FY.

As part of our inclusive economic impact, TIHMC delivered tailored innovation programmes that included enterprise development, skills development, open innovation solutions, land development, strategic partnerships, enabling spaces for tenants, and skills training for the future workforce. These initiatives resulted in achieving a completion rate of 83% of the organisational outcomes for the term, including three new and/or upgraded TIHMC facilities, assistance with innovation projects, job creation, and skills development.

TIHMC's impact through incubation and enterprise development initiatives is summarised as follows:

- Incubated companies generated a cumulative turnover of R427.17 million, including R294 million in export value;
- The incubation programme graduated a total of 67 companies, while 209 additional companies received commercialisation support;
- TIH development is at 35% of the bulk developable rights (land uptake), and EB 3 has been secured for construction – and is projected to increase land uptake to over 40% in the coming years; and
- Four infrastructure projects have been completed, namely, the Product Development Lab, two manufacturing facilities, and a new eKasiLabs site in the Danie Van Zyl area.

Additionally, a sum of R149.4 million in funding was sourced through the innovation ecosystem, supplementing existing financial resources for programme development (skills training and incubation). TIHMC successfully facilitated the creation of 1 590 jobs, of which 89,6% were generated through incubation programmes, highlighting the impact and scalability of the ventures that TIHMC has supported. The remaining 10,4% of the jobs created, originated from targeted skills development programmes that aimed to equip individuals with practical knowledge to either enter the workforce or increase their chances of being employable. Moreover, 142 intellectual property applications were filed for incubated companies, underscoring the value proposition of incubation.

These achievements were made possible through TIHMC's partnerships across academia, industry, and the public sector, reinforcing the organisation's positioning as a significant change agent within the innovation ecosystem.



*Installed Wetility solar*



Listed below are some of the key innovations that TIHMC has supported during the term:

|                               |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|-------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Wetility (Pty) Ltd</b>     | <p>Wetility (Pty) Ltd is a company that is redefining access to clean, smart, and reliable power through innovative solar and energy storage solutions. The company is a graduate of TIH's incubation programme, has positioned itself as a key player in South Africa's clean energy technology space – offering scalable, data-driven solutions to one of the country's most pressing challenges: electricity insecurity.</p> <p>Wetility's core offering is 'WeBox' – a modular, internet-connected system that integrates solar generation, lithium-ion battery storage, and intelligent energy management. This end-to-end platform enables homes and businesses to generate, store, and manage electricity efficiently, even during power outages. Through its Energy-as-a-Service (EaaS) model, Wetility offers flexible financing, complete installation, and ongoing system support, making energy-efficient technologies accessible without high upfront costs.</p> <p>Against the backdrop of load shedding, rising electricity tariffs, and increasing demand for sustainable alternatives, Wetility brings affordable, green, energy-efficient solutions to the market. With its roots in innovation and a vision for energy autonomy, Wetility exemplifies the impact of homegrown tech innovation that addresses national development priorities.</p>                                                                                                   |
| <b>ROC WATER TECHNOLOGIES</b> | <p>ROC Water Technologies is a leading environmental solutions company tackling one of South Africa's most pressing ecological and economic challenges – Acid Mine Drainage (AMD). Recognised as both a critical mining issue and a provincial priority in Gauteng, AMD threatens water security, public health, and ecosystem integrity, contaminating key water sources like the Vaal River System and costing the Government billions of Rands in treatment and infrastructure damage.</p> <p>To combat this crisis, Roc Water Technologies has developed a cutting-edge, four-stage water treatment process that neutralises toxic mine water, recovers potable water, and extracts valuable by-products. This innovative approach includes neutralisation, reverse osmosis desalination, freeze crystallisation of brine, and thermal treatment for resource recovery – effectively transforming an environmental hazard into a sustainable opportunity.</p> <p>By addressing AMD, which affects 40% of Gauteng's water systems, the company supports provincial and national goals for water security, circular economy development, and responsible mining practices. Through its solutions, Roc Water Technologies not only mitigates a persistent ecological threat but also contributes to long-term infrastructure resilience, cost savings, and sustainable resource management in-line with South Africa's National Water Act and mining regulations.</p> |
| <b>e-Waste Africa</b>         | <p>eWaste Africa is a South African leader in responsible electronic waste (e-waste) management, tackling the urgent environmental and health risks posed by the country's rapidly growing e-waste crisis. With over 8.8 kg of e-waste generated per capita annually, improper disposal threatens landfills, contaminates water sources, and exacerbates Gauteng's waste management pressures.</p> <p>Established in 2014 and certified to ISO 9001, 14001, and 45001 standards, eWaste Africa provides end-to-end solutions, including on-site storage, safe collection, and specialised recycling, operating across Gauteng, KwaZulu-Natal, and the Western Cape. As a B-BBEE Level 1 company, it also runs South Africa's first commercial lamp recycling plant, processing all lighting waste (e.g., fluorescent tubes, CFLs) without pre-sorting, preventing toxic mercury leakage and recovering reusable materials.</p> <p>Driven by sustainability and innovation, eWaste Africa helps corporates, public institutions, and households comply with environmental regulations while advancing the circular economy. Its efforts divert thousands of tons of e-waste from landfills annually, reduce carbon emissions, and create green jobs. A landmark achievement includes the export of its recycling technology to France, showcasing South African ingenuity on the global stage.</p>                                                                      |

|                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|---------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>LiGE (Pty) Limited</b> | <p>Leaper Innovate Green Energies (Pty) Ltd (LiGE) is a cleantech company revolutionising energy storage and water security through its patented Compressed Air Energy Storage (CAES) technology. At the heart of LiGE's innovation is the LiGE Air Battery – a modular, long-lifespan energy solution that delivers reliable storage for solar, wind, or grid power sources. With a projected 30-year lifespan, zero carbon emissions, and efficiency rates of up to 75%, the LiGE Air Battery offers a clean, non-toxic, and cost-effective alternative to traditional batteries and diesel generators at an estimated cost of just R0,76 per kWh. In addition to energy storage, the system purifies incoming air and generates potable water, producing several thousand litres daily, depending on environmental conditions, making it ideal for commercial, institutional, and off-grid applications.</p> <p>LiGE's groundbreaking work in sustainable energy and water technologies has earned it several prestigious accolades, including recognition from the WWF-SA and the Southern Africa Startup Awards. The company offers scalable systems ranging from 40 kWh to 50 MWh and is actively expanding globally through licensing agreements. The company has demonstrated strong commercial traction and has positioned itself as a key player in the global cleantech sector. Backed by ISO-compliant design, predictive maintenance, and robust warranties, LiGE continues to lead the way in delivering innovative solutions for a sustainable and resilient future.</p> |
|---------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|



*eWaste Africa supported by The Innovation Hub*

## OUTCOME 2: ENHANCED COLLABORATION TO FOSTER INNOVATION AND LEVERAGE RESOURCES

### Number of technology transfer from multiple-helix partners

STPs play a pivotal role in technology transfer by serving as a link between industry, research institutions and academia, helping to transition innovative ideas and technologies into the commercial sector. To align with other Science Parks, TIHMC has taken a strategic approach to include technology transfer initiatives in its broader strategic plan. The annual target of transferring 12 technologies from multiple-helix partners was achieved and exceeded, with 14 technologies reported as transferred.

All the identified and transferred innovations will be incorporated into the broader network of innovation clusters, which will encourage knowledge exchange among entrepreneurs, promote entrepreneurship among university students, and provide resources such as labs, prototyping facilities, and testing environments where innovators can create, improve, and test their ideas.

*Table 17: Technologies transferred from multiple-helix partners*

| No. | Company name     | Technology/ innovation name                  | Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Partner |
|-----|------------------|----------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------|
| 1.  | T-Serve          | T-Serve                                      | <p>This innovative system enables app users to access a range of online municipal services, operating on a user interface and features like those of web-based banking apps, making it user-friendly, easy, and fast to use.</p> <p>The system is free to download, and users can transact from the comfort of their homes or from anywhere with internet connectivity. Each municipal service has its own tab, providing information about that service, including booking fees and availability.</p> <p>If the user is satisfied with their choice, they are directed to a payment page, where a secure cashless transaction can be completed. Once payment is successful, the user receives a confirmation email with their booking details, including a reference number that is automatically generated.</p> | TUT     |
| 2.  | Mosalla Projects | City of Tshwane Cemeteries Management System | <p>This application is designed to operate in an offline environment, eliminating the need for internet connection or data to function. The application is targeted at cemetery officials, enabling them to keep accurate records and to retrieve or process data when required, receiving its inputs from the user (cemeteries officials), who will then be able to record all pertinent information regarding burial management and grave sites, with the data being stored in Microsoft Access for easy data control and access. The app also allows for easy duplication of data in case of emergencies.</p>                                                                                                                                                                                                  | TUT     |

| No. | Company name          | Technology/ innovation name             | Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Partner                                    |
|-----|-----------------------|-----------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------|
| 3.  | Futsa Group           | Locus EBM                               | Locus EBM is an offline-enabled, multiplatform solution available as both a web and mobile app designed for grave registration and management. It supports two user types: city employees, who can register graves offline, and community members, who can access and manage information about graves through personal accounts. Graves are registered with unique QR codes containing detailed information and coordinates, which are also engraved onto the grave for verification purposes. Users can make payments and access their billing information via the app, which is available on both the web and the Play Store. The system ensures efficient, accessible grave management for both city officials and families. | UNISA                                      |
| 4.  | Optify Tech Solutions | South African Burial Management System  | The Digital Burial Site Management System is a web-based solution designed for efficient grave management, providing convenience for families. It records burial site details, helps families locate graves, and offers satellite views for checking grave conditions. Municipalities can access centralised data for statistics and management. The system supports offline functionality using service workers and local storage, synchronising updates with the server once a connection is established. This ensures reliable data management, family comfort, and improved municipal operations.                                                                                                                           | Sefako Makgatho Health Sciences University |
| 5.  | Euno-Link Solutions   | Algorithmic Workforce Management System | The Smart HR Management System is an advanced workforce management solution that combines a worker tag with a manager mobile app. The worker tag, designed as a badge, tracks location, movement and temperature, featuring a fingerprint sensor for security and LED indicators. It collects data during work hours and stores it for up to a week before automatically deleting it. The manager app allows supervisors to capture worksite images for progress verification and tracks their staff's location for accountability. All data feeds into a central algorithm, optimising workforce management and improving service delivery.                                                                                    | TUT                                        |



| No. | Company name              | Technology/ innovation name          | Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Partner                                    |
|-----|---------------------------|--------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------|
| 6.  | LC Dynamics               | Ambishade Window Blind               | LC Dynamics is a technology company aiming to improve access to clean energy. The challenge addressed pertains to tenants and sectional title property owners, especially tenants when negotiating with landlords and body corporates to install traditional solar systems. This led to the development of a solar window blind that uses the electricity passing through a window to provide plug-and-play power to your most critical electronic devices.                                                               | UNISA                                      |
| 7.  | Umdoko Internet Solutions | Amusema                              | A perfect online tool developed for event organisers and individuals looking to stage events swiftly and securely – with information readily available in one place.                                                                                                                                                                                                                                                                                                                                                      | Amazon                                     |
| 8   | TR Innovations            | Mechatronic regulator                | An innovation that centres around updating classic pressure regulators with added electronics (hardware and software) or for a fully electronic regulator.                                                                                                                                                                                                                                                                                                                                                                | CSIR/TIA                                   |
| 9.  | Temo Trading and Projects | Real time deployment tracking system | Integrating GPS and geofencing technology to track the exact locations where EPWP participants are deployed allows for real-time monitoring of whether employees are at their designated work sites. The technology also offers task assignment and updates, allowing supervisors to assign tasks within the system, with updates made in real-time. The system ensures that all stakeholders are aware of current work assignments and progress. The system also assists with performance monitoring and SLA Compliance. | Sefako Makgatho Health Sciences University |
| 10. | GNIDIA BioTech            | Antidiabetic therapeutics            | A company that develops 100% natural pharmaceutical products based on fast relief and prophylactic multi-target direct-acting technology. The range of products is designed to provide anti-viral and anti-diabetic therapeutics for various ailments and infectious diseases.                                                                                                                                                                                                                                            | Industry (GAP)                             |
| 11. | GrooveTech                | Road construction                    | GrooveTech produces road construction and maintenance products using plastic and rubber. The company offers a solution to large estates and municipalities, helping them utilise waste materials to create valuable products that can effectively and efficiently seal potholes and road cracks for their customers.                                                                                                                                                                                                      | Industry (GAP)                             |
| 12. | Drobotics                 | Drone technology                     | Drobotics developed a mobile integrated water quality test platform using smart drone technology. This integrated system has digital probes and water samplers for real-time water quality test applications.                                                                                                                                                                                                                                                                                                             | Industry (GAP)                             |

| No. | Company name            | Technology/ innovation name | Description                                                                                                                                                                                                                                                                                             | Partner        |
|-----|-------------------------|-----------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|
| 13. | Learn Base Energy       | Learn Base Energy           | Learn Base Energy is an IoT energy management system that digitises facilities to conduct continuous and real-time energy-saving activities using the traditional Energy Performance Indicators of ISO 50006. This innovation develops technology that helps facilities reduce their electricity usage. | Industry (GAP) |
| 14. | Green Movement Energy – | Biomass alternative to coal | The company manufactures Woodies, a biomass alternative to coal. Woodies is a solid fuel replacement for charcoal, coal, and firewood. Its calorific value is 31.75 MJ/kg, and its carbon content is 2.17%, which means that it outperforms A-grade coal in both thermal output and carbon emissions.   | Industry (GAP) |

## Number of open innovation solutions piloted for Government and industry

TIHMC established the Open Innovation Exchange Programme (OpenIX) to realise the objectives of the Gauteng Innovation and Knowledge Economy Strategy. OpenIX facilitates meaningful engagement between private companies, provincial departments, municipalities, and state-owned enterprises in Gauteng, connecting them with researchers and entrepreneurs. Additionally, TIH Demand-Led Open Innovation Programme employs both pull and push strategies to stimulate and support market-relevant innovation. Detailed explanations of the strategy are provided in the points below:

- **Pull Strategy:** This approach is driven by market demand and customer needs. TIH engages with solution seekers (such as corporates, public entities, or industries) to understand their specific challenges or unmet needs. These insights guide innovators in developing targeted solutions. This ensures demand-driven innovation, which has a higher chance of market uptake.
- **Push Strategy:** In this model, TIH works with technology developers or solution providers to identify promising innovations. TIH then publishes open calls for new technologies and supports these innovators by facilitating market access opportunities, linking them with potential customers or pilot project implementation. This approach helps in commercialising existing technologies by finding appropriate markets or applications.

Since its establishment in late 2012, OpenIX has successfully orchestrated diverse open innovation challenges, addressing concerns from industry and Government. Through these initiatives, the platform has identified numerous potential solutions proposed by researchers, entrepreneurs, and corporate entities. By maintaining focus on provincial transformation and industrialisation goals, OpenIX plays a pivotal role in fulfilling the mandate of TIHMC. OpenIX catalyses collaboration, fostering innovation partnerships among stakeholders, and towards this end, seeks to fulfil the organisation's annual targets. For the year under review, TIHMC achieved its annual target of piloting ten innovations from either the Government or industry at a 100% completion rate.

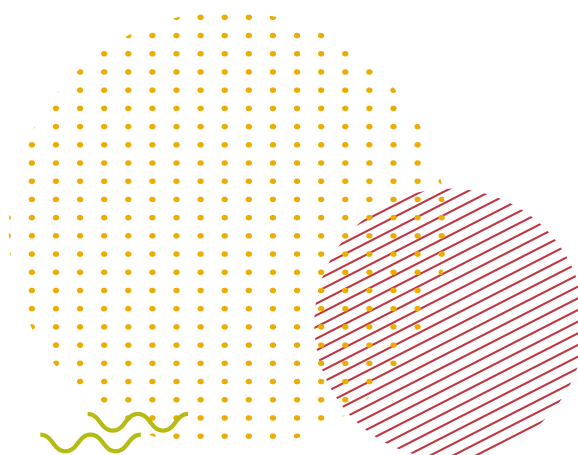


**Table 18: Open innovation solutions piloted**

| No. | Solution seeker (Partner)                                                                                               | Solution provider (Company)  | Project description                                                                                                                                                                                                                                                                                                                                             | Location of pilot project                                            |
|-----|-------------------------------------------------------------------------------------------------------------------------|------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------|
| 1.  | TIH (Push Strategy)<br>An open call for start-up companies based in townships with new technologies was published.      | Nkidi Manufacturing          | A smart toilet system for people living with disabilities (paraplegics). It utilises an electronic device that is controlled through a touchscreen to assist the user.                                                                                                                                                                                          | Adelaide Tambo School for the Physically Challenged in Jabavu Soweto |
| 2.  | TIH (Push Strategy)<br>An open call for start-up companies based in townships with new technologies was published.      | Webotec                      | A smart agriculture IoT system for hydroponic farming will focus on implementing smart remote monitoring in greenhouses, including nutrient levels, water quality, environmental parameters, energy consumption, and water consumption.                                                                                                                         | AB Farms based at Westonaria Agri-park                               |
| 3.  | TIH (Push Strategy)<br>An open call for start-up companies based in townships with new technologies was published.      | Wattech                      | The company offers an n-pipe hydroelectric turbine generator, creating an opportunity for South African municipalities and industrial water consumers to harness energy from their existing water supply infrastructure and convert it into electricity.                                                                                                        | WaterZaa (Pty) Ltd in Debonair Park township                         |
| 4.  | TIH (Push Strategy)<br><br>TIH engaged with solution seekers                                                            | Prime African Security       | TIHMC and Prime African Security have identified a pressing need to enhance the registration of employees, visitors, and security control within The Innovation Hub. The current manual and paper-based system causes delays, inaccuracies, and inefficiencies. To address these issues, the implementation of a Digital Registration System has been proposed. | The Innovation Hub Management Company                                |
| 5.  | TIH (Push Strategy)<br><br>An open call for start-up companies based in townships with new technologies was published.  | Jinjer                       | This project aims to provide 100 hardware devices to small businesses. The devices will run Jinjer software, enabling small businesses to participate in the digital economy. They have an AI tool that assists small businesses in tracking their stock, enabling direct online orders, and also doubles up as a digital payment system.                       | Online Platform for Entrepreneurs in Tembisa and Soweto              |
| 6.  | TIH (Push Strategy)<br><br>An open call for start-up companies with new technologies that can solve industry challenges | Roc Water                    | Chiller Freeze Crystallisation technology was developed to treat hazardous and toxic waste from medical processes.                                                                                                                                                                                                                                              | Clayville, Olifantsfontein                                           |
| 7.  | Pull strategy<br>TIH engaged with solution seekers                                                                      | Skywalk Innovations Industry | The Consumer Goods and Services Ombud (CGSO) seeks to enhance internal communication, collaboration, and information management by developing a standard and basic SharePoint-based intranet system. The intranet will serve as a centralised platform for document management, employee directories, and communication tools.                                  | Consumer Goods and Services Ombudsman Ferndale, Randburg             |

| No. | Solution seeker (Partner)                                                                                           | Solution provider (Company)      | Project description                                                                                                                                                                                                                                                                                                                                                                      | Location of pilot project                                                 |
|-----|---------------------------------------------------------------------------------------------------------------------|----------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------|
| 8.  | TIH (Push Strategy)<br>An open call for start-up companies with new technologies that can solve industry challenges | UJ PEETS                         | PEETS collaborated with the Metal Casting Technology Station (MCTS) and TIHMC to explore the application of Resource Efficiency and Cleaner Production (RECP) principles in Alcutech (Pty) Ltd, a typical jobbing foundry in South Africa.                                                                                                                                               | Aluminium Foundry 48, Muswelldale, Boksburg                               |
| 9.  | TIH (Push Strategy)<br>An open call for start-up companies with new technologies that can solve industry challenges | Tlotlokgolo Business Investments | The implementation of a comprehensive programme for the collection of used cooking oil (UCO) to promote environmental sustainability and address the adverse effects of improper disposal. This initiative aims to establish collection points, educate the community on responsible disposal and collaborate with local businesses for efficient UCO recycling.                         | GA-Rankuwa, in collaboration with AB Trading & Projects from Hammanskraal |
| 10. | TIH (Push Strategy)<br>An open call for start-up companies with new technologies that can solve industry challenges | Zambezi Analytics                | Cost-effective remote water quality monitoring system to predict water quality instantly without going through the traditional laboratory analysis process. Instead of analysing physical samples, the technology uses machine learning models to predict water chemistry from affordable, basic, and reliable water quality parameters that can be easily measured and accessed online. | City of Tshwane Rietvlei Water Treatment Plant                            |

## Number of green-economy projects implemented

As part of our commitment to sustainable development, the green-economy project piloted an integrated clean energy and water purification solution at a school that was reliant on borehole water. The innovation included a resilient energy system designed to maintain continuous electrical supply, even during power outages. The process ensures that the installed water purification infrastructure remains fully operational, securing consistent access to clean water and improved sanitation facilities for learners.



Water purification system

This initiative underscores TIHMC's commitment to advancing sustainable development goals through innovative solutions that address both energy needs and environmental quality within the region. Partnerships with public service institutions such as the GDID are crucial in leveraging expertise and resources to ensure the successful implementation and impact of the project. For the reporting period, TIHMC and the GDID enlisted OneLine Project Solutions to execute a comprehensive water purification and clean energy integrated solution at Mablomong Primary School in Randfontein.



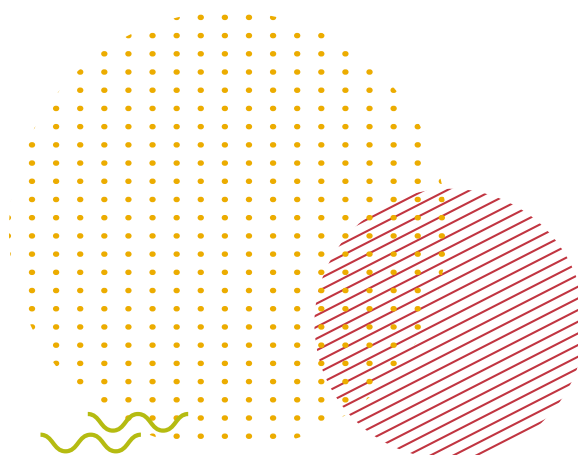
Clean energy system



The primary objective of the project was to address the dual challenges of water contamination and inconsistent electricity supply faced by the school. The school had been relying on a borehole as its water source, but the water was found to be contaminated, posing significant health risks to both students and staff. Additionally, the school experienced frequent power outages, which exacerbated the situation. In response, a holistic solution was developed, incorporating both a water purification system and a solar power energy system, aimed at providing a reliable and safe drinking water supply while also ensuring a consistent power source for the school. The project was successfully implemented, addressing the school's urgent need for continued access to potable water.



*Teacher and pupils at Mablomong Primary School*



## OUTCOME 3: ENHANCED TRANSFORMATION IN THE ECONOMY

TIHMC's commitment to fostering entrepreneurial growth is illustrated through its various enterprise development programmes, including the Maxum Incubator, Climate Innovation Centre SA Incubator, eKasiLabs Incubator, and BioPark Incubator. This strategically-designed incubation programme aims to provide robust incubation support to entrepreneurs, empowering them to cultivate sustainable businesses. In the immediate term, the programmes' focus on augmenting the number of commercialised innovations within TIHMC's targeted sectors with a view to facilitating the establishment of successful enterprises. The programme, in turn, contributes to the creation of knowledge-based employment opportunities and bolsters the economic landscape of the Gauteng Province.

Throughout the reporting period, TIHMC undertook active measures within the Maxum, CIC, eKasiLabs, and BioPark business incubation programmes to drive the development and growth of incubated companies. A noteworthy cumulative total of 489 companies were enrolled in the various incubation programmes, reflecting a collective dedication to nurturing businesses. Of the total number of companies incubated, 267 are in pre-incubation, with 222 in the core phase of incubation. Refer to Figure 18 for a detailed breakdown of incubated companies per programme incubation stage.

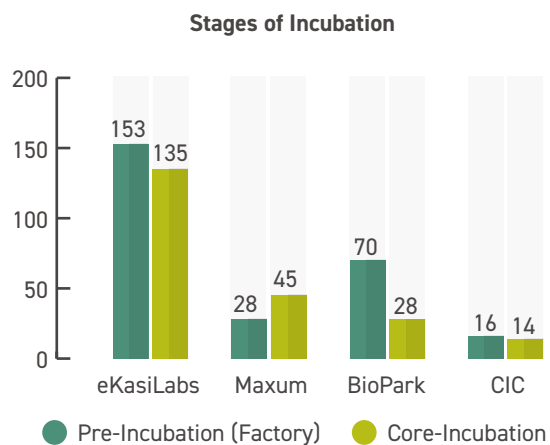
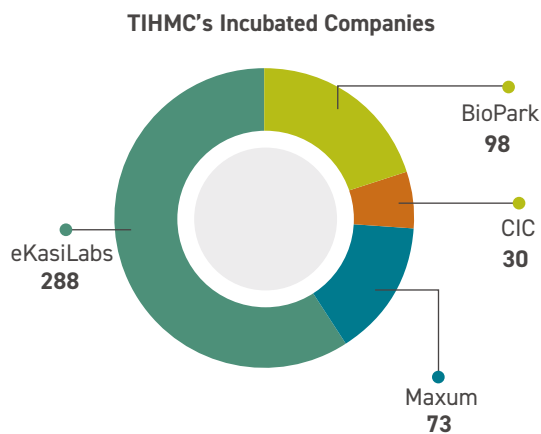


Figure 17: Total number of companies incubated

Figure 18: Company stage of incubation

TIHMC focuses on providing incubation support to previously disadvantaged members of society, as illustrated in the gender and age breakdown in figures 19 and 20, respectively.

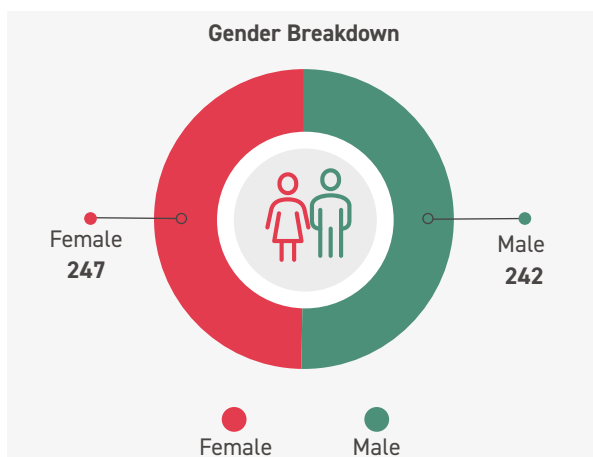


Figure 19: Gender breakdown of incubated companies

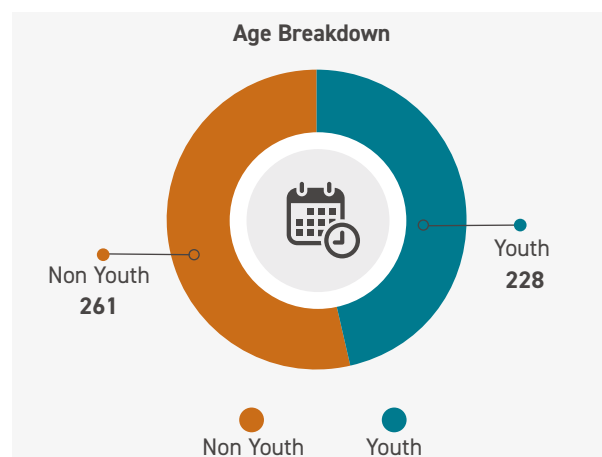


Figure 20: Age breakdown of incubated companies

TIHMC's key priority sectors focus on the green economy, bio-economy, and digital economy. Below are the key sectors in focus per incubation programme:

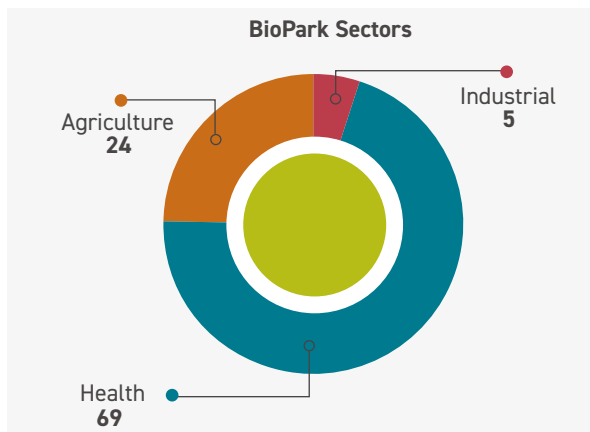


Figure 21: BioPark Sectors – 98

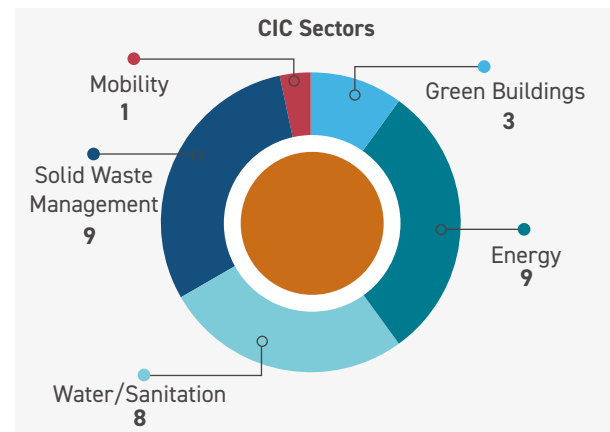


Figure 22: CIC Sectors – 30

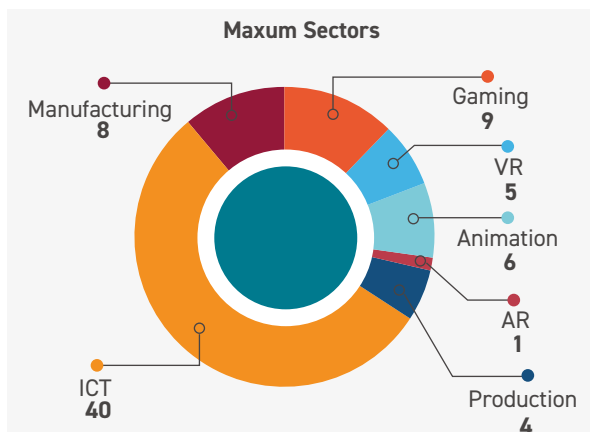


Figure 23: Maxum Sectors – 73

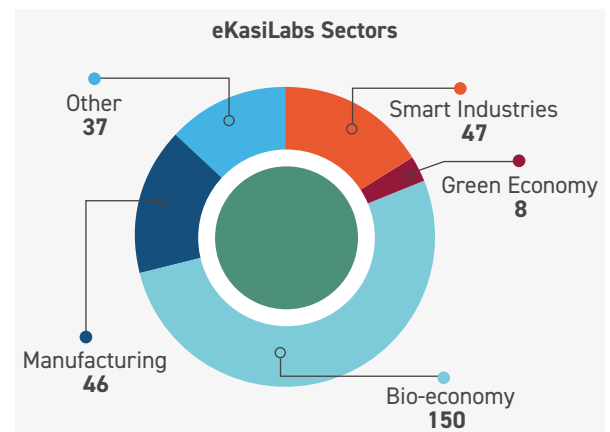


Figure 24: eKasiLabs Sectors – 288

The eKasiLabs incubation programme spans the five corridors of Gauteng province, bringing TIHMC's service offering closer to the township community. The 288 incubated companies are located at the following eKasiLabs sites:

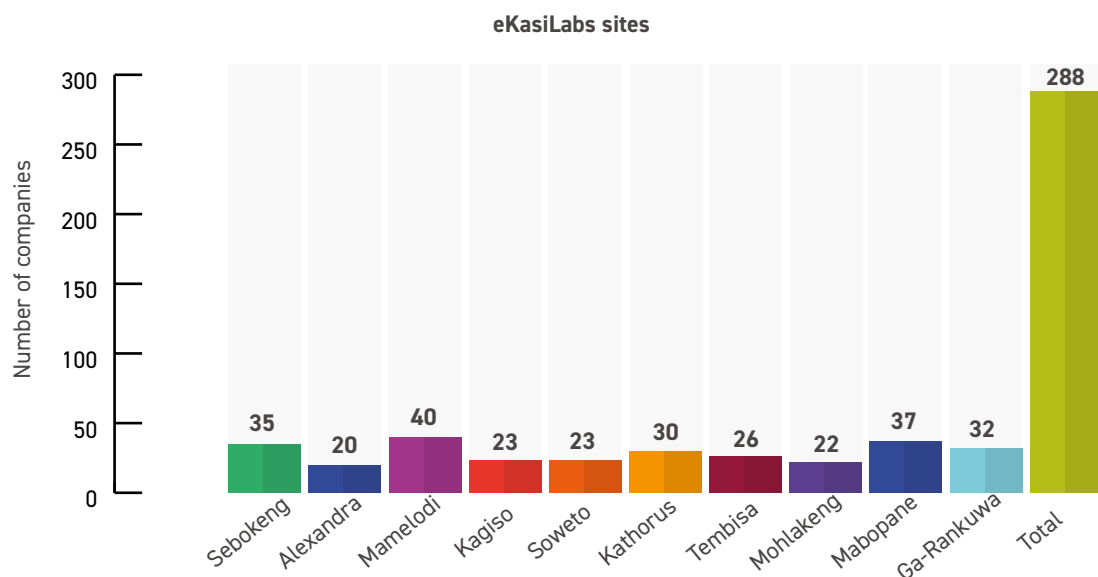


Figure 25: eKasiLabs Sites- 288

## Number of companies graduating from the incubation programme

During the 2024/25 FY, TIHMC offered its value-added incubation services to its cohort of companies through mentorship, business support, and strategic infrastructure provision including ICT services, conferencing facilities, and office space, which enabled companies to graduate. The organisation met its target of graduating 20 companies by 100%.

Companies graduate from the incubation programmes upon meeting specified criteria, which include assessments of profitability, solvency, liquidity, and current ratios. An additional factor that is considered is the duration of time spent in the programme. TIHMC has observed that graduation timelines vary across sectors. For instance, companies in the digital economy often reach graduation benchmarks quicker than those in the green economy due to the technical complexity and longer development cycles associated with innovations in that sector. Therefore, the time to market and graduation is not standard across industries.

**Table 19: Companies that have graduated**

| No  | Company                                   | Programme                                   | Description                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|-----|-------------------------------------------|---------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1.  | Avior Cosmetics                           | Township Economy Revitalisation (eKasiLabs) | The company offers a range of hair and maintenance products utilising the latest technology to create healthy hair and add softness. This bespoke and proprietary technology is what sets this company apart from its competitors. The chemicals used in the formulation have been tested and are not harmful to the skin. Avior Cosmetics is comparable to high-end brands.                                                                                                                                                                                                         |
| 2.  | Precious and Pearl                        |                                             | Precious and Pearl manufactures Ghemere Concentrates, a homemade ginger beer concentrate with less milk base and carbonation.                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| 3.  | Smart Link Wireless                       |                                             | Smart Link Wireless is a solutions provider offering a range of communications, energy, home automation, and security technology solutions to commercial, private, and corporate customers. Currently, it focuses primarily on providing internet connectivity services to people in the local community but intends to expand operations to other parts of the country and the continent. Its latest service is a hotspot offering available to communities at R5 a day.                                                                                                            |
| 4.  | Dikotla Minerals                          |                                             | Dikotla Minerals is a local manufacturing company based in Kagiso Township, West Rand, producing a variety of ready-to-drink refreshments made from Moringa and other health supplements to provide the market with healthier refreshment alternatives. The SABS vetted and approved the products as safe for human consumption. Their products are available at different retail stores in Kagiso. The business sells to a local shop, Pick n Pay in Kagiso, and distributes to FreshStop and franchise restaurants. The products are available in 350ml sizes in various flavours. |
| 5.  | Qaboha Farming                            |                                             | Qaboha Farming produces a variety of sauces and condiments made from organic vegetables and other non-processed ingredients. The SABS vetted and approved the products as safe for human consumption.                                                                                                                                                                                                                                                                                                                                                                                |
| 6.  | Pfadzani Exodus Wear CC                   |                                             | Exodus Factory manufactures clothing that focuses on pleating and covering belts and buttons. Their manufacturing is based on the ancient way of pleating clothes to create more conversational wear.                                                                                                                                                                                                                                                                                                                                                                                |
| 7.  | Tosh Detergent                            |                                             | Tosh Detergents offers a wide range of high-quality cleaning solutions for all household cleaning needs. Its products are carefully designed to be gentle on hands and kind to the environment while providing powerful cleaning results. Crafted with the customer in mind, Tosh Detergents delivers the perfect balance of effectiveness and safety for a cleaner home.                                                                                                                                                                                                            |
| 8.  | Fuxion Shopper (Pty) Ltd T/A Fux Chemical |                                             | The company manufactures a range of household cleaning chemicals, including waterless car cleaning products. Their products are available at different retail stores, on Makro Marketplace, and the company also sells directly to customers.                                                                                                                                                                                                                                                                                                                                        |
| 9.  | ZDF Matlala                               |                                             | This company produces a vegetable-based relish that can be used during cooking and with ready-to-eat meals. They focus on being a farm-to-shelf producer of condiments, mainly chili-relish, for the catering and consumer markets.                                                                                                                                                                                                                                                                                                                                                  |
| 10. | Zee Aesthetic Clinic                      |                                             | Zee Aesthetic Clinic follows a skin assessment process to manufacture a range of skincare products suitable for all skin types, including a baby care range for infants as young as six months.                                                                                                                                                                                                                                                                                                                                                                                      |



| No  | Company                            | Programme                                    | Description                                                                                                                                                                                                                                                                                                                                                                               |
|-----|------------------------------------|----------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 11. | Evergrow                           | Township Economy Revitalisation (eKasiLabs)  | Evergrow utilises smart farming technology, primarily hydroponics, to cultivate and supply seedlings to nurseries, households, and small-scale farmers. In addition to production, the business provides education and training for individuals and companies looking to establish their gardens.                                                                                         |
| 12. | TanoLemon                          |                                              | TanoLemon specialises in producing healthier food condiments, vegetable-infused salts, and nutritious juices. Catering to health-conscious consumers, the brand offers flavourful alternatives for those seeking to prepare tasty yet healthy meals.                                                                                                                                      |
| 13. | All Day Jam                        |                                              | All Day Jam is a homegrown jam manufacturing company producing all-natural jams made from locally sourced fruits. Its products are sold through community markets, the Makro online store, and a factory outlet in Orange Farm.                                                                                                                                                           |
| 14. | Taevo (Pty) Ltd                    |                                              | Taevo (Pty) Ltd is a software development company based in Mohlakeng, specialising in scalable, cloud-based solutions tailored to client needs. Its offerings include invoice submission software for tracking procurement spend, as well as other business solutions designed to enhance efficiency and innovation.                                                                      |
| 15. | Tobs Wraps Sauce                   |                                              | Tobs Wraps is a food innovation business inspired by township-based cuisine, offering fresh, flavourful wraps that reimagine the traditional kota with a focus on healthier ingredients and in-house manufactured relish.                                                                                                                                                                 |
| 16. | Makhabisi Recycling and Trading CC | Enterprise Development (Maxum, CIC, BioPark) | The company is a leading buy-back centre of waste materials in the Johannesburg East rand area. They act as the bridge between trolleypreneurs and recycling hubs and centres in and around Johannesburg.                                                                                                                                                                                 |
| 17. | Jinjer Solutions (Pty) Ltd         |                                              | The software that this company provides offers significant value to rural and township merchants by digitising their supply chains, aggregating purchases, and optimising competitive commodity pricing.                                                                                                                                                                                  |
| 18. | Ducere Holdings (Pty) Ltd          |                                              | The MISER technology is a hydraulic hybrid transmission system designed for all vehicles to recover and store their kinetic energy typically lost while braking. The MISER technology improves fuel consumption and allows vehicles to reduce emissions of environmentally harmful gasses.                                                                                                |
| 19. | Nafasi Za Angani                   |                                              | Nafasi Za Angani is a data acquisition, processing, and analytics company that utilises drone technology, in addition to 3D scanning technology to provide innovative business solutions. Nafasi Za Angani focuses on built environment projects to serve Architecture, Engineering and Construction (AEC) professionals by digitising the construction site at any stage of the project. |
| 20. | QP Drones Tech                     |                                              | QP Drone Tech aspires to manufacture drones in South Africa and through its international global partners. QP Drone Tech assembles both fixed-wing VTOL and multi-route drones.                                                                                                                                                                                                           |



Lufuno Rasoesoe – Founder of Tosh Detergent



Tosh Detergent

## Number of new township-based companies incubated

IHMC initiated the eKasiLabs Programme, which aims to recruit and incubate township-based companies in response to the need for inclusive innovation to support the Gauteng Province's Township Economy Revitalisation (TER) Programme. Through this programme, TIHMC has established township-based innovation centres aimed at accelerating the establishment of innovative enterprises to stimulate growth and competitiveness in the township economy. During the period under review, TIHMC recruited 93 new township companies.

**Table 20: Newly recruited companies into incubation**

| Corridor          | eKasiLabs site | Number of companies |
|-------------------|----------------|---------------------|
| Northern Corridor | Mabopane       | 17                  |
|                   | Mamelodi       | 9                   |
|                   | Garankuwa      | 9                   |
| Central Corridor  | Alexandra      | 10                  |
|                   | Soweto         | 9                   |
| Western Corridor  | Kagiso         | 8                   |
|                   | Mohlakeng      | 9                   |
| Southern Corridor | Sebokeng       | 7                   |
| Eastern Corridor  | Kathorus       | 14                  |
|                   | Tembisa        | 1                   |
|                   |                | <b>93</b>           |

## OUTCOME 4: ENHANCED FINANCIAL SUSTAINABILITY

### Funding sourced for TIHMC programmes

Leveraging external funding is critical for the sustainable growth of an institution such as TIHMC, by complementing Government funding allocations. The role of TIHMC is to play a pivotal role in fostering innovation, entrepreneurship, and economic development in the GCR. However, the financial allocation received does not match the innovation programmes that the institution wants to implement. By tapping into external funding sources, such as Government entities and the private sector, TIHMC can work towards bridging the financial gap, which allows for the deployment of programmes that support SMMEs and provide skills training for in-demand sectors.

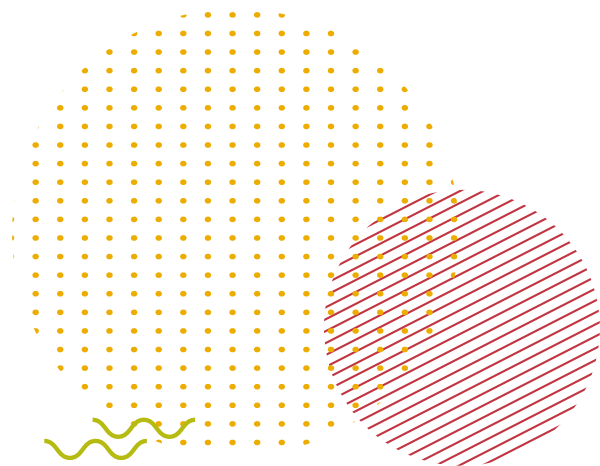
For 2024/25 FY, TIHMC planned to leverage R12 million externally for programme funding. As at the end of Quarter 4, R17.1 million had been raised for the year by funding partners. Below is a breakdown of the funds raised for the 2024/25 FY:

**Table 21: Programme Funding raised per quarter**

| Name of partner/sponsor                        | Amount             | Programme                                            |
|------------------------------------------------|--------------------|------------------------------------------------------|
| National Metrology Institute                   | R109 500           | Technology Innovation and Cluster Development        |
| MICT SETA                                      | R242 280           |                                                      |
| Department of Science and Innovation           | R250 000           |                                                      |
| University of the Free State                   | R900 000           |                                                      |
| The Gauteng Department of Economic Development | R3 923 000         |                                                      |
| Department of Science and Innovation           | R4 500 000         | Enterprise Development                               |
| DRD Gold                                       | R2 500 000         | Township Economy Revitalisation <sup>&lt;?&gt;</sup> |
| Tshwane University of Technology TTO           | R4 692 000         |                                                      |
|                                                | <b>R17 116 780</b> |                                                      |

### TIHMC own revenue growth (%)

The annual performance of this indicator reflects positive revenue growth, with an increase from the baseline of R19.7 million in the 2023/24 FY to R22.2 million in the 2024/25 FY. This is equivalent to a 12,3% revenue growth from a target of 10% for the financial year. The increase in revenue underscores the organisation's ability to leverage its assets and service offerings effectively, enhancing financial sustainability and reinforcing its role in fostering innovation and economic development.



<sup><?></sup> TER for skills development

## OUTCOME 5: ENHANCED SKILLS DEVELOPMENT AND TRAINING

The role of TIHMC as an STP includes cultivating skills in frontier technologies that will address the demands of the digital age. Towards this outcome, TIHMC has adopted the theme 'Skills development for technology innovation and entrepreneurship,' which seeks to equip the youth with much-needed skills to succeed in the labour market. For the financial year under review, critical skills in the digital economy were provided to the youth – with a central focus on developing township-based youth. The following training was provided during the year under review:

- Mobile repair training;
- Data annotation;
- Coding; and
- Digital skills.

### Number of youth trained in mobile repair

This initiative focused on training youth, particularly those in townships, in mobile repair, enabling them to either find employment in their area or start their own businesses, thereby tapping into the mobile repair industry, which is currently dominated by foreign nationals. Training is designed to equip individuals with the skills and knowledge necessary to diagnose, repair, and maintain mobile devices, including smartphones and tablets. TIHMC achieved a 100% target for training 50 youth in the year under review.

### Number of youth trained in coding

The second skills training initiative that was offered by TIHMC focused on coding. The training targets youth who need training in coding (iOS, Android, and web development), soft skills, and project management. The company offering the training received accreditation in this financial year for the training it provides. A total of 31 male youth and 19 female youth attended the training in the previous quarter, which was offered in the various corridors of Gauteng. Therefore, the target of 50 youth trained by Quarter 3 was achieved.

### Number of youths trained in data annotation

The TIHMC offers data annotation to unemployed graduates in the township. This training aims to enable participants to tag or label datasets, helping machine learning algorithms understand and categorise the information they process. Data annotation is a new training to enhance the skills of unemployed youth in the GCR in frontier technologies shaping the digital labour market. The TIHMC offered training at one of the eKasiLabs situated in Soweto. The annual target of training 20 youths was achieved by Quarter 2, contributing to 100% of the yearly target. The gender breakdown of the 20 youths who received training in data annotation is ten females and the rest males.

### Number of youths trained in digital skills

The digital skills training initiative by TIHMC aims to equip township youth with essential IT knowledge and practical skills, preparing them for entry-level roles in the digital industry. The programme covers key areas such as hardware, software, networking, and cybersecurity, ensuring that participants develop a strong foundational understanding of digital technologies. The initiative exceeded its cumulative target of training 200 youth for the financial year, reaching a total of 222 participants. This achievement highlights TIHMC's commitment to fostering digital literacy and enhancing employability in marginalised communities, contributing to a more inclusive and technologically skilled workforce.

*Table 22: Youth trained in digital skills*

| eKasiLab site | Number of trainees |
|---------------|--------------------|
| Mabopane      | 77                 |
| Mamelodi      | 25                 |
| Mohlakeng     | 63                 |
| Sebokeng      | 15                 |
| Tembisa       | 22                 |
| Tsakane       | 20                 |
| <b>Total</b>  | <b>222</b>         |

## PROGRAMME 3: TIHMC – ORIGINALLY TABLED ANNUAL PERFORMANCE PLAN

Outcomes, Outputs, Output Indicators, Targets and Actual Achievements Table

| Programme 1: TIHMC Originally Tabled Annual Performance Plan                    |                                                         |                                                                         |                                    |                                    |                               |                                                                            |                                                             |                                                                                                                                                                              |                                                                                                                                                                                                                                                                                                                                                      |
|---------------------------------------------------------------------------------|---------------------------------------------------------|-------------------------------------------------------------------------|------------------------------------|------------------------------------|-------------------------------|----------------------------------------------------------------------------|-------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Outcome                                                                         | Output                                                  | Output indicator                                                        | Audited actual performance 2022/23 | Audited actual performance 2023/24 | Planned annual target 2024/25 | *Actual achievement 2024/25 until date of re-tabling <sup>&lt;?&gt;*</sup> | Deviation from planned target to actual achievement 2024/25 | Reasons for deviations                                                                                                                                                       | Reasons for revisions to the outputs/output indicators / annual targets                                                                                                                                                                                                                                                                              |
| Enhanced technology scale-up                                                    | Technology transfer                                     | Number of technology transfer from multiple-helix partners              | -                                  | -                                  | 12                            | 5                                                                          | -7                                                          | Only 4 technologies were planned to be transferred from multiple helix partners by Q2                                                                                        | The outcome wording was aligned with the original Strategic Plan 2020- 2025 as follows: 'Enhanced collaboration to foster innovation and leverage resources'                                                                                                                                                                                         |
|                                                                                 | Open Innovation Solutions piloted                       | Number of Open Innovation Solutions piloted for Government and industry | -                                  | -                                  | 10                            | 7                                                                          | -3                                                          | Only 4 pilot projects were due by Q2, which were achieved. The main deviation of three pertains to targets that were due in the coming quarters                              |                                                                                                                                                                                                                                                                                                                                                      |
|                                                                                 | Energy partnership projects implemented in the township | Number of energy partnership projects implemented                       | -                                  | -                                  | 1 Project                     | Project implementation plan                                                | -1 project                                                  | The implementation of the project was due at the end of Q4. The deliverables planned before the revision of the APP were achieved in their respective quarters               | <p>The outcome wording was aligned with the original Strategic Plan 2020- 2025 as follows 'Enhanced collaboration to foster innovation and leverage resources'</p> <p>The output indicator was rephrased to 'Number of green-economy projects implemented'</p> <p>Furthermore, the annual target was rephrased to read 'One project implemented'</p> |
| Advancing global economic competitiveness of TIHMC cluster companies            | Companies graduating                                    | Number of companies graduating from the incubation programme            | 9                                  | 9                                  | 20                            | 11                                                                         | -9                                                          | Only six companies were targeted for graduation by Q2, which were achieved. The deviation of nine pertains to companies that were planned to graduate in the coming quarters | The outcome wording was aligned with the original Strategic Plan 2020- 2025 as follows 'Enhanced Transformation in the Economy'                                                                                                                                                                                                                      |
| Increased levels of economic activity through strategic economic infrastructure | Building occupancy                                      | % Occupancy for Advanced Bio-Manufacturing Building                     | -                                  | -                                  | 25%                           | -                                                                          | -25%                                                        | The planned target was due for reporting in Q4                                                                                                                               | The output indicator was removed due to delays with the construction of BioPark Phase 3                                                                                                                                                                                                                                                              |

<?>\* Actual achievement as at end September 2024



| Programme 1: TIHMC Originally Tabled Annual Performance Plan                             |                |                                             |                                    |                                    |                               |                                                                     |                                                             |                                                                                                                  |                                                                                                                                                                                                                          |
|------------------------------------------------------------------------------------------|----------------|---------------------------------------------|------------------------------------|------------------------------------|-------------------------------|---------------------------------------------------------------------|-------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Outcome                                                                                  | Output         | Output indicator                            | Audited actual performance 2022/23 | Audited actual performance 2023/24 | Planned annual target 2024/25 | *Actual achievement 2024/25 until date of re-tabling <sup>1,2</sup> | Deviation from planned target to actual achievement 2024/25 | Reasons for deviations                                                                                           | Reasons for revisions to the outputs/output indicators/ annual targets                                                                                                                                                   |
| Enhanced financial sustainability                                                        | Revenue Growth | TIHMC own revenue growth (%)                | -                                  | -                                  | 40%                           | -                                                                   | -40%                                                        | The planned target was due for reporting in Q4                                                                   | The planned target was reduced from 40% to 10% due to the delays with the completion of BioPark 3, which was anticipated to contribute to revenue streams such as rental                                                 |
| Enhanced skills development for innovation and entrepreneurship in the townships for TER | Youths trained | Number of youths trained in mobile repair   | -                                  | -                                  | 50                            | 25                                                                  | -25                                                         | Only 25 youth were planned to be trained by Q2. The deviation of 25 pertains to training that was planned for Q3 | The outcome wording was aligned with the original Strategic Plan 2020- 2025 as follows "Enhanced Skills Development and Training"<br><br>There was also an inclusion of an additional training target for digital skills |
|                                                                                          |                | Number of youths trained in coding          | -                                  | -                                  | 50                            | 50                                                                  | -                                                           | -                                                                                                                |                                                                                                                                                                                                                          |
|                                                                                          |                | Number of youths trained in data annotation | -                                  | -                                  | 20                            | 20                                                                  | -                                                           | -                                                                                                                |                                                                                                                                                                                                                          |



Innovation Hub Graduate – Wetility

## PROGRAMME 3: TIHMC – RE-TABLED ANNUAL PERFORMANCE PLAN

Outcomes, Outputs, Output Indicators, Targets and Actual Achievements Table

| Programme 1: TIHMC Re-tabled Annual Performance Plan               |                                    |                                                                         |                                    |                                    |                               |                              |                                                             |                                                                                                                                                                                         |
|--------------------------------------------------------------------|------------------------------------|-------------------------------------------------------------------------|------------------------------------|------------------------------------|-------------------------------|------------------------------|-------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Outcome                                                            | Output                             | Output Indicator                                                        | Audited Actual Performance 2022/23 | Audited Actual Performance 2023/24 | Planned Annual Target 2024/25 | **Actual Achievement 2024/25 | Deviation from planned target to Actual Achievement 2024/25 | Reasons for deviations                                                                                                                                                                  |
| Enhanced collaboration to foster innovation and leverage resources | Technology transfer                | Number of technology transfer from multiple-helix partners              | -                                  | -                                  | 12                            | 14                           | +2                                                          | The target was exceeded through TIHMC's ability to leverage its existing partnership pool, such as the Department of Science and Innovation (DSI), and the University of the Free State |
|                                                                    | Open Innovation Solutions piloted  | Number of Open Innovation Solutions piloted for Government and industry | -                                  | -                                  | 10                            | 10                           | -                                                           | -                                                                                                                                                                                       |
|                                                                    | Green economy projects implemented | Number of green-economy projects implemented                            | -                                  | -                                  | One project implemented       | One project implemented      | -                                                           | -                                                                                                                                                                                       |
| Enhanced transformation in the economy                             | Companies graduating               | Number of companies graduating from the incubation programme            | 9                                  | 9                                  | 20                            | 20                           | -                                                           | -                                                                                                                                                                                       |
|                                                                    | Companies recruited                | Number of new township-based companies incubated                        | 93                                 | -                                  | 80                            | 93                           | +13                                                         | The target was exceeded due to the number of responses received for the call for incubation                                                                                             |
| Enhanced financial sustainability                                  | Funding sourced                    | Funding sourced for TIHMC programmes                                    | -                                  | -                                  | R12 million                   | R17.1 million                | +R5.1 million                                               | The target was exceeded due to a good response from funding partners to TIHMC's request for funding                                                                                     |
|                                                                    | Revenue growth                     | TIHMC own revenue growth (%)                                            | -                                  | -                                  | 10%                           | 12.3%                        | +23%                                                        | The target was exceeded due to the performance of some revenue items                                                                                                                    |
| Enhanced skills development and training                           | Youths trained                     | Number of youths trained in mobile repair                               | -                                  | -                                  | 50                            | 50                           | -                                                           | -                                                                                                                                                                                       |
|                                                                    |                                    | Number of youths trained in coding                                      | -                                  | -                                  | 50                            | 50                           | -                                                           | -                                                                                                                                                                                       |
|                                                                    |                                    | Number of youths trained in data annotation                             | -                                  | -                                  | 20                            | 20                           | -                                                           | -                                                                                                                                                                                       |
|                                                                    |                                    | Number of youths trained in digital skills                              | -                                  | -                                  | 200                           | 222                          | +22                                                         | The target was exceeded due to a high response from youth to the call for training                                                                                                      |

## LINKING PERFORMANCE WITH BUDGETS

Table 23: Linking performance with budgets

| Programme/activity/<br>objective               | 2023/2024      |                       |                                 | 2024/2025     |                       |                                 |
|------------------------------------------------|----------------|-----------------------|---------------------------------|---------------|-----------------------|---------------------------------|
|                                                | Budget         | Actual<br>expenditure | (Over)/<br>under<br>expenditure | Budget        | Actual<br>expenditure | (Over)/<br>under<br>expenditure |
|                                                | R'000          | R'000                 | R'000                           | R'000         | R'000                 | R'000                           |
| Maxum Incubator                                | 3 112          | 6 180                 | (3 068)                         | 3 144         | 3 589                 | (445)                           |
| Climate Innovation Centre                      | 1 800          | 4 105                 | (2 305)                         | 1 669         | 2 488                 | (819)                           |
| Biopark Incubator                              | 2 200          | 5 005                 | (2 805)                         | 2 127         | 2 072                 | 55                              |
| Open Innovation Solutions<br>Exchange (OpenIX) | 1 900          | 862                   | 1 038                           | 1 800         | 1 547                 | 253                             |
| Start-up Support Programme                     | 1 000          | 80                    | 920                             | 1 000         | 0                     | 1 000                           |
| eKasi Labs                                     | 23 467         | 25 684                | (2 217)                         | 24 521        | 18 090                | 6 431                           |
| Maxum Digital Media                            | 1 000          | 1 335                 | (335)                           | 1 000         | 1 056                 | (56)                            |
| Internal Projects                              | 0              | 1 678                 | (1 678)                         | 0             | 0                     | 0                               |
| BioPark Phase 3                                | 89 531         | 89 531                | 0                               | 25 342        | 25 342                | 0                               |
| <b>Total</b>                                   | <b>124 010</b> | <b>134 460</b>        | <b>(10 450)</b>                 | <b>60 603</b> | <b>54 184</b>         | <b>6 419</b>                    |

## REASONS FOR OVER/UNDER EXPENDITURE

### 2024/2025

Programmes will provide monthly reporting on implementation of programme budget vs actual. This reporting will assist TIH to track progress and to identify any challenges that impede programme implementation.

### Strategy to overcome areas of underperformance

TIHMC attained a 100% achievement for the FY and while there are no areas of underperformance, the organisation will continue to implement best practices and uphold the highest standards of performance in the coming year.





# PROGRAMME 4:

## GAUTENG INDUSTRIAL DEVELOPMENT ZONE



**Thandiwe Ngqobe**  
Chief Executive Officer







# 75 % Achievement



## PROGRAMME 4: GAUTENG INDUSTRIAL DEVELOPMENT ZONE

### Purpose

The ORTIA SEZ is a SEZ programme developed and operated by the Gauteng IDZ Development Company (a subsidiary of the Investment Promotion Agency, the GGDA).

Comprised of three distinct SEZ-gazetted land parcels located at and in proximity to ORTIA, the OR Tambo SEZ's geographic footprint measures 50,4ha, that is, 7,5ha in respect of ORTIA Precinct 1, a land parcel located inside the property boundaries of OR Tambo International Airport, 29ha in respect of ORTIA Precinct 2, a land parcel located outside the airport (next to ORTIA Precinct 1 and along the arterial Atlas Road in Kempton Park) and a 13,9ha land parcel referred to as the Springs Precinct, located next to a major platinum refinery, approximately 30 km away from ORTIA.

Each of the presently designated SEZ land parcels has been identified for a particular industry focus, supported by detailed studies that define the products suitable for localisation at each Precinct.

Considering their competitive location adjacent to ORTIA, ORTIA Precincts 1 and 2 promote the establishment of high-value, low-mass industries whose products typically utilise air freight as a mode of transport. These include, inter alia, fresh food agro-products, medical and pharmaceutical products, electronics, jewellery and diamonds.

The Springs Precinct, due to its competitive location adjacent to a Platinum Group Metals (PGM) refinery, is well-positioned to produce PGM products, including fuel cells. The Precinct has also been identified for capital, component and mining equipment production.

### Desired impact of the ORTIA SEZ

In addition to promoting investment, delivering strategic economic infrastructure, deploying new technologies, and creating jobs and economic opportunities, the ORTIA SEZ is committed to fostering an enabling environment that supports the growth of SMMEs. As part of its SEZ programme, the zone has developed and is implementing an enterprise development strategy aimed at facilitating access to opportunities for emerging enterprises and SMMEs.



OR Tambo SEZ entrance

## ACHIEVEMENT OF INSTITUTIONAL OUTCOMES

| Outcomes                                                                        | Outcome indicators                            | Baseline                                                | Five year targets                                      | Progress                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|---------------------------------------------------------------------------------|-----------------------------------------------|---------------------------------------------------------|--------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Increased levels of economic activity through strategic economic infrastructure | ORTIA SEZ Precincts developed and operational | ORTIA SEZ Northern Precinct constructed and operational | Completion of the Southern Precinct (ORTIA Precinct 1) | <p>Southern Precinct construction completed and operational:</p> <p>The construction of top structures (shells) for Buildings 3, 6a, 6b, 7, 8, 9, 10, and 11 was completed during the 2022/23 FY</p> <p>Subsequently, during the 2023/24 FY, practical completion was achieved, and occupation certificates for these buildings were issued</p> <p>In the 2023/24 FY, the top structure of the final building in Precinct 1, Building 5, was completed, marking the structural conclusion of the Precinct</p> <p>Practical completion and occupation certificates for Building 5 were issued on 28 October 2024</p> <p>Following this, tenant fitouts were completed within the 2024/25 FY, ensuring readiness for occupation</p> <p>Further solidifying tenant commitments, a lease agreement was signed, and an investment confirmation letter was received, with lease commencement becoming effective on 01 October 2024</p> |
|                                                                                 |                                               |                                                         | Development of the ORTIA SEZ Precinct 2                | <p>4% of the bulk infrastructure target was completed</p> <p>Progress on this deliverable lagged due to delays in the procurement process. To address this, management engaged the Provincial DRT to facilitate the appointment of a contractor through the DRT's procurement mechanism</p> <p>As a result, a service provider was appointed in Quarter 3, with the cession process concluded in Quarter 4. Construction on the bulk infrastructure commenced within the same quarter</p>                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|                                                                                 |                                               | Commercial case (Precinct 2 and Springs)                | Development of the Springs Precinct                    | <p>There is no confirmed funding for the project. Consequently, the target is being monitored at the operational plan level</p> <p>To date, bulk designs have been completed, and key activities underway include township establishment amendments, land rehabilitation, the EIA amendment, and the development of the Eskom concept design scope</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |

| Outcomes                                                                                               | Outcome indicators                                                                           | Baseline                                         | Five year targets                                                                                   | Progress                                                                                                                                                                                                                                                                                                        |
|--------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------|--------------------------------------------------|-----------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                                        |                                                                                              | 308 jobs                                         | 880 job opportunities created through infrastructure development at ORTIA SEZ                       | 1 683 infrastructure jobs were created                                                                                                                                                                                                                                                                          |
| Domestic or foreign direct investments that lead to an increase in exports, SMME and job opportunities | Number of job opportunities created through domestic and foreign investment                  | -                                                | 2 700 job opportunities facilitated through domestic and foreign investment                         | 2 894 tenants' jobs                                                                                                                                                                                                                                                                                             |
|                                                                                                        | Rand Value of Investments secured for location at the ORTIA Precinct 2 and Springs Precinct. | R140 000 000                                     | R6.17 billion investments secured for location at the ORTIA Precinct 2 and Springs Precinct by 2025 | R1.27 billion worth of investments was secured for ORTIA SEZ                                                                                                                                                                                                                                                    |
| Enhanced skills development and training                                                               | Increased provision of skilled workforce to support inclusive economy                        | 15 students (Jewellery design and manufacturing) | 100 students trained in construction skills                                                         | To date, a total of 58 interns were trained and mentored through the internship programme<br><br>Of these, ten participated in the 2021/22 FY, 26 in 2022/23 FY, seven in 2023/24 FY, and 15 interns were engaged during the 2024/25 FY<br><br>Out of the above 58 interns, 49 are from the construction sector |
| Enhanced Transformation in the economy                                                                 | Number of SMME opportunities linked to the investment opportunities                          | -                                                | 159 SMMEs linked to investment opportunities                                                        | 238 SMMEs benefitted from the GIDZ operations                                                                                                                                                                                                                                                                   |

## Commentary on Institutional Outcomes

A key highlight for the period under review was the full operationalisation of ORTIA SEZ Precinct 1, which brought direct benefits to over 200 SMMEs through both its construction and operational phases. Additionally, a total of 2 894 tenant jobs and 1 683 infrastructure-related jobs were recorded. As a result, four of the eight planned institutional targets were successfully achieved.

The underperformance in Precinct 2 and Springs Precinct was primarily due to procurement delays in appointing the contractor for the former and the lack of confirmed funding for the latter. These constraints also had a knock-on effect on achieving the investment target and delayed the rollout of the planned skills development programme linked to both projects.

## Precinct 1 and Clusters/Investors operational

The completion of Building 5, which forms part of the Jewellery Manufacturing Precinct, signifies the full completion of ORTIA Precinct 1. As a result, all five cluster components within the Precinct are now operational. The Regulatory and Support Cluster, along with the Metal Cluster, became operational in the 2021/22 FY. This was followed by the Diamond Cutting and Polishing Cluster and the Jewellery Manufacturing Cluster in 2023/24, and most recently, the PGM Cluster in the 2024/25 FY.



The successful operationalisation of the PGM Cluster led to the achievement of the annual target. As planned, practical completion and occupation certificates were obtained, tenant fitouts were finalised, and billing for tenants commenced. These developments culminated in the full operationalisation of Precinct 1, marking a significant achievement in the SEZ's growth trajectory.

