



# GAUTENG GROWTH AND DEVELOPMENT AGENCY

## GROUP CONSOLIDATED QUARTERLY BOARD REPORT

PERIOD ENDED 31 DECEMBER 2025, QUARTER 3



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## Quarter Report Approval



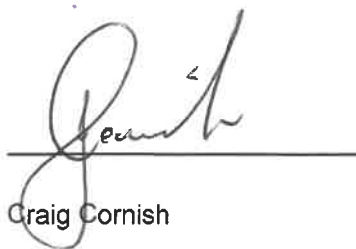
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Designation: Reporting Manager  
Date: 19/01/2026



Reviewed by: Itumeleng Mogorosi  
Designation: Group Executive Monitoring and Evaluation  
Date: 19/01/2026



Recommended by: Leah Mabusela  
Designation: Acting Group Chief Executive Officer  
Date: 21-01-2026



Approved by: Craig Cornish  
Designation: Chairperson of the Group Board  
Date: 29.01.2026

## List of Acronyms

|         |                                             |
|---------|---------------------------------------------|
| AIDC    | Automotive Industry Development Centre      |
| CEO     | Chief Executive Officer                     |
| Conhill | Constitution Hill                           |
| EPMO    | Enterprise Project Management Office        |
| FY      | Financial Year                              |
| GDDED   | Gauteng Department of Economic Development  |
| GGDA    | Gauteng Growth and Development Agency       |
| GGT2030 | Growing Gauteng Together 2030               |
| GIDZ    | Gauteng Industrial Development Zone         |
| NAMB    | National Artisan Moderation Body            |
| SEZ     | Special Economic Zone                       |
| SMME    | Small, Medium, and Micro enterprises        |
| MSME    | Micro, Small and Medium Enterprises         |
| TIHMC   | The Innovation Hub Management Company       |
| TIRE    | Trade, Investment and Regulatory Enablement |
| QCTO    | Quality Council for Trades and Occupations  |

## SECTION A: GGDA Mandate and Core Focus

### Constitutional Mandate

The Constitution of the Republic of South Africa is the supreme law of the country and has sections relevant to the economic development. Schedule 4 and 5 of the Constitution highlights the following areas (which are concurrent national and provincial competencies) which drives the constitutional mandate and purpose of the GGDA:

- Trade
- Tourism
- Industrial promotion
- Provincial cultural matters

### Legislative and Policy Mandates

The objectives of the GGDA in terms of Section 3 of the Gauteng Growth and Development Act No.5 are to:

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 maximize service delivery outcomes
- Support the development of key sectors in the economy in line with established economic and industrial policies of the province.

## SECTION B

The GGDA plays a pivotal role as an implementing arm of the Gauteng Department of Economic Development (GDED), and our activities are aligned with the key pillars of the Gauteng City Region Economic Development Plan.

The 2025/26 financial year is the first year of the 7th Administration and the GGDA focus is to further solidify Gauteng's role as the economic powerhouse of South Africa and will be guided by the following key Shareholder priorities:

1. **Revenue Enhancement:** Expand the province's fiscal capacity through innovative revenue streams to fund development and infrastructure projects.
2. **Reliable Economic Infrastructure:** Prioritise investment in industrial expansion, urban renewal, and township revitalisation to create a conducive business environment.
3. **SMME Development & Empowerment:** Strengthen support for SMMEs via funding, capacity building, and access to markets to drive job creation and transformation.
4. **Structural Economic Transformation:** Promote inclusivity and B-BBEE compliance, focusing on diversifying into mining, energy, and digital technology.
5. **Research & Development (R&D) & Innovation:** Invest in digital and green technologies to position Gauteng as an innovation leader in the knowledge economy.
6. **Re-Industrialisation:** Modernise manufacturing and deepen localisation, targeting key sectors like automotive, pharmaceuticals, ICT, and agro processing.