The below table depicts detailed information regarding the tenants operating in OR Tambo SEZ Precinct 1:

**Table 24: OR Tambo SEZ Precinct 1 operating tenants**

| No. | Investor name                                        | Date of agreement | Sector                 | Product Description                                               | Estimated investment (R)              | Estimated investment time frame (years) | Comments/status                                                                                                                                                                                                                                                           |
|-----|------------------------------------------------------|-------------------|------------------------|-------------------------------------------------------------------|---------------------------------------|-----------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1.  | In2Food                                              | 2018              | Food processing        | Fresh food packaging                                              | R257 million                          | 5 years                                 | Lease signed and investor operational since April 2019                                                                                                                                                                                                                    |
| 2.  | Metal Concentrators                                  | 2019              | Mineral beneficiation  | Gold refinery and jewellery production                            | R102 million                          | 3 years                                 | Lease signed and investor operational since 2021                                                                                                                                                                                                                          |
| 3.  | Malca Amit                                           | 2020              | Logistics              | High value                                                        | -                                     | -                                       | Lease signed and operational since 2020                                                                                                                                                                                                                                   |
| 4.  | Brinks                                               | 2020              | Logistics              | High value                                                        | -                                     | -                                       | Lease signed and operational since 2020                                                                                                                                                                                                                                   |
| 5.  | South African Diamonds and Precious Metals Regulator | 2020              | Government             | Regulation                                                        | -                                     | -                                       | Lease signed and operational since 2020                                                                                                                                                                                                                                   |
| 6.  | State Diamond Trader                                 | 2020              | Government             | Diamond beneficiation                                             | -                                     | -                                       | Lease signed and operational since 2020                                                                                                                                                                                                                                   |
| 7.  | Stargems                                             | OTL: July 2023    | Mineral beneficiation  | Diamonds                                                          | R100 million                          | 4 years                                 | The company has resolved to occupy larger space in B5; revised investment commitment letter and jobs projections based on new space secured<br><br>Lease negotiations in progress and to be concluded before operationalisation of the investor (projected for Quarter 3) |
| 9.  | Pluczenik                                            | August 2022       | Diamonds and jewellery | Belgian-based JV with Nungu Diamonds, a South African BEE company | \$10 million (projected R200 million) | 5 years                                 | Lease agreement signed and investment confirmation letter received<br><br>Lease commencement effected in November 2023                                                                                                                                                    |

| No. | Investor name          | Date of agreement                                                            | Sector                 | Product Description                                                                                                | Estimated investment (R) | Estimated investment time frame (years) | Comments/status                                                                                                        |
|-----|------------------------|------------------------------------------------------------------------------|------------------------|--------------------------------------------------------------------------------------------------------------------|--------------------------|-----------------------------------------|------------------------------------------------------------------------------------------------------------------------|
| 10. | Thoko's Diamonds       | February 2019                                                                | Diamonds               | South African diamond cutting and polishing company                                                                | R3.5 million             | 3 years                                 | Lease agreement signed and investment confirmation letter received<br><br>Lease commencement effected in November 2023 |
| 11. | Isondo Precious Metals | September 2019                                                               | Fuel cells             | Local company focusing on fuel cells localisation                                                                  | R140 million             | 2 years                                 | Lease agreement signed and investment confirmation letter received<br><br>Lease commencement effective 1 October 2024  |
| 12. | Diamante Antwerp       | October 2022                                                                 | Diamonds and jewellery | Local company focusing on the production and export of multiple products with the Nelson Mandela trademark         | R10 million              | 2 years                                 | Lease agreement signed and investment confirmation letter received<br><br>Lease commencement effected in November 2023 |
| 13. | Isabella Jewellers     | March 2023                                                                   | Diamonds and refinery  | Local company focusing on the cutting and polishing of diamonds, the manufacturing of jewellery and refining       | R4 million               | 2 years                                 | Lease agreement signed and investment confirmation letter received<br><br>Lease commencement effected in January 2024  |
| 14. | Janmac/Auro Star       | 2019; withdrew and then reconfirmed again in 2023; lease signed in July 2023 | Diamonds               | Local company exploring JV with Dubai-based company to set up a diamond cutting and polishing business in the zone | R40 million              | To be confirmed                         | Lease agreement signed and investment confirmation letter received<br><br>Lease commencement effected in November 2023 |

| No. | Investor name                | Date of agreement                                                   | Sector                             | Product Description                                                                                          | Estimated investment (R) | Estimated investment time frame (years)         | Comments/status                                                                                                                                                         |
|-----|------------------------------|---------------------------------------------------------------------|------------------------------------|--------------------------------------------------------------------------------------------------------------|--------------------------|-------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 15. | Fine Star                    | October 2022                                                        | Jewellery                          | Indian-based company looking to expand into the Zone                                                         | R34 million              | Over five years                                 | Lease signed and investment commitment letter received<br><br>Building completed in April 2024; beneficial occupation underway<br><br>Lease to commence in October 2024 |
| 16. | Pioneer Diamond Tender House | October 2023                                                        | Diamond trading                    | Local company to establish diamond trading house at the Zone                                                 | R50 million              | During operational set up                       | Lease signed and investment commitment received; Lease commencement effected from January 2024                                                                          |
| 17. | Ferrari Logistics            | December 2023                                                       | High value goods logistics company | The company is focused on freight forwarding and ground logistics for high value products including diamonds | R24 million              | During operational set up                       | Lease signed; commencement of lease effected from 1 June 2024                                                                                                           |
| 18. | KGK Diamonds                 |                                                                     | Diamond cutting and polishing      | Company headquartered in India wanting to expand its South African diamond polishing facility                | R9 million               | -                                               | Lease agreement signed, and company is operational                                                                                                                      |
| 19. | Aurum Refineries             | Formal understandings reached in March 2025; agreement to be signed | Gold refinery                      | Local company expanding in the Zone                                                                          | R35 million              | During set up and operations                    | Draft lease finalised                                                                                                                                                   |
| 20. | Precious Metals Tshwane      | Formal understandings reached in March 2025; agreement to be signed | Gold refinery                      | Local company expanding in the zone                                                                          | R110 million             | During set up and operations – first five years | Draft lease finalised                                                                                                                                                   |

## ORTIA SEZ Precinct 2

The target for the financial year under review was to achieve a 50% completion of bulk infrastructure development. However, progress has fallen short, with only 4% completion recorded by the end of the reporting period.

The challenges encountered in Quarter 1, including issues related to the appointment process of Probity Auditors and a query raised by SCM regarding the CIDB, resulted in further procurement delays. The CIDB query was concerning the grading for the project in terms of engaging the market, whether it should be a CE or EP (civil or electrical contract). Consequently, Management engaged the Provincial DRT to assist with the appointment of a contractor using the DRT procurement process to expedite the procurement process.

Despite procurement delays affecting the planned annual deliverable, key milestones were achieved. On 13 February 2025, the DRT cession agreement was completed, and all contractual documents were transferred to GGDA/GIDZ. On 20 February, the Department of Labour (DoL) approved and issued the construction works permit. The site was officially handed over on 24 February 2025. Additionally, other activities contributing to the 4% achievement included the approval of the safety file, confirmation of the construction schedule, and the commencement of surveying and pegging.

### Construction and tenants jobs

Since Precinct 1 operationalisation, the Precinct has facilitated the creation of over 2 800 operational jobs. In addition, a total of 1683 construction jobs were created in the Precinct's construction. The table below depicts the GEYODI breakdown for the tenants jobs:

**Table 25: Jobs creation by tenant companies**

| Company           | Total        | Male adult | Female adult | Male youth | Female youth |
|-------------------|--------------|------------|--------------|------------|--------------|
| <b>Private</b>    |              |            |              |            |              |
| Brinks            | 18           | 9          | 7            | 1          | 1            |
| Ferrari           | 13           | 5          | 3            | 3          | 2            |
| In2Food           | 2 457        | 436        | 791          | 177        | 1 053        |
| Isabella          | 16           | 4          | 2            | 4          | 6            |
| Isondo            | 28           | 15         | 1            | 4          | 8            |
| Malca             | 16           | 8          | 8            | 0          | 0            |
| MetCon            | 112          | 33         | 31           | 27         | 21           |
| Pluczenik         | 72           | 36         | 20           | 4          | 12           |
| <b>Government</b> |              |            |              |            |              |
| SADPMR            | 131          | 36         | 66           | 7          | 22           |
| SDT               | 31           | 9          | 15           | 1          | 6            |
| <b>TOTAL</b>      | <b>2 894</b> | <b>591</b> | <b>944</b>   | <b>228</b> | <b>1 131</b> |



The table below depicts the GEYODI breakdown for the construction projects jobs:

**Table 26: Construction jobs by gender**

| Project Name                                                                                    | PRT/contractor/<br>subcontractor | Total<br>actual | Male<br>adults | Female<br>adults | Youth<br>male | Youth<br>female |
|-------------------------------------------------------------------------------------------------|----------------------------------|-----------------|----------------|------------------|---------------|-----------------|
| JMP Top Structure<br>Construction                                                               | Trencon                          | 1 601           | 886            | 67               | 587           | 61              |
|                                                                                                 | PRT                              | 33              | 17             | 1                | 12            | 3               |
|                                                                                                 | DBSA Contract Staff              | 2               | -              | 2                | -             | -               |
| Precinct 2 – Township<br>Establishment & Bulk<br>Infrastructure Detailed<br>Designs Phase       | GIBB (Pty) – Precinct 2          | 10              | 7              | 2                | 1             | 0               |
|                                                                                                 | ETL Consulting                   | 9               | 3              | 3                | 2             | 1               |
| Springs Precinct – Township<br>Establishment & Bulk<br>Infrastructure Detailed<br>Designs Phase | GIBB (Pty) – Springs             | 6               | 5              | -                | -             | 1               |
|                                                                                                 | Delta                            | 22              | 9              | -                | 11            | 2               |
| <b>Overall Total</b>                                                                            |                                  | <b>1 683</b>    | <b>927</b>     | <b>75</b>        | <b>613</b>    | <b>68</b>       |

## Skills development and mentorship

The cornerstone of the GIDZ strategy is the focus on skills development through its mentorship programmes. During the reporting period, the programme aimed to include 15 interns, focusing on ORTIA SEZ's operations and construction functions. The ORTIA SEZ operations and construction internship programme was able to host a total of 15 interns.

**Table 27: Gender of Interns per discipline**

| Discipline                      | Total actual | Male adults | Female adults | Male youth | Female youth |
|---------------------------------|--------------|-------------|---------------|------------|--------------|
| Civil Engineering               | 4            | -           | 1             | 2          | 1            |
| Quantity Surveying              | 1            | -           | 1             | -          | -            |
| Construction Management/Studies | 4            | 2           | -             | 2          | -            |
| Electrical Engineering          | 2            | -           | -             | 1          | 1            |
| Marketing                       | 1            | -           | -             | 1          | -            |
| Human Resource Management       | 1            | -           | -             | -          | 1            |
| Public Management               | 2            | -           | -             | -          | 2            |
| <b>Total</b>                    | <b>15</b>    | <b>2</b>    | <b>2</b>      | <b>6</b>   | <b>5</b>     |

## Enterprise Development and SMME Support

The ORTIA SEZ has remained proactive in fostering enterprise development, with a total of 55 SMMEs benefitting during the 2024/25 FY. These enterprises were involved in various areas, including the provision of services and goods related to facilities management, security, event coordination, office supplies, and catering. In addition to procurement-related opportunities, SMMEs also benefited from non-financial support, including enterprise development workshops, business diagnostic assessments, and access-to-market initiatives. These efforts reflect the GIDZ's continued commitment to empowering local businesses and contributing to broader national development priorities.

**Table 28: SMMEs benefitting**

| Business Unit          | Total     | Type of services/goods                                                                                        |
|------------------------|-----------|---------------------------------------------------------------------------------------------------------------|
| Enterprise Development | 29        | Business diagnostics assessments, exhibitors and Jewellery SMMEs workshops                                    |
| Security Management    | 1         | Sliding gate repairs                                                                                          |
| Facilities Management  | 14        | Gas, smart meter, fire system, landscaping, building, maintenance tasks, diesel supply and office consumables |
| Marketing              | 4         | Brand marketing products, event catering, supply of camera, website and social media updates                  |
| Office of the CEO      | 7         | Office consumables, laptops, screens and catering services                                                    |
| <b>Total</b>           | <b>55</b> |                                                                                                               |



*Diamond polisher at the ORTIA SEZ*

## The Enterprise Development Hub

Two enterprise development programmes were implemented at the Enterprise Development Hub in the 2024/25 FY, as listed below:

### MetCon Goldsmith Programme

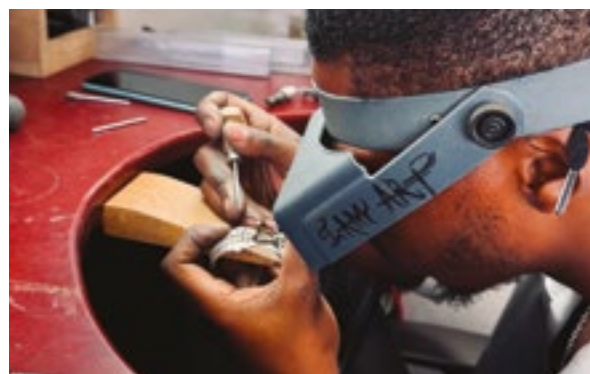
MetCon, a leading gold refinery and investor at the ORTIA Precinct 1, has partnered with the GIDZ and the South African Diamond and Precious Metal Regulator to implement a strategic Enterprise Development Programme aimed at revitalising South Africa's goldsmithing and jewellery manufacturing sector.

This initiative responds to the long-standing decline in formal goldsmith apprenticeship pathways, which has led to a shortage of skilled artisans in the country. By offering structured, practical training and fair remuneration, the programme seeks to equip young South Africans with the technical expertise required to produce high-quality gold products for international markets.

In the current financial year, six youth participants – three male and three female – are enrolled in the programme, including one returning participant from the previous cycle. Training modules completed to date include metal accounting, finishing techniques, and diagnostic problem-solving, with upcoming modules covering sustainability in production, stone setting, and collaboration between designers and goldsmiths. As of Q1, the current cohort has produced 1 154 jewellery units.

The previous programme cycle, which concluded in May 2024, successfully graduated four youth participants. This cohort produced 363 jewellery units, which were exported to the United Kingdom and US, generating R22 million in sales revenue. These outcomes demonstrate the high potential for economic impact when local talent is supported and integrated into high-value gold manufacturing chains.

The programme, scheduled for completion in December 2025, is a key driver of enterprise development, youth empowerment, and beneficiation within South Africa's precious metals sector. A final impact report will be produced upon programme conclusion to assess long-term outcomes and export performance.



*MetCon Goldsmith Programme*

## ORTIA SEZ Enterprise Development Accelerator

This programme is a continuation of the former Design@50 programme, which GDED sponsored. The GDED ceased funding the project due to budgetary priorities, resulting in its discontinuation. The GIDZ has, however, decided to continue with the programme and raise funding through external sources and partnerships.

To date, two tenants have joined the Rent-a-Bench programme. A tenant known as Africa's International commenced on 1 December 2024, followed by Iketleng Mo Africa on 1 March 2025.



*Entrepreneurs at work*

## Investor attraction

Investor attraction remains the cornerstone of the OR Tambo SEZ's efforts to drive sustainable investment into the Zone. The Investor Attraction Unit plays a central role in this effort by engaging with prospective clients, investors, partners, and the broader community while also overseeing and managing the OR Tambo SEZ's brand identity. A preliminary pipeline of R12 billion has been recorded for ORTIA Precinct 2 and the Springs Precinct.

## Corporate Social Responsibility

In alignment with its commitment to socio-economic development, the GIDZ undertook a meaningful charity drive in July 2024, in recognition of Mandela Month. The initiative encouraged staff members to actively participate in giving back to the community by contributing towards those less fortunate. As part of a participatory approach, employees nominated a beneficiary organisation, resulting in the selection of the Thembisa Child and Family Care Centre. All proceeds from the drive were donated to the Centre, supporting its critical work in caring for vulnerable children and families. This initiative reflects the GIDZ's continued efforts to foster a culture of compassion, community upliftment, and shared responsibility.

## PROGRAMME 4: GIDZ – ORIGINALLY TABLED ANNUAL PERFORMANCE PLAN

Outcomes, Outputs, Output Indicators, Targets and Actual Achievements Table

| Programme 1: GIDZ Originally Tabled Annual Performance Plan                     |                                                                                    |                                                                           |                                                                                                                                                     |                                              |                                                |                                                          |                                                             |                                                                                                                                                                                  |                                                                                                                                                                                                                       |
|---------------------------------------------------------------------------------|------------------------------------------------------------------------------------|---------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------|------------------------------------------------|----------------------------------------------------------|-------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Outcome                                                                         | Output                                                                             | Output indicator                                                          | Audited actual performance 2022/23                                                                                                                  | Audited actual performance 2023/24           | Planned annual target 2024/25                  | *Actual achievement 2024/25 until date of re-tabling<?>* | Deviation from planned target to actual achievement 2024/25 | Reasons for deviations                                                                                                                                                           | Reasons for revisions to the outputs/output indicators/annual targets                                                                                                                                                 |
| Increased levels of economic activity through strategic economic infrastructure | Economic Infrastructure Investment projects implemented                            | % of ORTIA SEZ Precinct 2 bulk infrastructure development completed       | Infrastructure development – bulk infrastructure development not initiated<br><br>Infrastructure development – bulk infrastructure designs approved | 0% bulk Infrastructure development completed | 50% bulk infrastructure development completed  | 0% bulk infrastructure development completed             | 50% bulk infrastructure development not completed           | The planned target was due for reporting at year end                                                                                                                             | The second quarter target was corrected from 30% to 25% to align to the GIDZ APP                                                                                                                                      |
|                                                                                 |                                                                                    | % of ORTIA SEZ Springs Precinct bulk infrastructure development completed | Infrastructure development – bulk infrastructure designs approved                                                                                   | -                                            | 2.5% bulk infrastructure development completed | 0% bulk infrastructure development completed             | -2.5% Infrastructure development completed                  | This was an annual target planned to be delivered in quarter 4 only                                                                                                              | An Infrastructure Projects meeting was held on 11 October 2024, which resolved that the Springs Precinct project will not receive funding for the 2024/25 FY. Consequently, the project was removed from the APP.     |
| Enhanced skills development and training                                        | Interns mentored in the ORTIA SEZ operations and construction mentorship programme | Number of interns participating in the ORTIA SEZ programmes               | 26                                                                                                                                                  | 7                                            | 15                                             | 0                                                        | -15                                                         | The targeted interns set to be appointed for the Precinct 2 project in quarter 2 was not achieved due to delays in the procurement process for appointing the project contractor | The output indicator in the MTEF and quarterly table of the Group APP was rephrased to 'Number of interns participating in the ORTIA SEZ operations and construction mentorship programme' to align with the GIDZ APP |



Precinct 2 bulk infrastructure development

<?> Actual achievement as at end September 2024



## PROGRAMME 4: GIDZ – RE-TABLED ANNUAL PERFORMANCE PLAN

### Outcomes, Outputs, Output Indicators, Targets and Actual Achievements Table

| Programme 1: GIDZ Re-tabled Annual Performance Plan                             |                                                                                    |                                                                                                  |                                                                                                                                                     |                                              |                                               |                                              |                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|---------------------------------------------------------------------------------|------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------|-----------------------------------------------|----------------------------------------------|-------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Outcome                                                                         | Output                                                                             | Output indicator                                                                                 | Audited actual performance 2022/23                                                                                                                  | Audited actual performance 2023/24           | Planned annual target 2024/25                 | **Actual achievement 2024/25                 | Deviation from planned target to actual achievement 2024/25 | Reasons for deviations                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| Increased levels of economic activity through strategic economic infrastructure | Economic Infrastructure Investment projects implemented                            | % of ORTIA SEZ Precinct 2 bulk infrastructure development completed                              | Infrastructure development – bulk infrastructure development not initiated<br><br>Infrastructure development – bulk infrastructure designs approved | 0% bulk Infrastructure development completed | 50% bulk infrastructure development completed | 4% bulk infrastructure development completed | -46% bulk infrastructure development completed              | <p>The challenges encountered in the first quarter, including issues related to the Probity Auditor's appointment process and a query raised by SCM regarding the CIDB resulted in procurement delays</p> <p>The CIDB query was with reference to the grading for the project in terms of engaging the market, whether it should be a CE or EP (civil or electrical contract)</p> <p>Following the above, the Provincial DRT was engaged to assist with the appointment of a contractor utilising the DRT procurement process, in a bid to expedite the procurement process</p> <p>However, the implementation of this approach caused further setbacks due to a delayed response from the DRT, creating a knock-on effect which negatively impacted the fourth quarter target and, subsequently, the annual target</p> |
| Enhanced skills development and training                                        | Interns mentored in the ORTIA SEZ operations and construction mentorship programme | Number of interns participating in the ORTIA SEZ operation and construction mentorship programme | 26                                                                                                                                                  | 7                                            | 15                                            | 15                                           | -                                                           | -                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| Enhanced transformation in the economy                                          | Economic Opportunities facilitated for SMMEs                                       | Number of SMMEs who benefit from the ORTIA SEZ                                                   | 132                                                                                                                                                 | 51                                           | 55                                            | 55                                           | -                                                           | -                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|                                                                                 | Operational precious minerals beneficiation cluster                                | Number of new precious minerals beneficiation cluster components operational                     | -                                                                                                                                                   | 2                                            | 1                                             | 1                                            | -                                                           | -                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |

## LINKING PERFORMANCE TO BUDGETS

| Programme/activity/objective                   | 2023/24        |                    |                          | 2024/25        |                    |                          |
|------------------------------------------------|----------------|--------------------|--------------------------|----------------|--------------------|--------------------------|
|                                                | Budget         | Actual expenditure | (Over)/under expenditure | Budget         | Actual expenditure | (Over)/under expenditure |
|                                                | R'000          | R'000              | R'000                    | R'000          | R'000              | R'000                    |
| Infrastructure development – Southern Precinct | 108 782        | 84 081             | 24 701                   | 60 195         | 60 235             | (40)                     |
| Bulk Infrastructure – Precinct 2               | 65 000         | 0                  | 65 000                   | 180 000        | 87 186             | 92 814                   |
| Skills Development                             | 0              | 0                  | 0                        | 0              | 0                  | 0                        |
| Investor Attraction                            | 3 429          | 3 429              | 0                        | 5 403          | 5 498              | (95)                     |
| Expansion Phase                                | 14 000         | 13 996             | 4                        | 4 031          | 3 515              | 516                      |
| Finance (Internal & External Audits)           | 640            | 596                | 44                       | 1 241          | 1 116              | 125                      |
| <b>Total</b>                                   | <b>191 851</b> | <b>102 102</b>     | <b>89 749</b>            | <b>250 870</b> | <b>157 550</b>     | <b>93 320</b>            |

### Reasons for over/under performance

#### 2024/25 FY

##### Southern Precinct

The variance is mainly due to the Contractor's construction cashflow forecasts not being aligned to the actual invoicing. Bi-monthly meetings were held with the infrastructure team aimed at aligning the budget and cashflow with the construction progress. The construction at Precinct 1 is now complete.

##### Precinct 2

The variance in achieving the target can be attributed to these factors:

1. The challenges encountered in the first quarter, including issues related to the Probity Auditor's appointment process and a query raised by SCM regarding the CIDB resulted in procurement delays. The CIDB query was with reference to the grading for the project in terms of engaging the market, whether it should be a CE or EP (civil or electrical contract).
2. Following the above, the Provincial DRT was engaged to assist with the appointment of a contractor utilising the DRT procurement process, in a bid to expedite the procurement process. However, the implementation of this approach caused further setbacks due to a delayed response from the DRT, creating a knock-on effect which negatively impacted the fourth quarter target and, subsequently, the annual target.

### Investor attraction

The variance is overspending of 1% above the budget, which is merely due to differences between budgeted amount vs the actual market prices.

#### IDZ Expansion Phase

The variance of 13% is mainly due to delayed invoicing on various projects.

#### Internal Audit Fees

The variance of 10% is due to incomplete Asset Management audit project which was only completed in May after the reporting date.

### Strategy to overcome areas of under performance

As depicted in the APP above, it is noted that one of the targets set by the GIDZ was not attained. Specifically, the target related to the percentage of completion for the ORTIA SEZ Precinct 2 Bulk Infrastructure Development Project.

To support the achievement of the Precinct 2 Bulk Infrastructure Project target in the upcoming financial year, the GIDZ implemented the following corrective measures:

- The contractor was appointed in the third quarter, and the cession process was finalised in the fourth quarter. As a result, bulk infrastructure development work was 4% complete by the end of the financial year.
- The project manager closely monitors the project's execution through monthly progress meetings with the PRT and the contractor.



*Rent-a-bench programme*



# PROGRAMME 5:

## CONSTITUTION HILL



**Liah Mabusela**  
Acting Chief Executive Officer

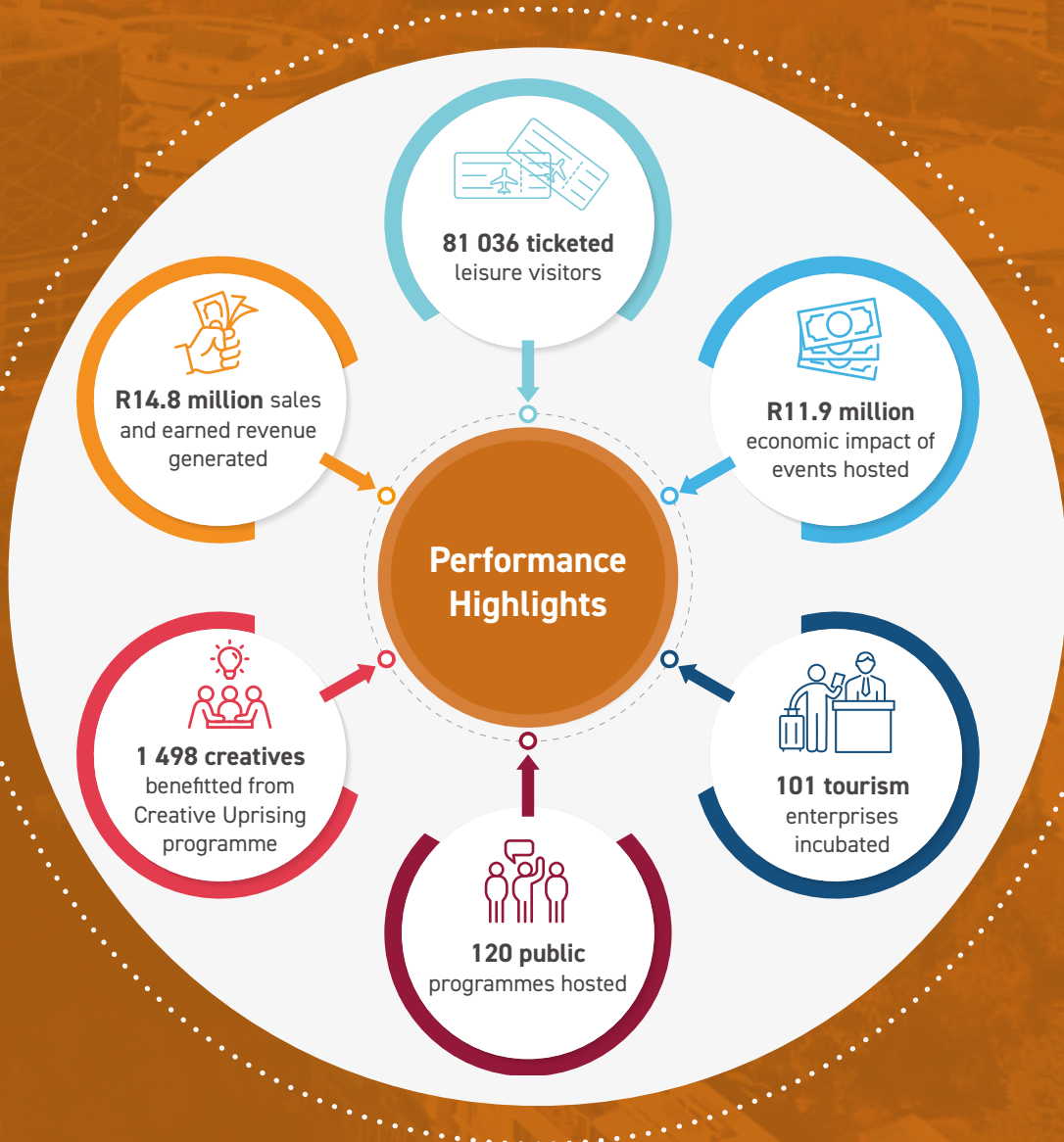




CONSTITUTIONHILL

DIGNITY  
FREEDOM  
RESPECT  
EQUALITY  
HUMANITY  
DIVERSITY  
DEMOCRACY

# 83% Achievement



## Purpose

ConHill is a mixed-use heritage Precinct that actively engages and contributes to the cultural growth of the Gauteng Global City Region (GCR) and the regeneration of Johannesburg's inner city. ConHill promotes civic growth by offering historical insights while implementing the values of the Constitution of South Africa within the Precinct. ConHill is instrumental in engaging with the general public and works to build strategic, collaborative partnerships. The organisation's focus is on social justice, upholding the values, rights and principles of the Constitution, and sharing these precepts globally to promote universally accessible Human Rights for all.

## Achievement of Institutional Outcomes

| Outcome                                            | Outcome indicator                                                                          | Baseline | Five year target 2019 – 2024 | Progress    | % of five year target |
|----------------------------------------------------|--------------------------------------------------------------------------------------------|----------|------------------------------|-------------|-----------------------|
| Enhanced transformation in the economy             | Number of visitors to the museum                                                           | 503 823  | 181 040                      | 196 639     | 109%                  |
|                                                    | Number of creative SMEs capacitated with skills                                            | 610      | 6 500                        | 6 868       | 106%                  |
|                                                    | Number of tourism enterprises incubated through the Tourism Centre of Excellence programme | 209      | 450                          | 752         | 167                   |
|                                                    | Gross economic impact of hosting events by ConHill                                         | -        | R16 916 000                  | R23 429 113 | 139%                  |
| Improved social cohesion through Constitutionalism | Programmes and campaigns that stimulate transformation and result in social cohesion       | 150      | 359                          | 510         | 142%                  |
| Increased financial sustainability                 | Sustainable growth through product and infrastructure development (MICE)                   | -        | R19 191 000                  | R14 787 096 | 77%                   |

## Commentary on institutional outcomes

Between the 2019 and 2024 fiscal period, ConHill has made substantial contributions to public engagement and transformative cultural offerings, significantly impacting the creative and tourism sectors. As a Heritage Site and seat of South Africa's Constitutional Court, ConHill draws visitors into the country's complex history, with museum attendance reaching 196 639 – 109% of the targeted 181 040 visitors.

ConHill's programmes and campaigns promoting constitutional values and social cohesion exceeded targets by 42%, actively engaging diverse audiences in dialogue and education on Human Rights and democracy. The institution has also empowered the creative economy by capacitating 6 868 creative SMMEs and incubating 752 tourism enterprises, surpassing their respective targets of 6 500 and 450.

ConHill's role in the tourism sector is further evidenced by the gross economic impact of hosted events, which reached a total revenue of R23.4 million, representing 139% of the R16.9 million target. While financial sustainability through Meetings, Incentives, Conferences, and Exhibitions (MICE) infrastructure development reached 77% of the R19.2 million target, the site's unique heritage appeal offers strong potential for growth. Beyond economic metrics, ConHill serves as a vital aggregator of creative industries and a public space that supports artists, entrepreneurs, and community gatherings, including the We, The People's Park initiative. By integrating cultural heritage, skills development, and public engagement, Constitution Hill exemplifies how transformative offerings rooted in constitutionalism can drive social cohesion, stimulate the creative and tourism sectors, and contribute to sustainable economic and social progress from 2019 to 2024.

The diverse partnership with organisations like the Ahmed Kathrada Foundation, Office of the High Commissioner for Human Rights (OHCHR), Smithsonian's National Museum of African Art, and the Global LGBTQ+ Network has empowered thousands through workshops, debates, and conferences that advance social justice, inclusion, and youth leadership across South Africa and the African diaspora. These strategic collaborations have fostered critical dialogue, amplified marginalised voices, and built sustainable creative and advocacy ecosystems driving meaningful social transformation.

The site combines historic significance with cultural heritage, offering filmmakers iconic settings such as prison cells and ramparts featured in productions including Jussie Smollett's 'Hurt People' video and the 'Lockdown' series. Beyond film, it serves as a versatile event space hosting international artists like FKJ and Salif Keita, blending historic architecture with modern facilities. The venue's powerful symbolism of celebrating constitutional rights and marriage equality came to light when activist and filmmaker Dr Beverley Ditsie held her wedding at this iconic precinct.

## Number of ticketed leisure visitors to ConHill

During the reporting period, ConHill experienced a significant increase in on-site visitor numbers, reaching 81 036 – a 28% rise from the previous year's total of 63 487 and surpassing the annual target of 70 000 by 15%. This positive trend brings visitor levels above pre-pandemic figures, which stood at 62 379 in the 2018/19 FY.

ConHill remained dedicated to delivering an exceptional visitor experience, consistently maintaining customer satisfaction rates above 90%. This high level of satisfaction plays a vital role in positioning ConHill as the preferred destination, underscoring its ongoing commitment to deepening public understanding of South Africa's democratic journey and human rights through engaging exhibitions, educational outreach, and cultural programming.

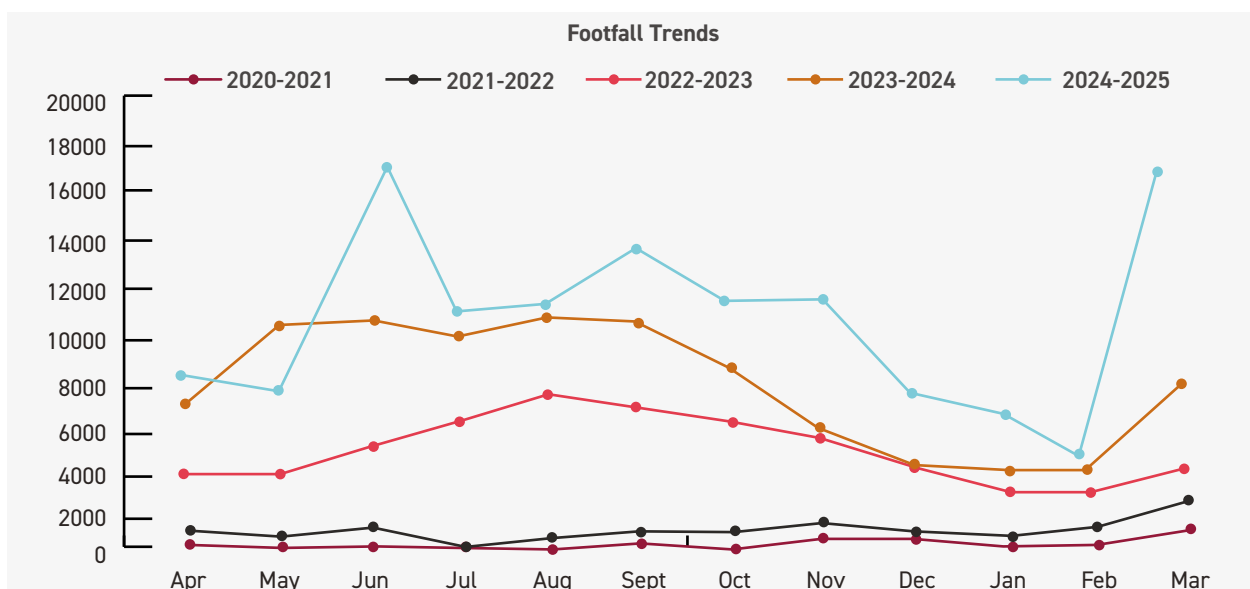


**Figure 26 : Number of ticketed leisure visitors to ConHill**

- The number of learners who toured ConHill exhibitions rose by 15% year-on-year from the 2023/24 FY.
- A total of 5 000 visitors took advantage of open days, which included tours of the gallery spaces and temporary exhibitions. The open days are offered to make it easier for families to explore the museum, regardless of their financial ability. This family-friendly offering is aligned with days of significance.
- On 21 March 2024, the museum welcomed 2 054 visitors, marking the busiest day of the year. Admission was free, and in addition to touring the galleries, visitors participated in meaningful activities that provided opportunities to learn and reflect on significant issues and milestones in South African history.

## The gross economic impact of hosting events by ConHill

This indicator measures the economic impact and calculates the additional economic activity generated in the region by festivals. Metrics included spending patterns on accommodation, daily expenditure on food, souvenirs and other purchases. The financial impact of hosting the Basha Uhuru and Human Rights festivals was calculated using the South African Festival Economic Impact Calculator (SAFEIC) events calculator.

A significant feature of the two festivals hosted on-Site, the Human Rights Festival attracted 11 870 patrons, while Basha Uhuru hosted a total of 3 267 participants. ConHill implemented both festivals over three days of dialogue, film screenings, music, poetry, and workshops covering topical subjects.

The Film Festival, which runs concurrently with the Human Rights Festival and Basha Uhuru, has screened over 150 films between 2019 and 2024, featuring documentaries, dramas, and independent films with subject matter related to social justice, gender equality, environmental rights, and democracy. The festival features both local and international works, pairing screenings with post-film discussions and panels that involve filmmakers, activists, and experts to deepen engagement and foster meaningful dialogue.

The financial expenditure on the Basha Uhuru Festival amounted to R4 000 000, while the total spending for the Human Rights Festival was R3 250 000. Using the SAFEIC calculator, outflows and multiplier effects were taken into consideration, resulting in a collective economic impact of R11.91 million.

- Participants responding to an impact survey indicated having spent an average of R300 while on-Site;
- The festivals further positively impacted job creation opportunities in the creative sectors, resulting in 178 SMMEs and creatives who directly benefitted from the hosting of Basha Uhuru, that was held in June 2024, while 102 benefitted from the Human Rights Festival hosted in March 2025;
- During the 2024/25 FY, 80% of SMMEs (224 out of 280) that participated in both the Basha Uhuru and Human Rights Festivals at ConHill reported making a profit from their involvement. Additionally, 12% of the festival attendees were from outside the Gauteng Province.

The funders for the festivals include the Joburg Tourism Company, Gauteng Tourism Authority, Gauteng Film Commission, National Heritage Council, Gender-Based Violence and Femicide Response Fund, and Gautrain Management Agency.

## Number of creatives benefitted from Creative Uprising

Creative Uprising remains ConHill's flagship programme, dedicated to nurturing creative talent across diverse art forms, including music, film, visual art, design, dance, theatre, and poetry. The programme's core function is to establish Constitution Hill as a creative centre, targeting the creative, entrepreneurial, and small formal and informal business sectors.

In the 2024/25 reporting period, Creative Uprising made a significant impact on the local creative community, benefiting over 1 498 creatives through a range of skills development initiatives, including access to gallery spaces, product showcases, and market exposure. Notably, 55% of beneficiaries were women, and 75% were young people, reflecting the programme's commitment to inclusivity and youth empowerment.

Creatives were provided market access that included pop-up stalls featuring books, clothing, jewellery, food, and beverages, fostering entrepreneurial growth and direct engagement with consumers.

The 2024/25 FY reported continued growth and activation of the Creative Uprising Hub. The co-working space at Transwerke, known as the Creative Uprising Hub, launched in December 2023 (at Transwerke), is a vibrant creative precinct located within the historic Queen Victoria building on the ConHill precinct in Johannesburg. The Hub transforms a once-neglected heritage building into a dynamic creative node, offering affordable, well-equipped co-working and studio spaces that empower micro-creative enterprises and contribute to the cultural regeneration of the area.





Key features of the Transwerke co-working space include:

- A total of 62 studios and maker spaces, including visual artists, designers, artisans, and small creative businesses across disciplines such as digital design, fashion, fine art, film, theatre, and music, spread across three renovated floors, with plans to expand to 80 studios over five years;
- Facilities tailored to various creative practices, including visual art studios, maker spaces for handcrafted design, designer studios for fashion and graphic design, gallery spaces for exhibitions, rehearsal spaces for performance arts, and residency spaces for artists;
- Subsidised rental fees that cover utilities such as Wi-Fi and electricity, making the space accessible to emerging creatives;
- Support services including access to a computer lab, capacity-building programmes on professional practice and entrepreneurship, and networking opportunities through markets, trade shows, and festivals;
- Hosting of several cultural and creative industry support organisations, such as the South African Creative Industries Incubator, Animation SA, the Craft and Design Institute, Maxum Digital, Techsprung, ArtAid, Arts and Culture Trust, IKS, and Concerts SA;
- A nurturing ecosystem where Constitution Hill actively supports tenants beyond just providing space but additionally fosters growth, collaboration, and innovation within Johannesburg's creative economy.

The Creative Uprising Hub has rapidly become a vital catalyst for Johannesburg's creative economy. By transforming the historic Transwerke building into a vibrant space housing over 60 studios for visual artists, makers, and artisans, the Hub provides affordable, subsidised workspace that nurtures both emerging and established creative talent. Through strategic partnerships, the Hub delivers essential skills development, business incubation, and enterprise support, empowering small creative enterprises to overcome administrative and market challenges. This has significantly strengthened the local creative ecosystem, fostering innovation, collaboration, and sustainable economic growth within the arts sector.



*Pili Pili and a ConHill Curated Market*



*Creative Hub*



*Creative Hub*

Beyond studio space and business support, the Creative Uprising Hub serves as a dynamic cultural and community anchor. It hosts curated markets, festivals, exhibitions, and panel discussions that offer creatives valuable opportunities to showcase their work, connect with broader audiences, and generate income.

The Hub's ecosystem is further strengthened through partnerships with six prominent cultural and creative industry support organisations, including Concert SA, the Craft and Design Institute, and the South African Creative Industries Incubator. The Hub provides essential physical amenities, including reliable Wi-Fi, affordable studio spaces, and shared resources, which enable micro-creative enterprises to thrive in a supportive environment.

Through these sustained efforts, ConHill's Creative Uprising programme continues to drive the growth of Johannesburg's creative economy while fostering social inclusion, innovation, and cultural expression.

**Table 29: Creatives benefiting from the Creative Hub space and programming**

| Business/creative name             | Creative and cultural industries: sub-sector                      | Description                                                                                   |
|------------------------------------|-------------------------------------------------------------------|-----------------------------------------------------------------------------------------------|
| Sound Bar                          | Music Platforms                                                   | Digital networking for musicians, music technology                                            |
| Beautiful Boyz                     | Graphic Design, Visual Arts                                       | Graphic design, illustration, and visual arts                                                 |
| Happy Finger                       | Personal Protective Clothing                                      | Personal protective clothing and uniforms                                                     |
| Nozihlobo Designs                  | Design Services                                                   | Design services                                                                               |
| Mbali Dlamini Studio               | Visual Arts                                                       | Multidisciplinary art, and contemporary African art                                           |
| Mandla Mavangere Studio            | Visual Arts                                                       | Fine art printmaking and painting                                                             |
| Mashudu Nevhathule Studio          | Visual Arts                                                       | Contemporary visual arts                                                                      |
| Kidhood                            | Visual Arts                                                       | Contemporary mixed-media art and drawing                                                      |
| Soweto Apparel                     | Fashion and Apparel                                               | Fashion and apparel                                                                           |
| Ray Creek                          | Textile Design                                                    | Print design, and African-inspired fashion                                                    |
| Corn Artist                        | Music                                                             | African music, contemporary music, songwriting, and performance                               |
| Soul Shooz                         | Footwear Design                                                   | Footwear design and manufacturing, and artisan shoes                                          |
| Art Aid                            | Visual Arts Development                                           | Craft empowerment, community arts development, arts marketing and mentorship                  |
| Film & Vinyl                       | Film Production                                                   | Film production, and music culture                                                            |
| Xquizified                         | Cultural Curation                                                 | Art promotion, youth empowerment                                                              |
| Yolanda Khanyiso (Khayiso Fashion) | Clothing Design                                                   | Urban/township clothing design, customised fashion                                            |
| Rare Space                         | Architectural Services                                            | Creative spatial design                                                                       |
| Ama Creatives                      | Graphic and Web Design                                            | Graphic design, web design, creative direction, photography, and videography                  |
| Craft & Design Institute           | Craft and Design Development                                      | Creative entrepreneurship support, and design innovation                                      |
| Tshepang Ramoba Studios            | Music Production                                                  | Music production, performance, and film music supervision                                     |
| Toolshed                           | Technology Solutions                                              | Low-code application development, data engineering, and business intelligence solutions       |
| Nazo Arts/Thina Dube               | Visual Arts                                                       | Contemporary visual arts, painting, and mixed media art                                       |
| UMI Projects                       | Creative Production                                               | Design services, and creative entrepreneurship support                                        |
| AfrikanSwiss                       | Fashion                                                           | Premium denim, lifestyle fashion, and African heritage apparel                                |
| Homegrown Shandis                  | Fashion and Apparel                                               | Fashion and apparel                                                                           |
| Isizwe Creations                   | Design and Creative Services                                      | Design and creative services                                                                  |
| Tribal Monkey                      | Retail Apparel and Fashion                                        | Retail apparel and fashion – blending modernism, tradition, culture, and tribal art           |
| Tryqueenia and Mogotsi Exclusive   | Event Management                                                  | Event management                                                                              |
| Istoria Story Works                | Audiovisual and Media                                             | Storytelling, content creation, and media production                                          |
| Arts & Culture Trust               | Arts Development and Funding                                      | Arts development, cultural funding, and capacity building                                     |
| King Saint                         | Design and Creative Services                                      | Graphic design, and creative entrepreneurship celebrating African spirit                      |
| Nice Touch                         | Advertising and Marketing Services (Design and Creative Services) | Digital advertising, social media management, brand promotion, and digital marketing training |

| Business/creative name                      | Creative and cultural industries: sub-sector            | Description                                                                                                                                                         |
|---------------------------------------------|---------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| South African Creative Industries Incubator | Creative Industries Business Development and Incubation | Business development and incubation focused on SMMEs, training, market access, production facilities, and capital raising support within creative industries sector |
| Animation SA                                | Animation                                               | Animation industry development                                                                                                                                      |
| Arts Company Soweto                         | Arts and Culture                                        | Arts company based in Soweto                                                                                                                                        |
| The Herd                                    | Creative Arts                                           | Creative arts collective                                                                                                                                            |
| Msaki Foundation                            | Music and Arts Foundation                               | Music and arts support foundation                                                                                                                                   |
| The FAM – Awonke                            | Creative Arts                                           | Creative arts collective                                                                                                                                            |
| Perfect Weather Foundation                  | Arts and Culture Foundation                             | Arts and culture foundation                                                                                                                                         |
| Mbali Ngwenya Productions                   | Media Production                                        | Media production                                                                                                                                                    |
| Kabini Interior                             | Interior Design                                         | Interior design services                                                                                                                                            |
| Creamo Craft                                | Craft                                                   | Craft production                                                                                                                                                    |
| Black Block                                 | Visual Arts                                             | Artist collective                                                                                                                                                   |
| ARCHIVE                                     | Arts Organization                                       | Arts organisation                                                                                                                                                   |
| The Modern Us                               | Creative Arts                                           | Creative arts collective                                                                                                                                            |
| Floyd Avenue                                | Fashion and Apparel                                     | Culturally inspired menswear label blending African heritage and contemporary streetwear                                                                            |
| Artists Collective                          | Visual Arts                                             | Artist collective                                                                                                                                                   |
| She Met Jewellery                           | Jewellery Design                                        | Jewellery design and production                                                                                                                                     |
| Buz Factor                                  | Creative Services                                       | Creative services                                                                                                                                                   |
| OFFETT                                      | Creative Services                                       | Creative services                                                                                                                                                   |
| Afrikkul Lifestyle                          | Lifestyle and Fashion                                   | Lifestyle and fashion brand                                                                                                                                         |
| SEKGOSI                                     | Creative Arts                                           | Creative arts                                                                                                                                                       |
| Yeyeb Shop                                  | Retail                                                  | Retail shop                                                                                                                                                         |
| Nazo Accessories                            | Accessories                                             | Accessories design and production                                                                                                                                   |
| IKS Consulting & ConcertSA                  | Consulting and Events                                   | Consulting and concert/event management                                                                                                                             |
| Mmabatho Supporting Org                     | Film Production                                         | Support organisation                                                                                                                                                |
| Sun Goddess                                 | Fashion and Lifestyle                                   | Fashion and lifestyle brand                                                                                                                                         |



Floyd Avenue

## Highlighting a few creatives housed in the Creative Hub

### Mama Kea

This company is an innovative African footwear and accessory brand co-founded by Sicelo Mabuza and Khulani Sikhosana. The business uniquely combines the intricate hand-stitching skills of elderly artisans with the founder's youthful creativity and marketing savvy, producing handcrafted shoes, beanies, and hats inspired by African culture and nature. Operating from the Creative Hub provides Mama Kea with affordable workspace, access to business development programmes, and market exposure, enabling them to scale production and train young people in craft skills. This support fosters sustainable growth, helps preserve traditional craftsmanship, and amplifies their impact as a proudly South African, black-owned creative enterprise.



*Mama Kea – an African shoe & accessory brand, that handcrafts shoes and hats*



Visual Republik is a vibrant collective of visual artists and makers based at the Creative Uprising Hub in Constitution Hill's Transwerke building. Their work spans exhibitions such as 'In The...' and 'iSabelo' shows, which engage with themes of history, identity, and community through diverse media, including painting, digital design, and mixed media. Being housed in the Creative Hub offers Visual Republik subsidised studio spaces, access to collaborative networks, and opportunities to participate in curated exhibitions that elevate their visibility.



*Visual Republik – a platform dedicated to visual arts and supports creatives*

Mmonday Pictures, founded in 2008 by Johannesburg-based multidisciplinary filmmaker Mmabatho Montsho, is a celebrated film production company known for powerful storytelling that focuses on the black feminine experience. The company has produced acclaimed films such as 'Frontières', 'The Award Ceremony', and 'Nothing for Mahala', earning them prestigious awards, including the Golden Horn for Best Achievement in Script. Mmonday Pictures actively supports ConHill Festivals by providing film screenings and curated multimedia content that amplify marginalised voices and engage deeply with South Africa's social and cultural narratives. This collaboration enhances the festival's programming while advancing Montsho's commitment to social justice and cultural preservation and fostering dialogue on identity and transformation.



*Filmmaker Mmabatho Montsho co-curates the Human Rights Film Festival, and gives emerging film makers a platform to showcase their works*

## South to South Cultural Exchange – ConHill and Embassy of Colombia collaboration

The Embassy of Colombia in South Africa co-hosted a cultural initiative aligned with ConHill's mandate to preserve historical and cultural memory. This project supported the strategy's outcomes, which entailed peacebuilding and reconciliation through artistic expression. As part of this initiative, both ConHill and the Embassy of Colombia led an exchange dialogue between women survivors from Colombia and South Africa, engaging in and co-creating quilts that memorialise their shared experiences. Youths involved in the creation of a mural focused on peacebuilding by engaging community members in reconciliation processes. This artistic project highlighted the strong and friendly bilateral relations between Colombia and South Africa, which had been in place since 1994.

## Number of tourism enterprises incubated through Tourism Centre of Excellence programme

Constitution Hill actively contributes to the growth and development of SMEs by empowering SMMEs in the tourism sector, which positively stimulates economic growth and job creation within local communities.

During the reporting period, a total of 101 SMMEs received valuable training to establish sustainable businesses and diversify their tourism offerings, thereby enhancing their appeal to visitors. This diversification has played a key role in driving economic growth within the tourism industry, attracting traffic to the ConHill website through tour operators who account for 30% of the Site's visitors. Delivered through IAMJOBURG, these diversified experiences include walking and cycling tours through the city's iconic neighbourhoods, as well as distinctive culinary and cultural adventures.

SMMEs were provided with the following tourism training/ upskilling programmes:

- **Insights into global tourism markets:** Understanding current and emerging trends affecting tourism worldwide and how they impact South Africa and the African region;
- **Regional trade relations:** Exploring trade opportunities and partnerships in Central, East, and Southern Africa to boost tourism growth;
- **Strategic tourism development:** Learning strategies to align local tourism businesses with global market demands and preferences;
- **Networking opportunities:** Engaging with industry experts, peers, and stakeholders to build connections that can enhance market access and collaboration;
- **Business skills development:** Enhancing practical business knowledge such as planning; management, marketing, and financial literacy to help small businesses grow and operate effectively; and
- **Legal training:** Providing essential legal knowledge related to running a business, including contracts, compliance, intellectual property, labour laws, and regulatory requirements.

## Number of public programmes hosted

For the period under review, ConHill hosted 120 public programmes, exceeding the annual target of 90. These programmes advanced public participation and constitutional education, with a focus on Human Rights advocacy. Events such as the Human Rights Festival, held in March, provided platforms for solidarity with global struggles, including support for the Democratic Republic of Congo, Western Sahara, and Palestine.

The Site continued its five-year strategic vision as a space for community gathering, dialogue, and reflection. Programmes such as the Basha Uhuru initiative leveraged music, art, and cultural activities to promote justice and human dignity.

During the 2024/25 FY, ConHill delivered a range of public programmes that featured public lectures, dialogues, workshops, and outreach activities. These initiatives continue to foster community cohesion by strengthening relationships and building trust within local communities. Collaboration with partner organisations remains a key focus, creating inclusive spaces for meaningful engagement and dialogue.

The 'Voices and Visions' Art Exhibition, held in April 2024, commemorated 30 years of democracy and promoted constitutionalism, Human Rights, and social justice. By providing a platform for reflection on South Africa's democratic journey, the exhibition fostered critical engagement with the country's past struggles and inspired a collective vision for a more inclusive future.



## Sales and earned revenue generated

To achieve the objective of ensuring long-term sustainability and continued revenue growth, ConHill has strategically expanded its offerings beyond regular guided tours to include innovative, immersive, and interactive experiences. These enhancements continue to create significant appeal to the younger demographic, resulting in a diversified visitor base and increased revenue potential.

At the heart of this new positioning is the seamless integration of the Precinct's iconic 'Old Buildings', including the former prisons and courthouses. These historic structures provide authentic spaces where visitors can connect deeply with the narratives of resilience and transformation that define South Africa's constitutional democracy.

Total revenue earned during the period was R14 787 096, below the target of R19 191 000. The shortfall was primarily due to the ongoing construction of the Visitors' Centre and the We, the People Park, which limited the Site's hosting capacity. Despite this, ConHill continued to diversify its revenue through venue rentals for conferences, corporate events, and cultural performances.

As a living museum, ConHill integrates historical structures with active public engagement. The new Visitors' Centre will enhance the Precinct's capacity with modern facilities and interactive exhibits, positioning it as a key provincial gateway. The We, the People Park is designed to be an inclusive civic space for reflection, cultural expression, and democratic engagement.

Together, these developments reinforce ConHill's dual role as a Heritage Site and a catalyst for contemporary social dialogue and transformation.



*Tourists visiting ConHill*



## PROGRAMME 5: CONHILL – ORIGINALLY TABLED ANNUAL PERFORMANCE PLAN

Outcomes, Outputs, Output Indicators, Targets and Actual Achievements Table

| Programme 1: ConHill Originally Tabled Annual Performance Plan |                                                                                     |                                                                                            |                                    |                                    |                               |                                                                      |                                                             |                                                                                                                                                                                      |                                                                                                                                          |
|----------------------------------------------------------------|-------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------|------------------------------------|------------------------------------|-------------------------------|----------------------------------------------------------------------|-------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------|
| Outcome                                                        | Output                                                                              | Output indicator                                                                           | Audited actual performance 2022/23 | Audited actual performance 2023/24 | Planned annual target 2024/25 | *Actual achievement 2024/25 until date of re-tabling <sup>1,2*</sup> | Deviation from planned target to actual achievement 2024/25 | Reasons for deviations                                                                                                                                                               | Reasons for revisions to the Outputs/output indicators/annual targets                                                                    |
| Enhanced transformation in the economy                         | Value generated from leisure; business & events                                     | Gross economic impact of hosting events by ConHill                                         | -                                  | R11 516 847                        | R9 720 000                    | R6 219 328                                                           | -R3 500 672                                                 | The planned target for Quarter 1 of R6 million was achieved at date of re-tabling. The balance of the target was due for reporting at year end                                       | The output indicator was modified to read 'Gross economic impact of events hosted by ConHill' changing the word 'hosting' to 'hosted'    |
|                                                                | Tourism enterprises capacitated through access to knowledge and technical resources | Number of tourism enterprises incubated through the Tourism Centre of Excellence programme | 130                                | 10                                 | 80                            | 74                                                                   | -6                                                          | There was low uptake by the Tourism SMMEs due to their demanding schedules, limited resources, and operational pressures which made it difficult for them to participate in training | The quarterly targets were corrected to ensure consistency and alignment between the Group and ConHill APP's                             |
| Long term sustainability                                       | Increased financial sustainability                                                  | Sales and earned revenue generated                                                         | -                                  | -                                  | R19 195 000                   | R5 048 000                                                           | -R14 147 000                                                | A reversal R1.9 million for tenant utility consumption was reversed due to incorrect billing and overcharging of tenants                                                             | The targets were amended to align with a cumulative annual target of R19 191 000 in line with sales and earned revenue goals for ConHill |



Human Rights Festival stage performance

<sup>1,2\*</sup> Actual achievement as at end September 2024



## PROGRAMME 5: CONHILL – RE-TABLED ANNUAL PERFORMANCE PLAN

Outcomes, Outputs, Output Indicators, Targets and Actual Achievements Table

| Programme 1: ConHill Re-tabled Annual Performance Plan      |                                                                                     |                                                                                            |                                    |                                    |                               |                              |                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|-------------------------------------------------------------|-------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------|------------------------------------|------------------------------------|-------------------------------|------------------------------|-------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Outcome                                                     | Output                                                                              | Output indicator                                                                           | Audited actual performance 2022/23 | Audited actual performance 2023/24 | Planned annual target 2024/25 | **Actual achievement 2024/25 | Deviation from planned target to actual achievement 2024/25 | Reasons for deviations                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| Enhanced transformation in the economy                      | ConHill leisure visitor number ticketed                                             | Number of ticketed leisure visitors to ConHill                                             | 39 395                             | 63 685                             | 70 000                        | 81 036                       | +11 036                                                     | The variance is attributed to the increase in onsite visitors for the Human Rights Festival programme, which attracted a total of 11 870 attendees, a 72% growth from the 6 900-attendance recorded during the previous festival                                                                                                                                                                                                                                                                                                                               |
|                                                             | Value generated from leisure; business & events                                     | Gross economic impact of events hosted by ConHill                                          | -                                  | R11 516 847                        | R9 720 000                    | R11 912 266                  | +2 192 266                                                  | The Human Rights Festival and Basha Uhuru have significantly boosted participation and economic impact, supported by funding from the Gauteng Tourism Authority, Joburg Tourism Company, The National Heritage Council, the Gender-Based Violence Fund, and the ConHill Trust<br><br>Meanwhile, Basha Uhuru empowered young creatives and entrepreneurs, providing a vibrant platform for cultural expression, innovation, and market access opportunities                                                                                                     |
|                                                             | Tourism enterprises capacitated through access to knowledge and technical resources | Number of tourism enterprises incubated through the Tourism Centre of Excellence programme | 130                                | 10                                 | 80                            | 101                          | +21                                                         | There was a high uptake in the Business Development capacity building workshops<br><br>The increased demand for the workshops led to greater engagement from SMMEs, resulting in higher-than-anticipated uptake of the incubation programme's offerings                                                                                                                                                                                                                                                                                                        |
| Improved Social Cohesion promoted through Constitutionalism | Increased Human Rights awareness through public programmes hosted                   | Number of public programmes hosted                                                         | 138                                | 95                                 | 90                            | 120                          | +30                                                         | The growth in public interest in the programmes hosted at ConHill has led to a significant increase in unsolicited collaborations aimed at enhancing education on constitutional values and Human Rights<br><br>These collaborations have been bolstered by the Site's recognition as a World Heritage Site, which has elevated its profile as a hub for educational and cultural engagement<br><br>Notable partnerships include collaborations with District Education Officials, NGOs such as the Human Rights Foundation, and the National Heritage Council |

| Programme 1: ConHill Re-tabled Annual Performance Plan |                                                                   |                                                                  |                                    |                                    |                               |                              |                                                             |                                                                                                                                                                                                                                                                                                                                                                               |
|--------------------------------------------------------|-------------------------------------------------------------------|------------------------------------------------------------------|------------------------------------|------------------------------------|-------------------------------|------------------------------|-------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Outcome                                                | Output                                                            | Output indicator                                                 | Audited actual performance 2022/23 | Audited actual performance 2023/24 | Planned annual target 2024/25 | **Actual achievement 2024/25 | Deviation from planned target to actual achievement 2024/25 | Reasons for deviations                                                                                                                                                                                                                                                                                                                                                        |
| Enhanced transformation in the economy                 | Increase creative sector development through resource aggregation | Number of creatives benefitted from creative uprising programme. | -                                  | 1 197                              | 1000                          | 1 498                        | +498                                                        | <p>Having Creative Industry Organisations on-Site to support creatives has consistently increased the number of beneficiaries from programmes hosted through the Creative Uprising event</p> <p>These organisations provide essential resources, networking opportunities, and tailored support, which amplify the impact of the intervention implemented through the Hub</p> |
| Long-term sustainability                               | Increased financial sustainability                                | Sales and earned revenue generated                               | -                                  | -                                  | R19 191 000                   | R14 787 096                  | -R4 403 904                                                 | There has been a decline in venue hire numbers, which is attributed to client's reluctance to use the Site as there are ongoing infrastructure projects                                                                                                                                                                                                                       |



*The Movement Store at Constitution Hill*

## LINKING PERFORMANCE WITH BUDGETS

| Programme/activity/objective    | 2023/2024     |                    |                          | 2024/2025     |                    |                          |
|---------------------------------|---------------|--------------------|--------------------------|---------------|--------------------|--------------------------|
|                                 | Budget        | Actual expenditure | (Over)/under expenditure | Budget        | actual expenditure | (Over)/under expenditure |
|                                 | R'000         | R'000              | R'000                    | R'000         | R'000              | R'000                    |
| Education and public programmes | 789           | 789                | 0                        | 730           | 735                | (5)                      |
| Exhibitions                     | 300           | 300                | 0                        | 270           | 270                | 0                        |
| Facilities management           | 50 699        | 54 229             | (3 530)                  | 43 717        | 41 655             | 2 061                    |
| Venue Hire                      | 1 200         | 2 300              | (1 100)                  | 883           | 843                | 40                       |
| Tourism (Visitors)              | 12            | 12                 | 0                        | 150           | 214                | (64)                     |
| <b>Total</b>                    | <b>53 000</b> | <b>57 630</b>      | <b>(4 630)</b>           | <b>45 749</b> | <b>43 717</b>      | <b>2 032</b>             |

The operating results for the financial year and the situation of the company are consolidated in this Annual Report and are available in the company's separate set of Annual Financial Statements. The company's operating surplus was R5.6 million with a net asset value of the company to R350 million (2024/25 financial year was R345 million). During the 2024/25 financial year, ConHill received a total grant of R61.5 million from GGDA.

### Spend analysis

The overall spend was R2 million below revised budget, with the balance being fully committed to the Creative-Up rising projects and accrual for works delivered during Human Rights Festival only paid in the following financial year. The company has implemented cost containment measures to curtail spend and realised some savings on both employee costs and Administrative expenses. ConHill has managed to achieve 83% delivery on planned targets with limited financial resources and achieved 83% of the Own Generated Revenue target.

### Strategy to overcome areas of underperformance

Interventions in Revenue Strategy for ConHill:

#### Diversify revenue streams

- Expand beyond admission fees and venue hire by developing new commercial activities, such as branded merchandise to cater for on-site visitors;
- Leverage office space tenancy by concluding the ongoing visitor's centre and the We, the People Park – and implement a leasing strategy.

#### Benchmarking and best practice adoption

- Conduct benchmarking against similar heritage and cultural sites locally and internationally to identify successful revenue models and innovative funding mechanisms;
- Adapt best practices such as dynamic pricing, membership programmes, and corporate sponsorships.

## Group revenue collection

Table 30: Group revenue collection

| Sources of revenue                 | 2023/24          |                |                         | 2024/25          |                |                         |
|------------------------------------|------------------|----------------|-------------------------|------------------|----------------|-------------------------|
|                                    | Estimate         | Actual         | (Over)/under collection | Estimate         | Actual         | (Over)/under collection |
|                                    | Amount collected |                |                         | Amount collected |                |                         |
|                                    | R'000            | R'000          | R'000                   | R'000            | R'000          | R'000                   |
| Sale of goods                      | -                | -              | -                       | 400              | 13             | 387                     |
| Rental income                      | 132 803          | 138 336        | (5 533)                 | 152 432          | 143 006        | 9 426                   |
| Rental of facilities and Equipment | 8 507            | 11 489         | (2 982)                 | 2 944            | 2 542          | 402                     |
| Project Income                     | 28 648           | 18 832         | 9 816                   | 38 314           | 22 699         | 15 615                  |
| Rendering of services              | 111 071          | 129 686        | (18 615)                | 116 815          | 139 030        | (22 215)                |
| Admission fee and sale of goods    | 3 826            | 4 421          | (595)                   | 4 973            | 4 472          | 501                     |
| <b>Total</b>                       | <b>284 855</b>   | <b>302 764</b> | <b>(17 909)</b>         | <b>315 878</b>   | <b>311 762</b> | <b>4 116</b>            |

The rental income is lower than budgeted mainly due to lower occupancy rate of rental buildings at ConHill and TIH. However, due to new partner with different business activities will be onboard which will attract new tenants to the premises.

Project income below budget due to Chamdor yellow plant feasibility assessment being done to ensure that there is a market before construction work commences, no further income will realised until the assessment is finished.

Rendering of services mainly relates to recoveries on water and electricity. Collection has been exceeded due to increased utilisation of water and electricity by tenants mainly at AIDC.



Incubation programme



## Group capital investment

- No infrastructure projects were completed in the period under review.
- Infrastructure projects that are currently in progress are listed below:
  - We the People's Park – In progress. Practical completion anticipated in the 2nd quarter of the new FY.
  - ConHill Visitors Centre – Project currently in stage 4. Contractor was appointed after financial year end in May 2025. Practical completion date anticipated as March 2026.
  - Biopark Phase 3 – Project is 73% complete and currently on hold.
  - GIDZ Bulk infrastructure – Precinct 2 – Project is 11% complete and practical completion date is anticipated as November 2025.
- There are no plans to close down or downgrade any current facilities.
- Maintenance of infrastructure assets is based on the annual maintenance plans in place for infrastructure.
- Disposal, scrapping and loss of assets due to theft are written off through Board approvals, and stolen items were reimbursed from insurance or the amount recovered from the employee if it was through negligence.
- The Group's assets are managed through an asset management policy that stipulates procedures for ensuring that processes are uniform throughout the Group as prescribed by the PFMA, Treasury Regulations and requirements of GRAP. The GGDA Group maintains a fixed asset register and monitors the existence and condition of assets during biannual asset verification processes. The assets' state is "good or fair" condition, as they are maintained through a maintenance plan.
- Asset verification was conducted during the period under review across the group to ensure asset register remained up to date.
- The following repairs and maintenance projects were undertaken during the period under review:
  - Repair, remedial and restoration work to the existing Rampart Building and surrounding walls at the Old Ford, ConHill
  - Refurbishment of Atteridgeville 1 Industrial Parks, Atteridgeville 2 Industrial Parks, Emdeni Industrial Park, Rosslyn Industrial Hub and Umqantsa Industrial Hub
  - AIDC infrastructure maintenance.

**Table 31: Group capital investment**

| Infrastructure projects              | 2023/2024      |                    |                          | 2024/2025      |                    |                          |
|--------------------------------------|----------------|--------------------|--------------------------|----------------|--------------------|--------------------------|
|                                      | Budget         | Actual expenditure | (Over)/under expenditure | Budget         | Actual expenditure | (Over)/under expenditure |
|                                      | R'000          | R'000              | R'000                    | R'000          | R'000              | R'000                    |
| ConHill Visitor Centre               | 173 317        | 16 531             | 153 786                  | 189 839        | 13 217             | 176 622                  |
| BioPark Phase 3                      | 129 441        | 89 531             | 39 910                   | 40 622         | 24 441             | 16 181                   |
| Township hub refurbishment           | 51 014         | 44 391             | 6 623                    | 35 321         | 9 196              | 26 125                   |
| Township hub refurbishment (2023/24) | 50 000         | 0                  | 50 000                   | 0              | 0                  | 0                        |
| We The People's Park                 | 0              | 0                  | 0                        | 9 606          | 3 646              | 5 960                    |
| Extension to Nissan IC               | 5 200          | 0                  | 5 200                    | 0              | 0                  | 0                        |
| Extension to Ford IC                 | 4 500          | 0                  | 4 500                    | 0              | 0                  | 0                        |
| GIDZ Southern Precinct               | 235 594        | 214 724            | 20 870                   | 60 195         | 60 235             | (40)                     |
| Bulk Infrastructure – Precinct 2     | 0              | 0                  | 0                        | 180 000        | 87 276             | 92 724                   |
| ASP ICT Infrastructure               | 0              | 0                  | 0                        | 5 970          | 5 035              | 935                      |
| AIDC Infrastructure Maintenance      | 0              | 0                  | 0                        | 37 430         | 21 399             | 16 031                   |
| IDC – Yellow Plant                   | 0              | 0                  | 0                        | 4 547          | 289                | 4 258                    |
| <b>Total</b>                         | <b>649 066</b> | <b>365 177</b>     | <b>283 889</b>           | <b>563 530</b> | <b>224 734</b>     | <b>338 796</b>           |



# MARKETING AND COMMUNICATION

# GAUTENG GROWTH AND DEVELOPMENT AGENCY GROUP ANNUAL PERFORMANCE REPORT (2024-2025)

This report provides a consolidated overview of the GGDA and its subsidiaries' strategic initiatives, media performance, and stakeholder engagements for the financial year ending March 31, 2025. It synthesises data from various media monitoring and campaign performance reports to present a cohesive narrative of the Group's activities and impact.

During the 2024/25FY the following strategic stakeholder engagement and marketing campaigns were implemented by the GGDA Group.

## GGDA GROUP MEDIA AND COMMUNICATIONS OVERVIEW

The GGDA received a total of 273 media mentions over the reporting period, amounting to an Advertising Value Equivalent (AVE) of R13 155 686. This extensive coverage was predominantly positive, with a favourable sentiment of 89%. Online platforms were the primary drivers of media attention, accounting for 60% of online clips, followed by print at 18% and broadcast at 22%.

The highest performing online sources for the GGDA were Global Africa Network and Engineering News, while Gauteng Business led the print coverage. In broadcast media, Power FM and CNBC Africa were the top contributors. Thematic highlights in the media included the 11th annual Manufacturing Indaba and discussions around the GGDA's strategic plans to boost the provincial economy. A notable instance of mixed coverage related to a settlement with a former group CEO, while a negative mention concerned the replacement of a former chairperson due to misconduct findings.

## Key Campaign: 'Unlocking Africa's Potential Together'

This 360-degree marketing campaign, spanning from June to October for planning and from September to December for implementation, aimed to establish Gauteng as a pivotal economic gateway. Its objectives were to demonstrate the GGDA's transformative role, raise awareness of its achievements, and create shareholder value through foreign and domestic investment, job creation, and trade. The campaign used a variety of media, including billboards, digital and social media advertising, and in-flight magazines.

## Campaign results

### Campaign Results

- **Digital Advertising (Google Display):** The campaign achieved a reach of 397 852 unique people and generated 1 083 666 impressions with a total of 1 657 clicks. The overall CTR was 0,15%, with a cost per thousand impressions (CPM) of 11.16. The average CPC was R7.83, and the Viewable CTR averaged 0,18%. The VAAL SEZ campaign demonstrated the strongest engagement with a CTR of 0,15% and 393 clicks. The majority of impressions were served on mobile phones (73,2%).
- **Outdoor Media (Billboards):** The campaign utilized billboards at strategic locations such as the N12 Van Buuren, Tembisa Bridge, Nelson Mandela Bridge, N1 Rivonia Digital, and N17 Soweto Highway Bridge, reaching a combined average of over 780 000 vehicles and 125 000 pedestrians/commuters daily.
- **Traditional Media (Magazines):** The campaign was featured in Premier Magazine, distributed in Bidvest Premier Lounges. The distribution network included 15 900 digital subscribers, 47 650 monthly newsletter sends, and access for 152 000 freemagazines.co.za subscribers.



Social Media Advertising

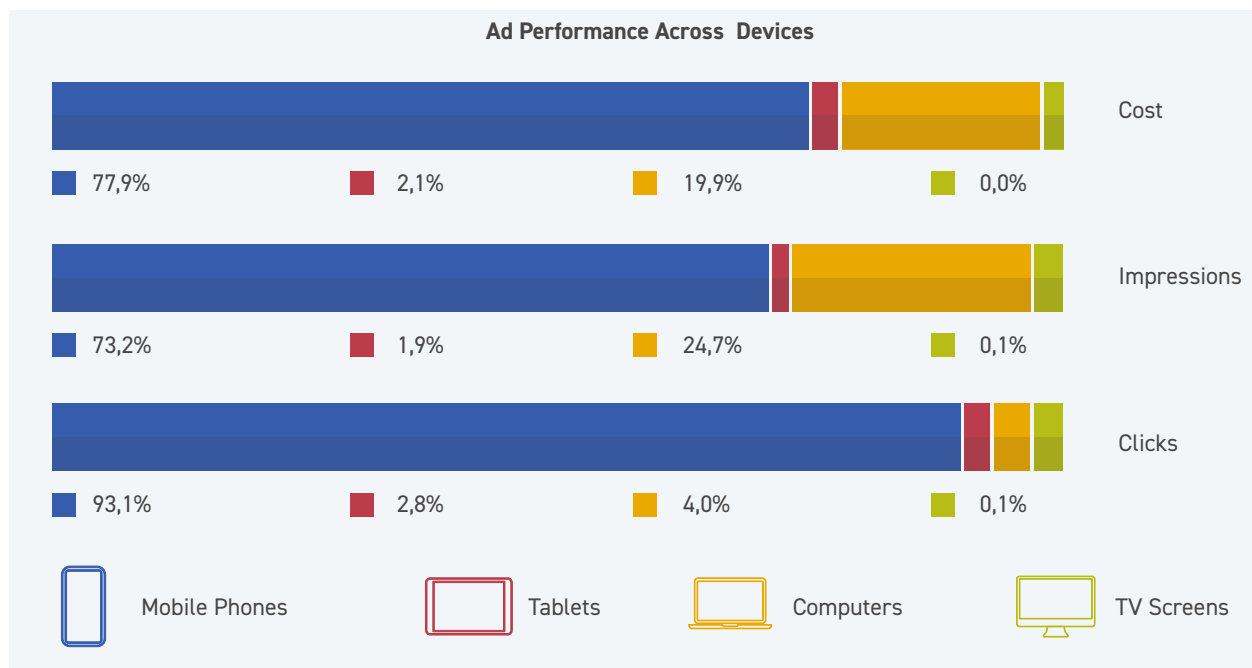


**Figure 27: Ad performance across devices**

The digital performance metrics, in terms of impressions, were as follows:

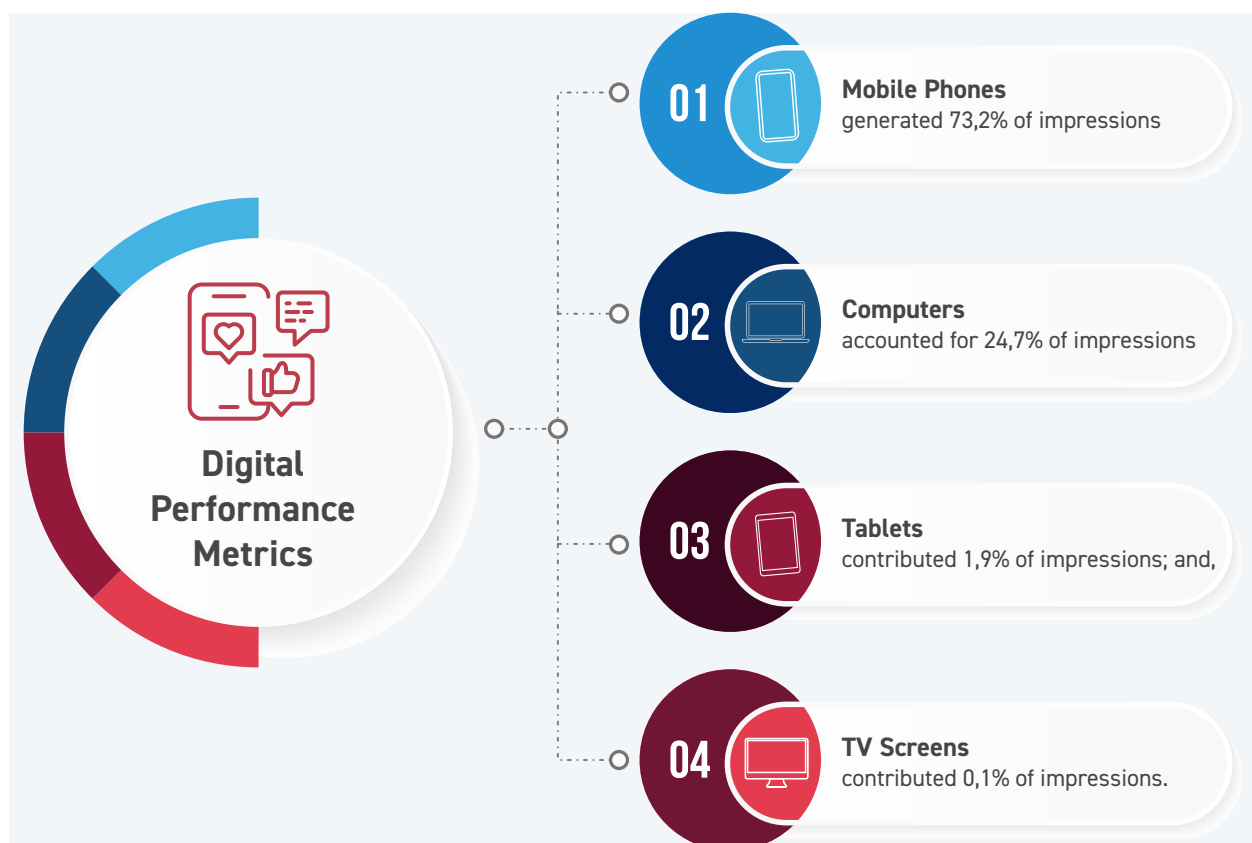


**Figure 28: Digital performance metrics**



| Campaign         | Clicks       | Impressions      | CTR          | Avg CPC      | Cost              | Viewable CTR | Avg. viewable CPM | Viewable impr. |
|------------------|--------------|------------------|--------------|--------------|-------------------|--------------|-------------------|----------------|
| VAAL SEZ         | 393          | 256 172          | 0,15%        | R7.20        | R5 655.58         | 0,2%         | R14.26            | 198 300        |
| OR Tambo         | 363          | 255 788          | 0,14%        | R7.81        | R5 671.68         | 0,18%        | R14.30            | 198 274        |
| ConHill          | 345          | 254 652          | 0,14%        | R8.25        | R5 694.80         | 0,17%        | R14.41            | 197 630        |
| InvestSA Gauteng | 362          | 254 901          | 0,14%        | R7.84        | R5 673.88         | 0,18%        | R14.43            | 196 565        |
| Innovation Hub   | 349          | 253 361          | 0,14%        | R8.12        | R5 668.00         | 0,18%        | R14.49            | 195 556        |
|                  | <b>1 812</b> | <b>1 274 874</b> | <b>0,14%</b> | <b>R7.83</b> | <b>R28 363.94</b> | <b>0,18%</b> | <b>R14.38</b>     | <b>986 325</b> |



MEC Lebogang Maile fielding questions post the Gauteng Investment Conference launch at the JSE

## Gauteng Investment Conference (GIC) Launch Performance

The Gauteng Investment Conference (GIC) was a significant focus, generating 74 media mentions with an AVE of R3 431 114. The conference's launch, led by MEC Lebogang Maile, positioned Gauteng as a prime investment destination, with an ambitious target of R800 billion in investment over the next five years. Ultimately, the conference secured investment pledges surpassing the R300 billion target by R12.5 billion, with a total of R312.5 billion in commitments.

The digital campaign for the GIC demonstrated robust engagement across its four-week run in March 2025.

### Event overview

- Launch period covered: 10–21 February 2025.
- Purpose: Showcase investment opportunities, build investor confidence, and drive economic growth in Gauteng.

## Launch coverage themes (February 2025)

- R800 billion investment drive.
- Infrastructure expansion as a key driver of growth.
- Investor confidence and economic development in Gauteng.
- Government-led initiatives to attract global investment.

## Media coverage insights

- The GIC launch 2025 received broad coverage across online, broadcast (TV & radio), and print media.
- Coverage addressed targeted investment figures, economic drivers, and strategic initiatives.
- The launch successfully positioned Gauteng as an attractive investment destination.

## Media channels breakdown

- **Online media:** Key source of reach for investment news and pledge announcements.
- **Broadcast media:** Used to highlight government and investor perspectives.
- **Print media:** Framed economic and policy themes for a business-focused audience.

## Key takeaways

- Large-scale investment figures (R800 billion drive, R300 billion pledges) created strong headlines.
- Messaging about infrastructure, crime prevention, and global trade presence resonates with target audiences.
- Investor confidence remains high, aided by clear government commitment and strategic initiatives.
- Media channels worked together to build both awareness and credibility.

## Marketing and PR opportunities

- Leverage headline investment figures in all messaging.
- Continue promoting success stories and investor testimonials to reinforce confidence.
- Align messaging with economic and social development narratives (infrastructure, safety, global competitiveness).
- Maintain balanced media mix (online for reach, broadcast for credibility, print for authority).
- **Performance results**  
The campaign generated 926 695 impressions, with an average Click-Through Rate (CTR) of 0,35% and a Viewable CTR of 0,50%.
- **Audience visibility**  
The campaign's visibility was highest among male users in the 35-44 year age demographic.
- **Geographic reach**  
Geographically, India and Brazil consistently delivered the most clicks and impressions, followed by South Africa and Spain.
- **Device bias**  
Mobile phones were the dominant device for user interaction, accounting for over 94% of clicks.

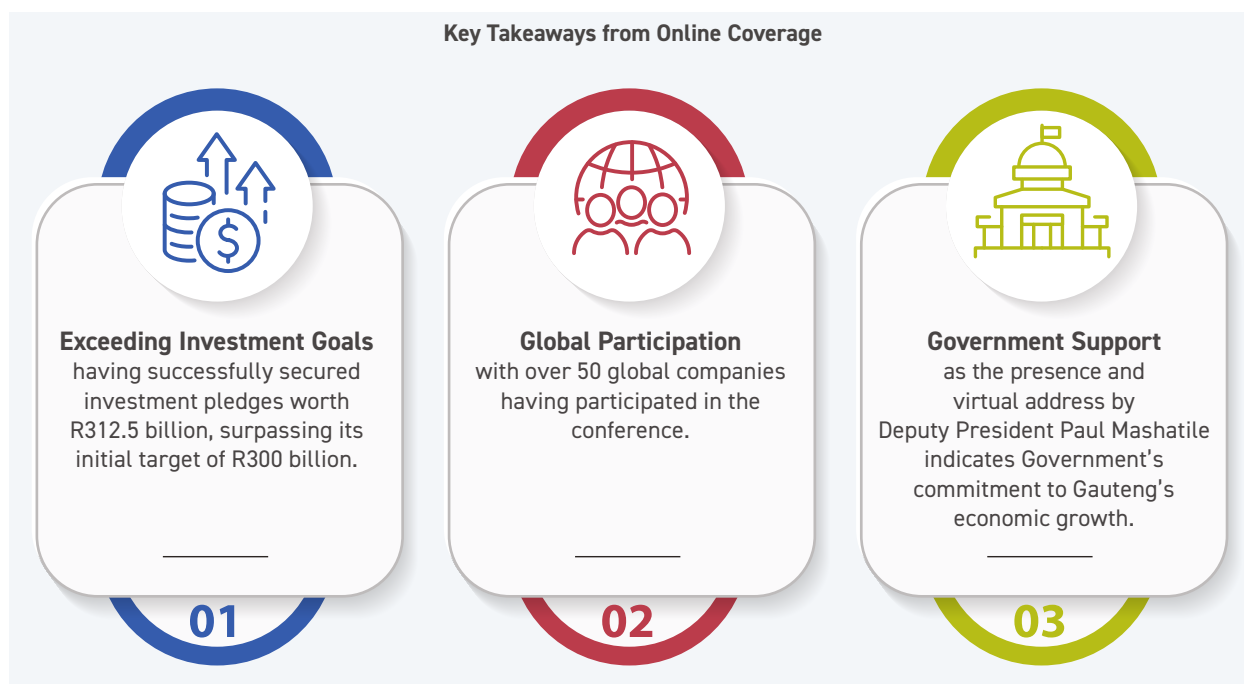


Figure 29: Key takeaways from online coverage

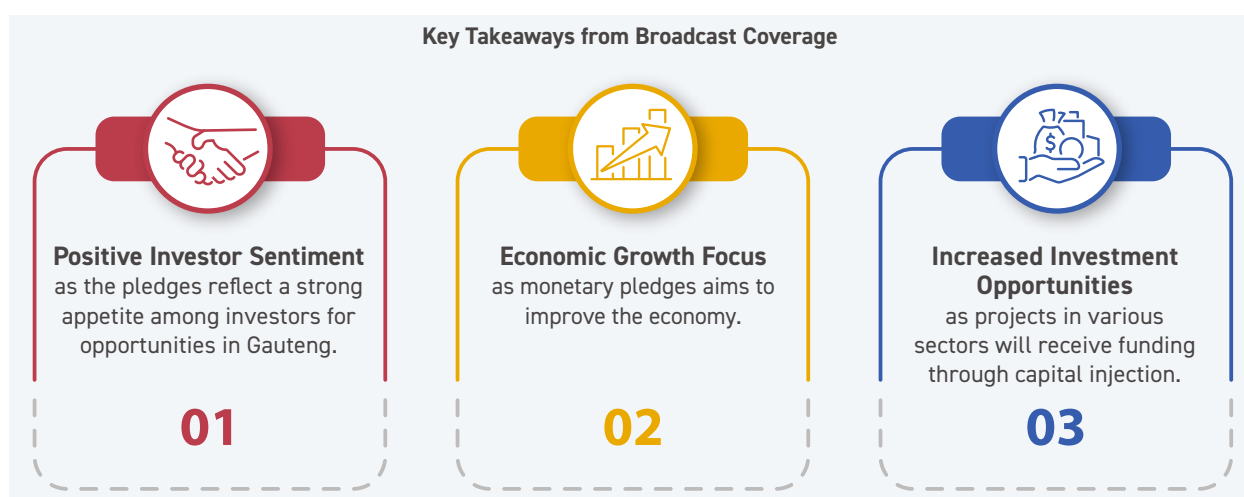


Figure 30: Key takeaways from broadcast coverage

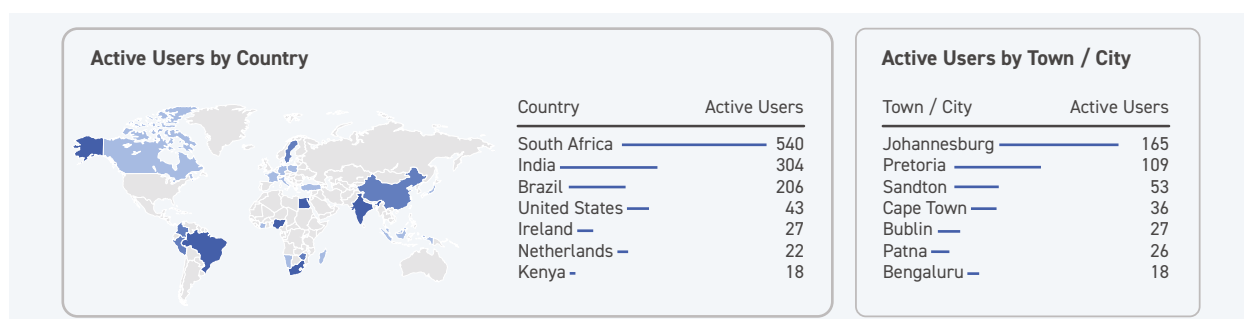


Figure 31: Active uses by country

## STRATEGIC STAKEHOLDER ENGAGEMENTS AND PARTNERSHIPS

The GGDA's Marketing and Communications unit was instrumental in fostering strategic partnerships to position Gauteng as an investment destination of choice. Key events and collaborations included:

Partnerships with Brand South Africa for the World Economic Forum in Davos, SAEEC for an Inward Buying and Investment Mission, and media houses like eNCA and CNBC to amplify its messages and profile the Gauteng Investment Conference.

### Brand SA Partnership WEF

GGDA partnered with Brand South Africa in January 2025 for the World Economic Forum in Davos. The Outward Mission was to position Gauteng as a strategic investment hub as South Africa's economic engine.

### SAEEC Partnership

The South African Electrotechnical Export Council (SAEEC), in partnership with the GGDA, hosted 40 African Energy delegates from 12 African countries for an Inward Buying and Investment Mission (IBIM) between 14-20 July 2024.

### eNCA Media Partnership

The eNCA media partnership was established primarily for the World Economic Forum, to position Gauteng, and to profile the Gauteng Investment Conference.

### CNBC Partnership

CNBC Partnerships in the 2024/25 financial year included the ABBLA Awards, AIDC Broadcast Partnership, WEF Investment engagement and Africa Investment Forum (AIF) breakfast held in Morocco. Below are some of the works implemented through the CNBC media partnership.



*MEC Lebogang Maile being interviewed by CNBC Africa at WEF 2025*



## Africa Investment Forum CNBC Partnership – December 2025

The Africa Investment Forum is a multi-stakeholder, multi-disciplinary platform that advances projects to bankable stages, raises capital, and accelerates deals to financial closure. Its vision is to channel capital towards critical sectors to achieve the Sustainable Development Goals, the African Development Bank's High 5s and the African Union's Agenda 2063. The purpose of the CNBC partnership was to develop an investment breakfast dialogue session for to promote Gauteng as a preferred investment destination.

Partnerships with Brand South Africa for the World Economic Forum in Davos, SAEED for an Inward Buying and Investment Mission, and media houses like eNCA and CNBC to amplify its messages and profile the Gauteng Investment Conference.

## SUBSIDIARIES AND KEY CAMPAIGN HIGHLIGHTS

TIH received 44 media mentions with a highly positive sentiment score of 98%. The agency solidified its role in driving innovation and entrepreneurship, with coverage focusing on the appointment of its new Chief Financial Officer, Komathie Govender, and the inaugural Gauteng Innovation Showcase, which brought together technology companies and entrepreneurs to address service delivery challenges. A roundtable discussion on 'Unlocking Gauteng's Innovation Potential' on March 20, 2025, was a significant event, attended by 150 delegates.

### AIDC

The AIDC garnered 26 media clips with 96% positive sentiment. Key coverage highlighted its role in the Tshwane Automotive SEZ (TASEZ) and its partnership with the Gauteng Department of Roads and Transport to run a Panel Beating and Apprenticeship Training Workshop. The AIDC also hosted the Northern Corridor Logistics Roundtable to discuss infrastructure development as a cornerstone for the province's automotive sector.

### ConHill

ConHill received a total of 308 media mentions with a sentiment of 90% positive. This was bolstered by two major events. The Human Rights Festival, held from March 20-23, 2025, accounted for a significant 43% of all ConHill-related mentions. It generated 233 media clips and a total estimated audience of over 19.8 million. The sentiment for the festival was overwhelmingly positive at 97%. The Basha Uhuru Freedom Festival in June 2024 saw a substantial increase in media attention compared to the previous year, with its share of voice rising from 18,9% in 2023 to 48% in 2024. Its sentiment was also highly positive, with a score of 79.2.

### GIDZ

The GIDZ was featured in six media mentions, all of which were favourable. Coverage focused on the ORTIA SEZ, highlighting its role in supporting industrial development and attracting export-oriented, value-added industries. The GIDZ's alignment with the Growing Gauteng Together 2030 Plan was also a key theme.

### ORTIA SEZ Precinct 2 Launch & Gauteng Investment Conference Media Launch

The launch of ORTIA SEZ Precinct 2 was strategically aligned with the Gauteng Investment Conference media launch, hosted at the Johannesburg Stock Exchange, the epicentre of South Africa's financial markets. This joint engagement amplified visibility for both milestones: raising early awareness of the GIC as a premier investment platform, while spotlighting the catalytic opportunities within the ORTIA SEZ's Precinct 2.

### The Vaal SEZ

The Vaal SEZ received 17 media mentions, with a sentiment of 94% positive. Reporting highlighted its focus on economic regeneration and job creation as a multi-sector, multi-site zone tailored to the region's strengths. A significant development mentioned was the plan by Mitochondria Energy to establish a Hydrogen Valley Innovation Hub within the Vaal SEZ.

### Qondisa I Shishini Lakho Campaign

The 'Qondisa I Shishini Lakho – Fix Your Business' campaign, launched on September 12, 2024, received a total of 14 media clips with an AVE of R419 019 57. A key metric was that all sentiment for this campaign was positive. The coverage was led by online platforms (60%), followed by broadcast (22%) and print (18%).

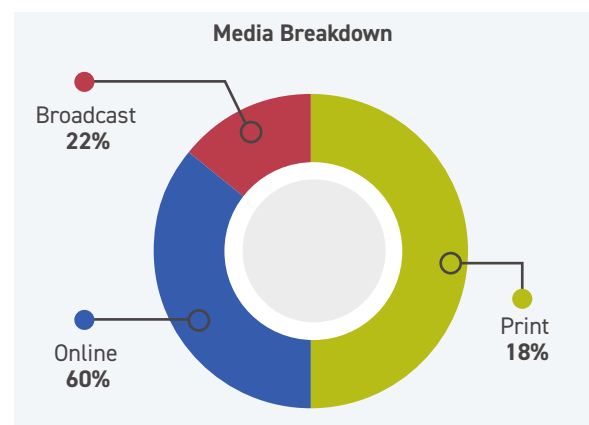


Figure 32: Media breakdown

The Qondisa I Shishini Lakho campaign received substantial media attention across multiple platforms, with significant coverage in broadcast, print, and online media.

- **Broadcast media** played a pivotal role in highlighting the campaign's objectives and reaching a broad audience, with Power FM, CNBC Africa, and SABC News among the key broadcasters.
- **Print media** support came from prestigious outlets like Saturday Star and Weekly SA Mirror, which reinforced the campaign's message of ensuring business compliance in Gauteng.
- **Online media** sources, such as IOL and the South African Government News Agency, provided widespread and detailed articles, reaching digital audiences and expanding the reach of the campaign.

The campaign saw immediate and sustained media engagement, with coverage spanning from the launch date on September 12, 2024, through to October 2, 2024.

## Campaign Overview

### Purpose

Promote business compliance and formalisation across Gauteng, targeting township, informal, hostel, and CBD businesses.

### Core focus areas

- Legal and regulatory compliance;
- Food safety and handling standards;
- Support for SMEs as a driver of growth and sustainability.

## Media coverage insights

**Total media clips: 14.**

### Coverage by type

- **Broadcast:** 22% (5 clips – key platforms: Power FM, CNBC Africa, SABC News);
- **Print:** 18% (2 clips – e.g., Saturday Star, Weekly SA Mirror);
- **Online:** 60% (7 clips – e.g., IOL, SA News, South African Government News Agency).

**AVE: R419,019.57.**

### Peak coverage dates:

- 12 September 2024 (launch).
- Sustained coverage on 13 and 14 September.
- Continued features through 2 October 2024.

### Key story angles

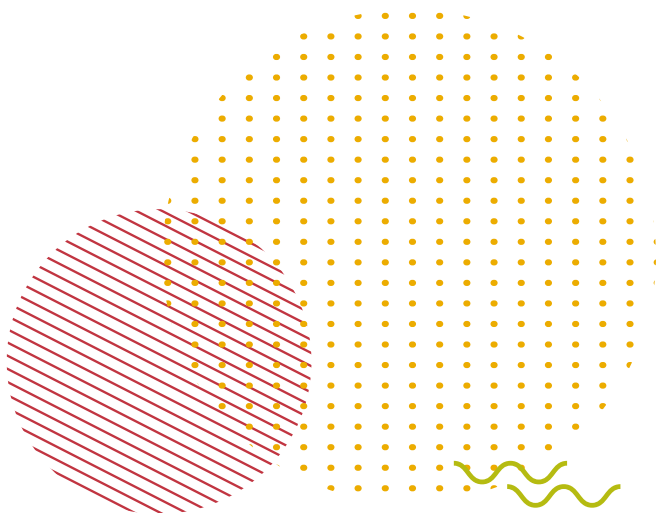
- **Compliance enforcement:** Spotlight on non-complying spaza shops and other informal businesses.
- **Food safety:** Addressing expired products and poor storage; linked to rising food poisoning cases.
- **Business support:** Providing informal businesses with knowledge and tools for operational improvement.
- **Partnerships:** Collaboration between Gauteng Department of Economic Development, Department of Health, and other stakeholders.

### Messaging highlights

- Regulated, compliant SMEs are the catalysts for growth and sustainability.
- Formalisation of township businesses as a step towards economic transformation.
- Integrated Government efforts to address food safety and consumer protection.

### Media impact takeaways

- Online media provided the widest reach, helping amplify the campaign message to a tech-savvy audience.
- Broadcast effectively drove awareness through high-visibility interviews and live coverage.
- Print reinforced credibility through reputable publications.
- Strong, positive sentiment suggests alignment between public perception and campaign objectives.



## OR Tambo SEZ Thought Leadership

GIDZ collaborated with GIBS Business School at a thought leadership seminar held on 24 May 2024 at the School titled "Harnessing the Benefits of International Trade Agreements for enhanced manufacturing and export of products."

## BRICS Innovation Youth Summit

The Innovation Hub, in collaboration with the South African Youth Association, hosted the BRICS Youth Innovation Summit 2024. This programme aimed to unite young innovators and entrepreneurs from BRICS countries and BRICS+ nations, fostering collaboration, knowledge sharing, and the development of innovative solutions to common challenges. The South African BRICS Youth Association hosted the programme and aimed to promote youth entrepreneurship, innovation, and sustainable development. It provided a potential collaborative opportunity for TIH with the Minister of Gender, Youth & Social Development from the Kingdom of Lesotho. The event demonstrated the potential of youth in driving positive change and contributing to the development of their countries and the African continent.

## BPO Conference

The GGDA partnered with the Annual South Africa GBS I BPO Conference and BPESA GBS Alchemy Awards 2024 that took place in Gauteng, Johannesburg, from 12 to 14 November 2024. This event offered boundless opportunities for the BPO and GBS sector to convene, learn, co-create, and explore the limitless potential South Africa offers as a leading offshore location. The BPO Conference served as a launchpad for the Gauteng GBS Value Proposition.

## SA-EU (Southern Africa–Europe) CEO Dialogue

In November 2024, the Gauteng Growth and Development Agency (GGDA) once again played a pivotal role at the SA-EU CEO Dialogue, held in Sandton, a premier annual platform fostering high-level engagement between European and African business and policy leaders. GGDA's partnership in the event reinforced the province's strategic position as a leading investment and trade hub, contributing to conversations on cross-border collaboration, industrial localisation, and regional economic integration.

While delivering the keynote address, Gauteng Premier Panyaza Lesufi reflected on the province's longstanding relationship with The European House – Ambrosetti and the European Union. He acknowledged the Dialogue as a recognised platform for advancing the Growing Gauteng Together 2030 (GGT2030) Plan, promoting development, investment, and skills transfer that are critical for the province's economic future. By aligning the event's discussions with Gauteng's strategic priorities, the engagement strengthened EU–Gauteng economic ties and underscored the province's role in driving inclusive, globally competitive growth.

## Basha Uhuru Festival



Basha Uhuru attendee

## Overall Sentiment

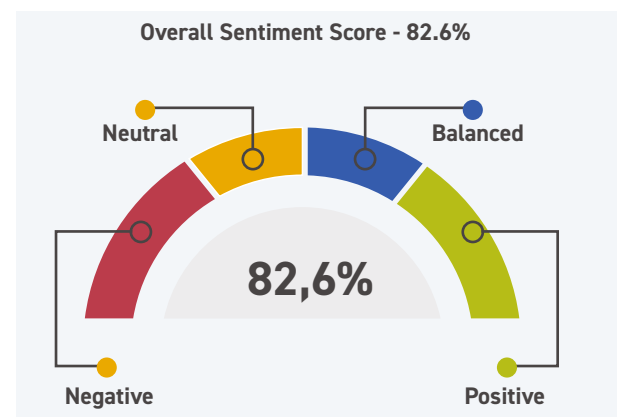


Figure 33: Overall sentiment score

The Basha Uhuru Festival, held annually to celebrate South Africa's journey to democracy, took place from 27 to 29 June 2024 at Constitution Hill in Johannesburg. The festival, whose name means 'Celebrate Freedom', has evolved from a local event into a significant cultural celebration. Since its inception, the Basha Uhuru Festival has grown to feature a diverse lineup of artists and cultural activities. It provides a platform for artistic expression and community engagement, highlighting the country's diverse heritage and fostering dialogue on social issues.

The Festival were featured in over 8% of all detected PR clippings throughout the monitored period. This figure rose to 48% for the 2024 festival, compared to 18,9% in 2023. Print media was the dominant format overall and during the 2024 festival. PR sentiment for the 2024 festival was predominantly positive, while on social media, the festival accounted for 1,5% of total tweets mentioning the relevant keywords. This proportion increased significantly to 48,8% during the 2024 festival, compared to 15,4% in 2023. Sentiment on X was largely positive for the festival. @Yfm was one of the most influential accounts, contributing the highest number of social media mentions during this time; @VisitConHill and @justin\_kers were the top influencers in terms of tweets mentioning the festivals. Constitution Hill garnered 1 336 PR media clips, with 49% in print, 34% online, and 17% broadcast. Radio702 was the leading source for ConHill, while www.bizcommunity.com was the top source for the festival. Sentiment for the festival was mostly positive, in contrast to Constitution Hill, which had 48% positive, 44% neutral, and 9% negative sentiment. The 2024 festival had 60 clips with an AVE of R8 156 888.90 and a AVE of R5 803 242.07.

## Event overview

### Target audiences

#### Primary:

- Youth and young adults interested in arts, culture, and social issues.
- Creative professionals: artists, musicians, filmmakers, designers.
- Activists and human rights advocates.

#### Secondary:

- General public, media professionals, sponsors, partners, and NGOs.

### Media coverage insights

- 2024 Festival share of voice: 48% of all PR clippings in monitored period (up from 18,9% in 2023).
- Media format: The 2024 FY was dominated by print media, while the 2023 FY was evenly split between print and online.
- Sentiment:
  - 2024 FY: Mostly positive sentiment (score 79.2) with some negative coverage.
  - 2023 FY: Perfect positive sentiment score of 100.

## Social media insights (X/Twitter)

#### Overall:

- 2024 festival mentions garnered 48,8% of total relevant tweets (increased from 15,4% in 2023).
- Sentiment was mostly positive for both fiscals, with the 2024 FY garnering a score of 74.1 while the 2023 FY garnered a score 69.9.
- Total mentions were lower in the 2024 FY, but share of voice was higher.

#### Top influencers:

- @VisitConHill, @justin\_kers, @Yfm.
- During the 2023 FY, the biggest influencer for the festival was: @CityofJoburgZA.

## PR ROI and reach

#### ConHill (overall period):

- AVE: R115 001 767,78.
- Reach: 4 161 910,780.

#### Basha Uhuru ROI:

For the 2023 FY, the return on investment and reach was:

- AVE: R1.57 million.
- Reach: 3.26 billion.

For the 2024 FY, the return on investment and reach was:

- AVE: R8.15 million.
- Reach: 56.98 million.

## Performance trends

- **Growth:** Festival's media share increased sharply from the 2023 FY to the 2024 FY.
- **Sentiment dip:** While still positive, sentiment score dropped in the 2024 FY compared to the 2023 FY.
- **Media type shift:** More print dominance was noted in the 2024 FY as compared to a more balanced mix in the 2023 FY.
- **Social media efficiency:** Greater share of conversation in the 2024 FY despite fewer total mentions.

## Top story themes

- 'Celebrating 30 years of creative freedom'.
- 'Sounds of Freedom Music Festival to close Youth Month with a bang'.
- Emphasis on youth, creativity, heritage, and arts.



## ORTIA SEZ Precinct 2 Launch & Gauteng Investment Conference Media Launch

The launch of ORTIA SEZ Precinct 2 was strategically aligned with the Gauteng Investment Conference media launch, hosted at the Johannesburg Stock Exchange, the epicentre of South Africa's financial markets. This joint engagement amplified visibility for both milestones: raising early awareness of the GIC as a premier investment platform, while spotlighting the catalytic opportunities within the ORTIA SEZ's Precinct 2.

The integrated approach reinforced Gauteng's positioning as Africa's gateway for trade, manufacturing, and investment. It provided a platform to engage high-profile investors, business leaders, and media stakeholders, emphasising how the ORTIA SEZ expansion will attract export-oriented industries, stimulate local manufacturing, and create sustainable jobs. By combining these two strategic announcements, the event achieved maximum media reach and investor interest, laying the groundwork for impactful investment commitments at the GIC and advancing the province's reindustrialisation agenda. From the engagement alone, the following media coverage was received:

### Online Media Coverage

| Media                                                | Headline                                                                                         | Journalist                | Link                                                                                                                                                                                                                                                                                                                |
|------------------------------------------------------|--------------------------------------------------------------------------------------------------|---------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| The Citizen                                          | How will ordinary South Africans benefit from the Gauteng Investment Conference                  | Tshenila Cornelius Koteli | <a href="https://www.citizen.co.za/business/how-will-ordinary-south-africans-benefit-from-the-gauteng-investment-conference/">https://www.citizen.co.za/business/how-will-ordinary-south-africans-benefit-from-the-gauteng-investment-conference/</a>                                                               |
| Global Africa Network                                | MEC Lebogang Maile launches the Gauteng Investment Conference at the Johannesburg Stock Exchange | N/A                       | <a href="https://www.globalafricanetwork.com/company-news/mec-lebogang-maile-launches-the-gauteng-investment-conference-at-the-johannesburg-stock-exchange/">https://www.globalafricanetwork.com/company-news/mec-lebogang-maile-launches-the-gauteng-investment-conference-at-the-johannesburg-stock-exchange/</a> |
| Engineering News                                     | Gauteng Investment Conference launched to attract R300bn investment                              | Natasha Odendaal          | <a href="https://www.engineeringnews.co.za/article/gauteng-investment-conference-launched-to-attract-r300bn-investments-2025-02-13">https://www.engineeringnews.co.za/article/gauteng-investment-conference-launched-to-attract-r300bn-investments-2025-02-13</a>                                                   |
| Inside Politics                                      | Gauteng to host investment conference in April                                                   | Johnathan Paoli           | <a href="https://insidepolitics.co.za/gauteng-to-host-investment-conference-in-april/">https://insidepolitics.co.za/gauteng-to-host-investment-conference-in-april/</a>                                                                                                                                             |
| News24                                               | Gauteng aims for R800bn investment as MEC Maile launches ambitious provincial investment drive   | Lunga Simelane            | <a href="https://www.news24.com/citypress/politics/gauteng-aims-for-r800bn-investment-as-mec-maile-launches-ambitious-provincial-investment-drive-20250213">https://www.news24.com/citypress/politics/gauteng-aims-for-r800bn-investment-as-mec-maile-launches-ambitious-provincial-investment-drive-20250213</a>   |
| South African Broadcasting Corporation (SABC) Online | Expansion of roads key to economic growth in Gauteng: Maile                                      | Nosipho Radebe            | <a href="https://www.sabcsnews.com/sabcnews/expansion-of-roads-key-to-economic-growth-in-gauteng-maile/">https://www.sabcsnews.com/sabcnews/expansion-of-roads-key-to-economic-growth-in-gauteng-maile/</a>                                                                                                         |

### Broadcast – Television Coverage

| Media                            | Headline                                                                                                                                                                                                                                                                                                                                                                     | Journalist                     |
|----------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------|
| SABC News – Late Edition         | Gauteng ramps up its efforts to position itself as a prime investment destination                                                                                                                                                                                                                                                                                            | Flo Letoaba/<br>Mbali Thethani |
| e.TV – Morning Show              | The Gauteng Finance MEC Lebogang Maile comments ahead of the Gauteng Investment Conference 2025                                                                                                                                                                                                                                                                              | Kgosi Rankhumise               |
| e.TV – Morning News              | The Gauteng Finance MEC Lebogang Maile comments ahead of the Gauteng Investment Conference 2025                                                                                                                                                                                                                                                                              | Kgosi Rankhumise               |
| eNCA – All Angles                | The Gauteng Government, is still optimistic its investment conference, will attract R800bn                                                                                                                                                                                                                                                                                   | Slindelo Masikane              |
| eNCA – The South African Morning | The Gauteng Government is still optimistic that its investment conference will attract a whopping R800bn                                                                                                                                                                                                                                                                     | Slindelo Masikane              |
| eNCA – Newslink                  | The Gauteng Finance MEC Lebogang Maile comments ahead of the Gauteng Investment Conference 2025 about whether the tensions between SA and the US will affect investment into the province                                                                                                                                                                                    | Slindelo Masikane              |
| Business Day TV                  | WATCH: Gauteng infrastructure and manufacturing to headline investment conference. <a href="https://www.busesstive.co.za/bd/national/2025-02-13-watch-gauteng-infrastructure-and-manufacturing-to-headline-investment-conference/">https://www.busesstive.co.za/bd/national/2025-02-13-watch-gauteng-infrastructure-and-manufacturing-to-headline-investment-conference/</a> |                                |

| Media                       | Headline                                                                                                                                                                                   | Journalist        |
|-----------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|
| SABC – On Point             | Gauteng Finance MEC, Lebogang Maile, says the expansion of roads has been identified as one of the key projects to stimulate economic growth in the province.                              | Nosipho Radebe    |
| eNCA – Today                | The Gauteng MEC for Finance, Lebogang Maile, says that the current tensions in the relationship between the South African and USA governments will have an affect on the province.         | Slindelo Masikane |
| Kyk.net                     | The Gauteng MEC for Finance, Lebogang Maile, says that the current tensions in the relationship between the South African and USA governments will have an affect on the province.         | Slindelo Masikane |
| eNCA – South Africa Tonight | The Gauteng Finance MEC Lebogang Maile comments ahead of the Gauteng Investment Conference 2025 about whether the tensions between SA and the US will affect investment into the province. | Slindelo Masikane |
| CNBC Africa – US Squawk Box | In conversation with Gauteng MEC for Economic Development and Finance, Lebogang Maile about what the Gauteng Provincial Government is doing to boost investor confidence.                  | Zanele Morrison   |
| Business Day TV – The Close | The Gauteng City-Region is being positioned as a prime destination for global investors.                                                                                                   |                   |

### Broadcast – Radio Coverage

| Media                                    | Headline                                                                                                                                                                                                                                | Journalist              |
|------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------|
| Metro FM                                 | Maile addressed a business breakfast at the JSE, where the JSE's Capital Market director Valdene Reddy, joined him.                                                                                                                     | Pearl Shongwe           |
| Helderberg 93.6 FM – Hoofnuus @ 13:00    | The Gauteng Government is aiming to ramp up its efforts to position the province as a top investment hub.                                                                                                                               |                         |
| Radio Tygerberg                          | The Gauteng Government is aiming to ramp up its efforts to position the province as a top investment hub.                                                                                                                               |                         |
| Channel Africa – Africa in Business      | Gauteng is setting an ambitious investment target of 43.32 billion US dollars over the next three years.                                                                                                                                | Innocent Phenyio Semosa |
| Umhlobo Wenene – Beka Ithemba Lakho Kuye | Gauteng Finance MEC Lebogang Maile says the expansion of roads has been identified as one of the key projects to stimulate economic growth in the province.                                                                             | Nosipho Radebe          |
| Jozi FM – Main News @ 12h00              | Gauteng Finance MEC Lebogang Maile addressed a business breakfast at the Johannesburg Stock Exchange (JSE) together with the JSE.                                                                                                       | Collen Hans             |
| Munghana Lonene – Main News @ 15:00      | Gauteng Finance MEC, Lebogang Maile, says the expansion of roads has been identified as one of the key projects to stimulate economic growth in the province.                                                                           | Nosipho Radebe          |
| Jozi FM – The Discussion                 | Gauteng MEC for Finance and Economic Development, Lebogang Maile and JSE Capital Markets Director Valdene Reddy for an exclusive business breakfast as they outline Gauteng's state of readiness for the Gauteng Investment Conference. | Collen Hans             |
| Thobela FM – Main News @15h00            | Gauteng Finance MEC, Lebogang Maile, says the expansion of roads has been identified as one of the key projects to stimulate economic growth in the province.                                                                           | Nosipho Radebe          |
| Metro FM – Main News @ 17h00             | Gauteng Finance MEC Lebogang Maile addressed a business breakfast at the Johannesburg Stock Exchange (JSE) together with the JSE.                                                                                                       | Zandile Hopa            |

## Human Rights Festival

The 7th edition of the ConHill Human Rights Festival aligned with the 30th anniversary of South Africa's Democracy, paying tribute to those who sacrificed their lives for freedom, especially during the Sharpeville Massacre on 21 March 1960. At the heart of the Human Rights Festival lies the critical intersection of creative cultural expression and the bold storytelling of artists, filmmakers, and musicians. This synergy is the essence of engaging and inspiring audiences on human rights issues through art, film, music, and conversation. The festival's impact extends to the partnerships and relationships it nurtures, with an estimated overall reach of more than 19.8 million people. ConHill successfully positioned the festival as a platform for civic pride, cultural participation, and constitutional reflection.

### Festival overview

- **Dates:** 20–23 March 2025 (analysis period: 1 March – 6 April 2025).
- **Venue:** ConHill, Gauteng.
- **Purpose:** Celebrate democracy through activism, creative expression, and dialogue, to reinforce ConHill's role as a hub for human rights advocacy.
- **Total media clips:** 233 (Broadcast: 60, Online: 106, Print: 67).
- **Festival share of voice:** 43% of all ConHill mentions in the period.
- **Peak coverage date:** 21 March (Human Rights Day).
- **Reach and AVE:**
  - Total AVE: R15.3 million
  - Reach: Approximately 19.87 billion.
  - Broadcast and online were primary drivers of reach.
- **Sentiment:** Overwhelmingly positive with a 97% positive coverage and negligible negative mentions.
- **Top Media Outlets:** Radio702, 94.7 Highveld Stereo, YouTube, eNCA.
- **Key Journalists:** Andrea Nagel, Karishma Dipa.

### Social media insights

- **Festival mentions:** 986 direct mentions.
- **Reach:** 66.9 million
- **AVE:** R4.1 million.
- **Sentiment:** 52% positive, 46% neutral, and 2% negative.
- **Peak activity:** 21 March, mirroring PR peak.
- **Top hashtags:** #HumanRightsFestival, #StandUp4HumanRights, #VisitConHill, #HRF2025, #WeThePeopleWalk, #SoundOfFreedom, #Welcome2Joburg.
- **Top influencers:** @visitconhill, @iamjoburg, @mediamattersza, @uninsouthafrica.
- **High-positivity hashtags:** #SoundOfFreedom (83% positive), #Welcome2Joburg (72% positive).

### Key story themes

- **Activism and dialogue:** Addressed topics including social justice, gender-based violence, climate action, democracy, inclusion.
- **Music and culture:** Sounds of Freedom concert, arts as a voice for history, struggle, and aspirations.
- **Community participation:** 'We, the People Walk' – focus on a just and inclusive South Africa.

### Performance takeaways

- Strong alignment between festival messaging and public/media sentiment.
- Peak engagement aligned with Human Rights Day, indicating effective event timing.
- Consistent thematic messaging across platforms amplified impact.
- Blend of institutional and public voices broadened reach and engagement.

## Northern Corridor Logistics Roundtable

On 19 March 2025, the AIDC and Tshwane Automotive Special Economic Zone (TASEZ) hosted the Northern Corridor Logistics Roundtable in the run-up to the Gauteng Investment Conference. The event brought together industry leaders, government officials, and stakeholders to address positioning infrastructure development as a cornerstone for economic transformation in the province's logistics and automotive sectors. With Gauteng contributing 4,3% to South Africa's GDP through its automotive sector—the nation's fifth-largest export industry—participants emphasised the province's pivotal role in advancing the AfCFTA.

## Round Table Discussion on Tech Hubs

The Innovation Hub was poised to redefine its innovation landscape through strategic collaboration between tech ecosystems, policymakers, and skills development stakeholders. The event took place on, 20 March 2025.

Industry leaders, digital pioneers, and government representatives converged at TIH's conference venue for a high-impact round table discussion titled 'Unlocking Gauteng's Innovation Potential: Leveraging Tech Hubs and Digital Skills for Economic Growth'. The event explored how innovation ecosystems, digital skills development, and tech hubs can be leveraged to drive economic growth and investment in Gauteng. Attended by 150 delegates from the innovation ecosystem industry.

## Mining Indaba

The GGDA, in partnership with Gauteng Department of Economic Developments (GDED), participated in the Mining Indaba exhibition in Cape Town. The role of GGDA at Mining Indaba was to promote mining beneficiation and investment promotion in the Gauteng Mining Sector. As part of the province's overall programme around the event, the Marketing and Communications unit developed a Gauteng Mining sector booklet and designed the Gauteng province stand at the Mining Indaba. An Airport TV advertising campaign was also implemented, where the domestic and international terminals were branded with ORTIA SEZ messaging.

## Executive overview: GGDA

Concise insights are provided below, with a short overview of media trends

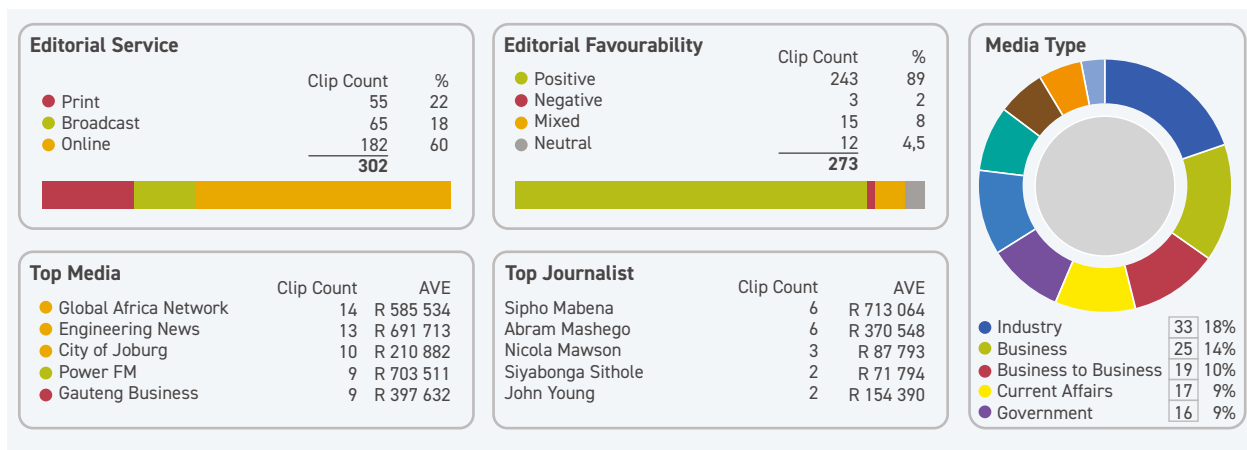


Figure 34: Concise insights

- The GGDA received 273 media mentions during the monitoring period (31 March 2024 to 31 March 2025). This was coverage that directly included references made to the agency. Online sources held the largest media share among the editorial services with 60%, followed by print publications (18%), and broadcast stations (22%). This coverage amounted to an advertising value equivalent (AVE) of R13 155 686.
- Global Africa Network and Engineering News were identified as the highest online media sources for the GGDA, contributing 14 and 13 clips respectively. Industry websites accounted for 29% of the online media coverage, followed



- by business (22%), as well as current affairs and government websites that each accounted for 14%.
- Gauteng Business was identified as the top contributing print publication nine articles, followed by Engineering News & Mining Weekly with four mentions. Business-to-business magazines accounted for 45% of the print media coverage, followed by Sunday newspapers (33%), daily newspapers (10%), while consumer magazines, Saturday newspapers, and local urban newspapers accounted for 2% each.
- Radio stations accounted for 52%, while television stations accounted for 48% of the broadcast coverage. The top broadcast source was Power FM with nine broadcast recordings, followed by CNBC Africa, which contributed seven recordings.

### Division of Favourability: GGDA

Statistical analysis report of metadata volumes, by favourability, showing one periods' movement and design.

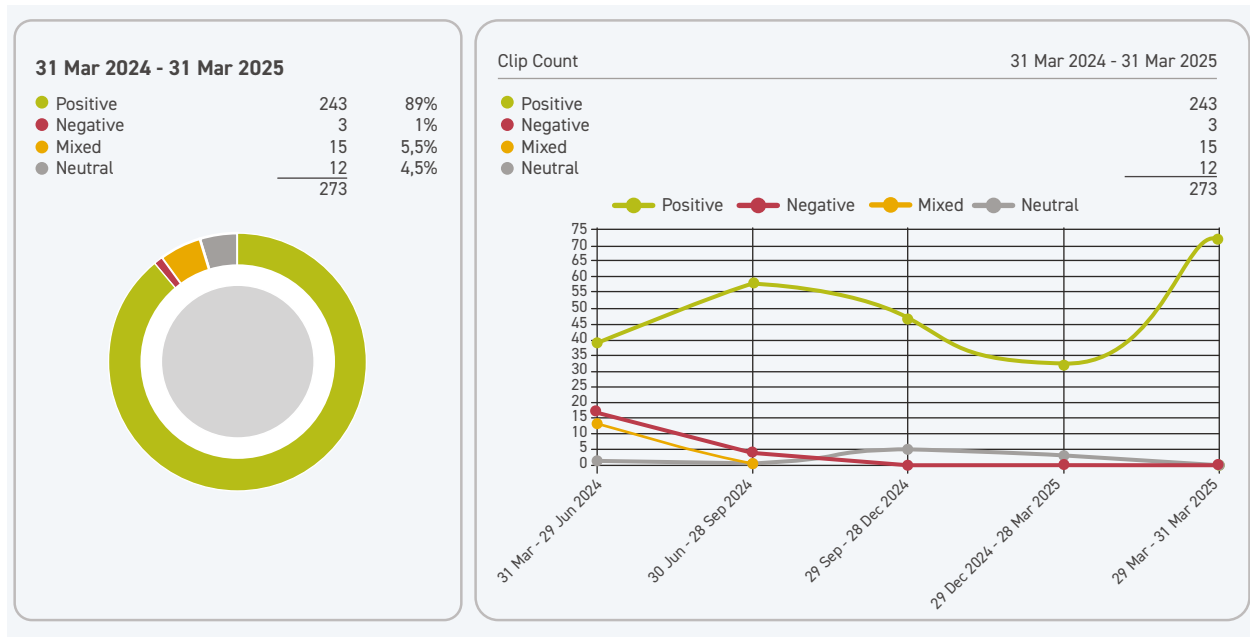


Figure 35: Division of Favourability: GGDA

### Division of Favourability AVE: GGDA

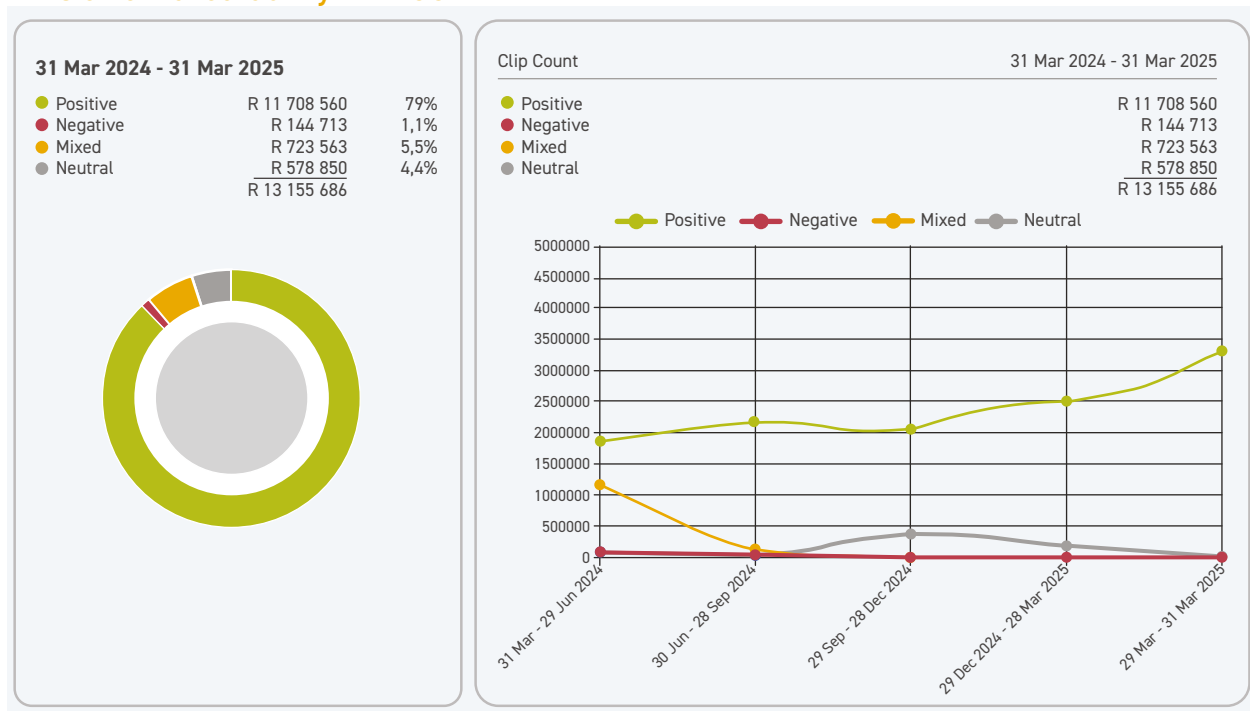


Figure 36: Division of Favourability: GGDA

## Division of Service: GGDA

Statistical analysis report of metadata volumes, by service, showing one periods' movement and design.

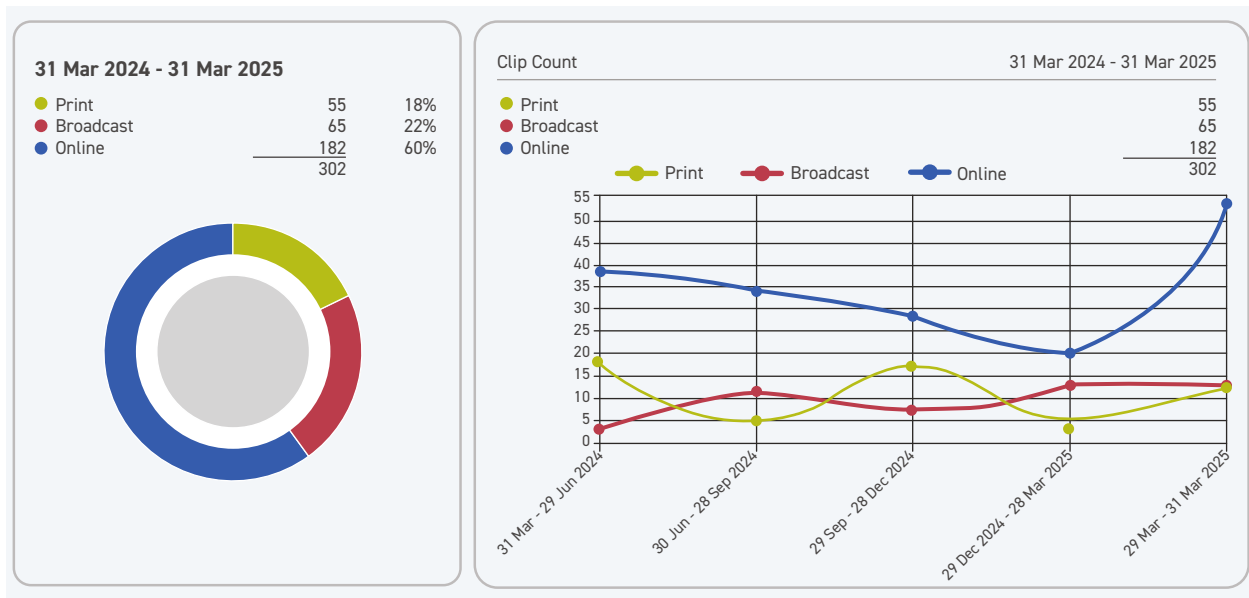


Figure 37: Division of Service: GGDA

## Division of Service AVE: GGDA

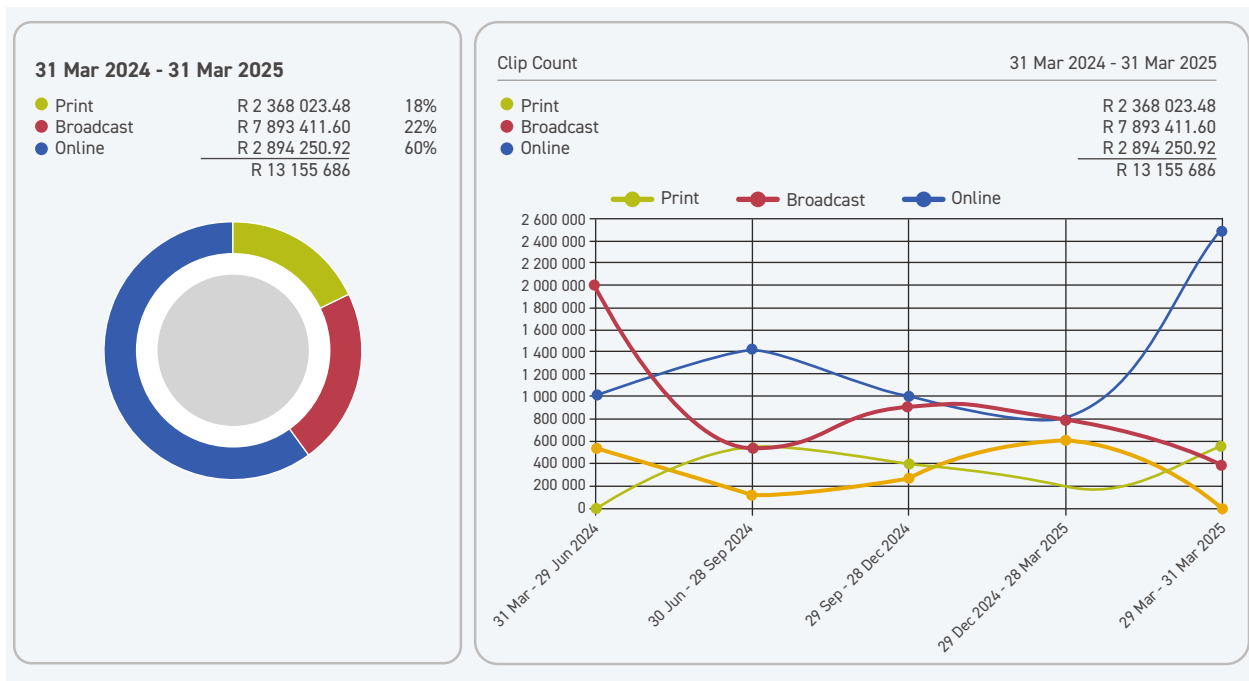


Figure 38: Division of Service AVE: GGDA

## Top Media: GGDA

The top media sources for each service, as well as the clip count and AVE.

| Print                            | Clip Count | AVE      |
|----------------------------------|------------|----------|
| Gauteng Business                 | 9          | R397 632 |
| Engineering News & Mining Weekly | 4          | R190 570 |
| Sunday World, Business World     | 2          | R196 470 |
| City Press (Free State)          | 2          | R180 602 |
| City Press (Eastern Cape)        | 2          | R180 602 |
| City Press (Second Edition)      | 2          | R180 602 |
| City Press (First Edition)       | 2          | R180 602 |
| City Press (KZN)                 | 2          | R180 602 |
| City Press (Western Cape)        | 2          | R180 602 |
| Automobil                        | 2          | R26 987  |
| African Decisions                | 1          | R249 876 |
| African Mining                   | 1          | R149 184 |
| Business Report (The Star)       | 1          | R43 472  |
| Business Report (Cape Times)     | 1          | R23 370  |
| Business Report (The Mercury)    | 1          | R20 951  |

| TV              | Clip Count | AVE      |
|-----------------|------------|----------|
| CNBC Africa     | 7          | R908 949 |
| SABC News       | 3          | R180 266 |
| Business Day TV | 2          | R129 150 |
| eNCA            | 1          | R152 100 |
| S3              | 1          | R84 500  |

| Radio          | Clip Count | AVE      |
|----------------|------------|----------|
| Power FM       | 9          | R703 511 |
| Alex FM        | 3          | R63 400  |
| 702            | 2          | R368 166 |
| Channel Africa | 1          | R8 622   |

| Online                                | Clip Count | AVE      |
|---------------------------------------|------------|----------|
| Global Africa Network                 | 14         | R585 534 |
| Engineering News                      | 13         | R691 713 |
| City of Joburg                        | 10         | R210 882 |
| IOL                                   | 6          | R234 545 |
| The Innovation Hub                    | 6          | R192 372 |
| Mining Weekly                         | 5          | R236 500 |
| Bizcommunity                          | 5          | R230 175 |
| News24                                | 4          | R165 493 |
| ITWeb                                 | 4          | R68 154  |
| South African Business                | 3          | R174 708 |
| South African Government News Agency  | 3          | R118 975 |
| The Citizen                           | 3          | R112 972 |
| SA Department of Science & Innovation | 3          | R112 343 |
| KwaZulu-Natal Info                    | 3          | R97 880  |
| Estate Living                         | 2          | R100 620 |

## Region and Language

Below serves as a breakdown of coverage according to region and language.

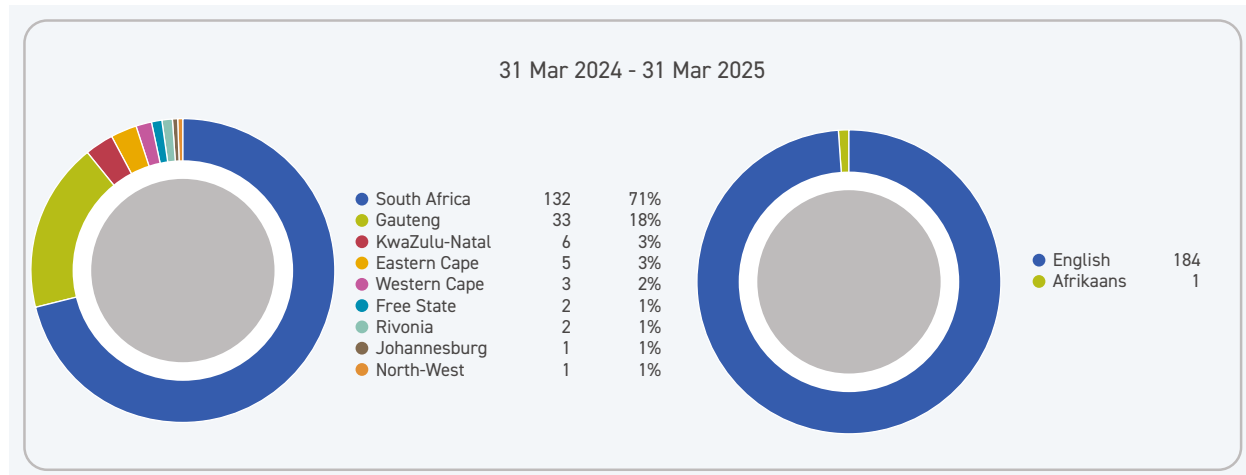


Figure 39: Region and Language

## Peak Analysis: GGDA and Subsidiaries

Peaks within the media coverage are represented on a time-delineated graph and trending coverage is analysed.

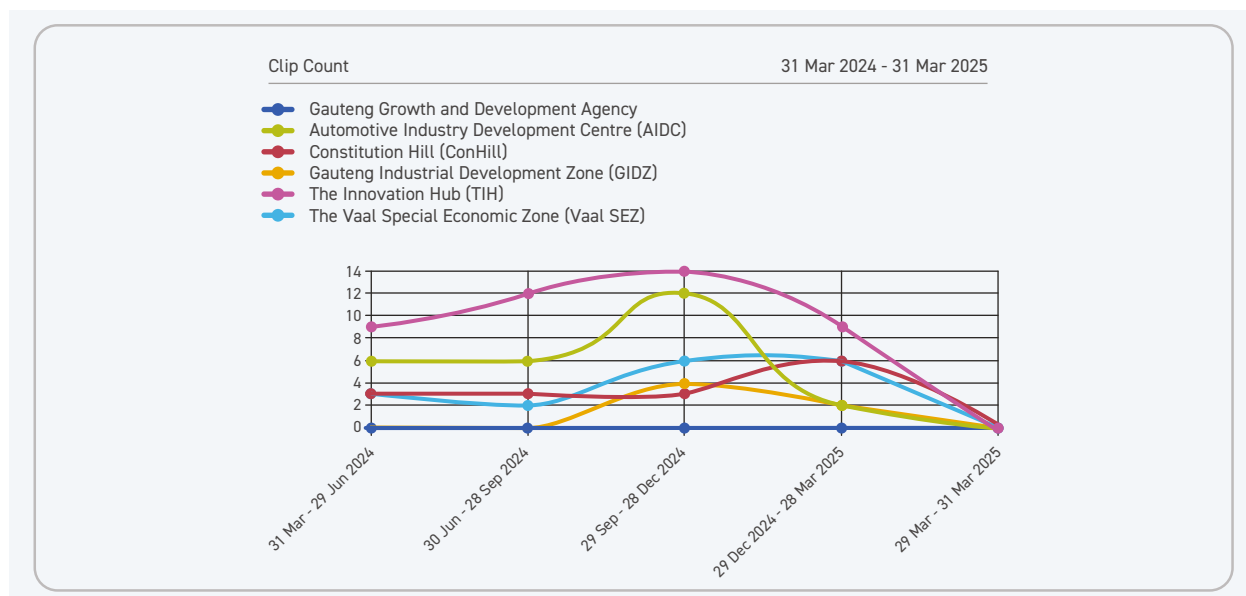


Figure 40: Peak Analysis: GGDA and Subsidiaries



## GGDA

- The GGDA received 273 media mentions during the measurement period. Favourable media traction accounted for 89% of the overall media coverage, followed by mixed (5,5%), neutral (4,5%), and negative media traction with 1%.
- Prominent favourable media coverage (eight articles) surrounded the 11th edition of South Africa's 2024 Manufacturing Indaba, which was held at the Sandton Convention Centre in Johannesburg, on 22 and 23 October 2024. This event served as a 'crucial' platform for industry leaders, innovators, and stakeholders to address 'pressing issues' that impacted the nation's economic and manufacturing landscape. 'Notable' discussions covered themes, including 'Urban Policy and Growth' and 'Technology and Innovation'. Sipho Marala, from the GGDA, articulated the 'strategic' importance of Gauteng as a 'leading' investment destination. Marala noted that the GGDA served as the GDED 'implementation arm' and assisted in 'sustainable' job creation and 'inclusive' growth, which 'underscored' the agency's commitment to fostering economic ecosystems that enhanced the region's competitiveness.
- Power FM's Power Business featured a segment on the European House – Ambrosetti (TEHA) CEO Dialogue, held on 14–15 November 2024. As a continued partner in this prestigious platform, the GGDA's CEO, Saki Zamxaka, spoke on Gauteng's 'fertile' investment landscape, underscoring the province's competitiveness and its position as a gateway for investors into South Africa and the continent.
- An article, titled 'GGDA's strategic plans to boost Gauteng's economy', stated that the GGDA was 'set' on driving economic growth in Gauteng by creating a 'more favourable' environment for investment. Zamxaka outlined the agency's 'strategic' priorities, which focused on facilitating investment, developing infrastructure, and creating jobs. It was noted that one of the GGDA's strategies involved the development of SEZs, such as the ORTIA SEZ, which offered specialised infrastructure and incentives designed to attract investment. These SEZs were noted to be "critical" to the GGDA's strategy, and were tailored to meet the specific needs of industries, providing them with the necessary infrastructure and support.
- Defence Web published an article which reported that the Africa Aerospace and Defence (AAD) Conference, Africa's 'premier' aerospace and defence exhibition, took place from 18 to 22 September 2024 at Air Force Base Waterkloof, in Pretoria. It was mentioned that the agenda of the event included discussions on expanding the aerospace and defence hub with Zamxaka.
- An article circulated by Engineering News reported that Zamxaka opened the Development Bank of Southern Africa's (DBSA) forum by highlighting how sustainable energy became a 'global focus' and, in Africa's case, could serve as an 'enabler of growth'. Zamxaka added that there was a need for more agencies, such as the GGDA, on the continent to facilitate business relations, particularly to 'fast-track' regulatory processes.
- Mixed media coverage derived from reports that the GGDA allegedly reached a 'dubious' R3.3 million settlement with the former group CEO, Mosa Tshabalala, who was dismissed in June 2022 for misconduct and 'poor' performance. It was believed that the entity's board started settlement negotiations with Tshabalala without notifying the GDED as a shareholder. However, in a response on behalf of the GGDA, the GDED confirmed that there was an agreement in place between the two parties.
- Negative media traction mentioned Sibongile Vilakazi, former GGDA chairperson, was replaced as GGDA chairperson after the High Court found her guilty of 'moonlighting and dishonesty' while she was a lecturer at the University of Witwatersrand.

## AIDC

- The AIDC generated 26 mentions for the monitoring period. With 96% of the media coverage attached to a positive media sentiment, while neutral accounted for 4%.
- Reports mentioned that as the growing demand for new energy vehicles (NEVs) led to investment in advanced automotive manufacturing, the Tshwane Automotive Special Economic Zone (TASEZ), was 'central' to this effort. It was noted that TASEZ originated in 2016, when the AIDC developed a plan to establish a smart automotive city in the City of Tshwane.
- During October 2023, the Gauteng Department of Roads and Transport launched a Panel Beating and Apprenticeship Training Workshop to support graduates, informal businesses, and entrepreneurs. Located in Johannesburg, the facility provided 'full-cycle' panel beating services for g-FleeT vehicles that were involved in accidents. Director of the Department of Roads and Transport's Fleet Maintenance Unit at g-FleeT Management, Sifiso Mhlongo, mentioned that as g-FleeT 'lacked' the required internal skills, it partnered with the AIDC to run the workshop. The article highlighted that the AIDC specialised in automotive hub development and technical skills training, which made it a 'strategic' partner for the workshop's operations and its in-house training component.

## ConHill

- ConHill generated 308 media mentions for the monitoring period, with 90% of the media coverage attached to a positive media sentiment, followed by a neutral (10%) sentiment.
- An article titled, 'A Celebration of Human Rights and Social Justice', surrounded the 7th annual ConHill Human Rights Festival, which was held from 20 to 23 March 2025. The festival was reportedly a "vibrant space" that "educated, engaged, and inspired" attendees through various events and activities, including a book fair, a film festival, dialogue sessions, and an 8km WeThePeople Walk, which promoted active citizenship.
- An article circulated by News24 stated that non-profit organisation (NPO), Jozi My Jozi, aimed to "rejuvenate" the ConHill precinct ahead of the G20 Summit. Jozi My Jozi partnered with the City of Johannesburg to "clean up" the inner city, and ConHill, specifically, the People's Park, which it believed could be used during the G20 and C20 Civil Society summits.

## GIDZ

- The GIDZ generated six mentions during the research period, with 100% of the coverage attached to a favourable sentiment.
- An article titled, 'Promoting manufacturing and boosting exports', surrounded the ORTIA SEZ, which was established to support industrial development in Gauteng, with a specific focus on 'export-orientated, value-added industry' for the ORTIA. It was noted that the SEZ was administered by the GIDZ.
- IOL published an article which surrounded Gauteng's Air Access Initiative, which was originally led by Airports Company South Africa (ACSA), the City of Ekurhuleni, and the Gauteng Tourism Authority. It was mentioned that economic development initiatives centered around the Ekurhuleni Aerotropolis, the GIDZ, and the Lanseria Airport Smart City, all of which were aligned with the Growing Gauteng Together 2030 Plan.

## TIH

- TIH generated 44 media mentions for the monitoring period. A positive sentiment accounted for 98% of the coverage generated for the agency.
- Trending coverage reported that TIH, the innovation agency of the Gauteng Province and an agency of the GGDA tasked with driving innovation and entrepreneurship, announced the appointment of Komathie Govender as its new Chief Financial Officer (CFO). This was effective 3 February 2025.

- TIH announced the inaugural Gauteng Innovation Showcase which was held on 18 March 2025 at TIH headquarters in Lynnwood, Tshwane. This event served as a platform for the country's technology companies, innovation holders, and entrepreneurs. It brought together technological innovation holders in the national systems of innovation, entrepreneurs, and technology enthusiasts to showcase innovations intended to improve service delivery challenges, learn, collaborate, and network within South Africa's "dynamic" innovation landscape. Bangani Mpangalasane, CEO of TIH, stated that the event "embodied" the agency's commitment to "harnessing the incredible innovation and creative talent eagerly seeking full expression in South Africa".

## Vaal SEZ

- The Vaal SEZ generated 17 media mentions for the monitoring period. 94% of the coverage was attached to a positive sentiment, while the remaining 6% was attached to a neutral sentiment.
- Trending coverage mentioned that Gauteng's five development corridors were each set to host a SEZ that was tailored to the region's strengths, with the aim of encouraging inclusive economic growth and job creation. The article mentioned that the Vaal SEZ, in the Sedibeng District, would be a "multi-sector, multi-site zone" that would focus on economic regeneration and job creation.
- An article, titled 'Gauteng Provincial Treasury aimed to tackle challenges, boost infrastructure', mentioned that since 1994, Gauteng's economy tripled, with its GDP per capita increasing from R24 095 to R126 547 in 2022. In response to the increase, the province planned to strengthen township manufacturing capacity to reduce dependence on "major" retailers. Its SEZ programme, along with investment promotion, would support reindustrialisation in the Gauteng City Regions, noting the green economy investment at the Vaal SEZ.
- Mitochondria Energy, through its Project Phoenix Initiative, aimed to deliver "affordable, reliable, and sustainable energy" solutions across Africa. As part of this effort, the company would establish the Mitochondria Hydrogen Valley Innovation Hub and a fuel cell assembly facility, known as the Mitochondria Campus, within the 700 hectares allocated by the GGDA in the Vaal SEZ for hydrogen-related projects.

## Executive Overview: Gauteng Investment Conference Launch

Concise insights are provided below, with a short overview of media trends.

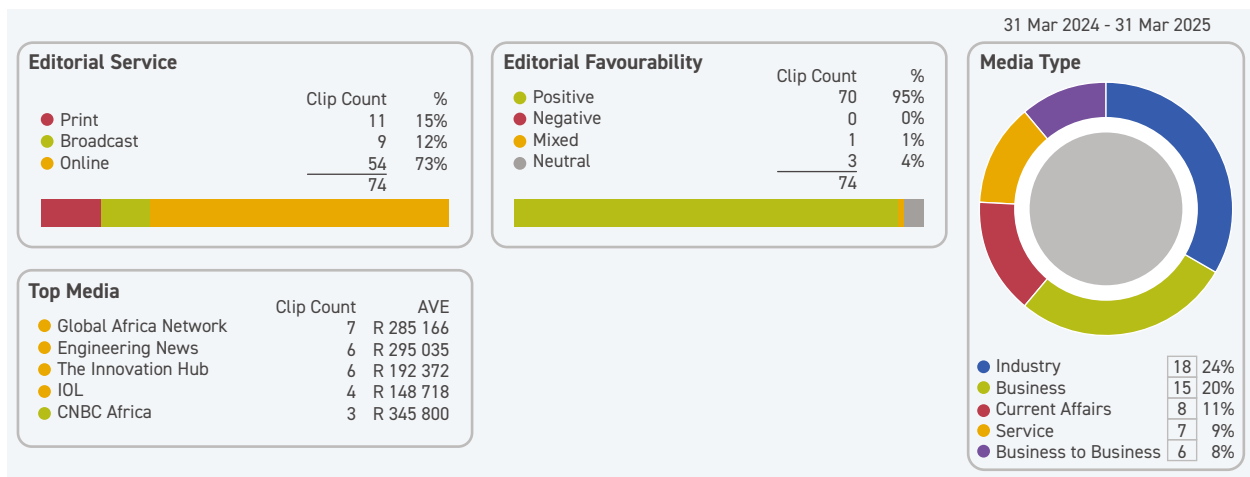


Figure 41: Executive Overview: Gauteng Investment Conference

- The Gauteng Investment Conference received 74 media mentions during the monitoring period (31 March 2024 to 31 March 2025). This was coverage that directly included references made to conference in relation to the agency. Online sources held the largest media share among the editorial services with 73%, followed by print sources (15%), and broadcast stations (12%). This coverage amounted to an AVE of R3 431 114.



## Media Division: Subsidiaries

The total clip count, AVE, and estimated circulation for each identified entity.

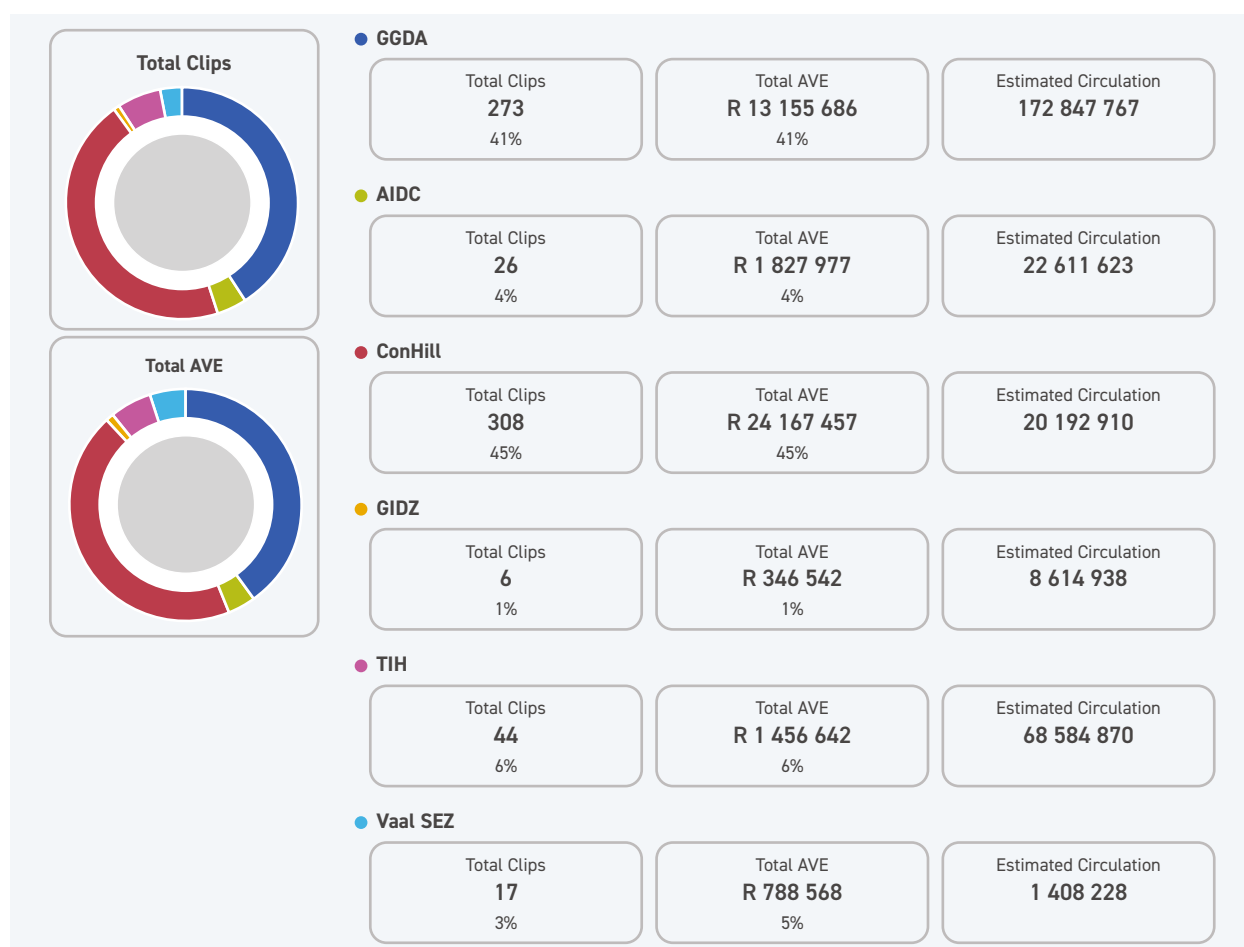


Figure 42: Media Division: Subsidiaries

## Division of Favourability and Service: Subsidiaries

Statistical analysis report of metadata volumes, by favourability, showing one period movement and design.

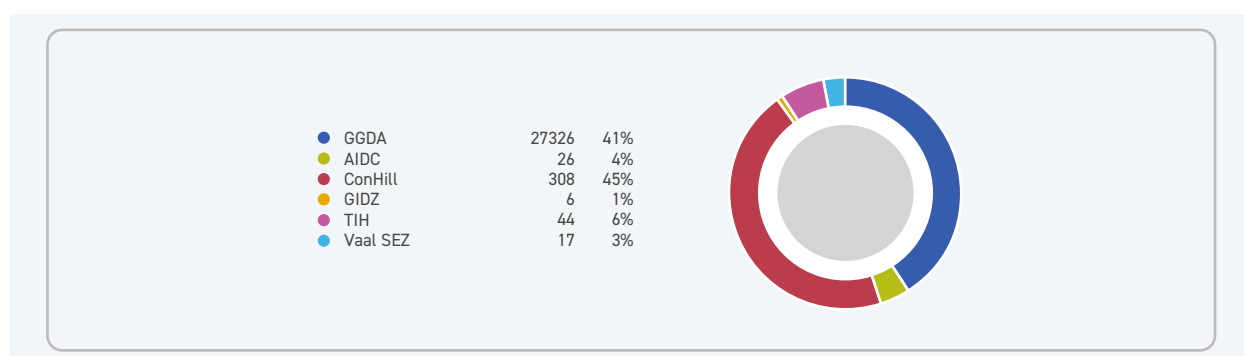


Figure 43: Division of Favourability and Service: Subsidiaries



## Coverage to Date: GGDA and Subsidiaries

A media coverage benchmark for different projects and/or brands.

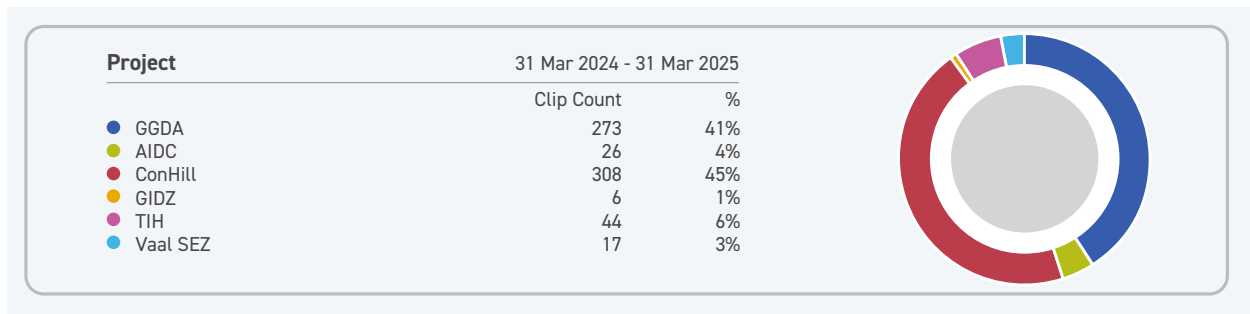


Figure 44: Coverage to Date: GGDA and Subsidiaries

**Frank Dialogue**  
ON YOUR RADIO

**08 PM TO 09 PM** | **THURSDAY 12 SEPT**

**Guest**  
**MR LBOGANG MAILE**  
GAUTENG MEC FOR ECONOMIC DEVELOPMENT AND FINANCE

**Host**  
**PROF JJ TABANE**

STREAM LIVE ON [@FRANKDIALOGUE1](#) [f FRANK DIALOGUE](#)

**Powered by**  
GGDA

**LIVE ON THE FOLLOWING RADIO STATIONS**

EK FM 103.6, iFM, 94.7 FM, ALEX FM

Qondisa I Shishini Lakho syndicated community radio interview on Frank Dialogue

# PART *C*



## GOVERNANCE

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## INTRODUCTION

Corporate governance encapsulates the processes and systems through which public entities are directed, controlled, and held accountable. Beyond legislative requirements based on a public entity's enabling legislation and the Companies Act, corporate governance for public entities is applied through the principles of the Public Finance Management Acts (PFMA); these principles run concurrently with those contained in the King IV Report on Corporate Governance. The Board of the GGDA is ultimately responsible for ensuring compliance with corporate governance standards. The GGDA Group remains fully committed to business integrity, fairness, transparency, and accountability in all its activities.

## EXECUTIVE AUTHORITY

The GGDA provides monthly progress reports to its shareholders, in addition to attending meetings of GDED's senior management team and executive management team. Board-approved reports are submitted to the GDED every quarter. Ad hoc data and information are provided when requested. The Board attends briefing sessions at the request of the Executive Authority. Shareholder representatives serve on the Board and attend Board meetings.

The GGDA is an entity established in terms of the 2012 amendment to the Blue IQ Investment Holdings Act by the Gauteng Provincial Government and reports to the GDED.

## THE ACCOUNTING AUTHORITY/ BOARD

### Introduction

The role of the Board is described by the following activities:

- Provide strategic direction and leadership;
- Determine the goals and objectives of the company;
- Approve key policies, including investment and risk management;
- Review the company's goals and strategies for achieving its objectives;
- Approve and monitor compliance with corporate plans, financial plans, and budgets;
- Review and approve the company's financial objectives, plans and expenditure;
- Consider and approve the Annual Financial Statements, interim statements, and notices to the shareholder;
- Ensure good corporate governance and ethics;
- Monitor and review the performance and effectiveness of controls;
- Ensure effective communication with relevant stakeholders;
- Liaise with and report to the shareholder;
- Guide key initiatives;

- Approve transactions beyond the authority of management;
- Consider and adopt, if appropriate, operating budgets and business plans proposed by management for the achievement of its strategic direction;
- Delegate authority for capital expenditure;
- Ensure ethical behaviour and compliance with relevant laws and regulations, audit, and accounting principles, and the GGDA's internal governing documents and codes of conduct; and
- Act responsibly towards the GGDA's relevant stakeholders.

The Board regularly reviews its annual plan to ensure that sufficient time is allocated for reviewing its strategy, which involves analysing the choices articulated in the strategy and the ongoing review of progress against approved plans.

### Board Charter

The Board Charter sets out the roles, duties, and responsibilities of the Board, as well as salient corporate governance principles. The Board and committee charters are revised annually to ensure effectiveness and relevance. In line with the Charter, the Board met a minimum of four times during this financial year to discharge its duties as set out in the PFMA and the King IV™ Report on Corporate Governance. Proceedings at meetings are directed by a formal agenda. The proposed agenda is circulated prior to the meeting to allow Board members sufficient opportunity to request additional agenda items. In addition, a comprehensive Board pack is distributed to all members in advance of meetings, to ensure that they are properly informed and to enable them to undertake meaningful discussions and effectively discharge their duties.

Board packs typically include:

- An agenda;
- The previous meeting's minutes;
- Copies of any resolutions passed since the last Board meeting; and
- A governance update to assist Board members in keeping abreast of relevant legislation.

All Board members have unrestricted access to the Company Secretary and all Board records, as well as to independent professional advice in appropriate circumstances.



## Composition of the Board

Table 32: GGDA Board composition

| Name                 | Designation (in terms of the Public Entity Board structure) | Date appointed  | Date resigned | Qualifications                                                                                                                                                                                                                                            | Area of Expertise                                                                                                                                                                                                                                                                                                                                                                 | Board Directorships                                                                                                                                                                                                                                                                                                                                       | Other Committees or Task Teams                                                                                                                                                                                                                                                                                                                                                | No. of Meetings attended |
|----------------------|-------------------------------------------------------------|-----------------|---------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------|
| <b>Mr C. Cornish</b> | Chairperson                                                 | 1 February 2025 | N/A           | Postgraduate Certificate in Forensic and Investigative Auditing, UNISA (2009)<br><br>Senior Management Development Programme, Stellenbosch Business School (2006)<br><br>National Diploma in Accounting, University of Johannesburg/Wits Technikon (1999) | <ul style="list-style-type: none"> <li>Strategic leadership</li> <li>Financial accounting and taxation</li> <li>Governance and risk management</li> <li>Forensic auditing and investigations</li> <li>Business advisory and corporate law</li> <li>B-BBEE strategy and enterprise development</li> <li>Socio-economic development and transformation</li> </ul>                   | Chairperson: GGDA Board of Directors<br><br>Chairperson: Gauteng Partnership Fund (GPF)<br><br>Chairperson: ALMAC Development Centre<br><br>CEO: East2West Holdings<br><br>CEO: Mining Civil Construction and Services                                                                                                                                    | Member: GITIC (GGDA Group Trade and Investment, Regulatory Enablement Committee)<br><br>Former Trustee and Member: GPF Governance, Risk, and Investment subcommittees                                                                                                                                                                                                         | 1 of 1                   |
| <b>Ms R. Letwaba</b> | Deputy Chairperson                                          | 1 October 2021  | N/A           | LLB<br>B JURIS                                                                                                                                                                                                                                            | <ul style="list-style-type: none"> <li>Legislative governance and oversight</li> <li>Public policy and local Government</li> <li>Legal and regulatory scrutiny</li> <li>Senior Government management</li> <li>Investment and credit risk oversight</li> <li>Public representation and stakeholder engagement</li> </ul>                                                           | Deputy Chairperson: GGDA Board of Directors<br><br>Director: Gauteng IDZ Board of Directors<br><br>Chairperson: Board of Gauteng Enterprise Propeller (GEP)<br><br>Former Board Member: Cancer Association of South Africa<br><br>Former Board Member: Land Development Objectives Board (North West)<br><br>Former Board Member: Temba Technical College | Member: Group Social and Ethics Committee (SEC), GGDA<br><br>Member: GITIC, GGDA<br>Member: Credit and Investment Committee, GEP<br><br>Member: Advisory Panel, Department of Human Settlements<br><br>Former Chairperson: Various Portfolio Committees, Gauteng Legislature<br><br>Former Chairperson: Committee of Local Government and Scrutiny of Subordinate Legislation | 18 of 18                 |
| <b>Adv. K. Maja</b>  | Non-executive director                                      | 01 October 2021 | N/A           | Bachelor of Laws (LLB), University of the Witwatersrand<br><br>Master of Business Administration (MBA), Johannesburg Business School<br><br>Member: IoDSA<br><br>Member: Legal Practice Council                                                           | <ul style="list-style-type: none"> <li>Legal and compliance</li> <li>Corporate governance, audit, and risk</li> <li>Human capital and labour relations</li> <li>B-BBEE and transformation</li> <li>Socio-economic development and sustainability</li> <li>Strategic partnerships and public-private partnerships</li> <li>Social facilitation, marketing, and branding</li> </ul> | Director: GGDA Board of Directors<br><br>Chairperson: The Innovation Hub Management Company (TIHMC) Board<br><br>Chairperson: NHREMC0                                                                                                                                                                                                                     | Deputy Chairperson: Legal Aid Board of South Africa<br><br>Member: Gauteng Liquor Board                                                                                                                                                                                                                                                                                       | 18 of 18                 |

| Name                        | Designation<br>(in terms of<br>the Public<br>Entity<br>Board<br>structure) | Date<br>appointed  | Date<br>resigned | Qualifications                                                                                                                                                                                                                                                                                               | Area of Expertise                                                                                                                                                                                                                                                                                                                                                                                                       | Board<br>Directorships                                                                                                                                                                                                                                                                                                                                     | Other Committees<br>or Task Teams                                                                                                                                                                                                                                                                                                                                                             | No. of<br>Meetings<br>attended |
|-----------------------------|----------------------------------------------------------------------------|--------------------|------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------|
| <b>Mr K. Sukdev</b>         | Non-executive<br>director                                                  | 01 October<br>2021 | N/A              | Bachelor of Business<br>Science (Hons),<br>University of Cape<br>Town<br><br>Master of Business<br>Administration<br>(MBA), Heriot-Watt<br>University<br><br>Fellow: Faculty of<br>Actuaries (UK)<br><br>Fellow: Actuarial<br>Society of South<br>Africa<br><br>Member: Financial<br>Planning Institute      | <ul style="list-style-type: none"> <li>Financial services and retirement industry</li> <li>Governance, risk management, and internal controls</li> <li>Actuarial consulting and pension fund administration</li> <li>GRAP accounting and public sector compliance</li> <li>Supply chain management and organisational performance</li> <li>Board and executive leadership in both public and private sectors</li> </ul> | Director: GGDA Board of Directors<br><br>Chairperson: GGDA Audit and Risk Committee<br><br>Director: AIDC Board of Directors<br><br>Director: Constitution Hill Development Company Board (ConHill)<br><br>Former CEO: Government Pensions Administration Agency (GPAA)<br><br>Former Director: Association of South African Black Actuarial Professionals | Trustee: Mineworkers Provident Fund (Chairperson)<br><br>Trustee: Liberty Life Lifestyle Retirement Annuity and Preservation Funds (Chairperson)<br><br>Trustee: Liberty Corporate Selection Umbrella Funds (Chairperson)<br><br>Independent Trustee: NEHAWU National Provident Fund<br><br>Trustee: Independent Development Trust<br><br>Principal Officer: Impala Platinum Beneficiary Fund | 18 of 18                       |
| <b>Ms Dikeledi Tsotetsi</b> | Non-Executive<br>Director                                                  | 18 October<br>2023 | N/A              | BA<br>BA (Hons)<br>Masters                                                                                                                                                                                                                                                                                   | <ul style="list-style-type: none"> <li>Highly-experienced in community development</li> <li>Human Resources management</li> <li>Small business management</li> <li>Public governance and management</li> <li>Project management</li> </ul>                                                                                                                                                                              |                                                                                                                                                                                                                                                                                                                                                            | Deputy Chairperson: Social and Ethics Committee<br><br>Member: GGDA Group Trade, Investment and Regulatory Enablement Committee                                                                                                                                                                                                                                                               | 18 of 18                       |
| <b>Dr Ezra Ndwandwe</b>     | Non-Executive<br>Director                                                  | 18 October<br>2023 | N/A              | Bachelor of Science (B.Sc. Life Science),<br>University of the Witwatersrand<br>Chemistry & Microbiology<br><br>Master of Business Leadership (MBL),<br>UNISA<br><br>PhD (awaiting results)                                                                                                                  | <ul style="list-style-type: none"> <li>Business strategy and turnaround</li> <li>Change management and transformation</li> <li>Organisational design and development</li> <li>Business process re-engineering</li> <li>Leadership development and performance culture</li> <li>Employment equity and diversity management</li> <li>Corporate strategy and project management</li> </ul>                                 | Director: GGDA Board of Directors<br><br>Chairperson: Gauteng IDZ Board of Directors<br><br>Director: FoodBev SETA<br><br>Director: DTMH<br><br>Director: DaVinci Institute of Business Leadership<br><br>Board Member: UNISA SBL<br><br>Director: South African Retailers' Association                                                                    | Deputy Chairperson: GGDA Group Trade, Investment, and Regulatory Enablement Committee (GITIC)<br><br>Guest lecturer: various business schools<br><br>Columnist: Business Day, The CEO Magazine, and other publications                                                                                                                                                                        | 18 of 18                       |
| <b>Ms Meloney van Eck</b>   | Non-Executive<br>Director                                                  | 18 October<br>2023 | N/A              | Bachelor of Business Administration,<br>Southern Business School (STADIO)<br><br>Purchasing Management<br>Diploma, Damelin<br><br>Postgraduate Diploma in Business<br>Management, Regenesys<br><br>Advanced Management Development<br>Programme, University of Pretoria<br><br>Currently pursuing MBA, UNISA | <ul style="list-style-type: none"> <li>Public sector strategy and operations</li> <li>Strategic partnerships with private sector</li> <li>Programme and project management</li> <li>Institutional development and governance</li> <li>Strategic support in human settlements and water sectors</li> </ul>                                                                                                               | Director: GGDA Board of Directors<br><br>Chairperson: AIDC Board of Directors<br><br>Board Member: Gauteng Liquor Board                                                                                                                                                                                                                                    | Member: GGDA Group Audit and Risk Committee<br><br>Member: Advisory Committee – Programme Management Support National Department of Water and Sanitation<br><br>Former: Head of Strategic Support, Housing Development Agency                                                                                                                                                                 | 18 of 18                       |

| Name                       | Designation<br>(in terms of<br>the Public<br>Entity<br>Board<br>structure) | Date<br>appointed | Date<br>resigned | Qualifications                                                                                                                                                                                                                                                                                                                                             | Area of Expertise                                                                                                                                                                                                                                                                                                                                | Board<br>Directorships                                                                                                                                                                                                                                                                                                                          | Other Committees<br>or Task Teams                                                                                                                                                                                                                                                                                                                                   | No. of<br>Meetings<br>attended |
|----------------------------|----------------------------------------------------------------------------|-------------------|------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------|
| <b>Mr Masilo Tampe</b>     | Non-executive director                                                     | 1 February 2025   | N/A              | Diploma in Local Government Management, Balgravia Institute of Management<br><br>Currently studying: Bachelor of Laws (LLB), Regenesys                                                                                                                                                                                                                     | <ul style="list-style-type: none"> <li>Public sector leadership and administration</li> <li>Social activism and economic inclusion</li> <li>Communication and stakeholder engagement</li> <li>Project management and advisory in local government</li> <li>Legal compliance and enforcement</li> </ul>                                           | Director: GGDA Board of Directors<br><br>Director: Constitution Hill Board of Directors<br><br>Board Member: Gauteng Liquor Board                                                                                                                                                                                                               | Member: GGDA Audit and Risk Committee<br><br>Member: Legal Subcommittee Gauteng Liquor Board<br><br>Member: Law Enforcement and Compliance Committee, Gauteng Liquor Board<br><br>Strategic Advisor on Finance: Merafong City Local Municipality<br><br>President: Albinism Renaissance Forum of Southern Africa<br><br>Member: Gauteng Disability Business Chamber | 1 of 1                         |
| <b>Ms Phindile Mbanjwa</b> | Non-executive director                                                     | 1 February 2025   | N/A              | Master of Philosophy in Urban Infrastructure Design and Management, University of Cape Town<br><br>Postgraduate Diploma in Business Administration, Wits Business School<br><br>Postgraduate Diploma in Public Policy & Development Administration, University of the Witwatersrand<br><br>Bachelor of Social Science in Public Affairs and Administration | <ul style="list-style-type: none"> <li>Public sector leadership and transformation</li> <li>Human settlements and infrastructure development</li> <li>Economic development and institutional reform</li> <li>Governance, oversight, and strategic programme execution</li> <li>Policy implementation and inter-Governmental relations</li> </ul> | Chairperson: Constitution Hill Board of Directors<br><br>Director: Gauteng Growth and Development Agency (GGDA) Board<br><br>Non-Executive Director: Rand Water<br><br>Non-Executive Director: Rand Water Foundation<br><br>Former Head of Department: Gauteng Human Settlements<br><br>Former Head of Department: Gauteng Economic Development | Member: Social and Ethics Committee, Rand Water<br><br>Member: Treasury and Capital Investment Committee, Rand Water<br><br>Committee involvement in governance, audit, risk, and institutional development across various boards                                                                                                                                   | 1 of 1                         |
| <b>Ms Priscilla Monama</b> | Non-executive director                                                     | 1 February 2025   | N/A              | Master of Management in Entrepreneurship and New Venture Creation, Wits Business School (2025)<br><br>BA in Politics and International Relations, University of the Witwatersrand (2016)<br><br>Diploma in Marketing Management, Varsity College (2012)<br><br>Certificate in Economics and Public Finance, UNISA (2006)                                   | <ul style="list-style-type: none"> <li>Governance and development strategy</li> <li>Change management and institutional reform</li> <li>Strategic communications and crisis management</li> <li>High-level stakeholder engagement</li> <li>Innovation, entrepreneurship, and inclusive economic development</li> </ul>                           | Director: GGDA Board of Directors<br><br>Director: GIDZ Board of Directors                                                                                                                                                                                                                                                                      | Deputy Chairperson: GGDA NHREMCO (Nomination, Human Resources, Ethics and Remuneration Committee)                                                                                                                                                                                                                                                                   | 1 of 1                         |

| Name                              | Designation<br>(in terms of the Public Entity Board structure) | Date appointed  | Date resigned   | Qualifications                                                                                                                                                                                                                                                                                                                         | Area of Expertise                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Board Directorships                                                                                                                                                                | Other Committees or Task Teams                                                                                                                                                                                                                                                                                                                                                                                                                      | No. of Meetings attended |
|-----------------------------------|----------------------------------------------------------------|-----------------|-----------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------|
| <b>Mr Monwabisi Leon Stuurman</b> | Non-executive director                                         | 1 February 2025 | N/A             | MBA (Executive Management), University of Cape Town<br><br>Honours in Business Administration, University of Cape Town<br><br>Postgraduate Diploma, University of Cape Town<br><br>Diploma in Welding and Fabrication Inspector, SAIW Certification (SCERT)                                                                            | <ul style="list-style-type: none"> <li>Executive leadership and business operations management</li> <li>Development and oversight of multi-disciplinary teams</li> <li>Financial and regulatory compliance</li> <li>Strategic planning, budgeting, and cost management</li> <li>Organisational culture and customer service optimisation</li> <li>Risk analysis and investment evaluation</li> <li>Integrated logistics and operational strategy</li> <li>Employee development and stakeholder relations</li> </ul> | Director: GGDA<br><br>Deputy Chairperson: GIDZ Board                                                                                                                               | Member: GGDA Group Social and Ethics Committee                                                                                                                                                                                                                                                                                                                                                                                                      | 1 of 1                   |
| <b>Ms Jane Mosebi-Koka</b>        | Non-executive director                                         | 1 February 2025 | N/A             | Bachelor of Commerce (B.Com), University of Zululand<br><br>Postgraduate Certificate in Business Management, Wirtschaft Akademie, Kiel, Germany                                                                                                                                                                                        | <ul style="list-style-type: none"> <li>ICT research, enterprise development, and digital transformation</li> <li>Strategic consulting and business growth</li> <li>Economic development support for Black SMMEs</li> <li>Business coaching, ICT audits, and policy advisory</li> <li>Public sector strategy alignment and stakeholder engagement</li> <li>Marketing and advocacy, including trade union and informal trader support</li> </ul>                                                                      | Director: GGDA Board<br><br>Managing Director: InnerCircle Consulting & Technologies<br><br>Director: Adamantium Africa<br><br>Director: Mosenako Holdings<br><br>Director: FICTDA | Chairperson: GGDA Group Social and Ethics Committee<br><br>Member: NW Premier's Advisory Council on ICT<br><br>Member: DTI ICT Advisory Council<br><br>Strategic Implementation Partner: Zimbabwe Ministry of ICT<br><br>Member: Black IT Forum (BITF), Women in ICT, NAMEC, Chartered CIO Council<br><br>Mentor and coach for women and youth-led businesses<br><br>Active presenter and advocate in ICT and community economic development forums | 1 of 1                   |
| <b>Mr K. Matabane</b>             | Deputy Chairperson                                             | 1 October 2021  | 31 January 2025 | Master of Business Leadership<br>Senior Executive Development Programme<br>Leadership Development Programme<br>Post Graduate Diploma in Business Administration<br>Certificate Programme in Financial Analysis<br>Bachelor of Technology<br>Degree: Cost and Management Accounting<br>National Diploma: Cost and Management Accounting | <ul style="list-style-type: none"> <li>Operations</li> <li>Human Resources and remuneration</li> <li>Corporate governance</li> <li>Finance</li> <li>Social and ethics</li> <li>General management</li> <li>Socio-economic transformation</li> <li>PPPFA and PFMA</li> </ul>                                                                                                                                                                                                                                         | National Home Builders Registration Council and Presidential Broad-Based Black Economic Empowerment Advisory Council                                                               | Member: GGDA Group Audit and Risk Committee                                                                                                                                                                                                                                                                                                                                                                                                         | 16 of 18                 |



| Name                    | Designation (in terms of the Public Entity Board structure) | Date appointed | Date resigned     | Qualifications                                                                                                                                                                                                                      | Area of Expertise                                                                                                                                                                                        | Board Directorships                                                                                                                                                                                                                                                                                                                                                                 | Other Committees or Task Teams                                                                       | No. of Meetings attended |
|-------------------------|-------------------------------------------------------------|----------------|-------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------|--------------------------|
| <b>Dr S. Vilakazi</b>   | Non-Executive Director                                      | 1 October 2021 | 5 September 2024  | PhD: Organisational Development and Diversity Management.<br>Finance for Non-Financial Managers<br>MA: Research Psychology<br>BSocSci (Hons): Psychology<br>BSocSci: Psychology<br>Marketing Certificate                            | <ul style="list-style-type: none"> <li>Research</li> <li>Organisational development and diversity management</li> <li>Business strategy</li> <li>Customer strategy design and implementation</li> </ul>  | Kalagadi Manganese Mining company<br>Member of the Social, Ethics and Transformation Committee and the Safety, Health and Environmental Committee<br>South African Music Rights Association (SAMRO) Chairperson: Social, Ethics and Governance Committee and Member: Nominations and Human Relations Committee<br>Black Management Forum. Chairperson: Social and Ethics Committee. | Member: ConHill Board<br><br>Member: GGDA Group Social and Ethics Committee                          | 8 of 8                   |
| <b>Mr T. Fakude</b>     | Non-Executive Director                                      | 1 October 2021 | 30 September 2024 | Bachelor of Arts with Honours<br>Master of Arts<br>Certificate of Proficiency in Employee Benefits<br>Certificate of Participation, Role of Media in Society<br>Certificate of Recognition,<br>Preparation for 9th Al Jazeera Forum | <ul style="list-style-type: none"> <li>Geopolitical research</li> <li>Media engagements in broadcast and print</li> <li>South African tourism</li> </ul>                                                 |                                                                                                                                                                                                                                                                                                                                                                                     | Chairperson: TIHMC Board<br>Member: GGDA Group Trade, Investment and Regulatory Board Committee      | 8 of 9                   |
| <b>Mr D. Maimela</b>    | Non-executive director                                      | 1 October 2021 | 5 September 2024  | MA (Politics)<br>BA (Hons)<br>BPolSci                                                                                                                                                                                               | <ul style="list-style-type: none"> <li>Economic development and investment</li> <li>Politics and governance</li> <li>Human Resources</li> </ul>                                                          |                                                                                                                                                                                                                                                                                                                                                                                     | Chairperson: GGDA Group Trade, Investment and Regulatory Enablement Committee<br>Member: TIHMC Board | 8 of 8                   |
| <b>Ms T. Godongwana</b> | Non-executive director                                      | 1 October 2021 | 5 September 2024  | Bachelor of Science<br>Business Management Diploma<br>Higher Diploma in Education<br>Bachelor of Education (current studies)                                                                                                        | <ul style="list-style-type: none"> <li>Corporate governance</li> <li>Business and organisational development</li> <li>Human Resources</li> <li>Policy formulation, strategies, and procedures</li> </ul> | Chairperson of the OR Tambo Premier Hotel Board member of both SAFEC and the Community Schemes Ombud Services (CSOC). At CSOC, she is a member of the HR REMCO, Finance Committee, and LATCOM, and she serves as Chairperson of the Audit and Risk Committee                                                                                                                        | Member: GIDZ Board                                                                                   | 4 of 8                   |

| Name                    | Designation<br>(in terms of<br>the Public<br>Entity<br>Board<br>structure) | Date<br>appointed | Date<br>resigned | Qualifications                                                                            | Area of Expertise                                                                                                                                                                                            | Board<br>Directorships                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | Other Committees<br>or Task Teams | No. of<br>Meetings<br>attended |
|-------------------------|----------------------------------------------------------------------------|-------------------|------------------|-------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------|--------------------------------|
| <b>Adv. L. Mokgatle</b> | Non-executive director                                                     | 01 October 2021   | 5 September 2025 | LLB<br>Trained as an Attorney in Gaborone<br>Admitted as an Advocate of the Supreme Court | <ul style="list-style-type: none"> <li>• Litigation</li> <li>• Commercial law</li> <li>• Legal advice</li> <li>• Legal writing and research</li> <li>• Legal research</li> <li>• Legal compliance</li> </ul> | Non-executive director South African Forestry Company Limited since 2018 (Member: Human Resource and Remuneration, Social and Ethics, and Safety, Health, Environment and Quality committees).<br>Sci-Bono since 2015 ending in October 2022. (Member: Social and Ethics Committee).<br>Chancellor House Holdings since 2016 (Chairperson: Remuneration Committee and member: Audit and Risk Committee, and Investment Committee)<br><br>Member of The Financial Services Tribunal and the Financial Intelligence Centre Appeal Board since 1 April 2024 |                                   | 7 of 8                         |

- Adv Kgotso Maja was Chairperson until 31 January 2025
- Mr Craig Cornish was appointed as Chairperson from 1 February 2025

## COMMITTEES

The Board has the authority to form committees to aid in carrying out its responsibilities, powers, and authorities. The committees established by the Board include the Audit and Risk Committee, Social and Ethics Committee, Nomination, Human Resource and Remuneration Committee, and the Trade, Investment, and Regulatory Enablement Committee. The functions of these committees are detailed in their respective charters. Additional members were appointed as members of the committees, after the financial year had started.

**Table 33: Committees**

| Committee                            | Name                    | Designation | Date appointed  | End of Term     | Number of meetings attended |
|--------------------------------------|-------------------------|-------------|-----------------|-----------------|-----------------------------|
| GGDA Group Audit and Risk Committee* | <b>Mr K Sukdev</b>      | Chairperson | 1 January 2022  | N/A             | 22 of 22                    |
|                                      | <b>Mr K Matabane</b>    | Member      | 8 December 2023 | 31 January 2025 | 16 of 19                    |
|                                      | <b>Mr T Ditshwane</b>   | Member      | 31 January 2025 | 31 January 2025 | 19 of 19                    |
|                                      | <b>Ms P Mangoma</b>     | Member      | 28 April 2022   | 31 January 2025 | 17 of 19                    |
|                                      | <b>Ms M van Eck</b>     | Member      | 8 December 2023 | N/A             | 22 of 22                    |
|                                      | <b>Ms N Thanjekwayo</b> | Member      | 8 December 2023 | 31 January 2025 | 19 of 19                    |
|                                      | <b>Dr D Konar</b>       | Member      | 8 December 2023 | 31 January 2025 | 17 of 19                    |
|                                      | <b>Ms P Mbanjwa</b>     | Member      | 1 February 2025 | N/A             | 3 of 3                      |
|                                      | <b>Ms F Serutha</b>     | Member      | 1 February 2025 | N/A             | 3 of 3                      |
|                                      | <b>Mr M Tampe</b>       | Member      | 1 February 2025 | N/A             | 3 of 3                      |

| Committee                                                                        | Name                  | Designation                     | Date appointed  | End of Term       | Number of meetings attended |
|----------------------------------------------------------------------------------|-----------------------|---------------------------------|-----------------|-------------------|-----------------------------|
| GGDA Group Nomination, Human Resources and Remuneration Committee                | <b>Ms R Letwaba</b>   | Chairperson                     | 10 January 2024 | 31 January 2025   | 8 of 8                      |
|                                                                                  | <b>Adv K Maja</b>     | Member                          | 10 January 2024 | 31 January 2025   | 8 of 8                      |
|                                                                                  | <b>Ms J Phiri</b>     | Member                          | 1 January 2022  | 31 January 2025   | 8 of 8                      |
|                                                                                  | <b>Mr B Gantile</b>   | Member                          | 1 January 2022  | 31 January 2025   | 8 of 8                      |
| GGDA Group Social and Ethics Committee                                           | <b>Dr N Skeepers</b>  | Chairperson                     | 10 January 2024 | 31 January 2025   | 4 of 4                      |
|                                                                                  | <b>Mr A Latchu</b>    | Member                          | 10 January 2024 | 31 January 2025   | 4 of 4                      |
|                                                                                  | <b>Dr S Vilakazi</b>  | Member                          | 10 January 2024 | 31 January 2025   | 4 of 4                      |
|                                                                                  | <b>Ms D Tsotetsi</b>  | Member                          | 10 January 2024 | 31 January 2025   | 4 of 4                      |
| GGDA Group Infrastructure, Trade, Investment and Regulatory Enablement Committee | <b>Mr D Maimela</b>   | Chairperson                     | 1 October 2021  | 5 September 2024  | 2 of 2                      |
|                                                                                  | <b>Ms S Mbele</b>     | Member                          | 1 January 2022  | 31 January 2025   | 3 of 4                      |
|                                                                                  | <b>Mr T Fakude</b>    | Member                          | 1 October 2021  | 29 September 2024 | 2 of 2                      |
|                                                                                  | <b>Dr B Mabizela</b>  | Member                          | 1 January 2022  | 31 January 2025   | 4 of 4                      |
|                                                                                  | <b>Ms C Maluleke</b>  | Chairperson from 1 October 2024 | 1 January 2022  | 31 January 2025   | 4 of 4                      |
|                                                                                  | <b>Dr E Ndwandwe</b>  | Member                          | 10 January 2024 | N/A               | 4 of 4                      |
|                                                                                  | <b>Ms N Mashologu</b> | Member                          | 10 January 2024 | 31 January 2025   | 4 of 4                      |

## REMUNERATION OF BOARD MEMBERS

Non-executive directors receive fees for their contribution to the Board and the committees on which they serve. The shareholder determines this rate in terms of a policy. Non-executive directors are also reimbursed for out-of-pocket expenses incurred on the Company's behalf. Further information on directors' remuneration appears on pages 185 to 186.

*Table 34: GGDA Board remuneration*

| Name                                  | Remuneration | Other re-imbursment | Total       |
|---------------------------------------|--------------|---------------------|-------------|
| <b>Adv. Lentswe Mokgatle</b>          | R46 648.00   | –                   | R46 648.00  |
| <b>Adv. Kgotso Maja</b>               | R293 715.25  | R5 230.74           | R298 945.99 |
| <b>Dr Ezra Ndwandwe</b>               | R317 536.75  | R3 916.53           | R321 453.28 |
| <b>Dr Deenadayalen Konar</b>          | R238 745.75  | R 941.29            | R239 687.04 |
| <b>Dr Natalie Skeepers</b>            | R176 925.25  | R280.72             | R177 205.97 |
| <b>Dr Sibongile Vilakazi</b>          | R123 375.75  | R67.76              | R123 443.51 |
| <b>Dr Bongani Mabizela</b>            | R112 125.75  | R2 799.46           | R114 925.21 |
| <b>Miss Ntshakga Priscilla Monama</b> | R64 347.00   | R2 639.04           | R66 986.04  |
| <b>Mr Busani Nkuna</b>                | R 46 648.00  | R1 310.18           | R47 958.18  |
| <b>Mr Craig Cornish</b>               | R93 062.50   | R12 749.09          | R105 811.59 |
| <b>Mr Leon Marincowitz</b>            | R48 111.00   | R2 071.56           | R50 182.56  |
| <b>Mr Lita Mbokotho</b>               | 46 648.00    | 2 199.92            | 48 847.92   |

| Name                        | Remuneration        | Other re-<br>imbursement | Total               |
|-----------------------------|---------------------|--------------------------|---------------------|
| Mr Masilo Tampe             | 82 784.50           | 8 652.03                 | 91 436.53           |
| Mr Monwabisi Leon Stuurman  | 62 472.00           | 27 820.86                | 90 292.86           |
| Mr Mphulo Sebothoma         | 75 577.25           | 842.16                   | 76 419.41           |
| Mr Raleshaba Moeng          | 93 702.25           | 1 500.40                 | 95 202.65           |
| Mr Sipho Mbele              | 106 932.50          | 774.40                   | 107 706.90          |
| Mr Ashley Latchu            | 119 944.00          | –                        | 119 944.00          |
| Mr Butana Mboniswa          | 97 452.25           | 1 345.52                 | 98 797.77           |
| Mr David Maimela            | 109 396.00          | –                        | 109 396.00          |
| Mr Gugu Yende               | 97 452.25           | 1 732.72                 | 99 184.97           |
| Mr Kganki Matabane          | 208 680.00          | 348.48                   | 209 028.48          |
| Mr Krishen Sukdev           | 462 233.25          | 5 131.32                 | 467 364.57          |
| Mr Phila Nyandu             | 75 577.25           | 803.44                   | 76 380.69           |
| Mr Raymond Maboa            | 78 821.50           | 5 193.20                 | 84 014.70           |
| Mr Thembisa Fakude          | 147 334.50          | 2 923.36                 | 150 257.86          |
| Mr Tshegofatsa Ditshwane    | 278 632.25          | 4 246.62                 | 282 878.87          |
| Mr Xolani Zulu              | 95 577.25           | 914.76                   | 96 492.01           |
| Mr Bonisile Gantile         | 150 350.25          | 1 568.16                 | 151 918.41          |
| Mr German More              | 84 639.75           | 667.92                   | 85 307.67           |
| Mr Pule Mofokeng            | 97 452.25           | 813.12                   | 98 265.37           |
| Mr Rendani Mamphiswana      | 80 796.00           | 958.32                   | 81 754.32           |
| Ms Busi Mhaga               | 29 361.00           | 696.96                   | 30 057.96           |
| Ms Dikeledi Tsotetsi        | 284 429.50          | 5 629.32                 | 290 058.82          |
| Ms Floran Serutha           | 66 648.00           | 3 055.77                 | 69 703.77           |
| Ms Jane Mosebi-Koka         | 76 847.00           | 3 911.81                 | 80 758.81           |
| Ms Lerato Mvelase           | 58 523.00           | 1 831.35                 | 60 354.35           |
| Ms Meloney Van Eck          | 451 983.25          | 6 073.74                 | 458 056.99          |
| Ms Nelisiwe Thanjekwayo     | 221 671.75          | 474.32                   | 222 146.07          |
| Ms Phindile Mbanjwa         | 114 292.25          | 4 135.64                 | 118 427.89          |
| Ms Phindile Mbhali Maphanga | 45 085.50           | 1 324.58                 | 46 410.08           |
| Ms Carol Maluleka           | 160 825.25          | 2 923.36                 | 163 748.61          |
| Ms Joyce Phiri              | 195 947.25          | 2 117.33                 | 198 064.58          |
| Ms Princes Mangoma          | 245 308.25          | 2 061.22                 | 247 369.47          |
| Ms Refilwe Letwaba          | 330 738.50          | 3 488.01                 | 334 226.51          |
| Ms Thandiwe Godongwana      | 54 560.00           | –                        | 54 560.00           |
| Ms Noluthando Mashologu     | 216 762.75          | 6 413.00                 | 223 175.75          |
| <b>Total</b>                | <b>6 766 679.50</b> | <b>144 579.46</b>        | <b>6 911 258.96</b> |



## Risk and ethics management

The GGDA recognises that good governance is underpinned by a strong culture of ethics and an integrated, proactive approach to risk management. As a public entity entrusted with driving inclusive economic growth, the GGDA continues to uphold the highest standards of integrity, accountability, and strategic foresight.

### Ethics Framework

The GGDA maintains a comprehensive Ethics Policy Framework that governs conduct across all levels of the organisation. This framework is guided by principles outlined in the King IV Report on Corporate Governance and aligns with public sector values of transparency, fairness, and responsible leadership.

During the year under review, the organisation reinforced its ethics culture through the rollout of mandatory ethics training for all employees. These training modules included:

- Fraud prevention and detection;
- Whistleblower rights and protection mechanisms;
- Application of the GGDA Code of Conduct.

To support ethical accountability, the GGDA continues to operate a confidential, independently managed whistleblowing hotline, allowing for the safe reporting of unethical or illegal conduct. All allegations are assessed and investigated in accordance with the GGDA's disciplinary procedures and anti-fraud protocols.

### Risk Management Framework

The GGDA also maintains a mature and responsive Risk Management Framework, which is integral to strategic planning, performance delivery, and governance compliance. The framework enables the organisation to anticipate, evaluate, and manage risks that could impact its ability to achieve its mandate.

Key risk management activities during the reporting period included:

- The conduct of annual enterprise-wide risk assessments to identify and prioritise strategic, operational, financial, and compliance risks;
- Regular oversight and reporting to the Audit and Risk Committee, which provides independent assurance on the adequacy and effectiveness of risk management processes.

By embedding ethical conduct and risk management into its daily operations, the GGDA continues to strengthen stakeholder trust, reduce organisational vulnerability, and ensure long-term sustainability. These efforts are critical in preserving the agency's reputation and enhancing its contribution to Gauteng's economic development objectives.

## Internal Audit and Audit Committees

The internal audit function of the GGDA operates as an independent appraisal activity, assisting the organisation in achieving its objectives through a systematic and disciplined approach to assessing and enhancing the effectiveness of risk management, control, and governance processes.

To maintain its objectivity and independence, the internal audit does not take on any direct operational responsibilities or authority over the activities it audits. As a result, it does not implement internal controls, develop procedures, install systems, prepare records, or engage in any other activities that could potentially compromise the internal auditor's judgment, objectivity, or independence.

The responsibilities of the internal audit function include reviewing and providing assurance on the adequacy and effectiveness of the internal control environment across significant areas of the organisation's operations. Currently, this function is supported through a co-sourced model.

### Summary of audit work completed

The internal audit function regularly updates the Audit and Risk Committee on the progress of implementing the Annual Internal Audit Plan and other relevant matters. At each quarter, the committee reports on significant issues that were previously identified during audits and suggests potential improvements in areas of deficit or non-performance within the audited areas, which include substantial risk exposures, control issues, corporate governance matters, and other relevant concerns. The controls that were evaluated encompassed the following areas:

- The information systems environment;
- The reliability and integrity of financial and operational information;
- The effectiveness of operations;
- The safeguarding of assets; and
- Compliance with laws, regulations, policies, procedures, and contracts.

During the financial year ending 31 March 2025, the internal audit function conducted key audits across the Group in the following areas:

- Supply Chain and Contract Management;
- Annual Financial Statement Reviews;
- ICT General Controls;
- Human Resources and Payroll;
- Project Management Review (EPMO);
- Facilities, Security, and Occupational Health and Safety (OHS) Management;
- Skills Development;
- Audit of performance information;
- Network Operating System and Database Review; and
- Financial Management.

## Key activities and objectives of the Audit and Risk Committee

The primary role of the Audit and Risk Committee is to assist the Board in fulfilling its oversight responsibilities in areas such as financial management and reporting, the adequacy and effectiveness of risk management and internal control systems, as well as fraud and ethics management within the GGDA Group.

The Committee is responsible for ensuring that the Group's internal audit function is independent and adequately resourced, skilled, and empowered to effectively fulfil its responsibilities. Internal auditors have unrestricted access to the Audit and Risk Committee.

As part of the Committee's agenda, the following standing matters are reviewed:

- The Group's performance reports;
- Financial and supply chain reports;
- Updates from the Head of Internal Audit regarding the effectiveness of internal control systems and the outcomes of significant audits and control matters; and
- Updates from the Head of Risk and Ethics regarding the organisation's risk and ethical landscape.

The Audit and Risk Committee has determined that the Group has adequate and objective internal audit policies and procedures in place, and that the Group's internal audit function has complied with internal audit standards and fulfilled its legal, regulatory, and other responsibilities as outlined in its charter during the review period.

The Committee is satisfied that the internal audit function is operating effectively and has addressed the risks pertinent to the Group.

Key responsibilities for the Audit and Risk Committee, as outlined in the charter, included – but were not limited to:

- Approving the three-year strategic rolling internal audit plan for the year ending 31 March 2027;
- Approving the annual internal audit plan for the year ending 31 March 2025;
- Reviewing and approving quarterly internal audit reports in line with the approved internal audit plan;
- Reviewing whistleblowing reports;
- Examining the integrity of the financial statements of the entities within the GGDA Group, and any other formal announcements related to its financial performance;
- Reviewing significant financial reporting issues and judgments;
- Overseeing compliance with applicable legal and regulatory requirements, including monitoring ethics and compliance risks.



The table below discloses relevant information on the Audit Committee members.

**Table 35: Particulars of Audit Committee members**

| Name                 | Qualifications                                                                                                                                                                                                                                                                                                                                             | Internal or external | If internal, position in the public entity | Date appointed | End of term | Number of meetings attended |
|----------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------|--------------------------------------------|----------------|-------------|-----------------------------|
| <b>Mr K. Sukdev</b>  | Bachelor of Business Science (Hons), University of Cape Town<br><br>Master of Business Administration (MBA), Heriot-Watt University<br><br>Fellow: Faculty of Actuaries (UK)<br><br>Fellow: Actuarial Society of South Africa<br><br>Member: Financial Planning Institute                                                                                  | External             | N/A                                        | 1 Oct 2021     | N/A         | 22                          |
| <b>Ms P. Mbanjwa</b> | Master of Philosophy in Urban Infrastructure Design and Management, University of Cape Town<br><br>Postgraduate Diploma in Business Administration, Wits Business School<br><br>Postgraduate Diploma in Public Policy & Development Administration, University of the Witwatersrand<br><br>Bachelor of Social Science in Public Affairs and Administration |                      | N/A                                        | 1 Feb 2025     | N/A         | 3                           |
| <b>Ms F. Serutha</b> | Chartered Accountant (SA) 2017, BCom Accounting Honours 2012, BCompt 2011                                                                                                                                                                                                                                                                                  | External             | N/A                                        | 1 Feb 2025     | N/A         | 3                           |
| <b>Ms M. Van Eck</b> | Bachelor of Business Administration, Southern Business School (STADIO)<br><br>Purchasing Management Diploma, Damelin<br><br>Postgraduate Diploma in Business Management, Regenesys<br><br>Advanced Management Development Programme, University of Pretoria<br><br>Currently pursuing MBA, UNISA                                                           | External             | N/A                                        | 18 Oct 2023    | N/A         | 22                          |
| <b>Mr M. Tampe</b>   | Diploma in Local Government Management, Balgravia Institute of Management<br><br>Currently studying: Bachelor of Laws (LLB), Regenesys                                                                                                                                                                                                                     |                      | N/A                                        | 1 Feb 2025     | N/A         | 3                           |

| Name                     | Qualifications                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Internal or external | If internal, position in the public entity | Date appointed | End of term | Number of meetings attended |
|--------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------|--------------------------------------------|----------------|-------------|-----------------------------|
| <b>Mr T. Ditshwane</b>   | BCom Economics & Econometrics (UJ) - 2016<br>Cert. Strategic Management (Wits) - 2018<br>Post Graduate Diploma in Business Administration (UNISA) - 2019<br>MSc Applied Economics Banking & Financial Markets (Bath UK) - in progress.                                                                                                                                                                                                                                                                                                                                                        | External             | N/A                                        | 28 Apr 2022    | 31 Jan 2025 | 19                          |
| <b>Ms P. Mangoma</b>     | BCompt September 2004<br>BComHons June 2011<br>Certified Internal Auditor (Part 1, 2 and 4) July 2009                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | External             | N/A                                        | 28 Apr 2022    | 31 Jan 2025 | 17                          |
| <b>Mr K. Matabane</b>    | Master of Business Leadership<br>Senior Executive Development Programme Leadership<br>Development Programme Post Graduate Diploma in Business Administration Certificate<br>Programme in Financial Analysis<br>Bachelor of Technology Degree: Cost and Management Accounting<br>National Diploma: Cost and Management Accounting                                                                                                                                                                                                                                                              | External             | N/A                                        | 1 Oct 2021     | 31 Jan 2025 | 16                          |
| <b>Ms N. Thanjekwayo</b> | Law Society of South Africa, Norton Rose Fulbright, Practical Legal Training, (2015)<br>World Trade Institute, University of Bern, Masters in International Law and Economics, (2015)<br>Oliver Schreiner School of Law University of the Witwatersrand, LL.M in Commercial and Business Law, (2015)<br>Mandela Institute, University of the Witwatersrand, Mining Tax Law Postgraduate Certificate, (2014)<br>Mandela Institute, University of the Witwatersrand, Energy Law Postgraduate Certificate, (2014)<br>Oliver Schreiner School of Law University of the Witwatersrand, LLB, (2013) | External             | N/A                                        | 8 Dec 2023     | 31 Jan 2025 | 19                          |
| <b>Dr L. Konar</b>       | BCom<br>PG Dip in Accounting CA(SA)<br>Cert in Tax Law D.Com                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | External             | N/A                                        | 8 Dec 2023     | 31 Jan 2025 | 17                          |



## COMPLIANCE WITH LAWS AND REGULATIONS

### Legislative and other mandates

The GGDA is a holding company that is registered as a PFMA Schedule 3C public entity whose sole shareholder is the MEC responsible for the GDED.

Four sector implementing entities are wholly-owned by the GGDA: AIDC, TIHMC, GIDZ and ConHill. These entities, by virtue of their ownership by GGDA, also conduct themselves as Schedule 3C public entities. In terms of its governance arrangements, the GGDA is accountable to both GDED and an independent Board that has been established in terms of the Companies Act.

Similarly, boards have also been established for each of the implementing entities.

The GGDA is positioned to ensure the delivery of economic growth and economic development, encompassing the full spectrum of economic development priorities. In terms of this model, the GDED is responsible for strategy, policy, and oversight, and the GGDA is responsible for the implementation of approved initiatives. This is managed via a framework of control and governance that provides Gauteng with a mechanism to encourage the development of existing economic activity in addition to the creation of new opportunities. This approach aids in the base growth of sustainable employers and employment opportunities and the overall economy of Gauteng.

The GGDA and the implementation entity boards are responsible for monitoring and reviewing the corporate strategy of the company and the Group. The Group Executive Committee (EXCO) comprises the CEOs of the Group and its subsidiaries, as well as the Group executives.

The Group EXCO is established to assist the Group in fulfilling its oversight responsibilities. It provides an open platform for communication between financial management, operations management, risk management, human resources, and Board matters.

### Fraud and corruption

The GGDA Group acknowledges that incidents of fraud and corruption have the potential to derail the work of the Group and to affect the organisation's reputation adversely. This section of the report aims to communicate the annual review of the GGDA Group's counter-fraud and corruption arrangements and provides an overview of fraud and whistleblowing activity for the relevant period. The GGDA Group implemented the Fraud Prevention and Whistle Blowing Policy through the Ethics Implementation Plan, together with a fraud and risk register. The Fraud Prevention and Whistle Blowing Policy enables whistleblowers to report any misconduct or unethical behaviour anonymously, and independent investigations are conducted and reported to the Audit and Risk Committee where required.

Those who report to the hotline remain anonymous. Reference numbers are issued so that they can follow up on reported matters should they wish to do so. Awareness sessions on the prevention of fraud and corruption were conducted with employees throughout the financial year.

### Minimising conflict of interest

Below is a description of the processes implemented to minimise conflict of interest in supply chain management:

- Supply chain management has a Declaration of Interest form that is completed during each procurement process;
- Each member party to the procurement process is required to sign and declare their interest; and
- All declarations are subject to the audit process. Where interest is declared, the conflict is assessed to determine if his/her interest will prejudice the GGDA. Thus, if the person has the deciding vote or power to influence or to direct the course and decisions of the enterprise, then the person will be requested to recuse him/herself.

### Code of conduct

The Employee Code of Conduct is a vital component of the GGDA's governance model, which encompasses standard steering documents and processes, including our policies and procedures. The GGDA maintained a Board-approved Employee Code of Conduct that was reviewed and discussed with all employees. The Code of Conduct intends to promote exemplary conduct.

The GGDA is committed to conducting all its activities to the highest standard of competence, integrity and ethical behaviour, to ensure its conduct is beyond reproach.

The Company is committed to providing a work environment that values diversity among its employees. HR policies, procedures and activities create a respectful workplace in which every employee can reach his/her highest potential.

Every GGDA employee who violates the Code of Conduct may face potential sanctions after undergoing the investigation process and considering various factors. The Code of Conduct also outlines the process for employees to report any breaches of the code and identifies protected circumstances as required by legislation. The GGDA Code of Conduct places the following requirements on all employees, directors and stakeholders:

- Carry out their responsibilities honestly, in good faith and with integrity, due care, competence and diligence;
- Never misrepresent or withhold material facts or allow their independent judgment to be compromised;
- Avoid actual or apparent conflicts of interest in personal and professional relationships;
- Comply with applicable government laws, rules and regulations;
- Assist in the production of complete, accurate, timely and understandable External Financial Reporting and in other public communications made by the organisation; and
- Take all reasonable measures to protect the confidentiality of non-public information relating to the GGDA and its stakeholders.

## Health, safety and environmental issues

The GGDA prioritises the provision of a safe and healthy workplace for all its employees, visitors and invited guests, in compliance with the Occupational Health and Safety Act.

To this end, OHS Committees have been established across the Group. Their mandate includes promoting employee health and safety, monitoring workplace risks, managing reported incidents and enhancing awareness and responsibility about safety issues.

## Company/Board secretary

The Company Secretary is appointed by, and is accountable to, the Board. This person is the corporate governance knowledge manager and information officer of the GGDA and its subsidiaries and is responsible for the execution of all statutory requirements applicable to the GGDA and its subsidiaries.

In relation to their fiduciary duties and how to discharge such duties, the directors have unrestricted access to the advice and guidance of the Company Secretary. The directors are entitled to obtain independent professional advice at the GGDA's expense, should they deem this necessary. In addition to the performance of other assurance functions, the Company Secretary monitors the GGDA's compliance with the requirements of good corporate governance, the amendments to the Blue IQ Act, adherence to the PFMA, the Companies Act and other relevant legislation.

In terms of section 88(2)(e) of the Companies Act, as amended, the Company has lodged with the Companies and Intellectual Property Commissioner all such returns as are required of a public company in terms of the Companies Act and all such returns are true, correct and up to date.

## B-BBEE compliance performance information

The following table has been completed in accordance with the compliance to the B-BBEE requirements of the B-BBEE Act of 2013 and as determined by the Department of Trade, Industry and Competition.

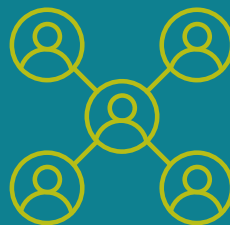
**Table 36: B-BBEE compliance**

| Has the department/public entity applied any relevant Code of Good Practice (B-BBEE Certificate Levels 1 – 8) with regards to the following:            |                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|---------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Criteria                                                                                                                                                | Response Yes/No | Discussion                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| Determining qualification criteria for the issuing of licences, concessions or other authorisations in respect of economic activity in terms of any law | No              | The GGDA does not grant licences, concessions, or authorisations permitting economic activity under any legislation. Such functions rest with entities mandated to issue trade licences, mining and exploration rights, and similar regulatory approvals.                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| Developing and implementing a preferential procurement policy                                                                                           | Yes             | A Procurement Policy has been developed and implemented which incorporates preferential procurement in alignment with applicable legislative and regulatory requirements. To give effect to this, various supporting instruments – including standardised templates, evaluation criteria, and procurement frameworks – have been established. Compliance with and effectiveness of the policy is monitored and reported on a monthly basis.                                                                                                                                                                                                                                                                                   |
| Determining qualification criteria for the sale of state-owned enterprises                                                                              | No              | Should a strategic decision be taken to dispose of any such property, the prescribed governance processes will be instituted to ensure that the requisite approvals are obtained and that all actions are undertaken in full compliance with the PFMA and applicable Treasury Regulations.                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| Developing criteria for entering into partnerships with the private sector                                                                              | No              | The GGDA does not currently have any Public-Private Partnerships (PPPs) in place. Should the entity resolve to enter into a PPP arrangement, all requisite processes prescribed in the PFMA and the applicable Treasury Regulations will be duly followed to ensure compliance and proper governance.                                                                                                                                                                                                                                                                                                                                                                                                                         |
| Determining criteria for the awarding of incentives, grants and investment schemes in support of Broad Based Black Economic Empowerment                 | No              | <p>The awarding of grants, incentives, and investments does not constitute a core mandate of the GGDA, and no material investments are undertaken in this regard. The only exceptions relate to bursary awards and corporate social investment (CSI) initiatives, which are directed towards previously disadvantaged individuals or institutions (including schools, higher education institutions, and similar beneficiaries).</p> <p>Through the TIHMC, Start-Up Support Programme assistance is provided to incubated companies to facilitate commercialisation and market entry. However, the scope of such grant funding and support has been significantly constrained in recent years due to funding limitations.</p> |





# PART 1



## HUMAN RESOURCE MANAGEMENT



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## INTRODUCTION

The human capital function plays a pivotal role in driving both strategic and operational outcomes across the GGDA Group. At a strategic level, human capital collaborates closely with business units to shape and align the Group's overarching strategy, ensuring that human resource initiatives directly support the organisation's long-term vision and objectives.

Towards this end, the human capital function delivers human capital solutions that enhance the Group's organisational capability and performance. This is achieved through the translation of strategic imperatives into targeted and impactful programmes that include the formulation and execution of policies and frameworks that promote consistency, compliance, and operational efficiency across the Group.

From an operational perspective, human capital focuses on the effective implementation of these strategies via effective workforce planning, talent acquisition and retention, and employee engagement practices. Emphasis is placed on developing clear communication channels and ensuring that talent acquisition and retention strategies attract, develop, and retain high-calibre talent for as long as possible.

A key focus area is talent retention, aimed at sustaining organisational knowledge and enhancing performance through structured development, recognition, and reward mechanisms. These initiatives are designed to unlock individual potential and align employee growth with organisational goals, in a nurturing and supportive environment.

Aligned with best practice principles, the GGDA is committed to cultivating a progressive and inclusive work environment that empowers employees to thrive. Therefore, the GGDA human capital function plays a critical and enabling role by ensuring that the organisation is appropriately resourced and capacitated to fulfil its mandate.

Employee well-being and performance is of paramount importance, and the human capital function also manages the implementation of integrated performance management systems and holistic health and wellness programmes, promoting a positive and productive employer-employee relationship.

## HUMAN RESOURCE OVERSIGHT STATISTICS

### Personnel related expenditure

Personnel cost by programme/activity/objective

*Table 37: Personnel cost by programme/activity/objective*

| Programme/activity/objective | Total expenditure for the entity (R'000) | Personnel expenditure (R'000) | Personnel expenditure as a % of total expenditure (R'000) | Number of employees | Average personnel cost per employee (R'000) |
|------------------------------|------------------------------------------|-------------------------------|-----------------------------------------------------------|---------------------|---------------------------------------------|
| GGDA                         | 314 050                                  | 129 831                       | 41%                                                       | 121                 | 1 082                                       |
| AIDC                         | 281 450                                  | 105 182                       | 37%                                                       | 129                 | 815                                         |
| TIHMC                        | 115 454                                  | 61 154                        | 53%                                                       | 64                  | 955                                         |
| GIDZ                         | 141 612                                  | 28 936                        | 20%                                                       | 33                  | 877                                         |
| CONHILL                      | 101 938                                  | 19 347                        | 19%                                                       | 34                  | 569                                         |
| <b>TOTAL</b>                 | <b>954 504</b>                           | <b>344 450</b>                | <b>36%</b>                                                | <b>381</b>          | <b>4 298</b>                                |

The figures above include employees who had exited the organisation during the financial year under review.

## Personnel cost by salary band

Table 38: Personnel cost by salary band

| Level                  | Personnel expenditure (R'000) | % of personnel expenditure to total personnel cost (R'000) | Number of employees | Average personnel cost per employee (R'000) |
|------------------------|-------------------------------|------------------------------------------------------------|---------------------|---------------------------------------------|
| Top Management         | 13 794                        | 4%                                                         | 5                   | 5 739                                       |
| Senior Management      | 44 670                        | 14%                                                        | 24                  | 3 654                                       |
| Professional qualified | 165 944                       | 50%                                                        | 144                 | 2 026                                       |
| Skilled                | 86 469                        | 26%                                                        | 152                 | 943                                         |
| Semi-skilled           | 18 054                        | 5%                                                         | 56                  | 322                                         |
| Unskilled              | 0                             | 0%                                                         | 0                   | 0                                           |
| <b>TOTAL</b>           | <b>328 931</b>                | <b>100%</b>                                                | <b>381</b>          | <b>12 684</b>                               |

## Performance Rewards (2024/25)

The GGDA Group of companies encourages high performance by its staff and has put in place a reward scheme governed by a performance management policy. In terms of the policy, a process towards rewarding employees resumes with the final assessments in the month of April/May. This process is followed by moderation committees, and finally, approval by organisational governance structures, for the year under review.

Table 39: Performance Rewards

| Programme/activity/objective | Performance rewards (R'000) | Personnel expenditure (R'000) | % of performance rewards to total personnel cost |
|------------------------------|-----------------------------|-------------------------------|--------------------------------------------------|
| Top Management               | 1 002                       | 13 794                        | 7%                                               |
| Senior Management            | 3 152                       | 44 670                        | 7%                                               |
| Professional qualified       | 13 131                      | 165 944                       | 8%                                               |
| Skilled                      | 7 363                       | 86 469                        | 9%                                               |
| Semi-skilled                 | 1 723                       | 18 054                        | 10%                                              |
| Unskilled                    | 0                           | 0                             | 0%                                               |
| <b>TOTAL</b>                 | <b>26 371</b>               | <b>328 931</b>                | <b>8%</b>                                        |

## Training Costs

Table 40: Training Costs

| Programme/activity/objective | Personnel expenditure (R'000) | Training expenditure (R'000) | Training expenditure as a % of personnel cost | Number of employees trained | Average training cost per employee |
|------------------------------|-------------------------------|------------------------------|-----------------------------------------------|-----------------------------|------------------------------------|
| GGDA                         | 129 831                       | 3 474                        | 3%                                            | 108                         | 30 168                             |
| AIDC                         | 105 182                       | 1 190                        | 1%                                            | 122                         | 9 761                              |
| TIHMC                        | 61 154                        | 557                          | 1%                                            | 27                          | 20 630                             |
| GIDZ                         | 28 936                        | 87                           | 0,3%                                          | 5                           | 17 400                             |
| CONHILL                      | 19 347                        | 251                          | 1%                                            | 33                          | 7 619                              |
| <b>TOTAL</b>                 | <b>344 450</b>                | <b>5 343</b>                 | <b>2%</b>                                     | <b>295</b>                  | <b>85 578</b>                      |

## Employment and vacancies

*Table 41: Employment and vacancies across the GGDA Group*

| Programme/activity/objective | 2023/2024<br>Number of<br>employees | 2024/2025<br>Approved<br>posts | 2024/2025<br>Number of<br>employees | 2024/2025<br>Vacancies | % of<br>Vacancies |
|------------------------------|-------------------------------------|--------------------------------|-------------------------------------|------------------------|-------------------|
| GGDA                         | 118                                 | 146                            | 108                                 | 38                     | 26%               |
| AIDC                         | 131                                 | 139                            | 122                                 | 17                     | 12%               |
| TIHMC                        | 77                                  | 101                            | 66                                  | 35                     | 35%               |
| GIDZ                         | 32                                  | 32                             | 31                                  | 1                      | 3%                |
| CONHILL                      | 35                                  | 42                             | 34                                  | 8                      | 19%               |
| <b>TOTAL</b>                 | <b>393</b>                          | <b>460</b>                     | <b>361</b>                          | <b>99</b>              | <b>22%</b>        |

The table above speaks to vacancies that were budgeted for only.

*Table 42: Employment changes*

| Programme/activity/objective | 2023/2024<br>Number of<br>employees | 2024/2025<br>Approved<br>posts | 2024/2025<br>Number of<br>employees | 2024/2025<br>Vacancies | % of<br>Vacancies |
|------------------------------|-------------------------------------|--------------------------------|-------------------------------------|------------------------|-------------------|
| Top Management               | 2                                   | 7                              | 5                                   | 2                      | 29%               |
| Senior Management            | 34                                  | 40                             | 14                                  | 26                     | 65%               |
| Professional qualified       | 125                                 | 135                            | 144                                 | (9)                    | -8%               |
| Skilled                      | 130                                 | 155                            | 131                                 | 24                     | 15%               |
| Semi-skilled                 | 89                                  | 104                            | 63                                  | 41                     | 39%               |
| Unskilled                    | 13                                  | 19                             | 4                                   | 15                     | 79%               |
| <b>TOTAL</b>                 | <b>393</b>                          | <b>460</b>                     | <b>361</b>                          | <b>99</b>              | <b>22%</b>        |

A recruitment moratorium added to the growing list of vacancies, however this has since been resolved. The GGDA Group continuously implements wellness programmes and support systems that prioritise mental health, which greatly improves staff satisfaction and retention.

### Employment changes

Employee turnover across the GGDA is natural and within acceptable levels, with employees electing to leave for 'permanent roles' and to explore career growth prospects.

*Table 43: Employment changes*

| Salary band            | Employment<br>at beginning of<br>period | Appointments | Terminations | Employment at<br>end of period |
|------------------------|-----------------------------------------|--------------|--------------|--------------------------------|
| Top Management         | 4                                       | 1            | 0            | 5                              |
| Senior Management      | 17                                      | 3            | 4            | 16                             |
| Professional qualified | 140                                     | 4            | 16           | 128                            |
| Skilled                | 130                                     | 0            | 9            | 121                            |
| Semi-skilled           | 89                                      | 1            | 3            | 87                             |
| Unskilled              | 13                                      | 0            | 0            | 13                             |
| <b>Total</b>           | <b>393</b>                              | <b>9</b>     | <b>32</b>    | <b>370</b>                     |



## Reasons for staff leaving

**Table 44: Reasons for staff leaving**

| Reason             | Number    | % of total no. of staff leaving |
|--------------------|-----------|---------------------------------|
| Death              | 2         | 6%                              |
| Resignation        | 18        | 56%                             |
| Dismissal          | 1         | 3%                              |
| Retirement         | 0         | 0%                              |
| Ill health         | 0         | 0%                              |
| Expiry of contract | 10        | 31%                             |
| Other              | 1         | 3%                              |
| <b>Total</b>       | <b>32</b> | <b>100%</b>                     |

Explanations: Most employees (5%) left for 'better career prospects', with one percent unfortunately passing on. We have advertised and, in some instances, used headhunting practices to fill key critical vacancies.

## Labour Relations: Misconduct and disciplinary action

**Table 45: Labour Relations: Misconduct and disciplinary action**

| Nature of disciplinary action | Number   |
|-------------------------------|----------|
| Verbal warning                | 1        |
| Written warning               | 3        |
| Final written warning         | 0        |
| Dismissal                     | 1        |
| <b>Total</b>                  | <b>5</b> |

## Equity Target and Employment Equity Status

Explanations: The variances are due to a moratorium on recruitment, and current recruitment patterns did not prioritise EE candidates which impacted on the flexibility to bridge this gap. Staff cost/budget is also high and needs to be managed, which further restricts the filling of vacancies as and when they become available. Current recruitment is targeted in prioritising some positions for PwD and females for Senior and Executive level positions.

**Table 46: Equity Target and Employment Equity Status: (Male)**

| Levels                 | Male       |            |          |          |          |          |          |           |
|------------------------|------------|------------|----------|----------|----------|----------|----------|-----------|
|                        | African    |            | Coloured |          | Indian   |          | White    |           |
|                        | Current    | Target     | Current  | Target   | Current  | Target   | Current  | Target    |
| Top Management         | 5          | 5          | 0        | 0        | 0        | 0        | 0        | 0         |
| Senior Management      | 8          | 10         | 0        | 2        | 1        | 2        | 0        | 2         |
| Professional qualified | 64         | 64         | 1        | 2        | 4        | 5        | 4        | 5         |
| Skilled                | 53         | 56         | 1        | 2        | 0        | 0        | 3        | 3         |
| Semi-skilled           | 25         | 25         | 0        | 0        | 0        | 0        | 0        | 0         |
| Unskilled              | 0          | 0          | 0        | 0        | 0        | 0        | 0        | 0         |
| <b>TOTAL</b>           | <b>155</b> | <b>160</b> | <b>2</b> | <b>6</b> | <b>5</b> | <b>7</b> | <b>7</b> | <b>10</b> |

**Table 47: Equity Target and Employment Equity Status: (Female)**

| Levels                 | Female     |            |          |          |          |          |          |          |
|------------------------|------------|------------|----------|----------|----------|----------|----------|----------|
|                        | African    |            | Coloured |          | Indian   |          | White    |          |
|                        | Current    | Target     | Current  | Target   | Current  | Target   | Current  | Target   |
| Top Management         | 1          | 3          | 0        | 0        | 0        | 0        | 0        | 0        |
| Senior Management      | 4          | 5          | 0        | 1        | 1        | 2        | 0        | 1        |
| Professional qualified | 66         | 66         | 1        | 2        | 3        | 4        | 3        | 4        |
| Skilled                | 66         | 66         | 2        | 3        | 0        | 1        | 3        | 4        |
| Semi-skilled           | 37         | 37         | 0        | 1        | 1        | 0        | 0        | 0        |
| Unskilled              | 4          | 4          | 0        | 0        | 0        | 0        | 0        | 0        |
| <b>TOTAL</b>           | <b>178</b> | <b>181</b> | <b>3</b> | <b>7</b> | <b>5</b> | <b>7</b> | <b>6</b> | <b>9</b> |

**Table 48: Equity Target and Employment Equity Status: (Individuals with disability)**

| Levels                 | Disabled staff |          |          |          |
|------------------------|----------------|----------|----------|----------|
|                        | Male           |          | Female   |          |
|                        | Current        | Target   | Current  | Target   |
| Top Management         | 0              | 0        | 0        | 0        |
| Senior Management      | 0              | 1        | 0        | 1        |
| Professional qualified | 1              | 3        | 2        | 2        |
| Skilled                | 2              | 2        | 2        | 2        |
| Semi-skilled           | 0              | 0        | 2        | 2        |
| Unskilled              | 0              | 0        | 0        | 0        |
| <b>TOTAL</b>           | <b>3</b>       | <b>6</b> | <b>6</b> | <b>7</b> |

*GGDA Group staff members competing during the Group's Wellness Day*



# PART *E*



## PMFA COMPLIANCE



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## IRREGULAR, FRUITLESS AND WASTEFUL EXPENDITURE AND MATERIAL LOSSES

### Irregular expenditure

#### Reconciliation of irregular expenditure

Table 49: Reconciliation of irregular expenditure

| Description                                               | 2024/2025     | 2023/2024     |
|-----------------------------------------------------------|---------------|---------------|
|                                                           | R'000         | R'000         |
| Opening balance                                           | 57 959        | 56 715        |
| Add: Irregular expenditure confirmed                      | 0             | 1 244         |
| Less: Irregular expenditure condoned                      | 0             | 0             |
| Less: Irregular expenditure not condoned and removed      | 0             |               |
| Less: Irregular expenditure recoverable                   | 0             |               |
| Less: Irregular expenditure not recovered and written off | 0             |               |
| <b>Closing balance</b>                                    | <b>57 959</b> | <b>57 959</b> |

#### Reconciling notes

Table 50: Reconciling notes

| Description                                                             | 2024/2025 | 2023/2024    |
|-------------------------------------------------------------------------|-----------|--------------|
|                                                                         | R'000     | R'000        |
| Irregular expenditure that was under assessment in 2023/24              | 0         | 0            |
| Irregular expenditure that relates to 2023/24 and identified in 2024/25 | 0         | 0            |
| Irregular expenditure for the current year                              | 0         | 1 244        |
| <b>Total</b>                                                            | <b>0</b>  | <b>1 244</b> |

#### Details of current and previous year's irregular expenditure (under assessment, determination, and investigation)

Table 51: Details of current and previous year's irregular expenditure (under assessment, determination, and investigation)

| Description                               | 2024/2025 | 2023/2024    |
|-------------------------------------------|-----------|--------------|
|                                           | R'000     | R'000        |
| Irregular expenditure under assessment    | 0         | 0            |
| Irregular expenditure under determination | 0         | 1 244        |
| Irregular expenditure under investigation | 0         | 0            |
| <b>Total</b>                              | <b>0</b>  | <b>1 244</b> |

The irregular expenditure for the current year is made up of the following transactions:

## GGDA

During the prior year, a disagreement arose between management and the auditors regarding the technical evaluation of a request for quotation for professional services.

Management disqualified a service provider during the functionality evaluation stage because it did not achieve the minimum required score of 70 points, as assessed based on the submitted documents. However, the auditors independently reassessed the evaluation and concluded that the service provider had submitted adequate supporting information to meet the functionality threshold. As such, the service provider should have progressed to the Price and Preferential Procurement Goals Evaluation stage and would likely have been awarded the quotation.

## FRUITLESS AND WASTEFUL EXPENDITURE

### Reconciliation of fruitless and wasteful expenditure

*Table 52: Reconciliation of fruitless and wasteful expenditure*

| Description                                          | 2024/2025    | 2023/2024    |
|------------------------------------------------------|--------------|--------------|
|                                                      | R'000        | R'000        |
| Opening balance                                      | 1 196        | 1 192        |
| Add: Fruitless and wasteful expenditure confirmed    | 39           | 65           |
| Less: Fruitless and wasteful expenditure written off | (13)         | 0            |
| Less: Fruitless and wasteful expenditure recoverable | (114)        | (61)         |
| <b>Closing balance</b>                               | <b>1 108</b> | <b>1 196</b> |

Fruitless and wasteful expenditure for the current year is made up of the following transactions:

## TIH

Penalties incurred on late submissions of the Return of Earnings (ROE) to the Compensation Fund.

## RECONCILING NOTES

*Table 53: Reconciling notes*

| Description                                                                          | 2024/2025 | 2023/2024 |
|--------------------------------------------------------------------------------------|-----------|-----------|
|                                                                                      | R'000     | R'000     |
| Fruitless and wasteful expenditure that was under assessment in 2024/25              | 0         | 0         |
| Fruitless and wasteful expenditure that relates to 2023/24 and identified in 2024/25 | 0         | 0         |
| Fruitless and wasteful expenditure for the current year                              | 39        | 65        |
| <b>Total</b>                                                                         | <b>39</b> | <b>65</b> |

## Details of current and previous years' fruitless and wasteful expenditure (under assessment, determination, and investigation)

**Table 54: Details of current and previous year's fruitless and wasteful expenditure (under assessment, determination, and investigation)**

| Description                                            | 2024/2025 | 2023/2024 |
|--------------------------------------------------------|-----------|-----------|
|                                                        | R'000     | R'000     |
| Fruitless and wasteful expenditure under assessment    | 0         | 0         |
| Fruitless and wasteful expenditure under determination | 39        | 65        |
| Fruitless and wasteful expenditure under investigation | 0         | 0         |
| <b>Total</b>                                           | <b>39</b> | <b>65</b> |

## LATE AND/OR NON-PAYMENT OF SUPPLIERS

**Table 55: Late and/or non-payment of suppliers**

| Description                                                               | Number of invoices | Consolidated Value |
|---------------------------------------------------------------------------|--------------------|--------------------|
|                                                                           |                    | R'000              |
| Valid invoices received                                                   | 3 549              | 818 969            |
| Invoices paid within 30 days or agreed period                             | 3 549              | 818 969            |
| Invoices paid after 30 days or agreed period                              | 0                  | 0                  |
| Invoices older than 30 days or agreed period (unpaid and without dispute) | 0                  | 0                  |
| Invoices older than 30 days or agreed period (unpaid and in dispute)      | 0                  | 0                  |

## SUPPLY CHAIN MANAGEMENT

### Procurement by other means

**Table 56: Procurement by other means**

| Project Description                                                                                                                            | Name of Supplier              | Type of procurement by other means | Contract Number | Value of Contract R'000 |
|------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------|------------------------------------|-----------------|-------------------------|
| Partnered with the Centre for African Management and Markets (CAMP) at the GIBS to host trade and investment knowledge conferences for 3 years | GIBS                          | Single Source                      | P0001797        | 1 797                   |
| Sponsor as host region and headline partner with Business Process Enabling South Africa                                                        | BPESA                         | Sole Source                        | P0001920        | 1 700                   |
| Procurement for continuation of printing support services to all Multi-Function-Printing (MFP) devices for GGDA Group as per awarded tender    | TECHEMPIRE                    | Single Source                      | P0002022        | 1 104                   |
| Reinstallation of stolen fence panel at Vaal SEZ Rietspruit Site as a continuation of service                                                  | Xalamuka Built Environment    | Single Source                      | P00019443       | 3 363                   |
| Exhibition stand at the African Mining Indaba in Cape Town International Convention Centre                                                     | Hyve Events SA Limited        | Single Source                      | P0001994        | 1 287                   |
| Extension of office space lease for Vaal SEZ Programme Management                                                                              | Snelkor 24 (Pty) Ltd          | Single Source                      | P0002007        | 1 510                   |
| 11th SA EU Southern Africa Dialogue                                                                                                            | House of Ambrossetti (Grow2N) | Sole Source                        | P0001055        | 1 725                   |



**Table 56: Procurement by other means (continued)**

| Project Description                                                        | Name of Supplier | Type of procurement by other means | Contract Number | Value of Contract R'000 |
|----------------------------------------------------------------------------|------------------|------------------------------------|-----------------|-------------------------|
| NAAMSA SA Autoweeek from 15-18 October 2024 – Cape Town                    | NAAMSA           | Sole Source                        | PO0000001310    | 2 013                   |
| Industry economy knowledge and leadership partner                          | GIBS             | Single Source                      | PO0501          | 1 198                   |
| Promotion of the OR Tambo SEZ brand on Airport TV and supporting platforms | PROVANTAGE       | Single Source                      | PO0489          | 1 800                   |
| <b>Total</b>                                                               |                  |                                    |                 | <b>R17 497</b>          |

## Contract variations and expansions

**Table 57: Contract variations and expansions**

| Project description                                                                                                                                                                                     | Name of supplier                    | Contract modification type (Expansion or Variation) | Contract number | Original contract value | Value of previous contract expansion/s or variation/s (if applicable) | Value of current contract expansion or variation |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------|-----------------------------------------------------|-----------------|-------------------------|-----------------------------------------------------------------------|--------------------------------------------------|
|                                                                                                                                                                                                         |                                     |                                                     |                 | R'000                   | R'000                                                                 | R'000                                            |
| BioPark Phase 3, BioPark Phase 1C and ConHill Visitor's Centre                                                                                                                                          | Phunga Consulting Engineers         | Settlement and payment                              | P0001786        | 9 759                   |                                                                       | 11 500                                           |
| Long-term physical security guarding services for ORTIA SEZ Precinct 1 and 2 – Extension of the contract for the ORTIA SEZ security services contract for a period of six months from March – June 2025 | Linda Integrated Security (Pty) Ltd | Procurement process still in progress               | P00509          | 15 369                  | 2 762                                                                 | 3 646                                            |
| Long-term physical security guarding services for ORTIA SEZ Precinct 1 and 2 – Extension of the contract for the ORTIA SEZ security services contract for a period of six months from September 2024    | Linda Integrated Security (Pty) Ltd | Procurement process still in progress               | P00484          | 15 369                  |                                                                       | 2 348                                            |
| Security Service Contract Variation Order                                                                                                                                                               | Linda Integrated Security (Pty) Ltd | Security Service Contract Variation Order           | P00499          | 15 369                  | 1 298                                                                 | 2 348                                            |
| <b>Total</b>                                                                                                                                                                                            |                                     |                                                     |                 |                         |                                                                       | <b>19 842</b>                                    |

# PART *F*



## FINANCIAL INFORMATION

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## Directors' Responsibilities and Approval

The directors are required by the PFMA, to maintain adequate accounting records and are responsible for the content and integrity of the group annual financial statements and related financial information included in this report. It is the responsibility of the directors to ensure that the group annual financial statements fairly present the state of affairs of the entity as at the end of the financial year and the results of its operations and cash flows for the period then ended. The external auditors are engaged to express an independent opinion on the group annual financial statements and were given unrestricted access to all financial records and related data.

The group annual financial statements have been prepared in accordance with International Financial Reporting Standards (GRAP) including any interpretations, guidelines and directives issued by the Accounting Standards Board in accordance with the PFMA as prescribed by National Treasury and the Companies Act 71 of 2008.

The group annual financial statements are based upon appropriate accounting policies consistently applied and supported by reasonable and prudent judgments and estimates.

The directors acknowledge that they are ultimately responsible for the system of internal financial control established by the group and place considerable importance on maintaining a strong control environment. To enable the directors to meet these responsibilities, the directors sets standards for internal control aimed at reducing the risk of error or deficit in a cost effective manner. The standards include the proper delegation of responsibilities within a clearly defined framework, effective accounting procedures and adequate segregation of duties to ensure an acceptable level of risk. These controls are monitored throughout the group and all employees are required to maintain the highest ethical standards in ensuring the group's business is conducted in a manner that in all reasonable circumstances is above reproach. The focus of risk management in the group is on identifying, assessing, managing and monitoring all known forms of risk across the group. While operating risk cannot be fully eliminated, the group endeavours to minimise it by ensuring that appropriate controls, systems and ethical behaviour are applied and managed.

The directors are of the opinion, based on the information and explanations given by management, that the system of internal control provides reasonable assurance that the financial records may be relied on for the preparation of the group annual financial statements. However, any system of internal financial control can provide only reasonable, and not absolute, assurance against material misstatement or deficit.

The directors have reviewed the group's ability to continue as a going concern for the year to 31 March 2026 and, in the light of this review and the current financial position, they are satisfied that the group has or has access to adequate resources to continue in operational existence for the foreseeable future. The group is dependent on the receipt of grant funding from the Gauteng Provincial Government of R668 million for continued funding of operations for the 2025/2026 financial year. This funding has been approved as per the Medium-Term Expenditure Framework (MTEF) of the Gauteng Provincial Government.

The group annual financial statements of the group as presented, were prepared on a going concern basis. The directors have reviewed current and future plans of the group and are satisfied with the appropriateness of the basis.

The external auditors are responsible for independently reviewing and reporting on the company and group annual financial statements. The group annual financial statements have been examined by the group's external auditors and their report is presented on pages 214 to 219.

### Approval of group annual financial statements

The group annual financial statements of Gauteng Growth and Development Agency SOC Limited, set out on pages 229 to 298, were approved by the board of directors on 31 July 2025 and were signed on its behalf by:

**Mr C Cornish**  
Chairperson



## Audit and Risk Committee Report

### 1. Legislative requirements

The audit and risk committee herewith presents its report for the financial year ended 31 March 2025, as required by section 77 of the PFMA, as amended by Act No. 29 of 1999) (PFMA) read with Treasury Regulation 27.1.10. The audit and risk committee was established in accordance with sections 51(1)(a)(ii)] and 77 of the PFMA.

### 2. Audit and risk committee responsibility

During the period under review, the Committee fulfilled its statutory duties as required by the PFMA (section 51(1)(a)(ii)) and Treasury Regulations (regulation 27.1.8), as well as various additional responsibilities assigned to it by the Board. The Committee's activities are also guided by its Terms of Reference which are approved by the Board.

### 3. Audit and risk committee members and attendance

The audit committee charter requires that the audit committee comprises a minimum of three members. The committee consists of 10 Independent Non-Executive Members and is chaired by Mr Krishen Sukdev. The Chief Executive Officer, Chief Financial Officer, Chief Operating Officer, Internal and External Auditors have a standing invitation to all meetings of the Committee. A brief profile of each of the Committee Members, as well as their qualifications can be viewed in the Governance section of the Group Annual Report, under Members of the Board.

The Chairperson of the audit and risk committee reports to the Board quarterly on the Committee's deliberations, decisions, and recommendations.

In terms of section 77(b) of the PFMA, the audit and risk committee must meet at least twice a year. During the financial year ended 31 March 2025, the audit and risk committee met on 22 occasions, five of which were scheduled. The other 17 meetings were special meetings to review tenders and for a risk workshop that was held. The Composition of the committee was revised on the 1 February 2025. 5 directors' term ended and new 3 directors were appointed after 19 meetings were already held.

The audit and risk committee is a shared resource across the group subsidiaries. The table below shows the attendance of these meetings:

#### 3.1 Audit and risk committee members and meeting attendance

| Name of member          | Total meetings | Meetings attended |
|-------------------------|----------------|-------------------|
| <b>New composition</b>  |                |                   |
| Mr Sukdev (Chairperson) | 22             | 22                |
| Ms P Mbanjwa            | 3              | 3                 |
| Ms F Serutha            | 3              | 3                 |
| Ms M Van Eck            | 22             | 22                |
| Mr M Tampe              | 3              | 3                 |
| <b>Outgoing</b>         |                |                   |
| Mr T Ditshwane          | 19             | 19                |
| Ms P Mangoma            | 19             | 17                |
| Mr K Matabane           | 19             | 16                |
| Ms N Thanjekwayo        | 19             | 19                |
| Dr L Konar              | 19             | 17                |

### 4. Risk management and internal audit function

The audit and risk committee was responsible for overseeing the risk management function. The Board has had oversight for the risk management process carried out by GGDA Group management during the period under review. The Governance section of the GGDA group annual report discusses an overview of risks managed for the 2024/2025 financial year.

The audit and risk committee has reviewed the risk register and the reports from management and is generally satisfied with the maturity of the risk management process.

## Audit and Risk Committee Report (continued)

The audit and risk committee was responsible for ensuring that the group's internal audit function is independent and has the necessary resources, skills, standing and authority within the organisation to effectively discharge its responsibilities.

The audit and risk committee reviewed and approved the Internal Audit Plan. Internal audit activities are measured against the approved plan, and the Head of internal Audit tables progress reports for the Audit and Risk committee.

The Internal Audit Unit was responsible for reviewing and providing assurance on the adequacy and effectiveness of the internal control environment across all of the significant areas of the group's operations. The internal audit function is currently capacitated through a co-sourced model.

During the reporting period the Committee conducted the following activities reviewed and/or approved the following matters:

- Reviewed and Approved the Internal Audit Charter;
- Three-year Strategic Rolling Internal Audit Plan for year ending 31 March 2027 (approved);
- Annual Internal Audit Plan for the year ending 31 March 2025 (approved);
- Capacity within the Internal Audit Unit;
- Internal Audit's quarterly reports in line with the approved Internal Audit Plan; and
- Whistle-blowing reports.

The audit and risk committee formed an opinion that adequate, objective internal audit policies and procedures exist within the group and that the group's Internal Audit Unit had complied with the internal audit standards, the required legal, regulatory and other responsibilities as stipulated in its charter during the period under review.

The audit and risk committee is satisfied that the internal audit function is operating effectively and that it has addressed the risks pertinent to the group.

### 5. Effectiveness of the internal control and risk management

Section 51(1) (a) (i) of the PFMA states that the Board must ensure that a public entity has and maintains effective, efficient and transparent systems of financial, risk management and internal control.

The audit and risk committee was responsible for overseeing risk management and reviewing internal controls. The internal audit function conducted independent reviews on the effectiveness of the internal controls, covering areas of financial, operational, compliance, and risk management.

Based on the results of Internal Audit reviews for the 2024/2025 financial year, the overall control environment across the GGDA Group is considered to be 'satisfactorily effective' in providing reasonable assurance that the inherent risks are appropriately managed and that the business objectives will be attained. It remained effective throughout the 2024/2025 financial year.

### 6. Evaluation of the group annual financial statements

During the reporting period, the audit and risk committee reviewed the group annual financial statements is satisfied that the group annual financial statements have been prepared in terms of GRAP and the PFMA. The group annual financial statements were reviewed with the following focus:

- Significant financial reporting judgments and estimates contained in the group annual financial statements;
- Clarity and completeness of disclosure and whether disclosures made have been set properly in context including matters relating to any unauthorised, irregular, fruitless and wasteful expenditure;
- Changes in Accounting Policies and Practices;
- Significant adjustments resulting from the Audit;
- Compliance with accounting standards and legal requirements;
- Explanation for the accounting treatment adopted;
- Reasons for year-on-year fluctuations;
- Asset valuations; and
- The basis for the going concern assumption.

The review of the group annual financial statements and the Draft Annual Report for the 2024/2025 financial year was done at the audit and risk committee's meeting held on 19 May 2025 and recommended them to the Board for approval on 29 May 2025.

## Audit and Risk Committee Report (continued)

### 7. Programme performance information management

The audit and risk committee is satisfied with the content and quality of management and quarterly reports prepared and issued during the year under review in compliance with the statutory framework. During the period under review, quarterly reports were presented by management to enable the audit and risk committee to:

- Review and comment on compliance with statutory requirements and programme performance information best practices and standards;
- Review and comment on the alignment of the annual performance plan, budget, strategic plan, corporate plan and annual performance plans;
- Review and comment on the relevance of indicators to ensure that they are measurable and relate to services performed by the public entity;
- Review of reported non-compliance with legislation;
- Review of compliance with the in-year reporting requirements; and
- Assess internal audit reports on reviews carried out on quarterly performance reports.

The audit and risk committee reviewed the quarterly and annual reports on company and group's performance against predetermined objectives.

The audit and risk committee is satisfied that the performance report has been prepared in accordance with the PFMA, the Treasury Regulations, and any other related regulatory requirements for reporting programme performance information.

### 8. The quality of monthly and quarterly reports submitted in terms of the PFMA

The audit and risk committee is satisfied with the content and quality of management and quarterly reports prepared and issued during the year under review in compliance with the statutory framework. During the period under review, quarterly reports were presented by management to enable the audit and risk Committee to:

- Monitor the integrity, accuracy and reliability of the financial position of the company and group;
- Review the management accounts of the group and provide the Accounting Authority with an authoritative and credible view of the financial position of the group;
- Review the group's internal financial and operational controls, as well as the risk management systems,
- Review the disclosure in the financial reports of the group and the context in which statements on the financial health of the group are made including matters relating to any unauthorised, irregular, fruitless and wasteful expenditure; and
- Review all material information presented together with the management accounts including, the monitoring of compliance with applicable laws and regulations.

### 9. External Auditor and risk committee report

The audit and risk committee concurs with and accepts the external auditors' conclusion and audit opinion on the annual financial statements. The Committee is of the view that the audited financial statements should be accepted and read together with the external auditors' report. The audit and risk committee confirms that it has been actively involved throughout the audit process and has been thoroughly appraised of the issues giving rise to the audit opinion.

The external audit function, performed by the AGSA, is independent of the group. The audit and risk committee has met with the external auditors to ensure that there are no unresolved issues, and acknowledges the diligence and cooperation of the external audit team.

### 10. Conclusion

The Audit and Risk Committee has executed on its roles and responsibilities in terms of its Board-approved charter.

**Mr K Sukdev**  
Chairperson of the Audit and Risk Committee

## Report of the AGSA to the Gauteng Provincial Legislature on the Gauteng Growth and Development Agency SOC Limited

### Report on the audit of the consolidated and separate financial statements

#### Opinion

1. I have audited the consolidated and separate financial statements of the Gauteng Growth and Development Agency (SOC) Ltd and its subsidiaries (the group) set out on pages 229 to 298, which comprise the consolidated and separate statement of financial position as at 31 March 2025, consolidated and separate statement of financial performance, consolidated and separate statement of changes in net assets, and consolidated and separate cash flow statement for the year then ended, as well as notes to the consolidated and separate financial statements, including a summary of significant accounting policies.
2. In my opinion, the consolidated and separate financial statements present fairly, in all material respects, the financial position of the group as at 31 March 2025 and its consolidated and separate financial performance and consolidated and separate cash flows for the year then ended in accordance with the Standards of GRAP and the requirements of the PFMA and the Companies Act 71 of 2008 (Companies Act of South Africa).

#### Basis for opinion

3. I conducted my audit in accordance with the International Standards on Auditing (ISAS). My responsibilities under those standards are further described in the responsibilities of the auditor-general for the audit of the consolidated and separate financial statements section of my report.
4. I am independent of the group in accordance with the International Ethics Standards Board for Accountants' International Code of Ethics for Professional Accountants (including International Independence Standards) (IESBA code) as well as other ethical requirements that are relevant to my audit in South Africa. I have fulfilled my other ethical responsibilities in accordance with these requirements and the IESBA code.
5. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

#### Emphasis of matters

6. I draw attention to the matters below. My opinion is not modified in respect of these matters.

#### Reclassification of annual financial statement line item

7. As disclosed in note 44 to the financial statements, the expenditure figures for the 31 March 2024 were reclassified to present the nature of the transactions rather than the function in the financial statements of the public entity at, and for the year ended, 31 March 2025.

#### An uncertainty relating to the future outcome of exceptional litigation

8. With reference to note 38 to the financial statements, the group is the defendant in lawsuits pertaining to unlawful termination of contracts. The ultimate outcome of these matters could not be determined and no provision for any liability that may result was made in the financial statements.

#### Responsibilities of the accounting authority for the consolidated and separate financial statements

9. The accounting authority is responsible for the preparation and fair presentation of the financial statements in accordance with the GRAP and the requirements of the PFMA and the Companies Act of South Africa and for such internal control as the accounting authority determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.
10. In preparing the financial statements, the accounting authority is responsible for assessing the group's ability to continue as a going concern ; disclosing, as applicable, matters relating to going concern; and using the going concern basis of accounting unless the appropriate governance structure either intends to liquidate the group or to cease operations, or has no realistic alternative but to do so.



## Report of the AGSA to the Gauteng Provincial Legislature on the Gauteng Growth and Development Agency SOC Limited (continued)

### Responsibilities of the AGSA for the audit of the consolidated and separate financial statements

11. My objectives are to obtain reasonable assurance about whether the consolidated and separate financial statements as a whole are free from material misstatement, whether due to fraud or error; and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with the ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated and separate financial statements.
1. A further description of my responsibilities for the audit of the consolidated and separate financial statements is included in the annexure to this auditor's report. This description, which is located at pages 218 to 219 forms part of our auditor's report.

### Report on the annual performance report

2. In accordance with the Public Audit Act 25 of 2004 (PAA) and the general notice issued in terms thereof, I must audit and report on the usefulness and reliability of the reported performance information against predetermined objectives for the selected material performance indicators presented in the annual performance report. The accounting authority is responsible for the preparation of the annual performance report.
3. I selected the following material performance indicators related to EPMO presented in the annual performance report for the year ended 31 March 2025. I selected those indicators that measure the group's performance on its primary mandated functions and that are of significant national, community or public interest.
  - % of infrastructure projects completed: Con-Hill New Visitors Centre , Biopark Phase 3 , We the People's Park.
  - % of rolled over township industrial parks infrastructure project completed.
  - % of new township industrial parks infrastructure project completed.
  - Number of Local Contractors receiving Sub-contracting from EPMO projects.
4. I evaluated the reported performance information for the selected material performance indicators against the criteria developed from the performance management and reporting framework, as defined in the general notice. When an annual performance report is prepared using these criteria, it provides useful and reliable information and insights to users on the group's planning and delivery on its mandate and objectives.
5. I performed procedures to test whether:
  - The indicators used for planning and reporting on performance can be linked directly to the group's mandate and the achievement of its planned objectives.
  - All the indicators relevant for measuring the group's performance against its primary mandated and prioritised functions and planned objectives are included.
  - The indicators are well defined to ensure that they are easy to understand and can be applied consistently, as well as verifiable so that I can confirm the methods and processes to be used for measuring achievements.
  - The targets can be linked directly to the achievement of the indicators and are specific, time bound and measurable to ensure that it is easy to understand what should be delivered and by when, the required level of performance as well as how performance will be evaluated.
  - The indicators and targets reported on in the annual performance report are the same as those committed to in the approved initial or revised planning documents.
  - The reported performance information is presented in the annual performance report in the prescribed manner.
  - There is adequate supporting evidence for the achievements reported and for the reasons provided for any over- or underachievement of targets.
6. I performed the procedures to report material findings only; and not to express an assurance opinion or conclusion.
7. I did not identify any material findings on the reported performance information for the selected material performance indicators.

### Other matter

8. I draw attention to the matter below.

## Report of the AGSA to the Gauteng Provincial Legislature on the Gauteng Growth and Development Agency SOC Limited (continued)

### Achievement of planned targets

9. The annual performance report includes information on reported achievements against planned targets and provides explanations for over- or under-achievements.
10. The table that follows provides information on the achievement of planned targets and lists the key service delivery indicators that were not achieved as reported in the annual performance report. The reasons for any underachievement of targets are included in the annual performance report.

### EPMO

| Targets achieved: 16%.<br>Budget spent: 36%.                                |                |                      |
|-----------------------------------------------------------------------------|----------------|----------------------|
| Key service delivery indicator not achieved                                 | Planned target | Reported achievement |
| % of infrastructure projects completed<br>• ConHill New Visitors Centre     | 30%            | 0%                   |
| % of infrastructure projects completed<br>• BioPark Phase 3                 | 100%           | 73%                  |
| % of infrastructure projects completed<br>• We the People's Park            | 100%           | 38.20%               |
| % of rolled over township industrial parks infrastructure project completed | 10%            | 0%                   |
| % of new township industrial parks infrastructure project completed         | 10%            | 0%                   |

### Material misstatements

11. I identified material misstatements in the annual performance report submitted for auditing. These material misstatements were in the reported performance information for Sub- Programme 2: EPMO. Management subsequently corrected all the misstatements, and I did not include any material findings in this report.

### Report on compliance with legislation

12. In accordance with the PAA and the general notice issued in terms thereof, I must audit and report on compliance with applicable legislation relating to financial matters, financial management and other related matters. The accounting authority is responsible for the group's compliance with legislation.
13. I performed procedures to test compliance with selected requirements in key legislation in accordance with the findings engagement methodology of the AGSA. This engagement is not an assurance engagement. Accordingly, I do not express an assurance opinion or conclusion.
14. Through an established AGSA process, I selected requirements in key legislation for compliance testing that are relevant to the financial and performance management of the group, clear to allow consistent measurement and evaluation, while also sufficiently detailed and readily available to report in an understandable manner. The selected legislative requirements are included in the annexure to this auditor's report.
15. I did not identify any material non-compliance with the selected legislative requirements.

## Report of the AGSA to the Gauteng Provincial Legislature on the Gauteng Growth and Development Agency SOC Limited (continued)

### Other information in the annual report

16. The accounting authority is responsible for the other information included in the annual report, which includes the directors' report, the audit committee's report and the company secretary's certificate, as required by the Companies Act of South Africa. The other information referred to does not include the financial statements, the auditor's report and those selected material indicators in the scoped-in sub-programme presented in the annual performance report that have been specifically reported on in this auditor's report.
17. My opinion on the financial statements and my reports on the audit of the annual performance report and compliance with legislation do not cover the other information included in the annual report, and I do not express an audit opinion or any form of assurance conclusion on it.
18. My responsibility is to read this other information and, in doing so, consider whether it is materially inconsistent with the financial statements and the selected material indicators in the scoped-in sub-programme presented in the annual performance report or my knowledge obtained in the audit, or otherwise appears to be materially misstated.
19. If, based on the work I have performed, I conclude that there is a material misstatement in this other information, I am required to report that fact. I have nothing to report in this regard.

### Internal control deficiencies

20. I considered internal control relevant to my audit of the consolidated and separate financial statements, annual performance report and compliance with applicable legislation ; however, my objective was not to express any form of assurance on it.
21. I did not identify any significant deficiencies in internal control.

Johannesburg  
31 July 2025

## ANNEXURE TO THE AUDITOR'S REPORT

The annexure includes the following:

- The AGSA's responsibility for the audit.
- The selected legislative requirements for compliance testing.

### Auditor-general's responsibility for the audit

#### Professional judgement and professional scepticism

As part of an audit in accordance with the ISAs, I exercise professional judgement and maintain professional scepticism throughout my audit of the consolidated and separate financial statements and the procedures performed on reported performance information for selected material performance indicators and on the group's compliance with selected requirements in key legislation.

#### Consolidated and separate financial statements

In addition to my responsibility for the audit of the consolidated and separate financial statements as described in this auditor's report, I also:

- identify and assess the risks of material misstatement of the consolidated and separate financial statements, whether due to fraud or error; design and perform audit procedures responsive to those risks; and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the group's internal control.
- evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made.
- conclude on the appropriateness of the use of the going concern basis of accounting in the preparation of the consolidated and separate financial statements. I also conclude, based on the audit evidence obtained, whether a material uncertainty exists relating to events or conditions that may cast significant doubt on the ability of the entity and its subsidiaries to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor's report to the related disclosures in the consolidated and separate financial statements about the material uncertainty or, if such disclosures are inadequate, to modify my opinion on the consolidated and separate financial statements. My conclusions are based on the information available to me at the date of this auditor's report. However, future events or conditions may cause a group to cease operating as a going concern.
- evaluate the overall presentation, structure and content of the consolidated and separate financial statements, including the disclosures, and determine whether the consolidated and separate financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- plan and perform the group audit to obtain sufficient appropriate audit evidence regarding the financial information of the entities or business units within the group as a basis for forming an opinion on the group financial statements. I am responsible for the direction, supervision and review of audit work performed for purposes of the group audit. I remain solely responsible for my audit opinion.

### Communication with those charged with governance

- I communicate with the accounting authority regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.
- I also provide the accounting authority with a statement that I have complied with relevant ethical requirements regarding independence and communicate with them all relationships and other matters that may reasonably be thought to bear on my independence and, where applicable, actions taken to eliminate threats or safeguards applied.



## Compliance with legislation – selected legislative requirements

The selected legislative requirements are as follows:

| Legislation                                                   | Sections or regulations                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|---------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Public Finance Management Act 1 of 1999 (PFMA)                | Sections 51(1)(b)(i), 51(1)(b)(ii), 51(1)(e) (iii), 52(b)<br>Sections 53(4), 54(2)(c), 54(2)(d)<br>Sections 55(1)(a), 55(1)(b), 55(1)(c)(i)<br>Sections 57(b), 66(4)<br>SCM Instruction Note 02 of 2021-22 par 3.2.1 (bids advertised on or after 1 April 2022)<br>SCM instruction note 2 of 2021/22 par. 3.2.4<br>PFMA SCM instruction note 03 of 2021/22 par 4.1.<br>PFMA instruction note no.3 of 2021/22 definition<br>PFMA instruction note no.3 of 2021/22 par. 4.2 (b)                                                                                                                                                                                                                                                                                                                                              |
| Treasury regulations                                          | TR 31.1.2(c), TR 16A.7.1, TR 16A.7.3, TR 16A.7.6, TR 16A.7.7, TR 31.2.1, TR 31.3.3, TR 30.1.1, TR 30.1.3(a), TR 29.1.1, TR 29.1.1(a), TR 29.1.1(c), TR 30.1.3(b), TR 30.1.3(d), TR 29.2.1, TR 29.2.2, TR 30.2.1, TR 33.1.3, TR 33.1.1, TR 16A9.1(b) (ii), TR 16A9.1(e), TR 16A9.1(f), TR 16A6.3(b), TR 16A3.2, 16A6.3(a) (i), TR8.2.1 and 8.2.2, TR16A8.4<br><br>National Treasury Instruction 4A of 2016/17<br>NT Instruction note 4 of 2015/16 par. 3.4<br>SBD 6.2 issued in 2015/16<br>Treasury Instruction note 11 of 2020/21 par. 3.1<br>Treasury Instruction note 11 of 2020/21 par. 3.4 (b) and 3.9<br>NT Instruction No 5 of 2020/21 par 5.3<br>NT Instruction No 5 of 2020/21 par 4.8<br>NT Instruction No 5 of 2020/21 par 4.9<br>NT Instruction 07 of 2017/18 par 4.3<br>3). NT Instruction 4A of 2016/17 par 6 |
| Preferential Procurement Regulations of 2022 (PPR)            | PPPFA 2(1)(a)<br>PPPFA (definition of acceptable tender)<br>Regulation 4(4)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| Prevention and Combating of Corrupt Activities Act 12 of 2004 | Section 34(1)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| CIDB Act                                                      | Section 18(1), CIDB reg. 17;<br>2). CIDB reg. 25(7A)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| Public Service Regulations                                    | Regulation 18(1),(2)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |

## Director's Report

The Board submit their report for the year ended 31 March 2025.

### 1. Incorporation

The GGDA is legally constituted by the Blue IQ Act 5 of 2003 (as amended). The entity is classified as a Schedule 3C entity in terms of the PFMA as amended.

### 2. Review of activities

#### Main business and operations

##### GGDA Group

The overarching aim of the GGDA is to provide specialised and focused competence for the Gauteng Province to implement its economic development goals. According to its establishment Act, the GGDA works towards the achievement of the following objectives:

- Enable economic development focused of sustainable jobs
- Drive growth in provincial growth domestic products and employment rates
- Strategically position province into a globally competitive city region
- Facilitate partnerships and create linkages across province in order to maximise service delivery outcomes
- Support the development of key sectors in the economy in line with established economic and industrial policies of the province.

##### The GGDA Group comprises:

- GGDA Holdings Company whose core mandate is Trade and Investment Facilitation and infrastructure development and deployment. Some corporate services functions are shared within the group
- AIDC – provide support services to the automotive industry in Gauteng
- TIHMC – mandated to act as a direct contributor to economic growth and to enhance the global competitiveness of Gauteng through innovation and knowledge economy
- GIDZ – established to develop and operate the Industrial Development Zone (IDZ) designated in the Eastern Corridor, specifically around the OR Tambo International Airport (ORTIA).
- ConHill – purpose is to preserve historically significant buildings in a manner which makes them publicly and commercially useful and catalyse the regeneration of the Braamfontein and Hillbrow Precincts.

The GGDA's group performance is represented by the following core focus areas to which subsidiaries and business units at the Holdings Company all contribute:

- i. Identify and facilitate strategic economic infrastructure;
- ii. Skills Development;
- iii. Sector Development;
- iv. Enterprise Development (Pre-incubation, Incubation and Mentorship);
- v. Direct job creation in Gauteng; and
- vi. Facilitation of Investments and Trade.

The group achieved 32 (82%) of the 39 planned targets and facilitated the creation of 18 800 job opportunities (as depicted in the annual report).

#### A. GGDA Holdings

To contribute to the attainment of the above outcomes, the GGDA Holdings Company focuses on the optimisation of efficiency as a 'single strategically coherent and integrated institution' and has established sector subsidiary companies and business units to deliver on same. The Holding company is structured so that it provides shared services to the group in respect of legal services, human resources management, internal audit, risk management and to some extent financial management and IT support functions amongst others.

The Holding Company provides support to the group in respect of the following core functions

- i. Trade and Investment Facilitation;
- ii. Enterprise Project Management Office;
- iii. Special Economic Zones (Vaal SEZ, West Rand SEZ, Lanseria Smart City and SEZ);
- iv. Business Intelligence provision; and
- v. Marketing and Communication.

## Director's Report (continued)

### 2. Review of activities (continued)

#### i. TIRE Business Unit

TIRE functions of the organisation contributes towards the achievement of economic development outcomes and imperatives. The attraction of investments in targeted sectors contributes to the development of the province's priority sectors. Both direct investments and exports are facilitated to increase the GDP contribution leading to growth of the Gauteng economy.

These efforts are critical for the creation of jobs which are vital for turning the tide on poverty and inequality within the province and nationally. TIRE focuses on the implementation of the Trade and Investment Strategy, the GGT 2030 as well as improving its approach to African markets. These interventions seek to improve and position Gauteng as a strategic trade partner within the continent. Strategic partners such as foreign missions, business chambers are a vital part of this approach. GGDA aims to intensify its programme and proactively partner with the private sector and other state-owned entities to support its initiatives.

The TIRE business unit achieved 100% of the four planned targets and facilitated the creation of 13 192 jobs. The business unit service offerings and performance are detailed in the annual report.

#### ii. EPMO Business Unit

The EPMO provides holistic programme management services over multiple projects located within the Holding company and subsidiaries. The programme provides transversal services in respect of centralised and co-ordinated management of the group's capital infrastructure projects.

The business unit also maintains oversight and quality assurance over multiple programmes and projects in an effort to enhance the GGDA capability to align and oversee programmes so that projects can be executed as part of the organisational strategy.

The delivery of catalytic economic infrastructure is intended to change the economic face of the province in addition to unlocking potential in the key growth and development areas.

The business unit achieved one of the six planned targets, details of which are provided in the annual report.

#### iii. SEZ Programme

GGT 2030 puts SEZ at the centre of industrialisation, spatial structuring, job creation, competitiveness, and overall economic development. GGT 2030 further points that the Vaal SEZ must be operationalised by 2025. Through the SEZ Programme, the GGDA is developing special economic zones in the Gauteng City-Region as a tool to:

- Reindustrialise Gauteng for the 21st century by boosting manufacturing, increasing exports and employment, and add momentum towards turning Gauteng City Region into a single, multi-tier and integrated SEZ,
- Promote industrial agglomeration in the Gauteng City-Region,
- Build the required enabling industrial infrastructure to support SEZs in the GCR,
- Anchor new economic clusters guided by economic regional planning, & economic inclusion, and;
- Mobilise investment in the GCR in identified high growth sectors

The SEZ programme (comprises Vaal SEZ and West Rand SEZ PMUs) achieved one planned target, details of which are detailed on in the annual report.

#### B. SPDC T/A AIDC

The SPDC T/A AIDC was established to provide support services to the automotive industry in Gauteng and contributes to all the core focus areas of the group:

Its purpose is to develop the automotive manufacturing sector to globally competitive standards of excellence, through a world-class value proposition which enables effective and sustainable socio-economic growth. The organisation was established as a government support centre, to increase the local automotive industry's global competitiveness and to promote Gauteng as the automotive industry investment destination of choice.

The entity achieved 100% and above of the planned seven targets. The entity facilitated the creation of 756 jobs during the reporting period. Of these jobs, 54 direct jobs were created by SMMEs at the township hubs and incubated companies and 702 indirect jobs through TAC projects (R217 road completion & fencing, YFPO factory) and by ASP tenants for the FY. Of these, 54 (7%) are permanent and 702 (93%) unallocated to the perm/temp/geyodi category. Detailed performance is provided in the annual report.

## Director's Report (continued)

### 2. Review of activities (continued)

#### C. TIHMC:

TIHMC was established through a partnership between the Gauteng Provincial Government (as represented by Blue IQ) and the Southern Education and Research Alliance (SERA), i.e. a partnership between the Council for Scientific and Industrial Research (CSIR) and University of Pretoria (UP) with a view to spur the development of smart industries (high technology sectors) in Gauteng.

Its mission is to promote the economic development and competitiveness of Gauteng in targeted sectors through innovation by:

- Creating new business opportunities and adding value to mature companies in technology and knowledge-based sectors;
- Support of economic development, competitiveness, and sustainability;
- Cluster formation in the green economy, bioeconomy, and digital economy;
- Promoting the culture of innovation and the competitiveness;
- Fostering entrepreneurship and incubating new innovative companies;
- Sourcing and implementing relevant innovations to support radical economic transformation and modernisation of the economy;
- Providing attractive spaces for emerging knowledge companies;
- Enhancing the synergy between industry, government, academic and research institutions.

TIHMC achieved 100% of the 11 planned targets. TIHMC enabled the creation of 244 jobs through its targeted programs focused on incubating companies in key priority sectors as well as through its skills development and demand-led innovation initiatives. Of these, a total of 131 (54%) were permanent jobs and 113 (46%) temporary jobs. Detailed performance is provided in the annual report.

#### D. GIDZ

The GIDZ Development Company SOC Ltd is a Special Purpose Vehicle established by the GGDA to manage the establishment and operationalization of defined infrastructure programmes at the designated Industrial Development Zone ('IDZ') at the OR Tambo International Airport. The mandate of the Gauteng IDZ is to create an enabling platform for investment opportunities through public/private partnerships and direct development investment.

The intention is for the Gauteng IDZ to drive focused manufacturing and beneficiation programmes whilst helping to position Gauteng as a global city region. Key to delivering this mandate is that these programmes will use international best practices and will increase industrialisation and manufacturing capability in Gauteng. The Gauteng IDZ will support the GGDA in its aim that key Provincial Strategies are supported in a manner that ensures success of those strategies.

The GIDZ achieved three of its four (75%) planned targets. The entity facilitated the creation of 4 577 jobs. Of these a cumulative total of 1 683 construction jobs were recorded. These jobs were created through the JMP construction project, Precinct 2, and Springs Precinct (jobs created by PRT (16 jobs) and during Township establishment process (31 jobs)) infrastructure development project. Of the 1 683 jobs, 613 are male youth, 927 are male adults, 68 are female youth, and 75 are female adults. Furthermore, 2 894 jobs were recorded by tenants on the precinct of which 228 are male youth, 591 are male adults, 1 131 are female youth, 944 are female adults. Detailed performance is provided in the annual report.

#### E. ConHill

The purpose of the ConHill Project is to preserve historically significant buildings in a manner which makes them publicly and commercially useful and catalyse the regeneration of the Braamfontein and Hillbrow Precincts. Historic buildings continue to be upgraded and ConHill has extended its education programmes and exhibitions to increase public participation and attendance to the precinct. The ConHill focus is on:

Urban regeneration: As a multi-media, mixed-use heritage precinct, one of ConHill's fundamental mission is to engage with its environment and contribute to the Gauteng City Region and the Johannesburg inner city regeneration.

Civic growth through historical perspective: By physically animating the values of the Constitution within the heritage precinct, it is expected that Constitution Hill can allow visitors to draw on and engage with lessons learnt from the past to fulfil the dreams for the future.

The entity achieved five of six (80%) planned targets. Detailed performance is provided in the annual report.

### 3. Financial results

Net surplus of the group is R217.4 million (2024: surplus R331.9 million).

## Director's Report (continued)

### 4. Going concern

The group financial statements as set out from pages 229 to 298 were prepared on a going concern basis. This basis presumes that funds will be available to finance future operations and that the realisation of assets and settlement of liabilities, contingent obligations and commitments will occur in the ordinary course of business.

The directors have reviewed the group's ability to continue as a going concern for the 31 March 2026 and, in the light of this review and the current financial position, they are satisfied that the group has or has access to adequate resources to continue in operational existence for the foreseeable future. The group is dependent on the receipt of grant funding from the Gauteng Provincial Government of R668 million for continued funding of operations for the 2025/2026 financial year. This funding has been approved as per the Medium Term Expenditure Framework of the Gauteng Provincial Government.

### 5. Post reporting date events

There have been no other events that occurred after the reporting date that could have a material impact on the consolidated annual financial statements.

### 6. Members' interest in contracts

None of the directors at the date of this report has an interests in contracts entered into by the Holding group.

### 7. Accounting policies

The group annual financial statements have been prepared in accordance with the effective Standards of Generally Recognised Accounting Practices (GRAP) including any interpretations, guidelines and directives issued by the Accounting Standards Board in accordance with the Public Finance Management Act of 1999 as prescribed by the National Treasury and the Companies Act 71 of 2008.

### 8. Share capital

#### Authorised share capital

The authorised share capital of the company is 4 000 shares.

There were no changes in the authorised share capital of the company during the 2024/2025 financial year.

#### Issued share capital

As at 31 March 2025 the issued share capital comprised of 100 ordinary shares issued at R1 each to Gauteng Department of Economic Development.

There were no shares issued during the financial year.

### 9. Distributions to owners

In terms of Section 53(3) of the PFMA, the Holding group is not allowed to retain surpluses without Treasury approval.

### 10. Borrowing limitations

In terms of the PFMA, the Holding group is prohibited from borrowing. During the year under review, the group did not enter into any borrowing activities.



## Director's Report (continued)

### 11. Board

The board of directors of the company during the year and to the date of this report are as follows:

| Name                              | Appointed       |
|-----------------------------------|-----------------|
| Mr C Cornish (Chairperson)        | 1 February 2025 |
| Ms R Letwaba (Deputy Chairperson) | 1 October 2021  |
| Ms J Mosebi-Koka                  | 1 February 2025 |
| Mr L Stuurman                     | 1 February 2025 |
| Mr M Tampe                        | 1 February 2025 |
| Ms D Tsotetsi                     | 18 October 2023 |
| Ms P Monama                       | 1 February 2025 |
| Adv K Maja                        | 1 October 2021  |
| Dr E Ndwandwe                     | 18 October 2023 |
| Ms M Van Eck                      | 18 October 2023 |
| Ms P Mbanjwa                      | 1 February 2025 |
| Mr K Sukdev                       | 1 October 2021  |

The Composition of the board was revised during the current year. The term of the chairperson (Adv K Maja) and deputy chairperson (Mr K Matabane) ended on the 31 January 2025.

### 12. Secretary

Ms J van Loggerenberg (acting) is the company secretary as of 31 March 2025 and up to the date of this report.

|                         |                                                         |
|-------------------------|---------------------------------------------------------|
| <b>Physical address</b> | 124 Main Street<br>Marshalltown<br>Johannesburg<br>2001 |
| <b>Postal address</b>   | Private Bag 10420<br>Johannesburg<br>2000               |

### 13. Corporate governance

#### General

GGDA SOC Ltd confirms and acknowledges its responsibility to comply with the Public Finance Management Act (PFMA), Act 1 of 1999, Treasury Regulations and where applicable and practical, with the Code of Corporate Practices and Conduct (the Code) laid out in the King IV report on Corporate Governance for South Africa, 2016. The Board discusses the responsibilities of management in this respect at Board meetings and monitors the company's compliance with the Code on a quarterly basis.

The salient features of the company's adoption of the Code is outlined below:

## Director's Report (continued)

### Board of directors

The Board:

- retains complete control over the entity, its plans and strategy;
- acknowledges its responsibilities as to strategy, compliance with internal policies, external laws and regulations, effective risk management and performance measurement, transparency and effective communication both internally and externally by the entity;
- is of a unitary structure comprising:
  - non-executive directors, all of whom are independent directors as defined in the Code; and
  - executive directors.

### Chairperson and Chief Executive Officer

The Chairperson is a non-executive and independent director (as defined by the King IV Report on Corporate Governance). The roles of the Chairperson and Chief Executive Officer are separate.

### Board meetings

The directors have met in line with the requirements of the King IV Report on Corporate Governance.

During the current year 18 meetings were held. Additional six directors were appointed on the 1 February 2025 after 17 meetings were already held.

| Name of director                  | Total meetings | Meetings attended |
|-----------------------------------|----------------|-------------------|
| <b>New composition</b>            |                |                   |
| Mr C Cornish (Chairperson)        | 1              | 1                 |
| Ms R Letwaba (Deputy Chairperson) | 18             | 18                |
| Ms J Mosebi-Koka                  | 1              | 1                 |
| Adv K Maja                        | 18             | 18                |
| Ms D Tsotetsi                     | 18             | 18                |
| Mr K Sukdev                       | 18             | 18                |
| Dr E Ndwandwe                     | 18             | 18                |
| Ms M van Eck                      | 18             | 18                |
| Mr L Stuurman                     | 1              | 1                 |
| Mr M Tampe                        | 1              | 1                 |
| Ms P Monama                       | 1              | 1                 |
| Ms P Mbanjwa                      | 1              | 1                 |
| <b>Outgoing</b>                   | -              | -                 |
| Mr K Matabane                     | 18             | 16                |
| Dr S Vilakazi                     | 8              | 8                 |
| Mr D Maimela                      | 8              | 8                 |
| Adv L Mokgatle                    | 8              | 7                 |
| Mr T Fakude                       | 9              | 8                 |
| Ms T Godongwana                   | 8              | 4                 |

## Director's Report (continued)

### 13. Corporate governance (continued)

#### Audit and risk committee

The audit and risk committee is responsible for monitoring compliance, internal control and risk, as well as the internal and external audit functions and the Annual Financial Statements.

The committee consists of Independent Non-Executive Members and is chaired by Mr K Sukdev. The Composition of the committee was revised on the 1 February 2025. 5 directors' term ended and new three directors were appointed after 19 meetings were already held.

| Name of member            | Total meetings | Meetings attended |
|---------------------------|----------------|-------------------|
| <b>New composition</b>    |                |                   |
| Mr K Sukdev (Chairperson) | 22             | 22                |
| Ms P Mbanjwa              | 3              | 3                 |
| Ms F Serutha              | 3              | 3                 |
| Mr M Tampe                | 3              | 3                 |
| Ms M Van Eck              | 22             | 22                |
| <b>Outgoing</b>           |                |                   |
| Mr T Ditshwane            | 19             | 19                |
| Ms P Mangoma              | 19             | 17                |
| Mr K Matabane             | 19             | 16                |
| Ms N Thanjekwayo          | 19             | 19                |
| Dr L Konar                | 19             | 17                |

#### Nomination, Human Resource and Remuneration Committee

The committee appointed on 10 January 2024, which included four Independent Non-Executive Members and was chaired by Ms R. Letwaba, concluded its term during the year under review. The committee appointed on 1 February 2025, consists of five Independent Non-Executive Members and is chaired by Adv. K Maja. The committee met to review matters necessary to fulfil its role in accordance with the requirements of the King IV Report of Corporate Governance.

| Name of member           | Total meetings | Meetings attended |
|--------------------------|----------------|-------------------|
| <b>New composition</b>   |                |                   |
| Adv K Maja (Chairperson) | 8              | 8                 |
| Ms P Monama              | –              | –                 |
| Ms PM Maphanga           | –              | –                 |
| Ms L Mvelase             | –              | –                 |
| Mr L Stuurman            | –              | –                 |
| <b>Outgoing</b>          |                |                   |
| Ms R Letwaba             | 8              | 8                 |
| Mr B Gantile             | 8              | 8                 |
| Ms J Phiri               | 8              | 8                 |

## Director's Report (continued)

### 13. Corporate governance (continued)

#### Social and Ethics committee

During the current year, the committee's term ended on 31 January 2025, and Adv L Mokgatle chaired it. The committee was appointed on 1 February 2025 and is chaired by Ms J Mosebi-Koka. It met to review matters necessary to fulfil its role in accordance with the requirements of the King IV Report on Corporate Governance.

| Name of member                 | Total meetings | Meetings attended |
|--------------------------------|----------------|-------------------|
| <b>New composition</b>         |                |                   |
| Ms J Mosebi-Koka (Chairperson) | –              | –                 |
| Ms R Letwaba                   | –              | –                 |
| Mr L Stuurman                  | –              | –                 |
| Mr C Cornish                   | –              | –                 |
| <b>Outgoing</b>                |                |                   |
| Mr A Latchu                    | 4              | 4                 |
| Dr S Vilakazi                  | 4              | 4                 |
| Dr N Skeepers                  | 4              | 4                 |
| Ms D Tsotetsi                  | 4              | 4                 |

#### Group Infrastructure, Trade and Investment Committee

During the current financial year four meetings were held. The Composition of the committee was revised on the 1 February 2025. Six directors' term ended and five new directors were appointed after all meetings were already held.

| Name of member             | Total meetings | Meetings attended |
|----------------------------|----------------|-------------------|
| <b>New composition</b>     |                |                   |
| Ms P Mbanjwa (Chairperson) | –              | –                 |
| Dr E Ndwandwe              | 4              | 4                 |
| Mr C Cornish               | –              | –                 |
| Ms D Tsotetsi              | –              | –                 |
| Ms R Letwaba               | –              | –                 |
| Mr L Mbokotho              | –              | –                 |
| <b>Outgoing</b>            |                |                   |
| Mr D Maimela               | 2              | 2                 |
| Mr T Fakude                | 2              | 2                 |
| Ms C Maluleke              | 4              | 4                 |
| Mr S Mbele                 | 4              | 2                 |
| Dr B Mabizela              | 4              | 4                 |
| Ms N Mashologu             | 4              | 4                 |

### 14. Internal audit

GGDA SOC Ltd has co-sourced its internal audit function and complies with the PFMA.

### 15. Auditors

The AGSA will continue in office in accordance with Public Audit Act No.25 of 2004 and Section 90 of the Companies Act 71 of 2008.

## Company Secretary's Certification

### Declaration by the company secretary in respect of Section 88(2)(e) of the Companies Act

In terms of Section 88(2)(e) of the Companies Act 71 of 2008, as amended, I certify that the company has lodged with the Commissioner all such returns as are required of a public company in terms of the Companies Act and that all such returns are true, correct and up to date.

**Jacky van Loggerenberg (Acting)**  
Company Secretary



## Statement of Financial Position as at 31 March 2025

|                                            |         | Group            |                            | Controlling entity |                            |
|--------------------------------------------|---------|------------------|----------------------------|--------------------|----------------------------|
|                                            | Note(s) | 2025<br>R'000    | 2024<br>Restated*<br>R'000 | 2025<br>R'000      | 2024<br>Restated*<br>R'000 |
| <b>Assets</b>                              |         |                  |                            |                    |                            |
| <b>Current Assets</b>                      |         |                  |                            |                    |                            |
| Cash and cash equivalents                  | 3       | 994 630          | 1 053 401                  | 439 133            | 506 844                    |
| Receivables from exchange transactions     | 4       | 40 785           | 32 768                     | 3 482              | 5 841                      |
| Receivables from non-exchange transactions | 5       | –                | 480                        | –                  | –                          |
| Inventories                                | 6       | 96               | 93                         | –                  | –                          |
| Other financial assets                     | 7       | 5 335            | 12 368                     | 5 335              | –                          |
| Prepayments                                | 8       | 12 457           | 9 206                      | 4 094              | 2 134                      |
| Deposits paid                              | 9       | 4 299            | 4 202                      | 616                | 616                        |
| Current tax receivable                     | 10      | 4 761            | 7 344                      | 36                 | 3 622                      |
| VAT receivable                             | 11      | 2 513            | 20 432                     | –                  | –                          |
| Operating lease asset                      | 12      | 5 492            | 3 540                      | –                  | 24                         |
|                                            |         | <b>1 070 368</b> | <b>1 143 834</b>           | <b>452 696</b>     | <b>519 081</b>             |
| <b>Non-Current Assets</b>                  |         |                  |                            |                    |                            |
| Investment property                        | 13      | 1 361 157        | 1 335 808                  | –                  | –                          |
| Property, plant and equipment              | 14      | 943 624          | 821 903                    | 30 326             | 11 634                     |
| Intangible assets                          | 15      | 5 852            | 5 457                      | 4 166              | 3 367                      |
| Heritage assets                            | 16      | 188 685          | 188 685                    | –                  | –                          |
| Investments in controlled entities         | 17      | –                | –                          | 259 084            | 259 084                    |
| Other financial assets                     | 7       | 17 466           | –                          | –                  | –                          |
| Deferred tax                               | 18      | 55 549           | 49 462                     | 40                 | 557                        |
| Prepayments                                | 8       | 206              | 220                        | –                  | –                          |
| Operating lease asset                      | 12      | 101 955          | 90 204                     | 5                  | –                          |
|                                            |         | <b>2 674 494</b> | <b>2 491 739</b>           | <b>293 621</b>     | <b>274 642</b>             |
| <b>Total Assets</b>                        |         | <b>3 744 862</b> | <b>3 635 573</b>           | <b>746 317</b>     | <b>793 723</b>             |
| <b>Liabilities</b>                         |         |                  |                            |                    |                            |
| <b>Current Liabilities</b>                 |         |                  |                            |                    |                            |
| Current tax payable                        | 10      | –                | 1 134                      | –                  | –                          |
| Finance lease obligation                   | 19      | 2 910            | 2 701                      | 552                | 494                        |
| Operating lease liability                  | 12      | 946              | 1 080                      | 946                | 1 080                      |
| Payables from exchange transactions        | 20      | 59 055           | 77 153                     | 35 225             | 44 115                     |
| VAT payable                                | 21      | –                | 846                        | –                  | –                          |
| Provisions                                 | 22      | 38 919           | 45 322                     | 12 656             | 10 222                     |
| Unutilised conditional government          | 23      | 589 721          | 703 500                    | 289 716            | 356 608                    |
| Deposits received                          | 24      | 19 637           | 14 700                     | –                  | –                          |
|                                            |         | <b>711 188</b>   | <b>846 436</b>             | <b>339 095</b>     | <b>412 519</b>             |

\* See Note 44

## Statement of Financial Position as at 31 March 2025 (continued)

|                                | Note(s) | Group            |                            | Controlling entity |                            |
|--------------------------------|---------|------------------|----------------------------|--------------------|----------------------------|
|                                |         | 2025<br>R'000    | 2024<br>Restated*<br>R'000 | 2025<br>R'000      | 2024<br>Restated*<br>R'000 |
| <b>Non-Current Liabilities</b> |         |                  |                            |                    |                            |
| Finance lease obligation       | 19      | 239              | 3 129                      | 29                 | 581                        |
| Operating lease liability      | 12      | 236 251          | 215 207                    | 50                 | 946                        |
| Deferred tax                   | 18      | 18 212           | 18 255                     | –                  | –                          |
| Provisions                     | 22      | 11 604           | 2 601                      | –                  | –                          |
|                                |         | <b>266 306</b>   | <b>239 192</b>             | <b>79</b>          | <b>1 527</b>               |
| <b>Total Liabilities</b>       |         | <b>977 494</b>   | <b>1 085 628</b>           | <b>339 174</b>     | <b>414 046</b>             |
| <b>Net Assets</b>              |         | <b>2 767 368</b> | <b>2 549 945</b>           | <b>407 143</b>     | <b>379 677</b>             |
| Share capital                  | 25      | –                | –                          | –                  | –                          |
| Accumulated surplus            |         | 2 736 729        | 2 520 059                  | 407 143            | 379 677                    |
|                                |         | 2 736 729        | 2 520 059                  | 407 143            | 379 677                    |
| Non-controlling interest       |         | 30 639           | 29 886                     | –                  | –                          |
| <b>Total Net Assets</b>        |         | <b>2 767 368</b> | <b>2 549 945</b>           | <b>407 143</b>     | <b>379 677</b>             |

\* See Note 44

## Statement of Financial Performance for the year ended 31 March 2025

|                                                    | Note(s) | Group          |                            | Controlling entity |                            |
|----------------------------------------------------|---------|----------------|----------------------------|--------------------|----------------------------|
|                                                    |         | 2025<br>R'000  | 2024<br>Restated*<br>R'000 | 2025<br>R'000      | 2024<br>Restated*<br>R'000 |
| Revenue from exchange transactions                 | 26      | 311 762        | 298 223                    | –                  | –                          |
| Revenue from non-exchange transactions             | 27      | 748 922        | 891 990                    | 699 993            | 737 606                    |
| Other income                                       | 28      | 18 370         | 19 167                     | 3 964              | 1 284                      |
| Employee costs                                     | 30      | (354 426)      | (347 681)                  | (139 121)          | (139 071)                  |
| Grants transferred                                 | 29      | –              | –                          | (405 161)          | (427 158)                  |
| Depreciation, amortisation and impairments         |         | (93 080)       | (84 601)                   | (2 607)            | (1 697)                    |
| Gain or loss on disposal of assets and liabilities |         | (99)           | (788)                      | (1 279)            | (449)                      |
| Repairs and maintenance                            |         | (26 459)       | (32 798)                   | (3 569)            | (349)                      |
| Lease rentals on operating lease                   |         | (54 088)       | (51 922)                   | (25 605)           | (24 691)                   |
| General expenditure                                | 31      | (378 596)      | (402 342)                  | (124 589)          | (147 034)                  |
| <b>Operating surplus (deficit)</b>                 |         | <b>172 306</b> | <b>289 248</b>             | <b>2 026</b>       | <b>(1 559)</b>             |
| Finance income                                     | 32      | 67 469         | 67 465                     | 36 712             | 39 737                     |
| Finance costs                                      | 33      | (1 926)        | (2 118)                    | (96)               | (140)                      |
| <b>Surplus before taxation</b>                     |         | <b>237 849</b> | <b>354 595</b>             | <b>38 642</b>      | <b>38 038</b>              |
| Taxation                                           | 34      | (20 426)       | (22 678)                   | (11 176)           | (10 755)                   |
| <b>Surplus for the year</b>                        |         | <b>217 423</b> | <b>331 917</b>             | <b>27 466</b>      | <b>27 283</b>              |
| <b>Attributable to:</b>                            |         |                |                            |                    |                            |
| Net asset holders of the company                   |         | 216 670        | 330 300                    | 27 466             | 27 283                     |
| Non-controlling interest                           |         | 753            | 1 617                      | –                  | –                          |
|                                                    |         | <b>217 423</b> | <b>331 917</b>             | <b>27 466</b>      | <b>27 283</b>              |

\* See Note 44

## Statement of Changes in Net Assets for the year ended 31 March 2025

|                                          | Share<br>capital<br>R'000 | Accumulated<br>surplus<br>R'000 | Total<br>attributable<br>to owners of<br>the group/<br>controlling<br>entity<br>R'000 | Non-<br>controlling<br>interest<br>R'000 | Total net<br>assets<br>R'000 |
|------------------------------------------|---------------------------|---------------------------------|---------------------------------------------------------------------------------------|------------------------------------------|------------------------------|
| <b>Group</b>                             |                           |                                 |                                                                                       |                                          |                              |
| Opening balance as previously reported   | –                         | 2 179 983                       | 2 179 983                                                                             | 28 402                                   | 2 208 385                    |
| Adjustments                              |                           |                                 |                                                                                       |                                          |                              |
| Correction of errors 44                  | –                         | 9 776                           | 9 776                                                                                 | (133)                                    | 9 643                        |
| <b>Restated Balance at 1 April 2023</b>  | <b>–</b>                  | <b>2 189 759</b>                | <b>2 189 759</b>                                                                      | <b>28 269</b>                            | <b>2 218 028</b>             |
| Restated Surplus for the year            | –                         | 330 300                         | 330 300                                                                               | 1 617                                    | 331 917                      |
| Total changes                            | –                         | 330 300                         | 330 300                                                                               | 1 617                                    | 331 917                      |
| <b>Restated Balance at 1 April 2024</b>  | <b>–</b>                  | <b>2 520 059</b>                | <b>2 520 059</b>                                                                      | <b>29 886</b>                            | <b>2 549 945</b>             |
| Surplus for the year                     | –                         | 216 670                         | 216 670                                                                               | 753                                      | 217 423                      |
| Total changes                            | –                         | 216 670                         | 216 670                                                                               | 753                                      | 217 423                      |
| <b>Balance at 31 March 2025</b>          | <b>–</b>                  | <b>2 736 729</b>                | <b>2 736 729</b>                                                                      | <b>30 639</b>                            | <b>2 767 368</b>             |
| Note(s)                                  | 25                        |                                 |                                                                                       |                                          |                              |
| <b>Controlling entity</b>                |                           |                                 |                                                                                       |                                          |                              |
| <b>Balance at 1 April 2023</b>           | <b>–</b>                  | <b>352 394</b>                  | <b>352 394</b>                                                                        | <b>–</b>                                 | <b>352 394</b>               |
| Restated Surplus for the year            | –                         | 27 283                          | 27 283                                                                                | –                                        | 27 283                       |
| Total changes                            | –                         | 27 283                          | 27 283                                                                                | –                                        | 27 283                       |
| <b>Restated* Balance at 1 April 2024</b> | <b>–</b>                  | <b>379 677</b>                  | <b>379 677</b>                                                                        | <b>–</b>                                 | <b>379 677</b>               |
| Surplus for the year                     | –                         | 27 466                          | 27 466                                                                                | –                                        | 27 466                       |
| Total changes                            | –                         | 27 466                          | 27 466                                                                                | –                                        | 27 466                       |
| <b>Balance at 31 March 2025</b>          | <b>–</b>                  | <b>407 143</b>                  | <b>407 143</b>                                                                        | <b>–</b>                                 | <b>407 143</b>               |
| Note(s)                                  | 25                        |                                 |                                                                                       |                                          |                              |

\* See Note 44

## Cash Flow Statement for the year ended 31 March 2025

|                                                              | Note(s) | Group            |                            | Controlling entity |                            |
|--------------------------------------------------------------|---------|------------------|----------------------------|--------------------|----------------------------|
|                                                              |         | 2025<br>R'000    | 2024<br>Restated*<br>R'000 | 2025<br>R'000      | 2024<br>Restated*<br>R'000 |
| <b>Cash flows from operating activities</b>                  |         |                  |                            |                    |                            |
| <b>Receipts</b>                                              |         |                  |                            |                    |                            |
| SARS – VAT refund                                            |         | 45 641           | 31 233                     | –                  | –                          |
| Receipts from customers                                      |         | 308 054          | 301 356                    | –                  | –                          |
| Government grants – Medium-Term Expenditure Framework (MTEF) |         | 631 588          | 617 682                    | 631 588            | 617 682                    |
| Interest income                                              |         | 65 462           | 66 220                     | 36 778             | 39 738                     |
| Finance income earned on the <b>dtic</b> funding             |         | 1 513            | 1 617                      | 1 513              | 1 617                      |
| Conditional grants – non-MTEF                                |         | 12 921           | 47 286                     | –                  | 4 848                      |
| Other income                                                 |         | 6 500            | 11 228                     | 4 793              | 2 796                      |
| Receipts from subsidiaries                                   |         | –                | –                          | 32 722             | 18 848                     |
| SARS – income tax refund                                     |         | 3 672            | 10 477                     | 3 622              | 6 456                      |
| Insurance proceeds and access cards                          |         | –                | 89                         | –                  | –                          |
|                                                              |         | 1 075 351        | 1 087 188                  | 711 016            | 691 985                    |
| <b>Payments</b>                                              |         |                  |                            |                    |                            |
| Employee costs                                               |         | (355 205)        | (356 216)                  | (140 659)          | (146 957)                  |
| Payments to suppliers                                        |         | (523 772)        | (579 733)                  | (245 748)          | (283 974)                  |
| Finance costs                                                |         | (302)            | (452)                      | (96)               | (140)                      |
| SARS VAT payments                                            |         | (26 605)         | (13 625)                   | –                  | –                          |
| Taxation                                                     | 36      | (29 239)         | (32 703)                   | (10 695)           | (12 422)                   |
| Government grants transferred to subsidiaries                |         | –                | –                          | (357 696)          | (320 377)                  |
| Surrender of funds to Treasury                               |         | –                | (480)                      | –                  | (480)                      |
|                                                              |         | (935 123)        | (983 209)                  | (754 894)          | (764 350)                  |
| <b>Net cash flows from operating activities</b>              | 35      | <b>140 228</b>   | <b>103 979</b>             | <b>(43 878)</b>    | <b>(72 365)</b>            |
| <b>Cash flows from investing activities</b>                  |         |                  |                            |                    |                            |
| Acquisition of property, plant and equipment                 | 14      | (131 178)        | (20 978)                   | (22 539)           | (3 852)                    |
| Acquisition of investment property                           | 13      | (67 899)         | (218 380)                  | –                  | –                          |
| Proceeds from sale of investment property                    | 13      | 4 112            | –                          | –                  | –                          |
| Acquisition of intangible assets                             | 15      | (1 137)          | (635)                      | (801)              | (283)                      |
| <b>Net cash flows from investing activities</b>              |         | <b>(196 102)</b> | <b>(239 993)</b>           | <b>(23 340)</b>    | <b>(4 135)</b>             |
| <b>Cash flows from financing activities</b>                  |         |                  |                            |                    |                            |
| Finance lease payments                                       |         | (2 897)          | (2 600)                    | (493)              | (420)                      |
| <b>Net increase/(decrease) in cash and cash equivalents</b>  |         | <b>(58 771)</b>  | <b>(138 614)</b>           | <b>(67 711)</b>    | <b>(76 920)</b>            |
| Cash and cash equivalents at the beginning of the year       |         | 1 053 401        | 1 192 015                  | 506 844            | 583 764                    |
| <b>Cash and cash equivalents at the end of the year</b>      | 3       | <b>994 630</b>   | <b>1 053 401</b>           | <b>439 133</b>     | <b>506 844</b>             |

\* See Note 44



## Accounting Policies

### 1. Presentation of Group Financial Statements

The group annual financial statements have been prepared in accordance with the Standards of GRAP including any interpretations, guidelines and directives issued by the Accounting Standards Board in accordance with Section 91(1) of the PFMA and Companies Act of 2008.

#### Basis of preparation

These group financial statements have been prepared on an accrual basis of accounting and are in accordance with historical cost convention as the basis of measurement, unless specified otherwise.

Assets, liabilities, revenues and expenses were not offset, except where offsetting is either required or permitted by a Standard of GRAP.

The significant accounting policies, which have been consistently applied in the preparation of these group annual financial statements, are disclosed below.

#### Basis of measurement

These group annual financial Statements are presented in South African Rands which is the group's functional currency. All financial information presented has been rounded to the nearest thousand.

#### 1.1 Going concern assumption

These group annual financial statements have been prepared based on the expectation that the group will continue to operate as a going concern for at least the next 12 months.

#### 1.2 Materiality

Information is material if its omission or misstatement could influence the discharge of accountability by the group, or the decisions that users make on the basis of the group financial statements prepared for that reporting period. Materiality depends on both the nature and amount of the item judged in the particular circumstances of the group.

Assessing whether an omission or misstatement could influence decisions of users, and so be material, requires consideration of the characteristics of those users. The Framework for the Preparation and Presentation of Financial Statements states that users are assumed to have a reasonable knowledge of government, its activities, accounting and a willingness to study the information with reasonable diligence. Therefore, the assessment takes into account how users with such attributes could reasonably be expected to be influenced in making and evaluating decisions.

#### 1.3 Consolidation

##### Basis of consolidation

The group annual financial statements of subsidiaries are included in the consolidated group annual financial statements from the date that control commences until the date that control ceases. The accounting policies of subsidiaries have been changed when necessary to align them with the policies adopted by the group.

The group annual financial statements of the group and its subsidiaries are prepared at the same reporting date.

##### Transactions eliminated on consolidation

Intra-group balances and transactions, and any unrealised income and expenses arising from intra-group transactions, are eliminated in preparing the consolidated group annual financial statements.

#### 1.4 Significant judgements and sources of estimation uncertainty

In preparing the group annual financial statements, management is required to make estimates and assumptions that affect the amounts represented in the group annual financial statements and related disclosures. Use of available information and the application of judgment is inherent in the formation of estimates. Actual results in the future could differ from these estimates which may be material to the group annual financial statements. Significant judgments include:

## Accounting Policies (continued)

### 1.4 Significant judgements and sources of estimation uncertainty (continued)

#### Recoverability of receivables from exchange and non-exchange, loans and/or other receivables

The group assesses its receivables for impairment at each reporting date individually. In determining whether an impairment loss should be recorded in the Statement of Financial Performance, the group makes judgments as to whether there is observable data, for example the assessment of debtor collectability indicating a measurable decrease in the estimated future cash flows from the receivables. An impairment loss is recognised in surplus and deficit when there is objective evidence that it is impaired. The impairment is measured as the difference between the receivables carrying amount and the present value of estimated future cash flows discounted at the effective interest rate, computed at initial recognition.

#### Useful lives and residual values of property, plant, equipment and intangible assets

The group's management determines the estimated useful lives and residual values of property, plant, equipment and intangible assets. These assessments are made when there are indicators that the useful lives may have changed from the previous period.

This estimate involves a matter of judgment based on the experience of the Group with similar assets. The group considers all facts and circumstances in estimating the useful lives of assets, which include the consideration of financial, technical and other factors. Management will increase the depreciation charge where useful lives are less than previously estimated useful lives and decrease the depreciation charge where useful lives are more than previously estimated useful lives.

#### Impairment testing of non-financial assets

##### Value in use of cash-generating assets

The recoverable amounts of cash-generating units and individual assets have been determined based on the higher of value-in-use calculations and fair values less costs to sell. These calculations require the use of estimates and assumptions.

The group reviews and tests the carrying value of assets when events or changes in circumstances suggest that the carrying amount may not be recoverable. Assets are grouped at the lowest level for which identifiable cash flows are largely independent of cash flows of other assets and liabilities. If there are indications that impairment may have occurred, estimates are prepared of expected future cash flows for each group of assets.

Expected future cash flows used to determine the value in use of tangible assets are inherently uncertain and could materially change over time. They are significantly affected by a number of factors, including supply and demand, together with economic factors such as interest.

##### Value in use of non-cash generating assets

The group reviews and tests the carrying value of non-cash-generating assets when events or changes in circumstances suggest that the carrying amount may not be recoverable. The recoverable service amounts of non-cash-generating assets have been determined based on the higher of value in use calculations and fair values less costs to sell.

If there are indications that impairment may have occurred, the remaining service potential of the asset is determined for each group of assets. The group selects the most appropriate approach to determine the remaining service potential. This is dependent on the availability of data and the nature of the impairment.

#### Provisions

Provisions were raised and management determined an estimate based on the information available. Additional disclosure of these estimates of provisions are included in the provisions note.

#### Effective interest rate

The group used the prime interest rate to discount future cash flows unless stated otherwise.

#### Classification of sub-lease asset as Land

The group entered into a contract where part of the land leased by the group is sub-let to a tenant. This sub-lease qualifies for recognition as investment property with measurement on the fair-value model basis. However, as the group's accounting policy for investment property is for measurement on the cost-model, the group did not classify the asset as investment property, but as property, plant and equipment, in order to comply with GRAP 16 investment property.

### 1.5 Investment property

Investment property is initially recognised at cost. Transaction costs are included in the initial measurement. Where investment property is acquired through a non-exchange transaction, its cost is its fair value as at the date of acquisition.

## Accounting Policies (continued)

### 1.5 Investment property (continued)

Costs include costs incurred initially and costs incurred subsequently to add to, or to replace a part of, or service a property. If a replacement part is recognised in the carrying amount of the investment property, the carrying amount of the replaced part is derecognised.

Investment property is carried at cost less accumulated depreciation and any accumulated impairment losses.

Depreciation is provided to write down the cost, less estimated residual value over the useful life of the property, which is as follows:

| Item                 | Useful life range |
|----------------------|-------------------|
| Property – land      | Indefinite        |
| Property – buildings | 20-50 years       |

Gains or losses arising from the retirement or disposal of investment property is the difference between the net disposal proceeds and the carrying amount of the asset and is recognised in surplus or deficit in the period of retirement or disposal.

The Group derecognises investment property on disposal or when the investment property is permanently withdrawn from use and no future economic benefits or service potential are expected from its disposal.

The group separately discloses expenditure to repair and maintain investment property in the notes to the group financial statements.

The group discloses relevant information relating to assets under construction or development, in the notes to the group financial statements: the cumulative expenditure recognised in the carrying value of investment property, the carrying value of investment property that is taking a significantly longer period of time to complete than expected, and the carrying value of investment property where construction or development has been halted.

### 1.6 Property, plant and equipment

Property, plant and equipment is initially measured at cost.

The cost of an item of property, plant and equipment is the purchase price and other costs attributable to bring the asset to the location and condition necessary for it to be capable of operating in the manner intended by management. Trade discounts and rebates are deducted in arriving at the cost.

Where an asset is acquired through a non-exchange transaction, its cost is its fair value as at date of acquisition.

When significant components of an item of property, plant and equipment have different useful lives, they are accounted for as separate items (major components) of property, plant and equipment.

Costs include costs incurred initially to acquire or construct an item of property, plant and equipment and costs incurred subsequently to add to, replace part of, or service it. If a replacement cost is recognised in the carrying amount of an item of property, plant and equipment, the carrying amount of the replaced part is derecognised.

Recognition of costs in the carrying amount of an item of property, plant and equipment ceases when the item is in the location and condition necessary for it to be capable of operating in the manner intended by management.

Property, plant and equipment is carried at cost less accumulated depreciation and any impairment losses.

## Accounting Policies (continued)

### 1.6 Property, plant and equipment (continued)

Property, plant and equipment are depreciated on the straight-line basis over their expected useful lives to their estimated residual value. The useful lives of items of property, plant and equipment have been assessed as follows:

| Item                    | Average useful life |
|-------------------------|---------------------|
| Land                    | Indefinite          |
| Buildings               | 20 – 50 years       |
| Facilities equipment    | 3 – 20 years        |
| Furniture and fixtures  | 3 – 25 years        |
| Motor vehicles          | 5 – 15 years        |
| Office equipment        | 3 – 15 years        |
| IT equipment            | 3 – 15 years        |
| Leasehold improvements  | Per lease contract  |
| Training equipment      | 3 – 20 years        |
| Communication equipment | 5 – 20 years        |
| Infrastructure          | 3 – 25 years        |

The residual value, and the useful life and depreciation method of each asset are reviewed when at reporting date there is an indicator that a change is required. If the expectations differ from previous estimates, the change is accounted for as a change in accounting estimate.

The depreciation charge for each period is recognised in surplus or deficit unless it is included in the carrying amount of another asset.

Construction work in progress is not depreciated until it is completed and in the condition and location for use as intended by management. The group discloses relevant information relating to assets under construction or development, in the notes to the group financial statements:

- the cumulative expenditure recognised in the carrying value of property, plant and equipment,
- the carrying value of property, plant and equipment that is taking a significantly longer period of time to complete than expected,
- and the carrying value of property, plant and equipment where construction or development has been halted.

The group separately discloses expenditure to repair and maintain property, plant and equipment in the notes to the financial statements (see note 14).

The gain or loss arising from the derecognition of an item of property, plant and equipment is included in surplus or deficit when the item is derecognised. The gain or loss arising from the derecognition of an item of property, plant and equipment is determined as the difference between the net disposal proceeds, if any, and the carrying amount of the item.

Land under operating lease, which is sub-leased, is recognised as an asset of the group and subject to depreciation as Right of Land.

### 1.7 Intangible assets

Intangible assets are initially recognised at cost.

Should an intangible asset be acquired at no or nominal cost, the cost shall be its fair value as at the date of acquisition. Capitalised development expenditure is stated at cost less accumulated amortisation and impairment losses.

An intangible asset arising from development (or from the development phase of an internal project) is recognised when:

- it is technically feasible to complete the asset so that it will be available for use or sale.
- there is an intention to complete and use or sell it.
- there is an ability to use or sell it.
- it will generate probable future economic benefits or service potential.
- there are available technical, financial and other resources to complete the development and to use or sell the asset.
- the expenditure attributable to the asset during its development can be measured reliably.

## Accounting Policies (continued)

### 1.7 Intangible assets (continued)

The amount initially recognised for internally-generated intangible assets is the sum of the expenditure incurred from the date when the intangible asset first meets the recognition criteria listed above. Where no internally-generated intangible asset can be recognised, development expenditure is recognised in profit or loss in the period in which it is incurred.

Intangible assets are carried at cost less any accumulated amortisation and any impairment losses.

The amortisation period and the amortisation method for intangible assets are reviewed at each reporting date.

Reassessing the useful life of an intangible asset with a finite useful life after it was classified as indefinite is an indicator that the asset may be impaired. As a result the asset is tested for impairment and the remaining carrying amount is amortised over its useful life to its estimated residual value.

Amortisation is provided to write down the intangible assets, on a straight-line basis, to their residual values as follows:

| Item                                   | Average useful life |
|----------------------------------------|---------------------|
| Computer software                      | 3 – 10 years        |
| Financial and risk management software | Indefinite          |

The gain or loss is the difference between the net disposal proceeds, if any, and the carrying amount. It is recognised in surplus or deficit when the asset is derecognised.

The group derecognise intangible assets:

- on disposal; or
- when no future economic benefits or service potential are expected from its use or disposal.

### 1.8 Heritage assets

Heritage assets are measured at cost.

The cost of an item of heritage assets are the purchase price and other costs attributable bringing the asset to the location and condition necessary for it to be capable of operating in the manner intended by the group.

Where a heritage asset is acquired through a non-exchange transaction, its cost is measured at its fair value as at the date of acquisition. After recognition as an asset, a class of heritage assets is carried at its cost less any accumulated impairment losses.

The group does not recognise in the carrying amount of heritage assets the costs of the day-to-day servicing of such assets. Rather, these costs are recognised in surplus or deficit when incurred.

Costs of day-to-day servicing are primarily the cost of inspecting the heritage assets, cost of labour and consumables, and may include the cost of parts or repairs.

The group separately discloses expenditure to repair and maintain heritage assets in the notes to the group financial statements.

The group assess at each reporting date whether there is an indication that a heritage asset may be impaired. If any such indication exists, the group estimates the recoverable amount or the recoverable service amount of the heritage asset.

The group derecognises heritage asset on disposal, or when no future economic benefits or service potential are expected from its use or disposal.

The gain or loss arising from the derecognition of a heritage asset is determined as the difference between the net disposal proceeds, if any, and the carrying amount of the heritage asset. Such difference is recognised in surplus or deficit when the heritage asset is derecognised.

### 1.9 Investments in controlled entities

In the Company's separate Annual Financial Statements, investments in controlled entities are carried at cost less accumulated impairment.



## Accounting Policies (continued)

### 1.10 Financial instruments

The group has the following types of financial assets (classes and category) as reflected on the face of the statement of financial position or in the notes thereto:

| Financial assets:                      | Category                                   |
|----------------------------------------|--------------------------------------------|
| Cash and cash equivalents              | Financial asset measured at amortised cost |
| Receivables from exchange transactions | Financial asset measured at amortised cost |
| Other financial assets                 | Financial asset measured at amortised cost |
| Deposits paid                          | Financial asset measured at amortised cost |

The group has the following types of financial liabilities (classes and category) as reflected on the face of the statement of financial position or in the notes thereto:

| Financial assets:                   | Category                                       |
|-------------------------------------|------------------------------------------------|
| Payables from exchange transactions | Financial liability measured at amortised cost |
| Deposits received                   | Financial liability measured at amortised cost |
| Finance lease obligation            | Financial liability measured at amortised cost |

The group measures a financial asset and financial liability initially at its fair value plus transaction costs that are directly attributable to the acquisition or issue of the financial asset or financial liability.

The group measures all financial assets and financial liabilities after initial recognition using the following categories:

- Financial instruments at amortised cost.

For financial assets and financial liabilities measured at amortised cost or cost, a gain or loss is recognised in surplus or deficit when the financial asset or financial liability is derecognised or impaired, or through the amortisation process.

The group assess at the end of each reporting period whether there is any objective evidence that a financial asset or group of financial assets is impaired.

If there is objective evidence that an impairment loss on financial assets measured at amortised cost has been incurred, the amount of the loss is measured as the difference between the asset's carrying amount and the present value of estimated future cash flows (excluding future credit losses that have not been incurred) discounted at the financial asset's original effective interest rate (i.e. the effective interest rate computed at initial recognition). The carrying amount of the asset is reduced through the use of an allowance account. The amount of the loss is recognised in surplus or deficit.

If, in a subsequent period, the amount of the impairment loss decreases and the decrease can be related objectively to an event occurring after the impairment was recognised (such as an improvement in the debtor's credit rating), the previously recognised impairment loss shall be reversed either directly or by adjusting an allowance account. The reversal shall not result in a carrying amount of the financial asset that exceeds what the amortised cost would have been had the impairment not been recognised at the date the impairment is reversed. The amount of the reversal is recognised in surplus or deficit.

The group derecognises financial assets using trade date accounting.

On derecognition of a financial asset in its entirety, the difference between the carrying amount and the sum of the consideration received is recognised in surplus or deficit.

Interest relating to a financial instrument or a component that is a financial liability is recognised as revenue or expense in surplus or deficit.

Losses and gains relating to a financial instrument or a component that is a financial liability is recognised as revenue or expense in surplus or deficit.

A financial asset and a financial liability are only offset and the net amount presented in the statement of financial position when the entity currently has a legally enforceable right to set off the recognised amounts and intends either to settle on a net basis, or to realise the asset and settle the liability simultaneously.

## Accounting Policies (continued)

### 1.11 Inventories

Inventories are initially measured at cost except where inventories are acquired through a non-exchange transaction, then their costs are their fair value as at the date of acquisition.

Subsequently inventories are measured at the lower of cost and net realisable value.

Inventories are measured at the lower of cost and current replacement cost where they are held for;

- distribution at no charge or for a nominal charge; or
- consumption in the production process of goods to be distributed at no charge or for a nominal charge.

Net realisable value is the estimated selling price in the ordinary course of operations less the estimated costs of completion and the estimated costs necessary to make the sale, exchange or distribution.

The cost of inventories comprises of all costs of purchase, costs of conversion and other costs incurred in bringing the inventories to their present location and condition.

The cost of inventories of items that are not ordinarily interchangeable and goods or services produced and segregated for specific projects is assigned using specific identification of the individual costs.

The cost of inventories is assigned using the first-in, first-out (FIFO) formula. The same cost formula is used for all inventories having a similar nature and use to the group.

When inventories are sold, the carrying amounts of those inventories are recognised as an expense in the period in which the related revenue is recognised. If there is no related revenue, the expenses are recognised when the goods are distributed, or related services are rendered. The amount of any write-down of inventories to net realisable value or current replacement cost and all losses of inventories are recognised as an expense in the period the write-down or loss occurs. The amount of any reversal of any write-down of inventories, arising from an increase in net realisable value or current replacement cost, are recognised as a reduction in the amount of inventories recognised as an expense in the period in which the reversal occurs.

### 1.12 Tax

#### Current tax assets and liabilities

Current tax is the expected tax payable on the taxable income for the year, using tax rates enacted or substantially enacted at the reporting date, and any adjustment to tax payable in respect of previous years.

Current tax liabilities (assets) for the current and prior periods are measured at the amount expected to be paid to (recovered from) the tax authorities, using the tax rates (and tax laws) that have been enacted or substantively enacted by the Statement of Financial Position date.

#### Deferred tax assets and liabilities

A deferred tax liability is recognised for all taxable temporary differences, except to the extent that the deferred tax liability arises from the initial recognition of an asset or liability in a transaction which at the time of the transaction, affects neither accounting surplus nor taxable profit (tax loss).

A deferred tax asset is recognised for all deductible temporary differences to the extent that it is probable that taxable surplus will be available against which the deductible temporary difference can be utilised. A deferred tax asset is not recognised when it arises from the initial recognition of an asset or liability in a transaction at the time of the transaction, affects neither accounting surplus nor taxable profit (tax loss).

A deferred tax asset is recognised for the carry forward of unused tax losses to the extent that it is probable that future taxable surplus will be available against which the unused tax losses can be utilised.

Deferred tax is provided using the balance sheet method on temporary differences between the tax bases of assets and liabilities and their carrying amounts for financial reporting purposes at the reporting date.

Deferred tax liabilities are recognised for all taxable temporary differences, except when the deferred tax liability arises from the initial recognition of goodwill or an asset or liability in a transaction that is not a business combination and, at the time of the transaction, affects neither the accounting surplus nor taxable surplus or deficit. In respect of taxable temporary differences associated with investments in subsidiaries when the timing of the reversal of the temporary differences can be controlled and it is probable that the temporary differences will not reverse in the foreseeable future.

## Accounting Policies (continued)

### 1.12 Tax (continued)

The carrying amount of deferred tax assets is reviewed at each reporting date and reduced to the extent that it is no longer probable that sufficient taxable surplus will be available to allow all or part of the deferred tax asset to be utilised. Unrecognised deferred tax assets are reassessed at each reporting date and are recognised to the extent that it has become probable that future taxable surplus will allow the deferred tax asset to be recovered.

Deferred tax assets and liabilities are measured at the tax rates that are expected to apply in the year when the asset is realised or the liability is settled, based on tax rates (and tax laws) that have been enacted or substantively enacted at the reporting date.

Deferred tax assets and deferred tax liabilities are offset if a legally enforceable right exists to set off current tax assets against current income tax liabilities and the deferred taxes relate to the same taxable company and the same taxation authority.

#### Value added tax

The group has companies that are VAT Vendors in accordance with the VAT Act. Revenue, expenditure and the cost of assets is recorded net of VAT and the amount due to SARS is included as a asset or liability. The group entities are registered on the accrual basis.

### 1.13 Leases

A lease is classified as a finance lease if it transfers substantially all the risks and rewards incidental to ownership. A lease is classified as an operating lease if it does not transfer substantially all the risks and rewards incidental to ownership.

When a lease includes both land and buildings elements, the group assesses the classification of each element separately.

#### Finance leases – lessee

Finance leases are recognised as assets and liabilities in the statement of financial position at amounts equal to the fair value of the leased property or, if lower, the present value of the minimum lease payments.

The discount rate used in calculating the present value of the minimum lease payments is the interest rate implicit in the lease, if this is practicable to determine; if not, the group's incremental borrowing rate shall be used. Any initial direct costs of the group are added to the amount recognised as an asset.

Minimum lease payments are apportioned between the finance charge and reduction of the outstanding liability. The finance charge is allocated to each period during the lease term so as to produce a constant periodic rate on the remaining balance of the liability.

#### Operating leases – lessor

Operating lease revenue is recognised as revenue on a straight-line basis in the Statement of Financial Performance over the lease term. The difference between the amounts recognised as revenue and the contractual receipts are recognised as an operating lease asset or liability. This operating lease asset or liability is not discounted.

Initial direct costs incurred in negotiating and arranging operating leases are added to the carrying amount of the leased asset and recognised as an expense over the lease term on the same basis as the lease income.

The aggregate cost of incentives is recognised as a reduction of rental revenue over the lease term (the negotiated period in the contract) on a straight-line basis.

Operating lease payments are recognised as an expense on a straight-line basis over the lease term. The difference between the amounts recognised as an expense and the contractual payments are recognised as an operating lease asset or liability. This operating lease asset or liability is not discounted.

### 1.14 Budget information

The group does not present a comparison of their budget and actual amounts as required by GRAP 24.12 as the group is specifically excluded from the scope of GRAP 24 due to the group budgets not being made publicly available.

## Accounting Policies (continued)

### 1.15 Commitments

Commitments are not recognised in the statement of financial position as a liability, but are included in the disclosure notes in the following cases:

- approved and contracted commitments;
- where the expenditure has been approved and the contract has been awarded at the reporting date; and
- where disclosure is required by a specific standard of GRAP.

### 1.16 Impairment of cash-generating assets

#### Designation

At initial recognition, the group designates an asset as non-cash-generating, or an asset or cash-generating unit as cash-generating. The designation is made on the basis of group's objective of using the asset.

The group designates an asset or a cash-generating unit as cash-generating when:

- its objective is to use the asset or a cash-generating unit in a manner that generates a commercial return; such that
- the asset or cash-generating unit will generate positive cash flows, from continuing use and its ultimate disposal, that are expected to be significantly higher than the cost of the asset.

An asset used with the objective of generating a commercial return and service delivery, is designated either as a cash-generating asset or non-cash-generating asset based on whether the group expects to use that asset to generate a commercial return. When it is not clear whether the objective is to use the asset to generate commercial return, the group designates the asset as a non-cash-generating asset and applies the accounting policy on Impairment of Non-cash-generating assets, rather than this accounting policy.

#### Identification

When the carrying amount of a cash-generating asset exceeds its recoverable amount, it is impaired.

The group assesses at each reporting date whether there is any indication that a cash-generating asset may be impaired. If any such indication exists, the group estimates the recoverable amount of the asset.

Irrespective of whether there is any indication of impairment, the group also tests a cash-generating intangible asset with an indefinite useful life or a cash-generating intangible asset not yet available for use for impairment annually by comparing its carrying amount with its recoverable amount. This impairment test is performed at the same time every year. If an intangible asset was initially recognised during the current reporting period, that intangible asset was tested for impairment before the end of the current reporting period.

#### Value in use

Value in use of a cash-generating asset is the present value of the estimated future cash flows expected to be derived from the continuing use of an asset and from its disposal at the end of its useful life.

When estimating the value in use of an asset, the group estimates the future cash inflows and outflows to be derived from continuing use of the asset and from its ultimate disposal and the group applies the appropriate discount rate to those future cash flows.

#### Basis for estimates of future cash flows

In measuring value in use the group:

- base cash flow projections on reasonable and supportable assumptions that represent management's best estimate of the range of economic conditions that will exist over the remaining useful life of the asset. Greater weight is given to external evidence;
- base cash flow projections on the most recent approved financial budgets/forecasts, but excludes any estimated future cash inflows or outflows expected to arise from future restructuring's or from improving or enhancing the asset's performance. Projections based on these budgets/forecasts covers a maximum period of five years, unless a longer period can be justified; and
- estimate cash flow projections beyond the period covered by the most recent budgets/forecasts by extrapolating the projections based on the budgets/forecasts using a steady or declining growth rate for subsequent years, unless an increasing rate can be justified. This growth rate does not exceed the long-term average growth rate for the products, industries, or country or countries in which the entity operates, or for the market in which the asset is used, unless a higher rate can be justified.

## Accounting Policies (continued)

### 1.16 Impairment of cash-generating assets (continued)

#### Composition of estimates of future cash flows

Estimates of future cash flows include:

- projections of cash inflows from the continuing use of the asset;
- projections of cash outflows that are necessarily incurred to generate the cash inflows from continuing use of the asset (including cash outflows to prepare the asset for use) and can be directly attributed, or allocated on a reasonable and consistent basis, to the asset; and
- net cash flows, if any, to be received (or paid) for the disposal of the asset at the end of its useful life.

Estimates of future cash flows exclude:

- cash inflows or outflows from financing activities; and
- income tax receipts or payments.

The estimate of net cash flows to be received (or paid) for the disposal of an asset at the end of its useful life is the amount that the group expects to obtain from the disposal of the asset in an arm's length transaction between knowledgeable, willing parties, after deducting the estimated costs of disposal.

#### Discount rate

The discount rate is a pre-tax rate that reflects current market assessments of the time value of money, represented by the current risk-free rate of interest and the risks specific to the asset for which the future cash flow estimates have not been adjusted.

#### Recognition and measurement (individual asset)

If the recoverable amount of a cash-generating asset is less than its carrying amount, the carrying amount of the asset is reduced to its recoverable amount. This reduction is an impairment loss.

An impairment loss is recognised immediately in surplus or deficit.

Any impairment loss of a revalued cash-generating asset is treated as a revaluation decrease.

When the amount estimated for an impairment loss is greater than the carrying amount of the cash-generating asset to which it relates, the group recognises a liability only to the extent that is a requirement in the Standard of GRAP.

After the recognition of an impairment loss, the depreciation (amortisation) charge for the cash-generating asset is adjusted in future periods to allocate the cash-generating asset's revised carrying amount, less its residual value (if any), on a systematic basis over its remaining useful life.

#### Cash-generating units

If there is any indication that an asset may be impaired, the recoverable amount is estimated for the individual asset. If it is not possible to estimate the recoverable amount of the individual asset, the group determines the recoverable amount of the cash-generating unit to which the asset belongs (the asset's cash-generating unit).

If an active market exists for the output produced by an asset or group of assets, that asset or group of assets is identified as a cash-generating unit, even if some or all of the output is used internally. If the cash inflows generated by any asset or cash-generating unit are affected by internal transfer pricing, the group use management's best estimate of future price(s) that could be achieved in arm's length transactions in estimating:

- the future cash inflows used to determine the asset's or cash-generating unit's value in use; and
- the future cash outflows used to determine the value in use of any other assets or cash-generating units that are affected by the internal transfer pricing.

Cash-generating units are identified consistently from period to period for the same asset or types of assets, unless a change is justified.

The carrying amount of a cash-generating unit is determined on a basis consistent with the way the recoverable amount of the cash-generating unit is determined.

An impairment loss is recognised for a cash-generating unit if the recoverable amount of the unit is less than the carrying amount of the unit. The impairment is allocated to reduce the carrying amount of the cash-generating assets of the unit on a pro rata basis, based on the carrying amount of each asset in the unit. These reductions in carrying amounts are treated as impairment losses on individual assets.



## Accounting Policies (continued)

### 1.16 Impairment of cash-generating assets (continued)

In allocating an impairment loss, the entity does not reduce the carrying amount of an asset below the highest of:

- its fair value less costs to sell (if determinable);
- its value in use (if determinable); and
- zero.

The amount of the impairment loss that would otherwise have been allocated to the asset is allocated pro rata to the other cash-generating assets of the unit.

Where a non-cash-generating asset contributes to a cash-generating unit, a proportion of the carrying amount of that non-cash-generating asset is allocated to the carrying amount of the cash-generating unit prior to estimation of the recoverable amount of the cash-generating unit.

### 1.17 Impairment of non-cash-generating assets

#### Designation

At initial recognition, the group designates an asset as non-cash-generating, or an asset or cash-generating unit as cash-generating.

The designation is made on the basis of an group's objective of using the asset. The group designates an asset or a cash-generating unit as cash-generating when:

- its objective is to use the asset or a cash-generating unit in a manner that generates a commercial return; such that
- the asset or cash-generating unit will generate positive cash flows, from continuing use and its ultimate disposal, that are expected to be significantly higher than the cost of the asset.

An asset used with the objective of generating a commercial return and service delivery, is designated either as a cash-generating asset or non-cash-generating asset based on whether the group expects to use that asset to generate a commercial return. When it is not clear whether the objective is to use the asset to generate commercial return, the group designates the asset as a non-cash-generating asset and applies the accounting policy on Impairment of Non-cash-generating assets, rather than this accounting policy.

#### Identification

When the carrying amount of a non-cash-generating asset exceeds its recoverable service amount, it is impaired.

The group assesses at each reporting date whether there is any indication that a non-cash-generating asset may be impaired. If any such indication exists, the group estimates the recoverable service amount of the asset.

Irrespective of whether there is any indication of impairment, the entity also tests a non-cash-generating intangible asset with an indefinite useful life or a non-cash-generating intangible asset not yet available for use for impairment annually by comparing its carrying amount with its recoverable service amount. This impairment test is performed at the same time every year. If an intangible asset was initially recognised during the current reporting period, that intangible asset was tested for impairment before the end of the current reporting period.

#### Value in use

The present value of the remaining service potential of a non-cash-generating assets is determined using the following approach:

#### Depreciated replacement cost approach

The present value of the remaining service potential of a non-cash-generating asset is determined as the depreciated replacement cost of the asset. The replacement cost of an asset is the cost to replace the asset's gross service potential. This cost is depreciated to reflect the asset in its used condition. An asset may be replaced either through reproduction (replication) of the existing asset or through replacement of its gross service potential. The depreciated replacement cost is measured as the current reproduction or replacement cost of the asset, whichever is lower, less accumulated depreciation calculated on the basis of such cost, to reflect the already consumed or expired service potential of the asset.

The replacement cost of an asset is determined on an 'optimised' basis. The rationale is that the Group would not replace the asset with a like asset if the asset to be replaced is an overdesigned or overcapacity asset. Overdesigned assets contain features which are unnecessary for the goods or services the asset provides. Overcapacity assets are assets that have a greater capacity than is necessary to meet the demand for goods or services the asset provides. The determination of the replacement cost of an asset on an optimised basis thus reflects the service potential required of the asset.

## Accounting Policies (continued)

### 1.17 Impairment of non-cash-generating assets (continued)

#### Recognition and measurement

If the recoverable service amount of a non-cash-generating asset is less than its carrying amount, the carrying amount of the asset is reduced to its recoverable service amount. This reduction is an impairment loss.

An impairment loss is recognised immediately in surplus or deficit.

When the amount estimated for an impairment loss is greater than the carrying amount of the non-cash-generating asset to which it relates, the group recognises a liability only to the extent that is a requirement in the Standards of GRAP.

After the recognition of an impairment loss, the depreciation (amortisation) charge for the non-cash-generating asset is adjusted in future periods to allocate the non-cash-generating asset's revised carrying amount, less its residual value (if any), on a systematic basis over its remaining useful life.

### 1.18 Share capital

#### Ordinary shares

Ordinary shares are classified as net assets in the separate group financial statements. Incremental costs directly attributable to the issue of ordinary shares are recognised as a deduction from net assets, net of any tax effects.

### 1.19 Employee benefits

#### Short-term employee benefits

Short-term employee benefits include items such as:

- salaries;
- short-term compensated absences (such as paid annual leave and paid sick leave) where the compensation for the absences is due to be settled within twelve months after the end of the reporting period in which the employees render the related employee service;
- bonus, incentive and performance related payments payable within twelve months after the end of the reporting period in which the employees render the related service; and
- non-monetary benefits (for example cellphones and group life cover) for current employees.

When an employee has rendered service to the group during a reporting period, the company recognise the undiscounted amount of short-term employee benefits expected to be paid in exchange for that service:

- as a liability (accrued expense), after deducting any amount already paid. If the amount already paid exceeds the undiscounted amount of the benefits, the group recognise that excess as an asset (prepaid expense) to the extent that the prepayment will lead to, for example, a reduction in future payments or a cash refund; and
- as an expense, unless another Standard requires or permits the inclusion of the benefits in the cost of an asset.

The group recognise the expected cost of bonus related payments when the group has a present legal or constructive obligation to make such payments as a result of past events and a reliable estimate of the obligation can be made. A present obligation exists when the group has no realistic alternative but to make the payments.

### 1.20 Provisions and contingencies

The amount of a provision is the best estimate of the expenditure expected to be required to settle the present obligation at the reporting date.

The discount rate is a pre-tax rate that reflects current market assessments of the time value of money and the risks specific to the liability.

Where some or all of the expenditure required to settle a provision is expected to be reimbursed by another party, the reimbursement is recognised when, and only when, it is virtually certain that reimbursement will be received if the group settles the obligation.

The reimbursement is treated as a separate asset. The amount recognised for the reimbursement does not exceed the amount of the provision.

Provisions are reviewed at each reporting date and adjusted to reflect the current best estimate. Provisions are reversed if it is no longer probable that an outflow of resources embodying economic benefits or service potential will be required, to settle the obligation.

## Accounting Policies (continued)

### 1.20 Provisions and contingencies (continued)

Where discounting is used, the carrying amount of a provision increases in each period to reflect the passage of time. This increase is recognised as an interest expense.

A provision is used only for expenditures for which the provision was originally recognised. Provisions are not recognised for future operating deficits.

Contingent assets and contingent liabilities are not recognised. Contingencies are disclosed in note 38.

Determining whether an outflow of resources is probable in relation to financial guarantees requires judgement. Indications that an outflow of resources may be probable are:

- financial difficulty of the debtor;
- defaults or delinquencies in interest and capital repayments by the debtor;
- breaches of the terms of the debt instrument that result in it being payable earlier than the agreed term and the ability of the debtor to settle its obligation on the amended terms; and
- a decline in prevailing economic circumstances (e.g. high interest rates, inflation and unemployment) that impact on the ability of entities to repay their obligations.

### 1.21 Revenue from exchange transactions

Revenue is measured at the fair value of the consideration received or receivable, net of trade discounts.

#### Rental revenue

Rental income from investment property, rental of facilities and equipment is recognised in the Statement of Financial Performance on a straight-line basis over the term of the lease.

#### Rendering of services

Service revenue is recognised by reference to the stage of completion of the transaction at the reporting date. Stage of completion is determined by reference to reviews of work performed.

#### Admission fees

Admission fees and sales have been classified as revenue from the sale of goods. Revenue from the sale of goods is recognised when all the following conditions have been satisfied:

- the entity has transferred to the buyer the significant risks and rewards of ownership of the goods;
- the entity does not retain:
  - effective control over the goods sold; or
  - continuing managerial involvement to the degree usually associated with ownership;
- the amount of revenue can be measured reliably; and
- the costs incurred or to be incurred in respect of the transaction can be measured reliably.

#### Project income

Project income relates to project management fees charged at arm's length on site development.

#### Sale of goods

Revenue from the sale of goods is recognised when all the following conditions have been satisfied

- The company has transferred to the purchaser the significant risks and rewards of ownership of the goods;
- The company retains neither continuing managerial involvement to the degree usually associated with ownership nor effective control over the goods sold;
- The amount of revenue can be measured reliably;
- It is probable that the economic benefits or service potential associated with the transaction will flow to the company; and
- The costs incurred or to be incurred in respect of the transaction can be measured reliably.

### 1.22 Revenue from non-exchange transactions

An inflow of resources from a non-exchange transaction recognised as an asset is recognised as revenue, except to the extent that a liability is also recognised in respect of the same inflow.

As the entity satisfies a present obligation recognised as a liability in respect of an inflow of resources from a non-exchange transaction recognised as an asset, it reduces the carrying amount of the liability recognised and recognises an amount of revenue equal to that reduction.

## Accounting Policies (continued)

### 1.22 Revenue from non-exchange transactions (continued)

Revenue from a non-exchange transaction is measured at the amount of the increase in net assets recognised by the Group.

#### **Government grants, sponsorships and donations**

The group recognises grants, sponsorships and donations as revenue from non-exchange transactions.

#### **Services in-kind**

Where services in-kind are not significant to the entity's operations and/or service delivery objectives and/or do not satisfy the criteria for recognition, the group disclose the nature and type of services in-kind received during the reporting period.

### 1.23 Finance income

Finance income comprises interest income on funds invested, receivables from exchange transactions and interest earned from SARS. Interest income is recognised as it accrues in the Statement of Financial Performance.

### 1.24 Comparative figures

Where necessary, comparative figures have been reclassified to conform to changes in presentation in the current year.

### 1.25 Irregular, fruitless and wasteful expenditure

Irregular expenditure as defined in section 1 of the PFMA is expenditure other than unauthorised expenditure, incurred in contravention of or that is not in accordance with a requirement of any applicable legislation. In terms of section 53(4) of the PFMA, where the company overspends on its respective budget, such overspending is recognised as irregular expenditure.

All expenditure relating to fruitless and wasteful expenditure is recognised as an expense in the Statement of Financial Performance in the year that the expenditure was incurred. The expenditure is classified in accordance with the nature of the expense, the corresponding revenue and debtor is also recognised when the expense is incurred.

Any irregular, fruitless and wasteful expenditure is recognised in the period in which it is incurred and details thereof disclosed in the note. Fruitless expenditure means expenditure which was made in vain and would have been avoided had reasonable care been exercised.

### 1.26 Segment information

Reportable segments are the actual segments which are reported on in the segment report.

The amount of each segment item reported is the measure reported to management for the purposes of making decisions about allocating resources to the segment and assessing its performance. Adjustments and eliminations made in preparing the group financial statements and allocations of revenues and expenses are included in determining reported segment surplus or deficit only if they are included in the measure of the segment's surplus or deficit that is used by management. Similarly, only those assets and liabilities that are included in the measures of the segment's assets and segment's liabilities that are used by management are reported for that segment. If amounts are allocated to reported segment surplus or deficit, assets or liabilities, those amounts are allocated on a reasonable basis.

### 1.27 Related parties

A related party is a person or an entity with the ability to control or jointly control the other party, or exercise significant influence over the other party, or vice versa, or an entity that is subject to common control, or joint control.

Management are those persons responsible for planning, directing and controlling the activities of the group, including those charged with the governance of the group in accordance with legislation, in instances where they are required to perform such functions.

## Accounting Policies (continued)

### 1.27 Related parties (continued)

The group is exempt from disclosure requirements in relation to related party transactions if that transaction occurs within normal supplier and/or client/recipient relationships on terms and conditions no more or less favourable than those which it is reasonable to expect the group to have adopted if dealing with that individual entity or person in the same circumstances and terms and conditions are within the normal operating parameters established by that reporting entity's legal mandate.

Where the group is exempt from the disclosures in accordance with the above, the group discloses narrative information about the nature of the transactions and the related outstanding balances, to enable users of the entity's financial statements to understand the effect of related party transactions on its group financial statements.

### 1.28 Events after reporting date

The group will adjust the amount recognised in the financial statements to reflect adjusting events after the reporting date once the event occurred.

The group will disclose the nature of the event and an estimate of its financial effect or a statement that such estimate cannot be made in respect of all material non-adjusting events, where non-disclosure could influence the economic decisions of users taken on the basis of the financial statements.

### 1.29 Finance costs

The finance costs relates to interest on finance lease and discounting of receivable. The finance charge on finance lease is allocated to each period during the lease term so as to produce a constant periodic rate on the remaining balance of the liability.

### 1.30 Accounting by principals and agents

#### Identification

An agent is an entity that has been directed by another entity (a principal), through a binding arrangement, to undertake transactions with third parties on behalf of the principal and for the benefit of the principal.

A principal is an entity that directs another entity (an agent), through a binding arrangement, to undertake transactions with third parties on its behalf and for its own benefit.

A principal-agent arrangement results from a binding arrangement in which one entity (an agent), undertakes transactions with third parties on behalf, and for the benefit of, another entity (the principal).

Identifying whether an entity is a principal or an agent.

When the company is party to a principal-agent arrangement, it assesses whether it is the principal or the agent in accounting for revenue, expenses, assets and/or liabilities that result from transactions with third parties undertaken in terms of the arrangement.

The assessment of whether an company is a principal or an agent requires the company to assess whether the transactions it undertakes with third parties are for the benefit of another company or for its own benefit.

#### Recognition

The group, as a principal, recognises revenue and expenses that arise from transactions with third parties in a principal agent arrangement in accordance with the requirements of the relevant Standards of GRAP.

The group, as an agent, recognises only that portion of the revenue and expenses it receives or incurs in executing the transactions on behalf of the principal in accordance with the requirements of the relevant Standards of GRAP.

The group recognises assets and liabilities arising from principal-agent arrangements in accordance with the requirements of the relevant Standards of GRAP.

### 1.31 Accumulated surplus (deficit)

The accumulated surplus/(deficit) represents the net difference between the total assets and the total liabilities of the group. Any surpluses and deficits realised during a specific reporting period are credited/debited against accumulated surplus/(deficit). Prior year adjustments, relating to income and expenditure, are credited/debited against accumulated surplus/(deficit) when retrospective adjustments are made.



## Notes to the Group Annual Financial Statements for the year ended 31 March 2025

### 2. New standards and interpretations

#### 2.1 Standards and interpretations effective and adopted in the current year

In the current year, there are no new standards and interpretations that are effective for the current financial year and that are relevant to its operations.

#### 2.2 Standards and interpretations issued, but not yet effective

The group has not applied the following standards and interpretations, which have been published and are mandatory for the group's accounting periods beginning on or after 01 April 2025 or later periods:

| Standard/ Interpretation:                      | Effective date:<br>Years beginning on or after | Expected impact:                         |
|------------------------------------------------|------------------------------------------------|------------------------------------------|
| • GRAP 104 (as revised): Financial Instruments | 1 April 2025                                   | Unlikely there will be a material impact |

#### 2.3 Standards and interpretations not yet effective or relevant

The following standards and interpretations have been published and are mandatory for the entity's accounting periods beginning on or after 1 April 2025 or later periods but are not yet effective or relevant to its operations:

| Standard/ Interpretation:                                                                                                                                  | Effective date:<br>Years beginning on or after | Expected impact:                         |
|------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------|------------------------------------------|
| • GRAP: Improvements to the standards of GRAP 2023                                                                                                         | No effective date                              | Unlikely there will be a material impact |
| • GRAP 1 (amended): Presentation of Financial Statements                                                                                                   | No effective date                              | Unlikely there will be a material impact |
| • GRAP 25 (as revised): Employee Benefits and related IGRAP 7 on The Limit on a Defined Benefit Asset, Minimum Funding Requirements and their Interaction. | No effective date                              | Unlikely there will be a material impact |
| • IGRAP 22: Foreign Currency Transactions and Advance Consideration                                                                                        | No effective date                              | Unlikely there will be a material impact |
| • GRAP 103 (as revised): Heritage Assets                                                                                                                   | No effective date                              | Unlikely there will be a material impact |

### 3. Cash and cash equivalents

|                                       | Group          |                  | Controlling entity |                |
|---------------------------------------|----------------|------------------|--------------------|----------------|
|                                       | 2025<br>R'000  | 2024<br>R'000    | 2025<br>R'000      | 2024<br>R'000  |
| Cash and cash equivalents consist of: |                |                  |                    |                |
| Cash on hand                          | 40             | 59               | 6                  | 5              |
| Current accounts                      | 378 108        | 364 146          | 41 564             | 39 563         |
| Call accounts                         | 616 482        | 689 196          | 397 563            | 467 276        |
|                                       | <b>994 630</b> | <b>1 053 401</b> | <b>439 133</b>     | <b>506 844</b> |

Cash and cash equivalents earn interest at variable rates based on daily bank deposits. The group does not have any restriction on realisation or utilisation on cash balances. The group does not have access to overdraft facilities.

The Cash and cash equivalents balance includes amounts that are not available for use by the group pending treasury's approval for retentions.

## Notes to the Group Annual Financial Statements for the year ended 31 March 2025

### 4. Receivables from exchange transactions

|                                                                                  | Group           |                 | Controlling entity |               |
|----------------------------------------------------------------------------------|-----------------|-----------------|--------------------|---------------|
|                                                                                  | 2025<br>R'000   | 2024<br>R'000   | 2025<br>R'000      | 2024<br>R'000 |
| Trade receivables                                                                | 47 869          | 46 503          | –                  | –             |
| Property trust account                                                           | 13              | 170             | –                  | –             |
| Accrued Income                                                                   | 799             | –               | –                  | –             |
| Other receivables                                                                | 13 783          | 7 813           | 3 482              | 5 841         |
| Less: Impairment of trade and other receivables                                  | (21 679)        | (21 718)        | –                  | –             |
|                                                                                  | <b>40 785</b>   | <b>32 768</b>   | <b>3 482</b>       | <b>5 841</b>  |
| <b>Ageing of trade receivables</b>                                               |                 |                 |                    |               |
| The ageing of amounts are as follows:                                            |                 |                 |                    |               |
| Current                                                                          | 16 037          | 17 914          | –                  | –             |
| 31– 60 days                                                                      | 3 566           | 4 223           | –                  | –             |
| 61– 90 days                                                                      | 2 834           | 1 833           | –                  | –             |
| Older than 90 days                                                               | 25 432          | 22 533          | –                  | –             |
|                                                                                  | <b>47 869</b>   | <b>46 503</b>   | <b>–</b>           | <b>–</b>      |
| <b>Reconciliation of provision for impairment of trade and other receivables</b> |                 |                 |                    |               |
| Opening balance                                                                  | (21 718)        | (28 278)        | –                  | –             |
| Provision for impairment                                                         | (3 171)         | (4 355)         | –                  | –             |
| Amounts written off as uncollectible                                             | 709             | –               | –                  | –             |
| Unused amounts reversed                                                          | 2 501           | 10 915          | –                  | –             |
|                                                                                  | <b>(21 679)</b> | <b>(21 718)</b> | <b>–</b>           | <b>–</b>      |

Restated refer to note 44

### 5. Receivables from non-exchange transactions

|                         | Group         |               | Controlling entity |               |
|-------------------------|---------------|---------------|--------------------|---------------|
|                         | 2025<br>R'000 | 2024<br>R'000 | 2025<br>R'000      | 2024<br>R'000 |
| Non-MTEF grant recovery | –             | 480           | –                  | –             |

An amount of R0.48 million receivable from non-exchange transaction relates to the Start Support Programme grant that was awarded to the beneficiary during the prior financial year. However, the beneficiary was in breach of the grant contract, and the funds need to be recovered.

## Notes to the Group Annual Financial Statements for the year ended 31 March 2025

### 6. Inventories

|                                 | Group         |               | Controlling entity |               |
|---------------------------------|---------------|---------------|--------------------|---------------|
|                                 | 2025<br>R'000 | 2024<br>R'000 | 2025<br>R'000      | 2024<br>R'000 |
| Inventories                     | 96            | 93            | -                  | -             |
| <b>Inventory per category</b>   |               |               |                    |               |
| Inventory kept for sale         | 96            | 93            | -                  | -             |
| <b>Inventory Reconciliation</b> |               |               |                    |               |
| Opening balance                 | 93            | 184           | -                  | -             |
| Adjusted opening balance        | 93            | 184           | -                  | -             |
| Purchases                       | 36            | 73            | -                  | -             |
| Sold during the year            | (33)          | (164)         | -                  | -             |
|                                 | <b>96</b>     | <b>93</b>     | <b>-</b>           | <b>-</b>      |

The inventory consists of stock items kept for the purpose of selling to the public and the selling price less cost to sell (Net Realisable Value) is anticipated to exceed the carrying value. ConHill has not pledged any of its inventory at hand as security or guarantee on any debts at year end.

### 7. Other financial assets

|                                                           | Group         |               | Controlling entity |               |
|-----------------------------------------------------------|---------------|---------------|--------------------|---------------|
|                                                           | 2025<br>R'000 | 2024<br>R'000 | 2025<br>R'000      | 2024<br>R'000 |
| <b>At amortised cost</b>                                  |               |               |                    |               |
| Security bond                                             | 22 801        | -             | 5 335              | -             |
| Guaranteed trust fund                                     | -             | 12 368        | -                  | -             |
|                                                           | <b>22 801</b> | <b>12 368</b> | <b>5 335</b>       | <b>-</b>      |
| <b>Non-current assets</b>                                 |               |               |                    |               |
| At amortised cost                                         | 17 466        | -             | -                  | -             |
| <b>Current assets</b>                                     |               |               |                    |               |
| At amortised cost                                         | 5 335         | 12 368        | 5 335              | -             |
| <b>Other financial assets –<br/>Guaranteed Trust fund</b> |               |               |                    |               |

The effective interest rate on the fund is 5.48% p.a (2024:7.85%) p.a. The funds are held in the trust as an interim temporary guarantee towards the upgrade of the Innovation Hub external bulk services as required by the City of Tshwane. Funds are withdrawn as and when payments for external bulk services are incurred in line with the City of Tshwane service level agreement. Refer note 22 for expenditure provision details.

## Notes to the Group Annual Financial Statements for the year ended 31 March 2025

### 7. Other financial assets (continued)

#### Security bond

Included in other financial assets is a security bond of R5.3m for the Labour Court review application on the outcome of an arbitration matter at the CCMA in relation to an employee of the GGDA.

The payment of the security bond is a requirement in terms of the provisions of the Labour Relations Act as amended, Section

145(8) "unless the Labour Court directs otherwise, the security furnished as contemplated in subsection (7) must" –

a) "in the case of an order of reinstatement or re-employment, be equivalent to 24 months' remuneration or,

b) "in the case of an order of compensation, be equivalent to the amount of compensation awarded".

The amount was transferred to the trust account of the attorneys to be held in trust for the purposes of serving and filing the bond payment for the review application at the labour Court. The trust account payment shall only be used for the permitted purpose. The attorneys shall reimburse GGDA of the trust account payment should the matter be concluded at the Labour Court or any subsequent relevant platform and as direct.

### 8. Prepayments

GGDA prepayments consist mainly of licenses, insurance and Business Intelligence subscriptions. AIDC prepayment consists mainly of insurance, software licenses and electricity.

TIHMC share the electricity bill with its tenant in terms of which TIHMC buys bulk prepaid electricity from City of Tshwane and internally bills its tenant as per their consumption.

|                                   | Group         |               | Controlling entity |               |
|-----------------------------------|---------------|---------------|--------------------|---------------|
|                                   | 2025<br>R'000 | 2024<br>R'000 | 2025<br>R'000      | 2024<br>R'000 |
| Prepayments                       | 12 457        | 9 206         | 4 094              | 2 134         |
| Prepayments – Non-current Portion | 206           | 220           | –                  | –             |
|                                   | <b>12 663</b> | <b>9 426</b>  | <b>4 094</b>       | <b>2 134</b>  |
| GGDA Holdings                     | 4 094         | 2 134         | 4 094              | 2 134         |
| AIDC                              | 4 482         | 4 662         | –                  | –             |
| CONHILL                           | 580           | 345           | –                  | –             |
| GIDZ                              | 1 650         | 1 008         | –                  | –             |
| TIHMC                             | 1 857         | 1 277         | –                  | –             |
|                                   | <b>12 663</b> | <b>9 426</b>  | <b>4 094</b>       | <b>2 134</b>  |

## Notes to the Group Annual Financial Statements for the year ended 31 March 2025

### 9. Deposits paid

Deposits paid are mainly rental deposits held by leasing agent and deposits paid for electricity.

|               | Group         |               | Controlling entity |               |
|---------------|---------------|---------------|--------------------|---------------|
|               | 2025<br>R'000 | 2024<br>R'000 | 2025<br>R'000      | 2024<br>R'000 |
| Deposits paid | 4 299         | 4 202         | 616                | 616           |
| GGDA Holdings | 616           | 616           | 616                | 616           |
| AIDC          | 1 026         | 1 009         | –                  | –             |
| GIDZ          | 2 534         | 2 534         | –                  | –             |
| TIHMC         | 123           | 43            | –                  | –             |
|               | <b>4 299</b>  | <b>4 202</b>  | <b>616</b>         | <b>616</b>    |

### 10. Current tax receivable/(payable)

Current tax receivable/(payable) represents amounts receivable/payable from/to South African Revenue Services.

|                        | Group         |               | Controlling entity |               |
|------------------------|---------------|---------------|--------------------|---------------|
|                        | 2025<br>R'000 | 2024<br>R'000 | 2025<br>R'000      | 2024<br>R'000 |
| Current tax receivable | 4 761         | 7 344         | 36                 | 3 622         |
| Current tax payable    | –             | (1 134)       | –                  | –             |
|                        | <b>4 761</b>  | <b>6 210</b>  | <b>36</b>          | <b>3 622</b>  |
| GGDA Holdings          | 36            | 3 622         | 36                 | 3 622         |
| AIDC                   | 1 139         | (1 134)       | –                  | –             |
| GIDZ                   | 2 613         | 2 613         | –                  | –             |
| TIHMC                  | 973           | 1 109         | –                  | –             |
|                        | <b>4 761</b>  | <b>6 210</b>  | <b>36</b>          | <b>3 622</b>  |

Restated refer to note 44.



## Notes to the Group Annual Financial Statements for the year ended 31 March 2025

### 11. VAT receivable

|                                | Group         |               | Controlling entity |               |
|--------------------------------|---------------|---------------|--------------------|---------------|
|                                | 2025<br>R'000 | 2024<br>R'000 | 2025<br>R'000      | 2024<br>R'000 |
| South African Revenue services | 2 513         | 20 432        | -                  | -             |
| AIDC                           | 689           | -             | -                  | -             |
| CONHILL                        | 219           | 323           | -                  | -             |
| GIDZ                           | 1 605         | 20 109        | -                  | -             |
|                                | <b>2 513</b>  | <b>20 432</b> | <b>-</b>           | <b>-</b>      |

Restated refer to note 44.

### 12. Operating lease asset/(liability)

|                                               | Group            |                  | Controlling entity |               |
|-----------------------------------------------|------------------|------------------|--------------------|---------------|
|                                               | 2025<br>R'000    | 2024<br>R'000    | 2025<br>R'000      | 2024<br>R'000 |
| Non-current assets                            | 101 955          | 90 204           | 5                  | -             |
| Current assets                                | 5 492            | 3 540            | -                  | 24            |
| Non-current liabilities                       | (236 251)        | (215 207)        | (50)               | (946)         |
| Current liabilities                           | (946)            | (1 080)          | (946)              | (1 080)       |
| <b>Minimum lease commitments – as lessee:</b> |                  |                  |                    |               |
| – within one year                             | 17 771           | 22 085           | 10 594             | 15 440        |
| – in second to fifth year                     | 36 818           | 41 181           | 1 892              | 8 842         |
| – later than five years                       | 1 194 553        | 1 204 317        | -                  | -             |
|                                               | <b>1 249 142</b> | <b>1 267 583</b> | <b>12 486</b>      | <b>24 282</b> |

The above represents the lease rentals for operating leases of InvestSA offices, Vanderbijlpark, 124 Main street and the GIDZ ACSA lease which is amortised on a straight line basis over the period of the lease.

#### Minimum lease payments due – as lessor:

|                           |                  |                  |              |              |
|---------------------------|------------------|------------------|--------------|--------------|
| – within one year         | (105 080)        | (114 061)        | (353)        | (339)        |
| – in second to fifth year | (319 916)        | (250 343)        | (382)        | -            |
| – later than five years   | (370 316)        | (359 094)        | -            | -            |
|                           | <b>(795 312)</b> | <b>(723 498)</b> | <b>(735)</b> | <b>(339)</b> |

The above future minimum lease rentals represent rental payable under non-cancelable operating leases in the aggregate and for each period.

Restated refer to note 44.

## Notes to the Group Annual Financial Statements for the year ended 31 March 2025

### 13. Investment property

| Group               | 2024          |                                                                          |                         | 2023          |                                                                          |                         |
|---------------------|---------------|--------------------------------------------------------------------------|-------------------------|---------------|--------------------------------------------------------------------------|-------------------------|
|                     | Cost<br>R'000 | Accumulated<br>depreciation<br>and<br>accumulated<br>impairment<br>R'000 | Carrying value<br>R'000 | Cost<br>R'000 | Accumulated<br>depreciation<br>and<br>accumulated<br>impairment<br>R'000 | Carrying value<br>R'000 |
| Investment property | 1 850 844     | (489 687)                                                                | 1 361 157               | 1 779 384     | (443 576)                                                                | 1 335 808               |

#### Reconciliation of investment property – Group – 31 March 2025

|                     | Opening<br>balance | Additions | Disposals | Transfers | Depreciation | Total     |
|---------------------|--------------------|-----------|-----------|-----------|--------------|-----------|
| Investment property | 1 335 808          | 82 742    | (7 475)   | (3 809)   | (46 109)     | 1 361 157 |

#### Reconciliation of investment property – Group – 31 March 2024

|                     | Opening<br>balance | Additions | Transfers | Impairments | Depreciation | Total     |
|---------------------|--------------------|-----------|-----------|-------------|--------------|-----------|
| Investment property | 1 214 422          | 205 084   | (39 976)  | (5 025)     | (38 697)     | 1 335 808 |

Restated refer to note 44.

#### Investment property in the process of being constructed or developed

|                                                                                                                             | Group         |                | Controlling entity |               |
|-----------------------------------------------------------------------------------------------------------------------------|---------------|----------------|--------------------|---------------|
|                                                                                                                             | 2025<br>R'000 | 2024<br>R'000  | 2025<br>R'000      | 2024<br>R'000 |
| <b>Cumulative expenditure recognised in the carrying value of Investment property</b>                                       |               |                |                    |               |
| Opening balance                                                                                                             | 146 609       | 279 278        | –                  | –             |
| Additions                                                                                                                   | 68 330        | 201 712        | –                  | –             |
| Transfers to completed investment property                                                                                  | (135 488)     | (334 381)      | –                  | –             |
|                                                                                                                             | <b>79 451</b> | <b>146 609</b> | <b>–</b>           | <b>–</b>      |
| <b>Carrying value of Investment property that is taking a significantly longer period of time to complete than expected</b> |               |                |                    |               |
| Visitor Centre Building – ConHill                                                                                           | 79 451        | 66 177         | –                  | –             |
| JMP Southern Precinct Top Structures Construction                                                                           | –             | 80 432         | –                  | –             |
|                                                                                                                             | <b>79 451</b> | <b>146 609</b> | <b>–</b>           | <b>–</b>      |

#### Visitors' Centre Building – Conhill

Construction of the Visitors' Centre Building commenced in April 2022 and project was planned to be completed in August 2023. Unfortunately the appointed contractor did not perform as required per construction contract, which left the company with no choice but to terminate the contract. All management interventions governed by construction contract management were unsuccessful. Further delays caused by legal litigations by the service provider prevented the company to start the new procurement process to replace this service provider and resume the construction. The PRT team had been appointed in March 2025. The contractor is anticipated to be appointed in June 2025. It is anticipated that the construction of Visitors' Centre Building will be completed by July 2026.

## Notes to the Group Annual Financial Statements for the year ended 31 March 2025

### 13. Investment property (continued)

|                                                | Group            |                  | Controlling entity |               |
|------------------------------------------------|------------------|------------------|--------------------|---------------|
|                                                | 2025<br>R'000    | 2024<br>R'000    | 2025<br>R'000      | 2024<br>R'000 |
| <b>Details of Group entity carrying values</b> |                  |                  |                    |               |
| AIDC                                           | 358 606          | 362 682          |                    | -             |
| CONHILL                                        | 148 856          | 139 109          | -                  | -             |
| GIDZ                                           | 680 590          | 656 823          | -                  | -             |
| TIHMC                                          | 173 105          | 177 194          | -                  | -             |
|                                                | <b>1 361 157</b> | <b>1 335 808</b> | <b>-</b>           | <b>-</b>      |

Investment property comprises a number of commercial properties that are leased to third parties. Each of the leases contains an initial non-cancelable period which varies between three and 12 years. Subsequent renewals are negotiated with the lessee. No contingent rent is charged.

The entity subsequently accounts for investment property on the cost model. The carrying amount of the investment property is the cost less the accumulated depreciation and any impairment losses.

None of the above investment properties have been pledged as security.

In terms of the PFMA, investment properties can only be sold with the approval of the Executive Authority.

|                                                                        |                 |                 |          |          |
|------------------------------------------------------------------------|-----------------|-----------------|----------|----------|
| <b>Amounts recognised in surplus or deficit</b>                        |                 |                 |          |          |
| Rental revenue from Investment property                                | 141 013         | 131 564         | -        | -        |
| <b>From Investment property that generated rental revenue</b>          |                 |                 |          |          |
| Direct operating expenses (excluding repairs and maintenance)          | (90 048)        | (81 202)        | -        | -        |
| Direct operating expenses from non-rental generating property          | (5 079)         | (9 375)         | -        | -        |
|                                                                        | <b>(95 127)</b> | <b>(90 577)</b> | <b>-</b> | <b>-</b> |
| <b>Expenditure incurred to repair and maintain Investment property</b> |                 |                 |          |          |
| Repairs and maintenance expenditure                                    | 16 119          | 25 746          | -        | -        |

## Notes to the Group Annual Financial Statements for the year ended 31 March 2025

### 14. Property, plant and equipment

| Group                      | 2025             |                                                                          |                            | 2024             |                                                                          |                            |
|----------------------------|------------------|--------------------------------------------------------------------------|----------------------------|------------------|--------------------------------------------------------------------------|----------------------------|
|                            | Cost<br>R'000    | Accumulated<br>depreciation<br>and<br>accumulated<br>impairment<br>R'000 | Carrying<br>value<br>R'000 | Cost<br>R'000    | Accumulated<br>depreciation<br>and<br>accumulated<br>impairment<br>R'000 | Carrying<br>value<br>R'000 |
| Land                       | 9 996            | –                                                                        | 9 996                      | 9 996            | –                                                                        | 9 996                      |
| Buildings                  | 576 439          | (99 090)                                                                 | 477 349                    | 547 435          | (93 871)                                                                 | 453 564                    |
| Furniture and fixtures     | 42 406           | (22 107)                                                                 | 20 299                     | 37 656           | (21 687)                                                                 | 15 969                     |
| Motor vehicles             | 3 801            | (2 504)                                                                  | 1 297                      | 3 651            | (2 255)                                                                  | 1 396                      |
| Office equipment           | 22 334           | (16 171)                                                                 | 6 163                      | 22 383           | (15 197)                                                                 | 7 186                      |
| IT equipment               | 65 036           | (33 883)                                                                 | 31 153                     | 66 001           | (33 477)                                                                 | 32 524                     |
| Leasehold improvements     | –                | –                                                                        | –                          | 355              | (166)                                                                    | 189                        |
| Infrastructure             | 467 881          | (127 090)                                                                | 340 791                    | 356 714          | (110 931)                                                                | 245 783                    |
| Facilities equipment       | 21 250           | (6 358)                                                                  | 14 892                     | 15 785           | (5 198)                                                                  | 10 587                     |
| Training equipment         | 79 883           | (41 437)                                                                 | 38 446                     | 80 164           | (36 536)                                                                 | 43 628                     |
| Communication<br>equipment | 4 797            | (1 559)                                                                  | 3 238                      | 2 677            | (1 596)                                                                  | 1 081                      |
| <b>Total</b>               | <b>1 293 823</b> | <b>(350 199)</b>                                                         | <b>943 624</b>             | <b>1 142 817</b> | <b>(320 914)</b>                                                         | <b>821 903</b>             |

| Controlling entity     | 2025          |                                                                          |                            | 2024          |                                                                          |                            |
|------------------------|---------------|--------------------------------------------------------------------------|----------------------------|---------------|--------------------------------------------------------------------------|----------------------------|
|                        | Cost<br>R'000 | Accumulated<br>depreciation<br>and<br>accumulated<br>impairment<br>R'000 | Carrying<br>value<br>R'000 | Cost<br>R'000 | Accumulated<br>depreciation<br>and<br>accumulated<br>impairment<br>R'000 | Carrying<br>value<br>R'000 |
| Furniture and fixtures | 8 559         | (4 320)                                                                  | 4 239                      | 7 867         | (4 121)                                                                  | 3 746                      |
| Motor vehicles         | 420           | (146)                                                                    | 274                        | 420           | (104)                                                                    | 316                        |
| IT equipment           | 11 676        | (3 435)                                                                  | 8 241                      | 10 291        | (2 908)                                                                  | 7 383                      |
| Leasehold improvements | –             | –                                                                        | –                          | 355           | (166)                                                                    | 189                        |
| Infrastructure         | 18 417        | (845)                                                                    | 17 572                     | –             | –                                                                        | –                          |
| <b>Total</b>           | <b>39 072</b> | <b>(8 746)</b>                                                           | <b>30 326</b>              | <b>18 933</b> | <b>(7 299)</b>                                                           | <b>11 634</b>              |

## Notes to the Group Annual Financial Statements for the year ended 31 March 2025

### 14. Property, plant and equipment (continued)

#### Reconciliation of property, plant and equipment – Group – 31 March 2025

|                            | Opening<br>balance<br>R'000 | Additions<br>R'000 | Disposals<br>R'000 | Transfers<br>R'000 | Depreciation<br>R'000 | Impairment<br>loss<br>R'000 | Total<br>R'000 |
|----------------------------|-----------------------------|--------------------|--------------------|--------------------|-----------------------|-----------------------------|----------------|
| Land                       | 9 996                       | –                  | –                  | –                  | –                     | –                           | 9 996          |
| Buildings                  | 453 564                     | 34 782             | –                  | (4 164)            | (6 833)               | –                           | 477 349        |
| Furniture and fixtures     | 15 969                      | 6 901              | (233)              | –                  | (2 338)               | –                           | 20 299         |
| Motor vehicles             | 1 396                       | 150                | –                  | –                  | (249)                 | –                           | 1 297          |
| Office equipment           | 7 186                       | 598                | (32)               | –                  | (1 589)               | –                           | 6 163          |
| IT equipment               | 32 524                      | 8 420              | (1 650)            | –                  | (8 141)               | –                           | 31 153         |
| Leasehold<br>improvements  | 189                         | –                  | –                  | –                  | (189)                 | –                           | –              |
| Infrastructure             | 245 783                     | 111 167            | –                  | –                  | (15 770)              | (389)                       | 340 791        |
| Facilities equipment       | 10 587                      | 2 118              | (28)               | 3 809              | (1 594)               | –                           | 14 892         |
| Training equipment         | 43 628                      | 316                | (153)              | –                  | (5 345)               | –                           | 38 446         |
| Communication<br>equipment | 1 081                       | 2 444              | (83)               | –                  | (204)                 | –                           | 3 238          |
|                            | <b>821 903</b>              | <b>166 896</b>     | <b>(2 179)</b>     | <b>(355)</b>       | <b>(42 252)</b>       | <b>(389)</b>                | <b>943 624</b> |

#### Reconciliation of property, plant and equipment – Group – 31 March 2024

|                            | Opening<br>balance<br>R'000 | Additions<br>R'000 | Disposals<br>R'000 | Transfers<br>R'000 | Depreciation<br>R'000 | Impairment<br>loss<br>R'000 | Total<br>R'000 |
|----------------------------|-----------------------------|--------------------|--------------------|--------------------|-----------------------|-----------------------------|----------------|
| Land                       | 9 996                       | –                  | –                  | –                  | –                     | –                           | 9 996          |
| Buildings                  | 367 420                     | 92 905             | –                  | –                  | (6 761)               | –                           | 453 564        |
| Furniture and fixtures     | 15 015                      | 3 229              | (151)              | –                  | (2 124)               | –                           | 15 969         |
| Motor vehicles             | 1 728                       | –                  | (71)               | –                  | (261)                 | –                           | 1 396          |
| Office equipment           | 7 613                       | 1 276              | (69)               | –                  | (1 634)               | –                           | 7 186          |
| IT equipment               | 23 161                      | 15 679             | (936)              | 1 884              | (7 264)               | –                           | 32 524         |
| Leasehold improvements     | –                           | 355                | –                  | –                  | (166)                 | –                           | 189            |
| Infrastructure             | 227 319                     | 1 606              | –                  | 33 231             | (14 855)              | (1 518)                     | 245 783        |
| Facilities equipment       | 4 646                       | 2 142              | (14)               | 4 861              | (1 048)               | –                           | 10 587         |
| Training equipment         | 47 838                      | 1 110              | (1)                | –                  | (5 319)               | –                           | 43 628         |
| Communication<br>equipment | 1 183                       | –                  | –                  | –                  | (102)                 | –                           | 1 081          |
|                            | <b>705 919</b>              | <b>118 302</b>     | <b>(1 242)</b>     | <b>39 976</b>      | <b>(39 534)</b>       | <b>(1 518)</b>              | <b>821 903</b> |



## Notes to the Group Annual Financial Statements for the year ended 31 March 2025

### 14. Property, plant and equipment (continued)

#### Reconciliation of property, plant and equipment – Controlling entity – 31 March 2025

|                        | Opening<br>balance<br>R'000 | Additions<br>R'000 | Disposals<br>R'000 | Depreciation<br>R'000 | Impairment<br>loss<br>R'000 | Total<br>R'000 |
|------------------------|-----------------------------|--------------------|--------------------|-----------------------|-----------------------------|----------------|
| Furniture and fixtures | 3 746                       | 927                | (82)               | (352)                 | –                           | 4 239          |
| Motor vehicles         | 316                         | –                  | –                  | (42)                  | –                           | 274            |
| IT equipment           | 7 383                       | 3 232              | (1 197)            | (1 177)               | –                           | 8 241          |
| Leasehold improvements | 189                         | –                  | –                  | (189)                 | –                           | –              |
| Infrastructure         | –                           | 18 417             | –                  | (456)                 | (389)                       | 17 572         |
|                        | <b>11 634</b>               | <b>22 576</b>      | <b>(1 279)</b>     | <b>(2 216)</b>        | <b>(389)</b>                | <b>30 326</b>  |

#### Reconciliation of property, plant and equipment – Controlling entity – 31 March 2024

|                        | Opening<br>balance<br>R'000 | Additions<br>R'000 | Disposals<br>R'000 | Depreciation<br>R'000 | Total<br>R'000 |
|------------------------|-----------------------------|--------------------|--------------------|-----------------------|----------------|
| Furniture and fixtures | 2 936                       | 1 208              | (45)               | (353)                 | 3 746          |
| Motor vehicles         | 358                         | –                  | –                  | (42)                  | 316            |
| IT equipment           | 5 136                       | 3 785              | (404)              | (1 134)               | 7 383          |
| Leasehold improvements | –                           | 355                | –                  | (166)                 | 189            |
|                        | <b>8 430</b>                | <b>5 348</b>       | <b>(449)</b>       | <b>(1 695)</b>        | <b>11 634</b>  |

Restated refer to note 44.

### Change in estimate

In terms of the requirements of GRAP 17 the useful lives of all asset items were reviewed by management at year end. The remaining useful lives expectations of some asset items increased from previous estimates. This resulted in a revision of some of the previous estimates which was accounted for as a change in accounting estimate.

#### Assets subject to finance lease (carrying amount)

|              | Group         |               | Controlling entity |               |
|--------------|---------------|---------------|--------------------|---------------|
|              | 2025<br>R'000 | 2024<br>R'000 | 2025<br>R'000      | 2024<br>R'000 |
| IT equipment | 3 429         | 5 829         | 522                | 1 020         |

## Notes to the Group Annual Financial Statements for the year ended 31 March 2025

### 14. Property, plant and equipment (continued)

#### Reconciliation of Work-in-Progress – Group – 31 March 2025

|                                | Included within<br>Infrastructure &<br>Other Assets<br>R'000 | Included within<br>Buildings<br>R'000 | Total<br>R'000 |
|--------------------------------|--------------------------------------------------------------|---------------------------------------|----------------|
| Opening balance                | 15 918                                                       | 233 660                               | 249 578        |
| Additions/capital expenditure  | 85 719                                                       | 29 017                                | 114 736        |
| Transferred to completed items | –                                                            | (4 164)                               | (4 164)        |
|                                | <b>101 637</b>                                               | <b>258 513</b>                        | <b>360 150</b> |

#### Reconciliation of Work-in-Progress – Group – 31 March 2024

|                               | Included within<br>Infrastructure &<br>Other Assets<br>R'000 | Included within<br>Buildings<br>R'000 | Total<br>R'000 |
|-------------------------------|--------------------------------------------------------------|---------------------------------------|----------------|
| Opening balance               | 15 695                                                       | 140 754                               | 156 449        |
| Additions/capital expenditure | 413                                                          | 92 906                                | 93 319         |
| Impairment                    | (190)                                                        | –                                     | (190)          |
|                               | <b>15 918</b>                                                | <b>233 660</b>                        | <b>249 578</b> |

#### Carrying value of property, plant and equipment that is taking a significantly longer period of time to complete than expected

|                                  | Group          |                | Controlling entity |               |
|----------------------------------|----------------|----------------|--------------------|---------------|
|                                  | 2025<br>R'000  | 2024<br>R'000  | 2025<br>R'000      | 2024<br>R'000 |
| BioPark building – TIHMC         | 251 926        | 224 285        | –                  | –             |
| We are the People Park – ConHill | 14 940         | 11 073         | –                  | –             |
|                                  | <b>266 866</b> | <b>235 358</b> | <b>–</b>           | <b>–</b>      |

#### Biopark building – TIHMC

The construction delays were due to the following factors:

- Procurement of selected sub-contractors for the provisional sum items.
- Late issuing of construction drawings by the PRT.
- Depletion of professional fees for the PRT.
- The revised practical completion date is September 2026.

#### We are the People Park – ConHill

Construction of the Peoples' Park commenced in March 2022 and project was planned to be completed in September 2022. The appointed contractor failed to perform the contracted construction works per contract and failed to pay sub-contractors, which resulted to a termination of contract. During 2023/2024 Financial Year, the company appointed a new PRT and during 2024/2025 the company appointed a contractor and resumed construction in December 2024. It is anticipated that the construction of Peoples' Park will be completed by June 2025.

## Notes to the Group Annual Financial Statements for the year ended 31 March 2025

### 14. Property, plant and equipment (continued)

Expenditure incurred to repair and maintain property, plant and equipment included in Statement of Financial Performance

|                                     | Group         |               | Controlling entity |               |
|-------------------------------------|---------------|---------------|--------------------|---------------|
|                                     | 2025<br>R'000 | 2024<br>R'000 | 2025<br>R'000      | 2024<br>R'000 |
| Buildings                           | 1 185         | 1 799         | -                  | -             |
| Motor vehicles                      | 151           | 32            | 36                 | -             |
| Office equipment                    | 263           | 575           | -                  | -             |
| IT equipment                        | 227           | 42            | 2                  | -             |
| Infrastructure                      | 3 531         | -             | 3 531              | -             |
| Other property, plant and equipment | -             | 39            | -                  | -             |
|                                     | <b>5 357</b>  | <b>2 487</b>  | <b>3 569</b>       | <b>-</b>      |

The group does not have any restrictions or commitments on property, plant and equipment.

### 15. Intangible assets

| Group             | 2025          |                                                                          |                            | 2024          |                                                                          |                            |
|-------------------|---------------|--------------------------------------------------------------------------|----------------------------|---------------|--------------------------------------------------------------------------|----------------------------|
|                   | Cost<br>R'000 | Accumulated<br>amortisation<br>and<br>accumulated<br>impairment<br>R'000 | Carrying<br>value<br>R'000 | Cost<br>R'000 | Accumulated<br>amortisation<br>and<br>accumulated<br>impairment<br>R'000 | Carrying<br>value<br>R'000 |
| Computer software | 9 174         | (3 322)                                                                  | 5 852                      | 8 389         | (2 932)                                                                  | 5 457                      |

| Controlling entity | 2025          |                                                                          |                            | 2024          |                                                                          |                            |
|--------------------|---------------|--------------------------------------------------------------------------|----------------------------|---------------|--------------------------------------------------------------------------|----------------------------|
|                    | Cost<br>R'000 | Accumulated<br>amortisation<br>and<br>accumulated<br>impairment<br>R'000 | Carrying<br>value<br>R'000 | Cost<br>R'000 | Accumulated<br>amortisation<br>and<br>accumulated<br>impairment<br>R'000 | Carrying<br>value<br>R'000 |
| Computer software  | 4 182         | (16)                                                                     | 4 166                      | 3 380         | (13)                                                                     | 3 367                      |

## Notes to the Group Annual Financial Statements for the year ended 31 March 2025

### 15. Intangible assets (continued)

#### Reconciliation of intangible assets – Group – 31 March 2025

|                   | Opening balance | Additions | Disposals | Amortisation | Total |
|-------------------|-----------------|-----------|-----------|--------------|-------|
| Computer software | 5 457           | 1 137     | (139)     | (603)        | 5 852 |

#### Reconciliation of intangible assets – Group – 31 March 2024

|                   | Opening balance | Additions | Amortisation | Total |
|-------------------|-----------------|-----------|--------------|-------|
| Computer software | 5 347           | 635       | (525)        | 5 457 |

#### Reconciliation of intangible assets – Controlling entity – 31 March 2025

|                   | Opening balance | Additions | Amortisation | Total |
|-------------------|-----------------|-----------|--------------|-------|
| Computer software | 3 367           | 801       | (2)          | 4 166 |

#### Reconciliation of intangible assets – Controlling entity – 31 March 2024

|                   | Opening balance | Additions | Amortisation | Total |
|-------------------|-----------------|-----------|--------------|-------|
| Computer software | 3 086           | 283       | (2)          | 3 367 |

The group does not have any restrictions or commitments on intangible assets.

#### Intangible assets with indefinite useful lives

The following classes of intangible assets are not amortised as they are regarded as having indefinite useful lives:

|                                      | Group         |               | Controlling entity |               |
|--------------------------------------|---------------|---------------|--------------------|---------------|
|                                      | 2025<br>R'000 | 2024<br>R'000 | 2025<br>R'000      | 2024<br>R'000 |
| Cost and carrying value of software: |               |               |                    |               |
| Financial and risk management system | 4 465         | 3 392         | 4 147              | 3 344         |

The financial and risk management system is expected to be available for use over an indefinite period. The company expects to derive economic benefits from the system beyond the current reporting period. The useful lives of the intangible assets remain unchanged from the previous year.

### 16. Heritage assets

| Group                                        | 2025           |                                              |                         | 2024           |                                              |                         |
|----------------------------------------------|----------------|----------------------------------------------|-------------------------|----------------|----------------------------------------------|-------------------------|
|                                              | Cost<br>R'000  | Accumulated<br>impairment<br>losses<br>R'000 | Carrying value<br>R'000 | Cost<br>R'000  | Accumulated<br>impairment<br>losses<br>R'000 | Carrying value<br>R'000 |
| Art Collections,<br>antiquities and exhibits | 11 098         | –                                            | 11 098                  | 11 098         | –                                            | 11 098                  |
| Historical buildings                         | 177 587        |                                              | 177 587                 | 177 587        |                                              | 177 587                 |
| <b>Total</b>                                 | <b>188 685</b> |                                              | <b>188 685</b>          | <b>188 685</b> |                                              | <b>188 685</b>          |

## Notes to the Group Annual Financial Statements for the year ended 31 March 2025

### 16. Heritage assets (continued)

#### Reconciliation of heritage assets Group – 31 March 2025

|                                           | Opening balance | Total          |
|-------------------------------------------|-----------------|----------------|
| Art Collections, antiquities and exhibits | 11 098          | 11 098         |
| Historical buildings                      | 177 587         | 177 587        |
|                                           | <b>188 685</b>  | <b>188 685</b> |

#### Reconciliation of heritage assets Group – 31 March 2024

|                                           | Opening balance | Total          |
|-------------------------------------------|-----------------|----------------|
| Art Collections, antiquities and exhibits | 11 098          | 11 098         |
| Historical buildings                      | 177 587         | 177 587        |
|                                           | <b>188 685</b>  | <b>188 685</b> |

#### Ancillary use of Heritage Asset

The financial statements shall disclose information about the alternative use and value of heritage assets that are used by the entity for more than one purpose

|                         | Group         |               | Controlling entity |               |
|-------------------------|---------------|---------------|--------------------|---------------|
|                         | 2025<br>R'000 | 2024<br>R'000 | 2025<br>R'000      | 2024<br>R'000 |
| Revenue from venue hire | 3 527         | 6 398         | –                  | –             |
| Rental for offices      | 3 923         | 6 772         | –                  | –             |
| Admission fees          | 4 472         | 4 247         | –                  | –             |
| Other                   | 2 172         | 3 745         | –                  | –             |

#### Heritage assets in the process of being constructed or developed

##### Cumulative expenditure recognised in the carrying value of Heritage assets

|                 |       |       |   |   |
|-----------------|-------|-------|---|---|
| Opening balance | 6 381 | 6 381 | – | – |
|-----------------|-------|-------|---|---|

The heritage asset wip consists of exhibition procured for new visitors centre building still under construction by the service provider. The delay in completing the manufacturing and installation of these exhibitions is due to delays on construction of Visitors Centre Building.

#### Expenditure incurred to repair and maintain heritage assets

##### Expenditure incurred to repair and maintain heritage assets included in Statement of Financial Performance

|                    |              |              |          |          |
|--------------------|--------------|--------------|----------|----------|
| Artefacts          | 21           | 569          | –        | –        |
| Historic buildings | 4 184        | 3 466        | –        | –        |
|                    | <b>4 205</b> | <b>4 035</b> | <b>–</b> | <b>–</b> |



## Notes to the Group Annual Financial Statements for the year ended 31 March 2025

### 17. Investments in controlled entities

| Name of company                                             | % holding 2025 | % holding 2024 | Carrying amount 2025 | Carrying amount 2024 |
|-------------------------------------------------------------|----------------|----------------|----------------------|----------------------|
| Supplier Park Development Company                           | 100%           | 100%           | 27                   | 27                   |
| The Innovation Hub Management Company*                      | 100%           | 100%           | –                    | –                    |
| Gauteng IDZ Development Company*                            | 100%           | 100%           | –                    | –                    |
| Constitution Hill Development Company                       | 87%            | 87%            | 384 380              | 384 380              |
| Total cost amount                                           |                |                | 384 407              | 384 407              |
| Accumulated impairment of investment in controlled entities | –              | –              | (125 323)            | (125 323)            |
| Total carrying amount                                       |                |                | <b>259 084</b>       | <b>259 084</b>       |

The net asset values of investments in subsidiaries is shown below:

- The Innovation Hub Management Company – R541m (2024: R515m)
- Supplier Park Development Company – R797m (2024: R753m)
- Constitution Hill Development Company – R350m (2024: R345m)
- Gauteng IDZ Development Company – R936m (2024: R822m)

The investment in ConHill Development Company is made up of equity loans which have no repayment terms and are interest free. The primary factor that was considered when impairing the loan account to ConHill was the accumulated loss posted by ConHill. The only impaired investment is the ConHill loan. The minority interest in ConHill relates to the Johannesburg Development Agency who own 13% shares in ConHill.

\* The investment in TIHMC and the GIDZ is made up of 100 shares valued at R1, thus the amount is rounded to zero as the financials are rounded to R'000.

#### Reconciliation of provision for impairment of investments in controlled entities

|                                       | Controlling entity |                  |
|---------------------------------------|--------------------|------------------|
|                                       | 2025<br>R'000      | 2024<br>R'000    |
| Balance at the beginning of the year  | (125 323)          | (125 323)        |
| Adjustments                           | –                  | –                |
| <b>Balance at the end of the year</b> | <b>(125 323)</b>   | <b>(125 323)</b> |

Refer to note 40 for related-party transactions and balances.

## Notes to the Group Annual Financial Statements for the year ended 31 March 2025

### 18. Deferred tax

|                                           | Group            |                  | Controlling entity |                  |
|-------------------------------------------|------------------|------------------|--------------------|------------------|
|                                           | 2025<br>R'000    | 2024<br>R'000    | 2025<br>R'000      | 2024<br>R'000    |
| <b>Deferred tax asset</b>                 |                  |                  |                    |                  |
| Provisions                                | 15 311           | 15 249           | 3 417              | 2 760            |
| Amounts received in advance               | 78 223           | 98 428           | 78 223             | 98 428           |
| Assessed loss                             | 76 675           | 62 198           | -                  | -                |
| Straight lining of leases                 | 269              | 255              | 269                | 255              |
| Doubtful debt allowances                  | 622              | -                | -                  | -                |
| Finance lease                             | 202              | 373              | 157                | 290              |
| Lease liability                           | 63 774           | 57 851           | -                  | -                |
| <b>Total gross deferred tax asset</b>     | <b>235 076</b>   | <b>234 354</b>   | <b>82 066</b>      | <b>101 733</b>   |
| <b>Deferred tax liability</b>             |                  |                  |                    |                  |
| Property, plant and equipment             | (43 378)         | (40 468)         | (2 743)            | (1 694)          |
| Investment property                       | (10 291)         | (7 547)          | -                  | -                |
| Intangible assets                         | (884)            | (759)            | (884)              | (759)            |
| Prepayments                               | (2 045)          | (2 040)          | (176)              | (295)            |
| Lease asset                               | (25 259)         | (21 605)         | -                  | -                |
| Straight lining of leases                 | (4 020)          | (4 254)          | -                  | -                |
| Doubtful debt allowances                  | (1 815)          | (2 222)          | -                  | -                |
| Finance lease                             | 291              | 538              | -                  | -                |
| Section 24 C allowance                    | (110 338)        | (124 790)        | (78 223)           | (98 428)         |
| <b>Total gross deferred tax liability</b> | <b>(197 739)</b> | <b>(203 147)</b> | <b>(82 026)</b>    | <b>(101 176)</b> |

| Entity       | 2025<br>Deferred<br>tax<br>asset | 2025<br>Deferred tax<br>Liability | 2025<br>Net Deferred<br>Tax<br>asset/(liability) | 2024<br>Deferred<br>tax<br>asset | 2024<br>Deferred<br>tax<br>Liability | 2024<br>Net Deferred<br>Tax<br>asset/(liability) |
|--------------|----------------------------------|-----------------------------------|--------------------------------------------------|----------------------------------|--------------------------------------|--------------------------------------------------|
| GGDA Holding | 82 066                           | (82 026)                          | 40                                               | 101 733                          | (101 176)                            | 557                                              |
| AIDC         | 7 095                            | (25 307)                          | (18 212)                                         | 8 243                            | (26 498)                             | (18 255)                                         |
| GIDZ         | 137 956                          | (89 445)                          | 48 511                                           | 115 524                          | (74 512)                             | 41 012                                           |
| TIHMC        | 7 959                            | (961)                             | 6 998                                            | 8 854                            | (961)                                | 7 893                                            |
|              | <b>235 076</b>                   | <b>(197 739)</b>                  | <b>37 337</b>                                    | <b>234 354</b>                   | <b>(203 147)</b>                     | <b>31 207</b>                                    |

## Notes to the Group Annual Financial Statements for the year ended 31 March 2025

### 18. Deferred tax (continued)

|                                                          | Group         |               | Controlling entity |               |
|----------------------------------------------------------|---------------|---------------|--------------------|---------------|
|                                                          | 2025<br>R'000 | 2024<br>R'000 | 2025<br>R'000      | 2024<br>R'000 |
| Net deferred tax asset                                   | 55 549        | 49 462        | 40                 | 557           |
| Net deferred tax liability                               | (18 212)      | (18 255)      | –                  | –             |
| <b>Reconciliation of deferred tax asset\ (liability)</b> |               |               |                    |               |
| At beginning of year                                     | 31 207        | 27 379        | 557                | 2 512         |
| Increases (decrease) in tax loss available for set       | 15 700        | 20 225        | –                  | –             |
| Taxable/(deductible) temporary difference movement       | (8 986)       | (17 556)      | (785)              | (1 955)       |
| Other movements -originating temporary differences       | (852)         | 572           | –                  | –             |
| Prior year over/(under) provision                        | 268           | 587           | 268                | –             |
| <b>Balance at the end of year</b>                        | <b>37 337</b> | <b>31 207</b> | <b>40</b>          | <b>557</b>    |

Restated refer to note 44.

### 19. Finance lease obligation

|                                                    | Group         |               | Controlling entity |               |
|----------------------------------------------------|---------------|---------------|--------------------|---------------|
|                                                    | 2025<br>R'000 | 2024<br>R'000 | 2025<br>R'000      | 2024<br>R'000 |
| <b>Minimum lease payments due</b>                  |               |               |                    |               |
| – within one year                                  | 3 220         | 3 219         | 590                | 590           |
| – in second to fifth year                          | 131           | 3 332         | 29                 | 619           |
|                                                    | 3 351         | 6 551         | 619                | 1 209         |
| less: future finance charges                       | (202)         | (721)         | (38)               | (134)         |
| <b>Present value of minimum lease payments</b>     | <b>3 149</b>  | <b>5 830</b>  | <b>581</b>         | <b>1 075</b>  |
| <b>Present value of minimum lease payments due</b> |               |               |                    |               |
| – within one year                                  | 3 019         | 2 701         | 552                | 494           |
| – in second to fifth year                          | 130           | 3 129         | 29                 | 581           |
|                                                    | 3 149         | 5 830         | 581                | 1 075         |
| Non-current liabilities                            | 239           | 3 129         | 29                 | 581           |
| Current liabilities                                | 2 910         | 2 701         | 552                | 494           |
|                                                    | 3 149         | 5 830         | 581                | 1 075         |

The group holds certain IT equipment under finance lease obligations.

## Notes to the Group Annual Financial Statements for the year ended 31 March 2025

### 20. Payables from exchange transactions

|                                                     | Group         |               | Controlling entity |               |
|-----------------------------------------------------|---------------|---------------|--------------------|---------------|
|                                                     | 2025<br>R'000 | 2024<br>R'000 | 2025<br>R'000      | 2024<br>R'000 |
| Trade payables                                      | 7 489         | 12 181        | 3 102              | 1 329         |
| Payments received in advanced – contract in process | 9 981         | 7 478         | 1 240              | –             |
| Other payables                                      | 1 726         | 2 021         | –                  | –             |
| Accrued expenses                                    | 39 859        | 55 473        | 30 883             | 42 786        |
|                                                     | <b>59 055</b> | <b>77 153</b> | <b>35 225</b>      | <b>44 115</b> |

The ageing of all trade and other payables is current (within 30 days).

Restated refer to note 44.

### 21. VAT payable

|      | Group         |               | Controlling entity |               |
|------|---------------|---------------|--------------------|---------------|
|      | 2025<br>R'000 | 2024<br>R'000 | 2025<br>R'000      | 2024<br>R'000 |
| SARS | –             | 846           | –                  | –             |
| AIDC | –             | 846           | –                  | –             |

### 22. Provisions

#### Reconciliation of provisions – Group – 31 March 2025

|                                        | Opening<br>balance<br>R'000 | Additions<br>R'000 | Utilised during<br>the year<br>R'000 | Reversed<br>during the year<br>R'000 | Change in<br>discount factor<br>R'000 | Total<br>R'000 |
|----------------------------------------|-----------------------------|--------------------|--------------------------------------|--------------------------------------|---------------------------------------|----------------|
| Bonus                                  | 26 450                      | 30 252             | (25 828)                             | (947)                                | –                                     | 29 927         |
| Leave pay                              | 8 679                       | 4 888              | (4 175)                              | (400)                                | –                                     | 8 992          |
| External bulk<br>infrastructure – road | 12 794                      | –                  | –                                    | –                                    | (1 190)                               | 11 604         |
|                                        | <b>47 923</b>               | <b>35 140</b>      | <b>(30 003)</b>                      | <b>(1 347)</b>                       | <b>(1 190)</b>                        | <b>50 523</b>  |

#### Reconciliation of provisions – Group – 31 March 2024

|                                        | Opening<br>balance<br>R'000 | Additions<br>R'000 | Utilised during<br>the year<br>R'000 | Reversed<br>during the year<br>R'000 | Change in<br>discount factor<br>R'000 | Total<br>R'000 |
|----------------------------------------|-----------------------------|--------------------|--------------------------------------|--------------------------------------|---------------------------------------|----------------|
| Bonus                                  | 31 591                      | 24 849             | (21 870)                             | (8 120)                              | –                                     | 26 450         |
| Leave pay                              | 8 029                       | 5 236              | (4 257)                              | (329)                                | –                                     | 8 679          |
| External bulk<br>infrastructure – road | 11 518                      | –                  | –                                    | –                                    | 1 276                                 | 12 794         |
|                                        | <b>51 138</b>               | <b>30 085</b>      | <b>(26 127)</b>                      | <b>(8 449)</b>                       | <b>1 276</b>                          | <b>47 923</b>  |

## Notes to the Group Annual Financial Statements for the year ended 31 March 2025

### 22. Provisions (continued)

#### Reconciliation of provisions – Controlling entity – 31 March 2025

|           | Opening<br>Balance<br>R'000 | Additions<br>R'000 | Utilised during<br>the year<br>R'000 | Total<br>R'000 |
|-----------|-----------------------------|--------------------|--------------------------------------|----------------|
| Bonus     | 6 569                       | 11 183             | (8 559)                              | 9 193          |
| Leave pay | 3 653                       | 3 463              | (3 653)                              | 3 463          |
|           | <b>10 222</b>               | <b>14 646</b>      | <b>(12 212)</b>                      | <b>12 656</b>  |

#### Reconciliation of provisions – Controlling entity – 31 March 2024

|           | Opening<br>Balance<br>R'000 | Additions<br>R'000 | Utilised during<br>the year<br>R'000 | Reversed<br>during the year<br>R'000 | Total<br>R'000 |
|-----------|-----------------------------|--------------------|--------------------------------------|--------------------------------------|----------------|
| Bonus     | 9 750                       | 6 569              | (6 905)                              | (2 845)                              | 6 569          |
| Leave pay | 3 385                       | 3 653              | (3 385)                              | –                                    | 3 653          |
|           | <b>13 135</b>               | <b>10 222</b>      | <b>(10 290)</b>                      | <b>(2 845)</b>                       | <b>10 222</b>  |

|                         | Group         |               | Controlling entity |               |
|-------------------------|---------------|---------------|--------------------|---------------|
|                         | 2025<br>R'000 | 2024<br>R'000 | 2025<br>R'000      | 2024<br>R'000 |
| Non-current liabilities | 11 604        | 2 601         | –                  | –             |
| Current liabilities     | 38 919        | 45 322        | 12 656             | 10 222        |
|                         | <b>50 523</b> | <b>47 923</b> | <b>12 656</b>      | <b>10 222</b> |

The bonus and leave provision represent management's best estimate of the company liability.

For the performance bonuses, the provision raised estimates the amount of the provision based on the anticipated performance of employees. This anticipated performance is based on experience with the employees of the company, taking into account performance trends in the prior periods. The amount of the performance bonus is determined with reference to the salary scales as at the end of the financial year.

For the provision for leave pay, the amount is based on accumulated leave day balances at the end of the financial year after taking into account the forfeited leave days as per the approved GGDA Group policies.

#### External bulk infrastructure – road (TIHMC)

Provision for external bulk infrastructure cost is for the residual obligation in terms of site development for road works as required by the City of Tshwane. TIHMC was granted 121 000sqm of development rights (bulk gross floor area) however, the current Service Level Agreement has placed a cap or limitation on the TIHMC bulk uptake to 40 000 sqm. TIHMC may not exercise its total development rights (allowable bulk) of 121 000sqm until it has discharged its residual obligations in terms of such agreement. It is therefore required from the entity to construct the agreed upon external road infrastructure in line with the Service Level Agreement to be able to utilise the full development rights. Provision has been made for this cost based on the estimated present value of future cash flows arising from the road construction cost expected as at 31 March 2025. The discount rate used for the present value calculation was based on prime rate.

Restated refer to note 44.



## Notes to the Group Annual Financial Statements for the year ended 31 March 2025

### 23. Unutilised conditional government grant

|                                                      | Group          |                | Controlling entity |                |
|------------------------------------------------------|----------------|----------------|--------------------|----------------|
|                                                      | 2025<br>R'000  | 2024<br>R'000  | 2025<br>R'000      | 2024<br>R'000  |
| <b>Reconciliation of unutilised government grant</b> |                |                |                    |                |
| Balance at the beginning of the year                 | 703 500        | 929 005        | 356 608            | 470 547        |
| Surrender of funds to Treasury                       | –              | (480)          | –                  | (480)          |
| Receipts – Grant                                     | 632 338        | 641 943        | 631 588            | 617 682        |
| The <b>dtic</b> receipts                             | –              | 6 847          | –                  | 4 848          |
| Conditional grants received                          | 4 782          | 2 400          | –                  | –              |
| Transfers to subsidiaries                            | –              | –              | (405 161)          | (427 157)      |
| Operating and capital expenditures                   | (736 398)      | (865 932)      | (294 832)          | (310 449)      |
| Capitalisation of the <b>dtic</b> interest           | 8 902          | 13 921         | 1 513              | 1 617          |
| Strategic project expenses                           | (23 403)       | (24 204)       | –                  | –              |
|                                                      | <b>589 721</b> | <b>703 500</b> | <b>289 716</b>     | <b>356 608</b> |
| Current liabilities                                  | 589 721        | 703 500        | 289 716            | 356 608        |

Unutilised government grants represent the amount of grant funding that was received for specific GGDA projects and/or operational expenditure in relation to projects, which had not been utilised (i.e. transferred/deferred/ expensed committed) at year end.

At group level unutilised grants comprise MTEF grants of R414 million (2024: R465 million), and Non-MTEF grants of R176 million (2024: 239 million).

#### Controlling entity

Included in unutilised grants are third-party funds relating to the SEZ and the Department of Trade, Industry and Competition (the **dtic**) for conditional grants:

|                                          | Controlling entity |                |
|------------------------------------------|--------------------|----------------|
|                                          | 2025<br>R'000      | 2024<br>R'000  |
| <b>Unutilised grants MTEF</b>            |                    |                |
| Balance at the beginning of the year     | 324 060            | 439 261        |
| Receipts – Grant                         | 631 588            | 617 682        |
| Surrender of funds to Treasury           | –                  | (480)          |
| Transfers to subsidiaries                | (405 161)          | (427 157)      |
| Operating and capital expenditures       | (289 253)          | (305 246)      |
|                                          | <b>261 234</b>     | <b>324 060</b> |
| <b>Unutilised grant Non-MTEF</b>         |                    |                |
| Balance at the beginning of the year     | 32 548             | 31 286         |
| Receipts – Grant                         | –                  | 4 848          |
| Capitalisation of interest               | 1 513              | 1 617          |
| Operating and capital expenditures       | (5 579)            | (5 203)        |
|                                          | <b>28 482</b>      | <b>32 548</b>  |
| <b>Total unutilised government grant</b> | <b>289 716</b>     | <b>356 608</b> |

## Notes to the Group Annual Financial Statements for the year ended 31 March 2025

### 24. Deposits received

|                   | Group         |               | Controlling entity |               |
|-------------------|---------------|---------------|--------------------|---------------|
|                   | 2025<br>R'000 | 2024<br>R'000 | 2025<br>R'000      | 2024<br>R'000 |
| Deposits received | 19 637        | 14 700        | –                  | –             |

Deposit received as at 31 March 2025 relates to the deposit charged on all tenants accounts' upon signature of the lease. The deposit is required as a security to cover amongst others, possible damages to rental property, non payment of rental, earlier termination of lease, etc. The deposit is refundable on expiry of the lease term and vacation of occupied space by tenant.

|         |               |               |          |          |
|---------|---------------|---------------|----------|----------|
| AIDC    | 12 420        | 7 994         | –        | –        |
| CONHILL | 364           | 362           | –        | –        |
| GIDZ    | 2 162         | 1 727         | –        | –        |
| TIHMC   | 4 691         | 4 617         | –        | –        |
|         | <b>19 637</b> | <b>14 700</b> | <b>–</b> | <b>–</b> |

### 25. Share capital

|                                        | Group         |               | Controlling entity |               |
|----------------------------------------|---------------|---------------|--------------------|---------------|
|                                        | 2025<br>R'000 | 2024<br>R'000 | 2025<br>R'000      | 2024<br>R'000 |
| <b>Authorised</b>                      |               |               |                    |               |
| 4 000 Ordinary shares of R1 each       |               |               |                    |               |
| <b>Issued</b>                          |               |               |                    |               |
| 100 Ordinary shares issued at R1 each* | –             | –             | –                  | –             |

\* The 100 ordinary shares issued relate to shares issued to the GDED.

### 26. Revenue from exchange transactions

|                                    | Group          |                | Controlling entity |               |
|------------------------------------|----------------|----------------|--------------------|---------------|
|                                    | 2025<br>R'000  | 2024<br>R'000  | 2025<br>R'000      | 2024<br>R'000 |
| Rental income                      | 143 006        | 138 336        | –                  | –             |
| Rental of facilities and equipment | 5 750          | 11 489         | –                  | –             |
| Project income                     | 19 172         | 18 832         | –                  | –             |
| Rendering of services              | 139 349        | 125 145        | –                  | –             |
| Admission fees                     | 4 472          | 4 247          | –                  | –             |
| Sale of goods                      | 13             | 174            | –                  | –             |
|                                    | <b>311 762</b> | <b>298 223</b> | <b>–</b>           | <b>–</b>      |

Restated refer to note 44.

## Notes to the Group Annual Financial Statements for the year ended 31 March 2025

### 27. Revenue from non-exchange transactions

|                                  | Group          |                | Controlling entity |                |
|----------------------------------|----------------|----------------|--------------------|----------------|
|                                  | 2025<br>R'000  | 2024<br>R'000  | 2025<br>R'000      | 2024<br>R'000  |
| Grants for operating expenditure | 456 120        | 521 644        | 271 452            | 304 819        |
| Grants for capital expenditure   | 230 334        | 311 919        | 23 380             | 5 630          |
| Transfers to subsidiaries        | –              | –              | 405 161            | 427 157        |
| Grants for projects              | 62 469         | 58 428         | –                  | –              |
|                                  | <b>748 923</b> | <b>891 991</b> | <b>699 993</b>     | <b>737 606</b> |

### 28. Other income

|                           | Group         |               | Controlling entity |               |
|---------------------------|---------------|---------------|--------------------|---------------|
|                           | 2025<br>R'000 | 2024<br>R'000 | 2025<br>R'000      | 2024<br>R'000 |
| Debt impairment recovered | –             | 7 753         | –                  | –             |
| Sundry income             | 18 370        | 11 414        | 3 964              | 1 284         |
|                           | <b>18 370</b> | <b>19 167</b> | <b>3 964</b>       | <b>1 284</b>  |
| GGDA Holdings             | 3 964         | 1 284         | 3 964              | 1 284         |
| AIDC                      | 12 043        | 8 765         | –                  | –             |
| CONHILL                   | 1 479         | 8 322         | –                  | –             |
| GIDZ                      | 19            | 78            | –                  | –             |
| TIHMC                     | 865           | 718           | –                  | –             |
|                           | <b>18 370</b> | <b>19 167</b> | <b>3 964</b>       | <b>1 284</b>  |

### 29. Grants transferred

|                                               | Group         |               | Controlling entity |                |
|-----------------------------------------------|---------------|---------------|--------------------|----------------|
|                                               | 2025<br>R'000 | 2024<br>R'000 | 2025<br>R'000      | 2024<br>R'000  |
| Supplier Park Development Company SOC Ltd     | –             | –             | 75 411             | 75 690         |
| The Innovation Hub Management Company SOC Ltd | –             | –             | 128 299            | 182 951        |
| Constitution Hill Development Company SOC Ltd | –             | –             | 57 634             | 58 388         |
| Gauteng IDZ Development Company SOC Ltd       | –             | –             | 143 817            | 110 129        |
|                                               | <b>–</b>      | <b>–</b>      | <b>405 161</b>     | <b>427 158</b> |

## Notes to the Group Annual Financial Statements for the year ended 31 March 2025

### 30. Employee related costs

|                                     | Group          |                | Controlling entity |                |
|-------------------------------------|----------------|----------------|--------------------|----------------|
|                                     | 2025<br>R'000  | 2024<br>R'000  | 2025<br>R'000      | 2024<br>R'000  |
| Basic                               | 276 265        | 278 915        | 106 194            | 111 616        |
| Bonus                               | 29 279         | 16 728         | 11 157             | 3 724          |
| Medical aid – company contributions | 378            | 562            | –                  | –              |
| Pension                             | 28 519         | 28 824         | 11 986             | 13 033         |
| UIF                                 | 810            | 868            | 227                | 259            |
| WCA                                 | 304            | 335            | –                  | –              |
| SDL                                 | 3 001          | 3 030          | 1 144              | 1 195          |
| Salaries – Leave Accrual            | 916            | 1 755          | (190)              | 268            |
| Staff Travel Claims                 | 2 238          | 2 461          | 783                | 1 052          |
| Staff Uniforms                      | –              | 274            | –                  | –              |
| Staff Welfare                       | 1 414          | 1 009          | 995                | 692            |
| Staff Recruitment                   | 1 386          | 3 148          | 922                | 1 793          |
| Staff Training                      | 5 510          | 4 765          | 3 474              | 2 512          |
| Life Insurance                      | 4 406          | 5 007          | 2 429              | 2 927          |
|                                     | <b>354 426</b> | <b>347 681</b> | <b>139 121</b>     | <b>139 071</b> |

Pension contributions are included in the total Cost To Company of employees. An amount of 11.4% of the total package is allocated to a defined contribution plan managed by Alexander Forbes.

Previously pension were classified and disclosed with salaries previously, in the current year salary and pension have been reclassified and disclosed separately for fair presentation.

Restated refer to note 44.

## Notes to the Group Annual Financial Statements for the year ended 31 March 2025

### 31. General expenditure

|                                        | Group          |                | Controlling entity |                |
|----------------------------------------|----------------|----------------|--------------------|----------------|
|                                        | 2025<br>R'000  | 2024<br>R'000  | 2025<br>R'000      | 2024<br>R'000  |
| Advertising                            | 419            | 344            | 377                | 279            |
| Auditors remuneration – External audit | 8 989          | 7 404          | 3 362              | 2 683          |
| Auditors remuneration – Internal audit | 7 375          | 5 349          | 6 189              | 4 020          |
| Bank charges                           | 380            | 408            | 43                 | 46             |
| Bad debts written off                  | 8 953          | 1 636          | –                  | –              |
| Debt impairment                        | 2 004          | 2 471          | –                  | –              |
| Bad debts written off                  | –              | (2)            | –                  | –              |
| Cleaning                               | 12 909         | 10 233         | 565                | 394            |
| Commission paid                        | 164            | 51             | –                  | –              |
| Legal expenses                         | 17 611         | 13 363         | 17 311             | 12 994         |
| Consulting and professional fees       | 41 622         | 40 325         | 27 082             | 20 553         |
| Stationery and Consumables             | 4 665          | 5 845          | 1 453              | 1 428          |
| Donations                              | 326            | –              | –                  | –              |
| Catering and Venue hire                | 8 450          | 9 160          | 4 772              | 6 325          |
| Rental of equipment                    | 183            | 595            | –                  | –              |
| Insurance                              | 6 055          | 5 883          | 1 126              | 1 153          |
| Conferences and seminars               | 10 533         | 17 437         | 9 438              | 13 861         |
| IT expenses                            | 21 838         | 22 644         | 9 512              | 8 277          |
| Marketing                              | 32 760         | 27 359         | 18 582             | 11 389         |
| Municipal Rates & Levies               | 110 071        | 117 328        | 10                 | 11             |
| Fuel and oil                           | 877            | 1 375          | 28                 | 25             |
| Security                               | 34 801         | 29 540         | 1 511              | 3              |
| Subscriptions and membership fees      | 3 595          | 3 985          | 2 590              | 1 958          |
| Telephones                             | 1 538          | 1 654          | 617                | 706            |
| Travel – local                         | 1 538          | 1 923          | 787                | 618            |
| Travel – International                 | 2 215          | 1 606          | 2 001              | 1 464          |
| Sewerage and waste disposal            | 1 530          | 746            | –                  | –              |
| Uniforms                               | 1 104          | 149            | –                  | –              |
| Management fees                        | 2 697          | 1 815          | –                  | –              |
| Heritage and Support                   | 10 655         | 7 424          | –                  | –              |
| Project expense*                       | 2 500          | –              | 2 500              | –              |
| Township Industrial Hubs Maintenance   | 11 416         | 54 896         | 11 416             | 54 896         |
| Directors Fees – Board                 | 6 830          | 7 853          | 3 317              | 3 951          |
| Other expenses                         | 33             | 117            | –                  | –              |
| Garden                                 | 998            | 1 426          | –                  | –              |
|                                        | <b>378 596</b> | <b>402 342</b> | <b>124 589</b>     | <b>147 034</b> |

\*Project expense consist of Conhill Visitors Centre Project R2.5m (2024: R0m).

To improve the disclosure, the expenditure was reclassified. Refer to note 44



## Notes to the Group Annual Financial Statements for the year ended 31 March 2025

### 32. Finance income

|                                                 | Group         |               | Controlling entity |               |
|-------------------------------------------------|---------------|---------------|--------------------|---------------|
|                                                 | 2025<br>R'000 | 2024<br>R'000 | 2025<br>R'000      | 2024<br>R'000 |
| Cash and Cash equivalents                       | 64 264        | 64 941        | 36 586             | 39 499        |
| Interest charged on trade and other receivables | 2 073         | 1 374         | –                  | –             |
| Interest received – other                       | 1 132         | 1 150         | 126                | 238           |
|                                                 | <b>67 469</b> | <b>67 465</b> | <b>36 712</b>      | <b>39 737</b> |

### 33. Finance costs

|                     | Group         |               | Controlling entity |               |
|---------------------|---------------|---------------|--------------------|---------------|
|                     | 2025<br>R'000 | 2024<br>R'000 | 2025<br>R'000      | 2024<br>R'000 |
| Finance leases      | 519           | 723           | 96                 | 140           |
| Other interest paid | 1 407         | 1 395         | –                  | –             |
|                     | <b>1 926</b>  | <b>2 118</b>  | <b>96</b>          | <b>140</b>    |

### 34. Taxation

|                                                            | Group         |               | Controlling entity |               |
|------------------------------------------------------------|---------------|---------------|--------------------|---------------|
|                                                            | 2025<br>R'000 | 2024<br>R'000 | 2025<br>R'000      | 2024<br>R'000 |
| <b>Major components of the tax expense</b>                 |               |               |                    |               |
| <b>Current</b>                                             |               |               |                    |               |
| Local income tax – current period                          | 26 273        | 26 666        | 10 659             | 8 800         |
| <b>Deferred</b>                                            |               |               |                    |               |
| Originating and reversing temporary differences            | (5 847)       | (3 988)       | 517                | 1 955         |
|                                                            | <b>20 426</b> | <b>22 678</b> | <b>11 176</b>      | <b>10 755</b> |
| <b>Reconciliation of the tax expense</b>                   |               |               |                    |               |
| Reconciliation between accounting surplus and tax expense. |               |               |                    |               |
| Accounting surplus                                         | 238 004       | 354 748       | 38 642             | 38 038        |
| Tax at the applicable tax rate of 27% (2024: 27%)          | 64 431        | 96 156        | 10 433             | 10 272        |
| <b>Tax effect of adjustments on taxable income</b>         |               |               |                    |               |
| Deferred tax effect on temporary differences               | (37 663)      | (55 699)      | –                  | –             |
| Non-deductible expenses                                    | 2 502         | 1 888         | 1 010              | 483           |
| Non-taxable income                                         | (7 549)       | (24 380)      | –                  | –             |
| Prior year over/(under)provision                           | (267)         | (515)         | (267)              | –             |
| Utilisation of assessed loss                               | (120)         | 54            | –                  | –             |
| Permanent differences                                      | (908)         | 4 798         | –                  | –             |
| Unwinding of provision                                     | –             | 376           | –                  | –             |
|                                                            | <b>20 426</b> | <b>22 678</b> | <b>11 176</b>      | <b>10 755</b> |

Restated refer to note 44.

## Notes to the Group Annual Financial Statements for the year ended 31 March 2025

### 35. Cash generated from (used in) operations

|                                                               | Group          |                | Controlling entity |                 |
|---------------------------------------------------------------|----------------|----------------|--------------------|-----------------|
|                                                               | 2025<br>R'000  | 2024<br>R'000  | 2025<br>R'000      | 2024<br>R'000   |
| Surplus                                                       | 217 423        | 331 917        | 27 466             | 27 283          |
| <b>Adjustments for:</b>                                       |                |                |                    |                 |
| Depreciation and amortisation                                 | 88 966         | 78 751         | 2 218              | 1 697           |
| Loss on disposal of assets                                    | 99             | 1 063          | 1 279              | 449             |
| Finance costs                                                 | 1 624          | 1 666          | -                  | -               |
| Impairment loss                                               | 351            | 7 737          | 389                | -               |
| Bad debts written off                                         | 8 953          | 1 636          | -                  | -               |
| Movements in operating lease assets and accruals              | 7 207          | 10 704         | (1 011)            | (175)           |
| Movements in provisions                                       | 2 600          | (4 610)        | 2 434              | (2 913)         |
| Movement in tax receivable and payable                        | 969            | 3 949          | 3 586              | 2 834           |
| Annual charge for deferred tax                                | (8 576)        | (3 758)        | 516                | 1 955           |
| Other non-cash items – finance lease obligation, deemed grant | (44 938)       | (106 358)      | (37)               | -               |
| <b>Changes in working capital:</b>                            |                |                |                    |                 |
| Receivables from exchange transactions                        | (10 787)       | (15 648)       | 2 359              | (5 218)         |
| Receivables from non-exchange transactions                    | 480            | -              | -                  | -               |
| Prepayments                                                   | (3 237)        | 2 302          | (1 960)            | (337)           |
| Other financial assets                                        | (10 433)       | (859)          | (5 335)            | -               |
| Payables from exchange transactions                           | (9 604)        | 11 858         | (8 890)            | 21 999          |
| VAT                                                           | 17 073         | 2 617          | -                  | -               |
| Unspent conditional grants and receipts                       | (122 779)      | (220 546)      | (66 892)           | (119 939)       |
| Deposits Paid                                                 | (97)           | (435)          | -                  | -               |
| Deposits received                                             | 4 937          | 1 902          | -                  | -               |
| Inventories                                                   | (3)            | 91             | -                  | -               |
|                                                               | <b>140 228</b> | <b>103 979</b> | <b>(43 878)</b>    | <b>(72 365)</b> |

### 36. Tax paid

|                                                           | Group           |                 | Controlling entity |                 |
|-----------------------------------------------------------|-----------------|-----------------|--------------------|-----------------|
|                                                           | 2025<br>R'000   | 2024<br>R'000   | 2025<br>R'000      | 2024<br>R'000   |
| Balance at beginning of the year                          | 7 327           | 10 274          | 3 622              | 6 456           |
| Current tax for the year recognised in surplus or deficit | (25 899)        | (26 719)        | (10 659)           | (8 800)         |
| Refund from SARS                                          | (3 780)         | (9 922)         | (3 730)            | (6 694)         |
| SARS interest & penalties                                 | 112             | 991             | 108                | 238             |
| Balance at end of the year                                | (6 999)         | (7 327)         | (36)               | (3 622)         |
|                                                           | <b>(29 239)</b> | <b>(32 703)</b> | <b>(10 695)</b>    | <b>(12 422)</b> |

Restated refer to note 44.

## Notes to the Group Annual Financial Statements for the year ended 31 March 2025

### 37. Commitments

|                                                    | Group          |                | Controlling entity |                |
|----------------------------------------------------|----------------|----------------|--------------------|----------------|
|                                                    | 2025<br>R'000  | 2024<br>R'000  | 2025<br>R'000      | 2024<br>R'000  |
| <b>Authorised capital expenditure</b>              |                |                |                    |                |
| <b>Already contracted for but not provided for</b> |                |                |                    |                |
| Property, plant and equipment                      | 430 117        | 66 755         | –                  | –              |
| Investment property                                | 80 043         | 139 952        | –                  | –              |
| Heritage assets                                    | 5 981          | 5 981          | –                  | –              |
|                                                    | <b>516 141</b> | <b>212 688</b> | <b>–</b>           | <b>–</b>       |
| <b>Total capital commitments</b>                   |                |                |                    |                |
| Already contracted for but not provided for        | 516 141        | 212 688        | –                  | –              |
| <b>Authorised operational expenditure</b>          |                |                |                    |                |
| <b>Already contracted for but not provided for</b> |                |                |                    |                |
| Operational and other commitments                  | 214 314        | 176 127        | 102 654            | 71 637         |
| Contracts                                          | 138 569        | 100 935        | 111 929            | 96 115         |
|                                                    | <b>352 883</b> | <b>277 062</b> | <b>214 583</b>     | <b>167 752</b> |
| <b>Total operational commitments</b>               |                |                |                    |                |
| Already contracted for but not provided for        | 352 883        | 277 062        | 214 583            | 167 752        |
| <b>Total commitments</b>                           |                |                |                    |                |
| <b>Total commitments</b>                           |                |                |                    |                |
| Authorised capital expenditure                     | 516 141        | 212 688        | –                  | –              |
| Authorised operational expenditure                 | 352 883        | 277 062        | 214 583            | 167 752        |
|                                                    | <b>869 024</b> | <b>489 750</b> | <b>214 583</b>     | <b>167 752</b> |

## Notes to the Group Annual Financial Statements for the year ended 31 March 2025

### 38. Contingencies

#### Contingent liabilities

##### GGDA

GGDA is involved in two matters related to a construction project:

- 1) A claim of R2 million has been lodged by the professional team for supervision costs incurred beyond the practical completion date. The professional team suspended works and initiated a claim against the GGDA. The matter is pending arbitration, with resolution expected in the 2026 financial year.
- 2) The construction contractor has submitted a claim of R20 million for uncertified construction works. This matter is also pending arbitration and is expected to be finalised in the 2026 financial year.

No provision has been recognized in respect of these claims as the outcome cannot be reliably estimated at this stage.

##### GIDZ

The contractor that has terminated their construction early, has put in a counter claim against GIDZ, of R52.5 million, which GIDZ disputes as invalid. This will be adjudicated during a dispute resolution and legal process, which the parties are engaged in.

##### AIDC

###### Construction contractor

AIDC has a contractual dispute with a construction contractor. The dispute is with regards to construction works for alleged additional work rendered and not paid by AIDC. The claim against AIDC is R1.5 million.

###### Consulting services

AIDC has contractual dispute emanating from the SLA for the investment transaction advisory services. The transaction advisory services related to the ASP phase 3 and 5 expansion project. State institution funders terminated the processing, after it had been provisionally confirmed for processing. AIDC informed the Service Provider of the unsuccessful transaction and terminated the SLA. The parties subsequently engaged in discussions to settle the matter amicably to no avail. The claim against AIDC amounts to R7 million

###### Labour matters

AIDC has one labour matter at labour court. As per legal expert's assessment the estimated amount of potential liability will be salary of the plaintiff amounting to R2.9 million that CCMA awarded.

##### TIHMC

The TIHMC is engaged in litigation regarding remuneration matters with former employees. The TIHMC has assessed the probability of success in these matters as high.

#### Contingent assets

##### GIDZ

GIDZ has a contingent asset of R37 million with regards to an amount that is owed to them by a construction company, who terminated their construction early, and who has also simultaneously returned security material which was on site, to their own supplier. In addition, GIDZ has damage claims against the same contractor, of a further R13.5 million. GIDZ is following a legal process to recover the money.

## Notes to the Group Annual Financial Statements for the year ended 31 March 2025

### 39. Irregular expenditure and Fruitless and wasteful expenditure

|                                    | Group         |               | Controlling entity |               |
|------------------------------------|---------------|---------------|--------------------|---------------|
|                                    | 2025<br>R'000 | 2024<br>R'000 | 2025<br>R'000      | 2024<br>R'000 |
| Irregular expenditure              | –             | 1 243         | –                  | 654           |
| Fruitless and wasteful expenditure | 39            | 65            | –                  | –             |
| <b>Closing balance</b>             | <b>39</b>     | <b>1 308</b>  | <b>–</b>           | <b>654</b>    |

#### Details of irregular expenditure

##### Details of irregular expenditure – current year

There is no irregular expenditure in current year Details of irregular expenditure – prior year

#### GGDA

##### Technical Evaluation Irregularity

During the prior year, an irregularity was identified in the technical evaluation of a request for quotation for professional services.

A service provider was disqualified during the functionality evaluation stage for not achieving the minimum required score of 70 points, based on the assessment of submitted documents. The service provider should have progressed to the Price and Preferential Procurement Goals Evaluation stage and would likely have been awarded the quotation.

An amount of R654 thousand has been identified as irregular expenditure. Disciplinary steps, if any, are pending the outcome of a formal determination test, which will be conducted in line with the Irregular Expenditure Framework.

#### TIHMC

##### Banqueting Services.

During the financial year 2023/2024 management identified non compliance to the preferential procurement policy framework act. The purchase order amount was exceeded without prior approval by the Accounting Officer. An amount of R334 000 has been identified as irregular expenditure.

##### Emergency Diesel Procurement.

During the financial year, the auditors identified non compliance with the preferential procurement policy framework act on the emergency procurement of diesel supplied for power disruption in the park. Management's view was to procure this services in case of emergency and only utilise the purchase order for emergency purposes. However the auditor's view and conclusion was that emergency purchase order cannot be utilised multiple times which led to all transactions after the first transaction of the purchase order amounting to R255 000 be regarded as irregular expenditure. An amount of R255 000 has been identified as irregular expenditure.

#### Details of fruitless and wasteful expenditure

##### Details of fruitless and wasteful expenditure –current year:

#### TIHMC

The fruitless and wasteful expenditure amounting to R39 000 is a result of late payment of compensation fund.

##### Details of fruitless and wasteful expenditure – Prior year:

#### TIHMC

During the financial year 2023/2024 management identified the non compliance to the Treasury Regulation. The booking for the international travel was confirmed with the travel agency and due to unforeseen circumstances ,the international travel did not take place and that left TIHMC with the outstanding amount still to be paid amounting to R65 000.



## Notes to the Group Annual Financial Statements for the year ended 31 March 2025

### 40. Related parties

#### Relationships

|                                                     |                                                                                                                                                                                     |
|-----------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Provincial Government                               | Gauteng Provincial Government                                                                                                                                                       |
| Ultimate controlling entity                         | Gauteng Department of Economic Development                                                                                                                                          |
| Subsidiaries of Gauteng Growth & Development Agency | The Innovation Hub Management Company<br>Supplier Park Development Company<br>Constitution Hill Development Company<br>Gauteng IDZ Development Company                              |
| Gauteng Department of Economic Development Agencies | Gauteng Growth & Development Agency<br>Gauteng Gambling Board<br>Gauteng Tourism Authority<br>Gauteng Enterprise Propeller<br>Gauteng Liquor Board<br>Cradle of Human Kind Dinokeng |
| Shared management team                              | AIDC Development Centre ESDA Non Profit Company                                                                                                                                     |
| Executive management and non-executive directors    | Refer to note 41                                                                                                                                                                    |

|                                                                                             | Group         |               | Controlling entity |               |
|---------------------------------------------------------------------------------------------|---------------|---------------|--------------------|---------------|
|                                                                                             | 2025<br>R'000 | 2024<br>R'000 | 2025<br>R'000      | 2024<br>R'000 |
| <b>Related party balances</b>                                                               |               |               |                    |               |
| <b>Amounts included in Payables from exchange transactions regarding related parties</b>    |               |               |                    |               |
| Constitution Hill Development Company SOC Limited                                           | –             | –             | –                  | 65            |
| The Innovation Hub Management Company SOC Limited                                           | –             | –             | 62                 | –             |
| <b>Amounts included in receivables from exchange transactions regarding related parties</b> |               |               |                    |               |
| G-Fleet Management                                                                          | 88            | 176           | –                  | –             |
| Supplier Park Development Company SOC Limited                                               | –             | –             | 485                | 568           |
| Constitution Hill Development Company SOC Limited                                           | –             | –             | 185                | 3 616         |
| Gauteng IDZ Development Company SOC Limited                                                 | –             | –             | 259                | 145           |
| The Innovation Hub Management Company SOC Limited                                           | –             | –             | 205                | 1 488         |
| Gauteng Department of Economic Development                                                  | 823           | –             | 823                | –             |
| Gauteng Tourism Authority                                                                   | 162           | –             | 162                | –             |

## Notes to the Group Annual Financial Statements for the year ended 31 March 2025

### 40. Related parties (continued)

#### Investments in controlled entities

Refer to note 17 which details investments in controlled entities which are held at cost less any impairments.

|                                                        | Group         |               | Controlling entity |               |
|--------------------------------------------------------|---------------|---------------|--------------------|---------------|
|                                                        | 2025<br>R'000 | 2024<br>R'000 | 2025<br>R'000      | 2024<br>R'000 |
| <b>Related party transactions</b>                      |               |               |                    |               |
| <b>Grants received/returned from related parties</b>   |               |               |                    |               |
| Gauteng Department of Economic Development             | 631 588       | 617 682       | 631 588            | 617 682       |
| <b>Grants paid to related parties*</b>                 |               |               |                    |               |
| Supplier Park Development Company SOC Limited          | –             | –             | 75 411             | 75 690        |
| Constitution Hill Development Company SOC Limited      | –             | –             | 57 633             | 58 388        |
| Gauteng IDZ Development Company SOC Limited            | –             | –             | 143 817            | 110 129       |
| The Innovation Hub Management Company SOC Limited      | –             | –             | 128 299            | 182 951       |
| <b>Rent and other expenses paid to related parties</b> |               |               |                    |               |
| Gauteng Office of the Premier                          | –             | –             | –                  | –             |
| Gauteng Department of Social Development & Agriculture | –             | 912           | –                  | –             |
| Constitution Hill Development Company SOC Limited      | –             | –             | 136                | 147           |
| The Innovation Hub Management Company SOC Limited      | –             | –             | 183                | 67            |
| Gauteng Department of Economic Development             | 29 825        | 25 666        | 29 825             | 25 666        |
| G-Fleet Management                                     | 1 056         | 1 012         | –                  | –             |

\* Included in the related party transactions for these entities is a transaction relating to services-in-kind in terms of GRAP 23 for infrastructure projects carried out on their behalf. This is not significant in relation to the entities operations and the services fail to satisfy the criteria recognition of revenue from non-exchange transactions as they cannot be measured reliably and thus no value has been attached to the transactions.

The GGDA Holdings in addition makes payments on behalf of its subsidiaries and related entities for the following expenses namely insurance, board fees, salaries, internal audit fees and ICT expenses, these costs are then invoiced to the subsidiaries and related entities to recoup the payment made on their behalf.

## Notes to the Group Annual Financial Statements for the year ended 31 March 2025

### 41. Executive management and directors emoluments

#### Executive

##### 2025

|                                    | Remuneration<br>R'000 | Other benefits<br>R'000 | Total<br>R'000 |
|------------------------------------|-----------------------|-------------------------|----------------|
| Mr S Zamxaka (Acting Group CEO)    | 892                   | 139                     | 1 031          |
| Mr M Baatjies (Group CFO)          | 2 966                 | 397                     | 3 363          |
| Mr S Marala                        | 2 672                 | 452                     | 3 124          |
| Mr M Mathema                       | 2 569                 | 305                     | 2 874          |
| Mr I Mogorosi                      | 1 992                 | 66                      | 2 058          |
| Mr S Molalabangwe – contract ended | 687                   | 19                      | 706            |
| Mr A Motlhale                      | 2 525                 | 91                      | 2 616          |
| Ms F Kubheka                       | 2 329                 | 328                     | 2 657          |
| Ms ZA Fakude (Acting)              | 89                    | –                       | 89             |
| Ms M Tshabalala*                   | 3 392                 | 34                      | 3 426          |
|                                    | <b>20 113</b>         | <b>1 831</b>            | <b>21 944</b>  |

##### 2024

|                                         |               |              |               |
|-----------------------------------------|---------------|--------------|---------------|
| Ms M Tshabalala (Group CEO)             | 860           | 30           | 890           |
| Mr J Chand (Group COO) – contract ended | 2 071         | 568          | 2 639         |
| Mr M Baatjies (Group CFO)               | 2 524         | 358          | 2 882         |
| Mr S Marala                             | 2 497         | 636          | 3 133         |
| Mr M Mathema                            | 2 221         | 509          | 2 730         |
| Mr I Mogorosi                           | 1 862         | 243          | 2 105         |
| Mr S Molalabangwe                       | 2 074         | 73           | 2 147         |
| Mr A Motlhale                           | 2 360         | 93           | 2 453         |
| Adv P Holl – contract ended             | 1 579         | 52           | 1 631         |
| Ms F Kubheka                            | 2 177         | 125          | 2 302         |
|                                         | <b>20 225</b> | <b>2 687</b> | <b>22 912</b> |

\* GGDA entered into a separation agreement with former Group CEO, Ms Mosa Tshabalala. The separation agreement was finalised on 23 April 2024.

## Notes to the Group Annual Financial Statements for the year ended 31 March 2025

### 41. Executive management and directors emoluments (continued)

#### Non-executive

2025

|                                    | Fees<br>R'000 | Total<br>R'000 |
|------------------------------------|---------------|----------------|
| <b>Board of Directors</b>          |               |                |
| Mr C Cornish (Chairperson)         | 106           | 106            |
| Ms R Letwaba (Deputy Chairperson)  | 249           | 249            |
| Ms J Mosebi-Koka                   | 44            | 44             |
| Mr L Stuurman                      | 65            | 65             |
| Mr M Tampe                         | 44            | 44             |
| Ms D Tsotetsi                      | 194           | 194            |
| Ms P Monama                        | 46            | 46             |
| Adv K Maja                         | 251           | 251            |
| Ms P Mbanjwa                       | 37            | 37             |
| Mr K Sukdev                        | 176           | 176            |
| Ms Van Eck                         | 134           | 134            |
| Dr E Ndwandwe                      | 171           | 171            |
| <b>Outgoing members</b>            |               |                |
| Ms T Godongwana                    | 21            | 21             |
| Mr K Matabane                      | 98            | 98             |
| Mr D Maimela                       | 73            | 73             |
| Dr S Vilakazi                      | 74            | 74             |
| Mr T Fakude                        | 62            | 62             |
| Adv L Mokgatle                     | 47            | 47             |
| <b>Board Subcommittee Members*</b> |               |                |
| Dr B Mabizela                      | 29            | 29             |
| Dr N Skeepers                      | 89            | 89             |
| Mr B Gantile                       | 52            | 52             |
| Mr S Mbele                         | 29            | 29             |
| Ms C Maluleka                      | 55            | 55             |
| Ms J Phiri                         | 52            | 52             |
| Ms N Mashologu                     | 45            | 45             |
| Mr A Latchu                        | 37            | 37             |
| Mr L Mbokotho                      | 5             | 5              |
|                                    | <b>2 285</b>  | <b>2 285</b>   |

\* These subcommittee members do not form part of the Board of Directors.

## Notes to the Group Annual Financial Statements for the year ended 31 March 2025

### 41. Executive management and directors emoluments (continued)

2024

|                                    | Fees<br>R'000 | Total<br>R'000 |
|------------------------------------|---------------|----------------|
| <b>Board of Directors</b>          |               |                |
| Adv K Maja (Chairperson)           | 246           | 246            |
| Mr K Matabane (Deputy Chairperson) | 159           | 159            |
| Ms T Godongwana                    | 222           | 222            |
| Ms T Kutumela                      | 32            | 32             |
| Ms R Letwaba                       | 231           | 231            |
| Mr D Maimela                       | 234           | 234            |
| Dr S Vilakazi                      | 306           | 306            |
| Mr T Fakude                        | 205           | 205            |
| Adv L Mokgatle                     | 201           | 201            |
| Mr K Sukdev                        | 242           | 242            |
| Ms D Tsotetsi                      | 111           | 111            |
| Ms M Van Eck                       | 96            | 96             |
| Dr E Ndwandwe                      | 100           | 100            |
| <b>Board Subcommittee Members*</b> |               |                |
| Dr B Mabizela                      | 39            | 39             |
| Dr C Morema                        | 40            | 40             |
| Dr L Konar                         | 40            | 40             |
| Dr N Skeepers                      | 50            | 50             |
| Dr R Mamphiswana                   | 34            | 34             |
| Mr B Gantile                       | 47            | 47             |
| Mr B Mboniswa                      | 23            | 23             |
| Mr G More                          | 24            | 24             |
| Mr M Sebothoma                     | 24            | 24             |
| Mr P Nyandu                        | 16            | 16             |
| Mr P Mofokeng                      | 24            | 24             |
| Mr R Moeng                         | 24            | 24             |
| Mr R Maboja                        | 29            | 29             |
| Mr S Mbele                         | 21            | 21             |
| Mr X Zulu                          | 40            | 40             |
| Ms C Maluleka                      | 39            | 39             |
| Ms J Phiri                         | 42            | 42             |
| Ms N Thanjekwayo                   | 32            | 32             |
| Ms N Mashologu                     | 47            | 47             |
| Mr A Latchu                        | 8             | 8              |
|                                    | <b>3 028</b>  | <b>3 028</b>   |

\* These subcommittee members do not form part of the Board of Directors.



## Notes to the Group Annual Financial Statements for the year ended 31 March 2025

### 41. Executive management and directors emoluments (continued)

#### Members of audit and risk committee

##### 2025

|                                   | Fees<br>R'000 | Total<br>R'000 |
|-----------------------------------|---------------|----------------|
| Mr K Sukdev (Chairperson)         | 186           | 186            |
| Ms P Mbanjwa                      | 20            | 20             |
| Ms F Serutha                      | 21            | 21             |
| Ms Van Eck                        | 157           | 157            |
| Mr M Tampe                        | 21            | 21             |
| <b>Outgoing committee members</b> |               |                |
| Dr L Konar                        | 121           | 121            |
| Mr K Matabane                     | 111           | 111            |
| Mr T Ditshwane                    | 137           | 137            |
| Ms Mangoma                        | 121           | 121            |
| Ms N Thanjekwayo                  | 137           | 137            |
|                                   | <b>1 032</b>  | <b>1 032</b>   |

#### Members of audit and risk committee

##### 2024

|                                   | Fees<br>R'000 | Total<br>R'000 |
|-----------------------------------|---------------|----------------|
| Mr K Sukdev (Chairperson)         | 154           | 154            |
| Dr L Konar                        | 26            | 26             |
| Mr K Matabane                     | 26            | 26             |
| Mr T Ditshwane                    | 127           | 127            |
| Ms Mangoma                        | 127           | 127            |
| Ms N Thanjekwayo                  | 26            | 26             |
| Ms M van Eck                      | 27            | 27             |
| <b>Outgoing committee members</b> | –             | –              |
| Mr T Fakude                       | 86            | 86             |
| Adv L Mokgatle                    | 72            | 72             |
| Mr A Latchu                       | 93            | 93             |
| Mr G Yende                        | 75            | 75             |
| Ms T Godongwana                   | 89            | 89             |
|                                   | <b>928</b>    | <b>928</b>     |

## Notes to the Group Annual Financial Statements for the year ended 31 March 2025

### 42. Financial instruments and risk management

#### Categories of financial instruments

##### Total Financial Assets – Group

|                                        | At amortised<br>cost<br>2025<br>R'000 | Total<br>2025<br>R'000 | At amortised<br>cost<br>2024<br>R'000 | Total<br>2024<br>R'000 |
|----------------------------------------|---------------------------------------|------------------------|---------------------------------------|------------------------|
| Cash and cash equivalents              | 994 630                               | 994 630                | 1 053 401                             | 1 053 401              |
| Receivables from exchange transactions | 40 785                                | 40 785                 | 32 768                                | 32 768                 |
| Other financial assets                 | 22 801                                | 22 801                 | 12 368                                | 12 368                 |
| Deposits paid                          | 4 299                                 | 4 299                  | 4 202                                 | 4 202                  |
|                                        | <b>1 062 515</b>                      | <b>1 062 515</b>       | <b>1 102 739</b>                      | <b>1 102 739</b>       |

##### Total Financial Liabilities – Group

|                                     | At amortised<br>cost<br>2025<br>R'000 | Total<br>2025<br>R'000 | At amortised<br>cost<br>2024<br>R'000 | Total<br>2024<br>R'000 |
|-------------------------------------|---------------------------------------|------------------------|---------------------------------------|------------------------|
| Payables from exchange transactions | 59 055                                | 59 055                 | 77 153                                | 77 153                 |
| Deposits received                   | 19 637                                | 19 637                 | 14 700                                | 14 700                 |
| Finance lease obligation            | 3 149                                 | 3 149                  | 5 830                                 | 5 830                  |
|                                     | <b>81 841</b>                         | <b>81 841</b>          | <b>97 683</b>                         | <b>97 683</b>          |

##### Total Financial Assets – Company

|                                        | At amortised<br>cost<br>2025<br>R'000 | Total<br>2025<br>R'000 | At amortised<br>cost<br>2024<br>R'000 | Total<br>2024<br>R'000 |
|----------------------------------------|---------------------------------------|------------------------|---------------------------------------|------------------------|
| Cash and cash equivalents              | 439 133                               | 439 133                | 506 844                               | 506 844                |
| Receivables from exchange transactions | 3 482                                 | 3 482                  | 5 841                                 | 5 841                  |
| Other financial assets                 | 5 335                                 | 5 335                  | –                                     | –                      |
| Deposits paid                          | 616                                   | 616                    | 616                                   | 616                    |
|                                        | <b>448 566</b>                        | <b>448 566</b>         | <b>513 301</b>                        | <b>513 301</b>         |

##### Total Financial Liabilities – Company

|                                     | At amortised<br>cost<br>2025<br>R'000 | Total<br>2025<br>R'000 | At amortised<br>cost<br>2024<br>R'000 | Total<br>2024<br>R'000 |
|-------------------------------------|---------------------------------------|------------------------|---------------------------------------|------------------------|
| Payables from exchange transactions | 35 225                                | 35 225                 | 44 115                                | 44 115                 |
| Finance lease obligation            | 581                                   | 581                    | 1 075                                 | 1 075                  |
|                                     | <b>35 806</b>                         | <b>35 806</b>          | <b>45 190</b>                         | <b>45 190</b>          |

## Notes to the Group Annual Financial Statements for the year ended 31 March 2025

### 42. Financial instruments and risk management (continued)

#### Capital risk management

The Board's policy is to maintain a strong capital base so as to maintain creditor and market confidence and to sustain future development of the business.

The group manages its capital to ensure that the company will be able to continue as a going concern while delivering sustainable services to consumers through the optimisation of the debt and equity balance. The group's overall strategy remains unchanged from the prior year.

The capital structure of the group consists of debt, cash and cash equivalents and equity. Equity includes all Funds and Reserves of the company, presented in the Statement of Net Assets.

#### Financial risk management

The Board has overall responsibility for the establishment and oversight of the group's risk management framework. The group's risk management policies are established to identify and analyse the risks faced by the group, to set appropriate risk limits and controls and to monitor risks and adherence to limits.

Due to the largely trading nature of activities and the way in which they are financed, the group is exposed to various financial risks noted below. However, Financial Assets and Liabilities are generated by day-to-day operational activities and are not held to manage the risks facing the group in undertaking its activities.

The group manages the financial risks relating to the operations through internal policies and procedures. Compliance with policies and procedures is reviewed by the internal auditors on a continuous basis, and annually by the external auditors. The group does not enter into or trade financial instruments for speculative purposes. Further quantitative disclosures are included throughout these Annual Financial Statements.

#### Significant risks

The company has exposure to the following risks from its operations:

- Market risk;
- Interest rate risk;
- Credit risk; and
- Liquidity risk.

Risks and exposures are disclosed as follows:

#### Market risk

The group ensures that it reviews its cash management strategies to ensure interest income is maximised.

There has been no change to the group's exposure to market risks or the manner in which it manages and measures the risk.

#### Interest rate risk

Potential concentrations of interest rate risk consist mainly of variable rate deposit investments, other receivables, bank and cash balances.

In the case of deposits received and paid, no interest is accrued on such deposits, which limits the group's exposure. The net effect of deposits received and paid is insignificant to the group's operations.

## Notes to the Group Annual Financial Statements for the year ended 31 March 2025

### 42. Financial instruments and risk management (continued)

#### Credit risk

The group has a sound credit control and debt collection policy and obtains sufficient collateral, where appropriate, as a means of mitigating the risk of financial loss from defaults. The group uses its own trading records to assess its major customers. The group's exposure of its counterparties are monitored regularly.

Potential concentrations of credit rate risk consist mainly of variable rate deposit investments, rental and lease debtors, other debtors, bank and cash balances.

Trade and Other Receivables are amounts owed by tenants and other organs of state are presented net of impairment losses. The group has a credit risk policy in place, but the exposure to credit risk is monitored on an ongoing basis. The group is compelled in terms of its constitutional mandate to collect all revenue due.

In the case of debtors whose accounts become in arrears, necessary actions are instituted against these debtors including a 'restriction of services' However, as a last resort, accounts are 'handed over for collection' as applicable in terms of Debt Management Policy.

There were no material changes in the exposure to credit risk and its objectives, policies and processes for managing and measuring the risk during the year under review. The group's maximum exposure to credit risk is represented by the carrying value of each financial asset in the Statement of Financial Position, without taking into account the value of any collateral obtained. The group has no significant concentration of credit risk, with exposure spread over a large number of entities, and is not concentrated in any particular sector or geographical area.

The group establishes an allowance for impairment that represents its estimate of anticipated losses in respect of trade and other receivables.

The maximum credit risk exposure in respect of the relevant financial instruments is as follows:

|                                        | Group            |                  | Controlling entity |                |
|----------------------------------------|------------------|------------------|--------------------|----------------|
|                                        | 2025<br>R'000    | 2024<br>R'000    | 2025<br>R'000      | 2024<br>R'000  |
| Cash and cash equivalents              | 994 630          | 1 053 401        | 439 133            | 506 844        |
| Receivables from exchange transactions | 40 785           | 32 768           | 3 482              | 5 841          |
| Other financial assets                 | 22 801           | 12 368           | 5 335              | –              |
| Deposits paid                          | 4 299            | 4 202            | 616                | 616            |
| <b>Maximum credit risk exposure</b>    | <b>1 062 515</b> | <b>1 102 739</b> | <b>448 566</b>     | <b>513 301</b> |

The major concentrations of credit risk that arise from the company's trade and other receivables in relation to customer classification are as follows:

#### Exchange debtors:

|                                                          |              |              |              |              |
|----------------------------------------------------------|--------------|--------------|--------------|--------------|
| – Rental                                                 | 88 %         | 85 %         | –%           | –%           |
| – Other services                                         | 1 %          | 1 %          | –%           | –%           |
| Other debtors                                            | 11 %         | 14 %         | 100 %        | 100 %        |
| <b>Total credit risk for trade and other receivables</b> | <b>100 %</b> | <b>100 %</b> | <b>100 %</b> | <b>100 %</b> |

## Notes to the Group Annual Financial Statements for the year ended 31 March 2025

### 42. Financial instruments and risk management (continued)

#### Credit quality of financial assets:

The credit quality of financial assets can be assessed by reference to external credit ratings (if available) or to historical information about counterparty default rates:

|                                                | Group         |               | Controlling entity |               |
|------------------------------------------------|---------------|---------------|--------------------|---------------|
|                                                | 2025<br>R'000 | 2024<br>R'000 | 2025<br>R'000      | 2024<br>R'000 |
| <b>Receivables from Exchange Transactions</b>  |               |               |                    |               |
| Counterparties without external credit rating: |               |               |                    |               |
| B rating                                       | 11 713        | 14 356        | –                  | –             |
| C rating                                       | 14 169        | 10 833        | –                  | –             |
| Below C rating                                 | 10 024        | 5 464         | –                  | –             |
| Unrated                                        | 2 593         | 2 155         | –                  | –             |
|                                                | <b>38 499</b> | <b>32 808</b> | <b>–</b>           | <b>–</b>      |

#### Credit quality groupings:

- B rating – Good behaviour, minor risk
- C rating – Fair trade risk
- Below C rating – Poor trade risk

None of the financial assets that are fully performing have been renegotiated in the year under review. Financial assets that are neither past due nor impaired and either past due or impaired:

#### Financial assets neither past due nor impaired:

|                                                             |               |               |              |              |
|-------------------------------------------------------------|---------------|---------------|--------------|--------------|
| Exchange debtors – Rental                                   | 16 850        | 16 364        | –            | –            |
| – Other services                                            | 1 646         | 2 244         | –            | –            |
| Other debtors                                               | 3 098         | 2 668         | 2 624        | 2 403        |
| <b>Total Financial assets neither past due nor impaired</b> | <b>21 594</b> | <b>21 276</b> | <b>2 624</b> | <b>2 403</b> |

#### Financial assets past due, but not impaired:

|                                                         |               |               |            |              |
|---------------------------------------------------------|---------------|---------------|------------|--------------|
| Exchange debtors – Rental                               | 11 105        | 7 850         | –          | –            |
| – Other services                                        | 6 744         | 4 805         | –          | –            |
| Other debtors                                           | 2 537         | 4 728         | 857        | 3 438        |
| <b>Total financial assets past due but not Impaired</b> | <b>20 386</b> | <b>17 383</b> | <b>857</b> | <b>3 438</b> |

#### Financial assets impaired:

|                                        |               |               |          |          |
|----------------------------------------|---------------|---------------|----------|----------|
| Exchange debtors – Rental              | 16 466        | 16 670        | –        | –        |
| – Other services                       | 5 088         | 5 048         | –        | –        |
| Other debtors                          | 125           | –             | –        | –        |
| <b>Total financial assets impaired</b> | <b>21 679</b> | <b>21 718</b> | <b>–</b> | <b>–</b> |



## Notes to the Group Annual Financial Statements for the year ended 31 March 2025

### 42. Financial instruments and risk management (continued)

#### Liquidity risk

Ultimate responsibility for liquidity risk management rests with the Board, which has built an appropriate liquidity risk management framework for the management of the group's short, medium and long-term funding and liquidity management requirements. The group manages liquidity risk by maintaining adequate reserves, banking facilities and negotiating access to additional funding with its shareholder. The group continuously monitors forecast and actual cash flows and matching the maturity profiles of financial assets and liabilities.

#### Group

|                                     | Less than<br>1 year<br>R'000 | Between<br>1 and 2 years<br>R'000 | Between<br>2 and 5 years<br>R'000 | Over<br>5 years<br>R'000 |
|-------------------------------------|------------------------------|-----------------------------------|-----------------------------------|--------------------------|
| <b>At 31 March 2025</b>             |                              |                                   |                                   |                          |
| Payables from exchange transactions | 49 074                       | –                                 | –                                 | –                        |
| Deposits received                   | 19 637                       | –                                 | –                                 | –                        |
| Finance lease obligation            | 2 910                        | 239                               | –                                 | –                        |

|                                     | Less than<br>1 year<br>R'000 | Between<br>1 and 2 years<br>R'000 | Between<br>2 and 5 years<br>R'000 | Over<br>5 years<br>R'000 |
|-------------------------------------|------------------------------|-----------------------------------|-----------------------------------|--------------------------|
| <b>At 31 March 2024</b>             |                              |                                   |                                   |                          |
| Payables from exchange transactions | 69 674                       | –                                 | –                                 | –                        |
| Deposits received                   | 14 700                       | –                                 | –                                 | –                        |
| Finance lease obligation            | 2 701                        | 3 130                             | –                                 | –                        |

#### Controlling entity

|                                     | Less than<br>1 year<br>R'000 | Between<br>1 and 2 years<br>R'000 | Between<br>2 and 5 years<br>R'000 | Over<br>5 years<br>R'000 |
|-------------------------------------|------------------------------|-----------------------------------|-----------------------------------|--------------------------|
| <b>At 31 March 2025</b>             |                              |                                   |                                   |                          |
| Payables from exchange transactions | 33 985                       | –                                 | –                                 | –                        |
| Finance lease obligation            | 552                          | 29                                | –                                 | –                        |

|                                     | Less than<br>1 year<br>R'000 | Between<br>1 and 2 years<br>R'000 | Between<br>2 and 5 years<br>R'000 | Over<br>5 years<br>R'000 |
|-------------------------------------|------------------------------|-----------------------------------|-----------------------------------|--------------------------|
| <b>At 31 March 2024</b>             |                              |                                   |                                   |                          |
| Payables from exchange transactions | 44 115                       | –                                 | –                                 | –                        |
| Finance lease obligation            | 494                          | 581                               | –                                 | –                        |

The group has access to funding to be provided by the Gauteng Provincial Government for the 2025/2026 financial year in the amount of R668 million. The company expects to meet its other obligations from operating cash flows and proceeds of maturing financial assets. The company expects to maintain current debt to equity ratio.

## Notes to the Group Annual Financial Statements for the year ended 31 March 2025

### 43. Segment information

#### General information

##### Identification of segments

The group is organised and reports to management on the basis of six major functional areas (Programmes): GGDA Holdings, SPDC t/a AIDC, TIHMC, GIDZ, and ConHill. Management uses these same programmes for determining strategic objectives.

Information reported about these segments is used by management as a basis for evaluating the segments' performances and for making decisions about the allocation of resources. The disclosure of information about these segments is also considered appropriate for external reporting purposes.

##### Types of goods and/or services by segment

##### Automotive Sector

The AIDC is a project-driven organisation which focuses on excellence in technical project implementation and service delivery. The AIDC manages the Automotive Supplier Park, an automotive supplier logistics node in Rosslyn, Pretoria which provides a unique value proposition to suppliers of OEMs in Gauteng.

The purpose of the AIDC is to develop the automotive manufacturing sector to globally competitive standards of excellence through a world-class value proposition which enables effective and sustainable socio-economic growth.

##### Innovation Sector

The TIHMC manages The Innovation Hub, which is southern Africa's first Science and Technology Park. TIHMC serves as a catalyst for innovation and entrepreneurship. It is an important driver of the knowledge and green economies in Gauteng.

The purpose of TIH is to establish and manage an enabling environment and initiatives that support innovation, enterprise development and skills development in targeted sectors, in order to contribute towards the growth of Gauteng's economy, creation of decent jobs and poverty alleviation.

##### Industrial Development Zone

The GIDZ Development Company was formed to develop and operate the IDZ at ORTIA.

##### Heritage Tourism Sector

ConHill is a multi-million rand inner city regeneration project that has rejuvenated the site and uplifted the adjoining localities. The intention is to develop the available portions as iconic infrastructure in such a way that it is sensitive to the context, the architecture as well as the overall ambition of the stakeholders.

## Notes to the Group Annual Financial Statements for the year ended 31 March 2025

### 43. Segment information (continued)

#### Segment surplus or deficit, assets and liabilities

Group – 31 March 2025

|                                                    | Automotive<br>Sector<br>R'000 | Innovation<br>Sector<br>R'000 | Industrial<br>Development<br>Zone R'000 | Heritage<br>Tourism Sector<br>R'000 | Total<br>R'000 |
|----------------------------------------------------|-------------------------------|-------------------------------|-----------------------------------------|-------------------------------------|----------------|
| <b>Revenue</b>                                     |                               |                               |                                         |                                     |                |
| Revenue from exchange transactions                 | 104 654                       | 125 191                       | 162 678                                 | 61 567                              | 454 090        |
| Revenue from non-exchange transactions             | 195 703                       | 24 795                        | 76 796                                  | 14 787                              | 312 081        |
| Other income                                       | 12 043                        | 865                           | 19                                      | 1 479                               | 14 406         |
| Finance income                                     | 19 461                        | 2 463                         | 8 203                                   | 630                                 | 30 757         |
| <b>Total segment revenue</b>                       | <b>331 861</b>                | <b>153 314</b>                | <b>247 696</b>                          | <b>78 463</b>                       | <b>811 334</b> |
| <b>Expenditure</b>                                 |                               |                               |                                         |                                     |                |
| Employee costs                                     | 105 182                       | 61 154                        | 28 937                                  | 20 032                              | 215 305        |
| Depreciation, amortisation and impairments         | 29 590                        | 12 183                        | 43 021                                  | 5 524                               | 90 318         |
| Gain or loss on disposal of assets and liabilities | 516                           | (1 781)                       | 10                                      | 75                                  | (1 180)        |
| Repairs and maintenance                            | 12 463                        | 1 602                         | 3 973                                   | 4 852                               | 22 890         |
| Lease rentals on operating lease                   | –                             | –                             | 28 483                                  | –                                   | 28 483         |
| General expenditure                                | 123 533                       | 51 383                        | 37 161                                  | 42 249                              | 254 326        |
| Finance costs                                      | 178                           | 1 528                         | 28                                      | 96                                  | 1 830          |
| Taxation                                           | 15 571                        | 1 179                         | (7 500)                                 | –                                   | 9 250          |
| <b>Total segment expenditure</b>                   | <b>287 033</b>                | <b>127 248</b>                | <b>134 113</b>                          | <b>72 828</b>                       | <b>621 222</b> |
| <b>Total segmental surplus/(deficit)</b>           | <b>44 828</b>                 | <b>26 066</b>                 | <b>113 583</b>                          | <b>5 635</b>                        | <b>190 112</b> |
| <b>Assets</b>                                      |                               |                               |                                         |                                     |                |
| <b>Current Assets</b>                              |                               |                               |                                         |                                     |                |
| Receivables from exchange transactions             | 30 367                        | 3 362                         | 1 754                                   | 3 016                               | 38 499         |
| Cash and cash equivalents                          | 214 320                       | 19 794                        | 318 911                                 | 2 472                               | 555 497        |
| Current tax receivable                             | 1 139                         | 973                           | 2 613                                   | –                                   | 4 725          |
| VAT                                                | 689                           | –                             | 1 605                                   | 219                                 | 2 513          |
| Prepayments                                        | 4 148                         | 1 857                         | 1 650                                   | 580                                 | 8 235          |
| Deposits paid                                      | 1 026                         | 123                           | 2 534                                   | –                                   | 3 683          |
| Operating lease asset                              | 5 002                         | 485                           | –                                       | 5                                   | 5 492          |
| Inventories                                        | –                             | –                             | –                                       | 96                                  | 96             |
|                                                    | <b>256 691</b>                | <b>26 594</b>                 | <b>329 067</b>                          | <b>6 388</b>                        | <b>618 740</b> |

## Notes to the Group Annual Financial Statements for the year ended 31 March 2025

### 43. Segment information (continued)

#### Group – 31 March 2025

|                                             | Automotive<br>Sector<br>R'000 | Innovation<br>Sector<br>R'000 | Industrial<br>Development<br>Zone<br>R'000 | Heritage<br>Tourism<br>Sector<br>R'000 | Total<br>R'000   |
|---------------------------------------------|-------------------------------|-------------------------------|--------------------------------------------|----------------------------------------|------------------|
| <b>Non-Current Assets</b>                   |                               |                               |                                            |                                        |                  |
| Investment property                         | 363 773                       | 173 105                       | 680 590                                    | 148 856                                | 1 366 324        |
| Property, plant and equipment               | 232 369                       | 371 051                       | 290 130                                    | 19 748                                 | 913 298          |
| Intangible assets                           | 563                           | 1 074                         | –                                          | 318                                    | 1 955            |
| Heritage assets                             | –                             | –                             | –                                          | 188 685                                | 188 685          |
| Other financial assets                      | –                             | 17 466                        | –                                          | –                                      | 17 466           |
| Deferred tax                                | –                             | 6 998                         | 48 511                                     | –                                      | 55 509           |
| Operating lease asset                       | 9 050                         | 352                           | 92 548                                     | –                                      | 101 950          |
| Prepayments                                 | 206                           | –                             | –                                          | –                                      | 206              |
|                                             | <b>605 961</b>                | <b>570 046</b>                | <b>1 111 779</b>                           | <b>357 607</b>                         | <b>2 645 393</b> |
| <b>Total segment assets</b>                 | <b>862 652</b>                | <b>596 640</b>                | <b>1 440 846</b>                           | <b>363 995</b>                         | <b>3 264 133</b> |
| <b>Equity and liabilities</b>               |                               |                               |                                            |                                        |                  |
| <b>Current liabilities</b>                  |                               |                               |                                            |                                        |                  |
| Finance lease obligation                    | 917                           | 733                           | 156                                        | 552                                    | 2 358            |
| Payables from exchange transactions         | 4 572                         | 12 409                        | 6 759                                      | 1 271                                  | 25 011           |
| Provisions                                  | 14 511                        | 5 611                         | 3 622                                      | 2 519                                  | 26 263           |
| Unutilised government grants                | 14 422                        | 20 946                        | 255 853                                    | 8 784                                  | 300 005          |
| VAT payable                                 | –                             | –                             | –                                          | –                                      | –                |
| Deposits received                           | 12 420                        | 4 691                         | 2 162                                      | 364                                    | 19 637           |
|                                             | <b>46 842</b>                 | <b>44 390</b>                 | <b>268 552</b>                             | <b>13 490</b>                          | <b>373 274</b>   |
| <b>Non-Current Liabilities</b>              |                               |                               |                                            |                                        |                  |
| Finance lease obligation                    | 160                           | 7                             | 14                                         | 29                                     | 210              |
| Operating lease liability                   | –                             | –                             | 236 201                                    | –                                      | 236 201          |
| Deferred tax                                | 18 212                        | –                             | –                                          | –                                      | 18 212           |
| Provisions                                  | –                             | 11 604                        | –                                          | –                                      | 11 604           |
|                                             | <b>18 372</b>                 | <b>11 611</b>                 | <b>236 215</b>                             | <b>29</b>                              | <b>266 227</b>   |
| <b>Equity</b>                               |                               |                               |                                            |                                        |                  |
| Contribution from owners                    | 27                            | –                             | –                                          | 424 980                                | 425 007          |
| Accumulated surplus                         | 797 411                       | 540 639                       | 936 079                                    | (74 504)                               | 2 199 625        |
|                                             | <b>797 438</b>                | <b>540 639</b>                | <b>936 079</b>                             | <b>350 476</b>                         | <b>2 624 632</b> |
| <b>Total segment equity and liabilities</b> | <b>862 652</b>                | <b>596 640</b>                | <b>1 440 846</b>                           | <b>363 995</b>                         | <b>3 264 133</b> |

## Notes to the Group Annual Financial Statements for the year ended 31 March 2025

### 43. Segment information (continued)

#### Group – 31 March 2024

|                                                    | Automotive<br>Sector<br>R'000 | Innovation<br>Sector<br>R'000 | Industrial<br>Development<br>Zone R'000 | Heritage<br>Tourism Sector<br>R'000 | Total<br>R'000 |
|----------------------------------------------------|-------------------------------|-------------------------------|-----------------------------------------|-------------------------------------|----------------|
| <b>Revenue</b>                                     |                               |                               |                                         |                                     |                |
| Revenue from exchange transactions                 | 88 535                        | 196 277                       | 236 380                                 | 60 349                              | 581 541        |
| Revenue from non-exchange transactions             | 187 102                       | 27 644                        | 64 340                                  | 19 351                              | 298 437        |
| Other income                                       | 8 765                         | 718                           | 78                                      | 8 322                               | 17 883         |
| Finance income                                     | 17 307                        | 3 021                         | 6 694                                   | 706                                 | 27 728         |
| <b>Total segment revenue</b>                       | <b>301 709</b>                | <b>227 660</b>                | <b>307 492</b>                          | <b>88 728</b>                       | <b>925 589</b> |
| <b>Expenditure</b>                                 |                               |                               |                                         |                                     |                |
| Employee costs                                     | 97 574                        | 63 645                        | 26 199                                  | 21 193                              | 208 611        |
| Depreciation, amortisation and impairments         | 29 265                        | 10 173                        | 31 201                                  | 12 111                              | 82 750         |
| Gain or loss on disposal of assets and liabilities | 254                           | –                             | 52                                      | 33                                  | 339            |
| Repairs and maintenance                            | 21 651                        | 4 972                         | 1 658                                   | 4 168                               | 32 449         |
| Lease rentals on operating lease                   | –                             | –                             | 27 231                                  | –                                   | 27 231         |
| General expenditure                                | 110 461                       | 59 896                        | 46 174                                  | 38 992                              | 255 523        |
| Finance costs                                      | 272                           | 1 526                         | 40                                      | 140                                 | 1 978          |
| Taxation                                           | 15 841                        | 1 283                         | (5 201)                                 | –                                   | 11 923         |
| <b>Total segment expenditure</b>                   | <b>275 318</b>                | <b>141 495</b>                | <b>127 354</b>                          | <b>76 637</b>                       | <b>620 804</b> |
| <b>Total segmental surplus/(deficit)</b>           | <b>26 391</b>                 | <b>86 165</b>                 | <b>180 138</b>                          | <b>12 091</b>                       | <b>304 785</b> |
| <b>Assets</b>                                      |                               |                               |                                         |                                     |                |
| <b>Current Assets</b>                              |                               |                               |                                         |                                     |                |
| Receivables from exchange transactions             | 21 746                        | 5 972                         | 2 201                                   | 2 889                               | 32 808         |
| Receivables from non-exchange transactions         | –                             | 480                           | –                                       | –                                   | 480            |
| Cash and cash equivalents                          | 205 248                       | 10 614                        | 311 323                                 | 19 372                              | 546 557        |
| Vat receivable                                     | –                             | –                             | 20 109                                  | 323                                 | 20 432         |
| Current tax receivable                             | –                             | 1 109                         | 2 613                                   | –                                   | 3 722          |
| Other financial assets                             | –                             | 12 368                        | –                                       | –                                   | 12 368         |
| Prepayments                                        | 4 314                         | 1 277                         | 1 008                                   | 345                                 | 6 944          |
| Deposits paid                                      | 1 009                         | 43                            | 2 534                                   | –                                   | 3 586          |
| Inventory                                          | –                             | –                             | –                                       | 93                                  | 93             |
| Operating lease asset                              | 2 914                         | 308                           | –                                       | 294                                 | 3 516          |
|                                                    | <b>235 231</b>                | <b>32 171</b>                 | <b>339 788</b>                          | <b>23 316</b>                       | <b>630 506</b> |



## Notes to the Group Annual Financial Statements for the year ended 31 March 2025

### 43. Segment information (continued)

Group – 31 March 2024

|                                             | Automotive<br>Sector<br>R'000 | Innovation<br>Sector<br>R'000 | Industrial<br>Development<br>Zone<br>R'000 | Heritage<br>Tourism<br>Sector<br>R'000 | Total<br>R'000   |
|---------------------------------------------|-------------------------------|-------------------------------|--------------------------------------------|----------------------------------------|------------------|
| <b>Non-Current Assets</b>                   |                               |                               |                                            |                                        |                  |
| Investment property                         | 367 694                       | 177 194                       | 656 823                                    | 139 109                                | 1 340 820        |
| Property, plant and equipment               | 227 550                       | 348 140                       | 217 192                                    | 17 387                                 | 810 269          |
| Intangible assets                           | 685                           | 1 356                         | –                                          | 318                                    | 2 359            |
| Heritage assets                             | –                             | –                             | –                                          | 188 685                                | 188 685          |
| Deferred tax                                | –                             | 7 893                         | 41 012                                     | –                                      | 48 905           |
| Operating lease asset                       | 12 154                        | 142                           | 77 904                                     | 4                                      | 90 204           |
| Prepayments                                 | 220                           | –                             | –                                          | –                                      | 220              |
|                                             | <b>608 303</b>                | <b>534 725</b>                | <b>992 931</b>                             | <b>345 503</b>                         | <b>2 481 462</b> |
| <b>Total segment assets</b>                 | <b>843 534</b>                | <b>566 896</b>                | <b>1 332 719</b>                           | <b>368 819</b>                         | <b>3 111 968</b> |
| <b>Equity and liabilities</b>               |                               |                               |                                            |                                        |                  |
| <b>Current liabilities</b>                  |                               |                               |                                            |                                        |                  |
| Finance lease obligation                    | 917                           | 657                           | 139                                        | 494                                    | 2 207            |
| Payables from exchange transactions         | 3 964                         | 14 685                        | 12 929                                     | 7 325                                  | 38 903           |
| Provisions                                  | 13 821                        | 15 987                        | 2 794                                      | 2 498                                  | 35 100           |
| Unutilised government grants                | 42 915                        | 13 056                        | 278 203                                    | 12 718                                 | 346 892          |
| VAT payable                                 | 846                           | –                             | –                                          | –                                      | 846              |
| Current tax payable                         | 1 134                         | –                             | –                                          | –                                      | 1 134            |
| Deposits received                           | 7 994                         | 4 617                         | 1 727                                      | 362                                    | 14 700           |
|                                             | <b>71 591</b>                 | <b>49 002</b>                 | <b>295 792</b>                             | <b>23 397</b>                          | <b>439 782</b>   |
| <b>Non-Current Liabilities</b>              |                               |                               |                                            |                                        |                  |
| Finance lease obligation                    | 1 077                         | 720                           | 170                                        | 581                                    | 2 548            |
| Operating lease liability                   | –                             | –                             | 214 261                                    | –                                      | 214 261          |
| Deferred tax                                | 18 255                        | –                             | –                                          | –                                      | 18 255           |
| Provisions                                  | –                             | 2 601                         | –                                          | –                                      | 2 601            |
|                                             | <b>19 332</b>                 | <b>3 321</b>                  | <b>214 431</b>                             | <b>581</b>                             | <b>237 665</b>   |
| <b>Equity</b>                               |                               |                               |                                            |                                        |                  |
| Contribution from owners                    | 27                            | –                             | –                                          | 424 980                                | 425 007          |
| Accumulated surplus                         | 754 430                       | 508 573                       | 822 496                                    | (83 139)                               | 2 002 360        |
|                                             | <b>754 457</b>                | <b>508 573</b>                | <b>822 496</b>                             | <b>341 841</b>                         | <b>2 427 367</b> |
| <b>Total segment equity and liabilities</b> | <b>845 380</b>                | <b>560 896</b>                | <b>1 332 719</b>                           | <b>365 819</b>                         | <b>3 104 814</b> |

## Notes to the Group Annual Financial Statements for the year ended 31 March 2025

### 44. Prior-year adjustments

Presented below are those items contained in the statement of financial position, statement of financial performance and cash flow statement that have been affected by prior-year adjustments:

#### Statement of financial position

##### 2023

|                          | Note | As previously reported | Correction of error | Restated           |
|--------------------------|------|------------------------|---------------------|--------------------|
| Accumulated surplus      |      | (2 179 983)            | (9 776)             | (2 189 759)        |
| Non-controlling interest |      | (28 402)               | 133                 | (28 269)           |
|                          |      | <b>(2 208 385)</b>     | <b>(9 643)</b>      | <b>(2 218 028)</b> |

##### 2024

|                                          | Note | As previously reported | Correction of error | Restated    |
|------------------------------------------|------|------------------------|---------------------|-------------|
| Receivables from exchange transactions   |      | 40 377                 | (7 609)             | 32 768      |
| Property, plant and equipment            |      | 811 725                | 10 178              | 821 903     |
| Operating lease asset                    |      | 93 982                 | (238)               | 93 744      |
| VAT Receivables                          |      | 19 377                 | 1 055               | 20 432      |
| Investment Property                      |      | 1 331 999              | 3 810               | 1 335 809   |
| Current Tax receivable                   |      | 7 130                  | 214                 | 7 344       |
| Deferred Tax                             |      | 48 149                 | 1 313               | 49 462      |
| Provisions                               |      | (45 674)               | 352                 | (45 322)    |
| Payables from Exchange Transaction       |      | (66 577)               | (10 577)            | (77 153)    |
| VAT Payables                             |      | (1 029)                | 183                 | (846)       |
| Unutilised conditional government grants |      | (712 500)              | 9 000               | (703 500)   |
| Accumulated surplus                      |      | (2 512 350)            | (7 709)             | (2 520 057) |
| Non-controlling interest                 |      | (29 914)               | 28                  | (29 886)    |

## Notes to the Group Annual Financial Statements for the year ended 31 March 2025

### 44. Prior-year adjustments

#### Statement of financial performance

##### 2024

|                                                    | Note | As previously reported | Correction of error | Re-classification | Restated  |
|----------------------------------------------------|------|------------------------|---------------------|-------------------|-----------|
| Administrative expenses                            |      | (49 350)               | –                   | 49 350            | –         |
| Operating expenses                                 |      | (521 687)              | –                   | 521 687           | –         |
| Employee costs                                     | 30   | (347 684)              | 143                 | (140)             | (347 681) |
| General expenditure                                | 31   | –                      | –                   | (402 343)         | (402 343) |
| Depreciation, amortisation and impairments         |      | –                      | (1 258)             | (83 343)          | (84 601)  |
| Gain or loss on disposal of assets and liabilities |      | –                      | –                   | (788)             | (788)     |
| Repairs and maintenance                            |      | –                      | (297)               | (32 501)          | (32 798)  |
| Lease rentals on operating lease                   |      | –                      | –                   | (51 922)          | (51 922)  |
| Revenue from exchange transactions                 |      | 302 764                | (4 541)             | –                 | 298 223   |
| Revenue from non- exchange transactions            |      | 888 990                | 3 000               | –                 | 891 989   |
| Finance cost                                       |      | (2 155)                | 37                  | –                 | (2 118)   |
| Taxation                                           |      | (23 631)               | 953                 | –                 | (22 678)  |

#### Cash flow statement

##### 2024

|                                              | Note | As previously reported | Re-classification | Restated  |
|----------------------------------------------|------|------------------------|-------------------|-----------|
| <b>Cash flow activities</b>                  |      |                        |                   |           |
| Payments to suppliers                        |      | (613 051)              | 33 319            | (579 732) |
| Income tax                                   |      | (31 795)               | (908)             | (32 703)  |
| Conditional grants – non-MTEF                |      | 41 531                 | 5 755             | 47 286    |
| Other income                                 |      | 16 983                 | (5 755)           | 11 228    |
| Employee costs                               |      | (356 226)              | 10                | (356 216) |
| Finance lease payments                       |      | (2 040)                | (560)             | (2 600)   |
| Acquisition of property, plant and equipment |      | (19 544)               | (1 434)           | (20 978)  |
| Acquisition of investment property           |      | (187 954)              | (30 427)          | (218 380) |

## Notes to the Group Annual Financial Statements for the year ended 31 March 2025

### 44. Prior-year adjustments (continued)

#### Errors

The following prior period errors adjustments occurred:

#### TIHMC

##### Property, plant and equipment, and investment property

A 2016 project was previously expensed. However, the AGRIPark development led to the construction of structures now used by tenants, from which TIHMC earns rental income. As a result, Accumulated Surplus decreased while Property, Plant, and Equipment (PPE) increased, along with higher depreciation in 2024.

Additionally, a portion of land was reclassified as Investment Property, as it is used to support TIH's mandate. A reallocation was made from this land to PPE.

Capitalised Repairs and Maintenance were reversed, and the cost of servicing air conditioners was expensed, leading to a decrease in PPE and an increase in Repairs and Maintenance expenses.

The additional restatement of PPE is due to the correction of deemed grant receipts. The error resulted to the understatement of accumulated surplus and property, plant, and equipment by R6m

##### Operating Lease Asset

A tenant allowance for an existing contract was not taken into account for the calculation of the lease straightlining. This resulted in the reduction of the Operating lease asset and increase in accumulated surplus and rental income

##### Provisions

A cash outflow in 2023 was not taken into account in the discounting calculation of the bulk provision calculation for future years. This resulted in the decrease of provisions, increase in accumulated surplus, project expenses and finance costs.

##### Employee cost and Receivables from exchange transactions

An acting allowance was overpaid to a staff member in the previous financial year. Acknowledgement of Debt (AOD) was signed to recover the overpayment, and a receivable was subsequently recognised.

##### Deferred Tax

An amount of R10 000 was under provided for during the previous year of assessment.

##### Revenue from non-exchange

The restatement of revenue from non-exchange as contained in the statement of financial performance is due to the correction of deemed grant receipts. The error resulted to the understatement of accumulated surplus and property, plant, and equipment by R6 million.

#### GIDZ

##### Bulk infrastructure

The company paid for electrical upgrade at the Springs Precinct sub-station to Eskom. The amount was correctly classified as Bulk Infrastructure however as a cost instead of work-in-progress. The effect of the error was that the asset was depreciated in the prior financial year.

##### Receivable/Payables from exchange transactions

From August 2021 to September 2024, GIDZ invoiced In2food for sewerage costs based on their water consumption, as indicated by meter readings from RMS and Broll EWS. In November 2023, In2food questioned the charges, believing they should only be responsible for effluent fees. In the current year management met with In2food's management to address this concern and decided to seek clarification from the City of Ekurhuleni.

The City of Ekurhuleni has since issued a letter explaining the billing for industrial effluent and business sewer services, confirming that the business sewer tariff applies to all businesses on the site not subject to the Industrial Effluent tariff. As a result a credit note was processed for the incorrect billing to In2food amounting to R6 670 676.15 for sewerage cost.

## Notes to the Group Annual Financial Statements for the year ended 31 March 2025

### 44. Prior-year adjustments (continued)

#### CONHILL

##### Restatement of Revenue from exchange transactions

The correction of the error relates to the recalculation of revenue from services rendered during the 2024 financial year. The recalculation resulted to the overstatement of debtors and revenue by R2.7 million.

##### Revenue from non-exchange

The restatement of revenue from non-exchange as contained in the statement of financial performance is due to the correction of deemed grant receipts. The error resulted to the understatement of investment property and revenue from non-exchange transactions by R3 million.

#### GGDA

##### Grants Transferred

The restatement was mainly due to incorrect allocation of grants transferred to TIHMC and ConHill. The error resulted to the overstatement of unutilised conditional grants and understatement of payables from exchange transactions, revenue from nonexchange transactions and grants transferred to subsidiaries by R9 million.

#### AIDC

##### Investment Property

Expansion for factory building E4 was completed and available for use on 5 March 2021 as per the certificate of completion but was erroneously not depreciated. The impact of the error is increase in depreciation of R601 000 and a corresponding decrease in investment property net book value in March 2024. The opening accumulated surplus decrease by R1.2 million and accumulated depreciation increased by the same amount.

##### Property Plant and Equipment (PPE)

PPE items which were in various stages of installation were incorrectly classified as completed items under the PPE categories instead of work in progress under each PPE category, the items have now been disclosed as work in progress under PPE categories.

#### Reclassifications

The following reclassification adjustment occurred:

##### Reclassification of expenditure

To improve the disclosure of the nature of transactions rather than its function the operating and administrative expenses were reclassified into further subcategories.

##### Reclassification of Cashflow Statement

Reclassification of operating activities to finance and investing activities.



[illegible]

## Notes

[illegible]





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