The entity has adopted and aligned to the key strategic priorities through programmes focusing on.

| THEME / FOCUS AREA                                | OBJECTIVE                                                                                                        |
|---------------------------------------------------|------------------------------------------------------------------------------------------------------------------|
| 1. Governance Framework & Institutional Alignment | Ensure GGDA Group & subsidiaries operate under a coherent, relevant, and strategically aligned governance regime |
| 2. Strategic Infrastructure Planning              | Leverage infrastructure as a growth enabler through an actionable master plan                                    |
| 3. Investment Promotion & Stakeholder Engagement  | Position Gauteng as a continental & global investment hub                                                        |
| 4. Shared Services & Operational Efficiency       | Optimise operational efficiency across GGDA Group                                                                |

|                                                  |                                                      |
|--------------------------------------------------|------------------------------------------------------|
| <b>5. Innovation, AI &amp; Future-Fit Design</b> | Future-proof GGDA's operations & service delivery    |
| <b>6. Financial Sustainability</b>               | Build a financially resilient GGDA                   |
| <b>7. Research &amp; Strategic Insights</b>      | Support decision-making with evidence-based insights |

## Quarter 3 Performance Overview (as at end 31 December 2025)

### Quarterly Performance (Ending 31 December 2025)

At the end of the reporting period, the GGDA Group achieved 89%, equalling 17 out of the 19 planned deliverables. Overall performance for the quarter was strong. Three entities, namely Holdings, TIH, and ConHill, achieved 100% completion, reflecting effective implementation and monitoring. AIDC recorded one unachieved indicator, while GIDZ had one partially achieved indicator, together accounting for the 11% of targets lagging or not achieved.

The Group's performance marks a positive improvement of 10% compared to the quarter 2 period of the financial year, which had a 79% achievement rate.

### Individual Entity Performance

- Holdings: TIRE met the two performance targets for the quarter achieving 100%
- AIDC met 5 of the 6 targets achieving 83%. The Trade Test assessment indicator was not met resulting from the expiry of the Centre's NAMB and QCTO certifications in quarter 1 and reaccreditation process that was still underway for the final Boilermaker trade during the quarter under review
- TIH: attained a 100% achievement of its 3 planned targets.
- GIDZ: Attained 80% overall achievement of the 5 planned targets for the quarter. The bulk infrastructure target was not achieved reaching 40% actual construction against the 45% quarterly target.
- ConHill: Successfully achieved 100% of the 3 planned targets

The tables below detail the performance across GGDA Group's reporting entities.

**Table 1:** Group summary of quarter performance for end Q3

| Division     | Number of Output Indicators Due for Reporting | Number of Output Indicators Achieved | Quarter % Achieved | Number of Output Indicators Not Achieved | Number of Output Indicators Partially Achieved <sup>1</sup> | % Targets Lagging/ Not achieved |
|--------------|-----------------------------------------------|--------------------------------------|--------------------|------------------------------------------|-------------------------------------------------------------|---------------------------------|
| Holdings     | 2                                             | 2                                    | 100%               | -                                        | -                                                           | -                               |
| AIDC         | 6                                             | 5                                    | 83%                | 1                                        | -                                                           | 17%                             |
| TIH          | 3                                             | 3                                    | 100%               | -                                        | -                                                           | -                               |
| GIDZ         | 5                                             | 4                                    | 80%                | -                                        | 1                                                           | 20%                             |
| ConHill      | 3                                             | 3                                    | 100%               | -                                        | -                                                           | -                               |
| <b>TOTAL</b> | <b>19</b>                                     | <b>17</b>                            | <b>89%</b>         | <b>1</b>                                 | <b>1</b>                                                    | <b>11%</b>                      |

The table below provides a comparative summary of the Q3 performance against the Q2 period of the current financial year.

**Table 2:** Group quarter 25/26 Q3 performance against Q2 performance

| Division | 2nd Quarter % Achieved | 3 <sup>rd</sup> Quarter % Achieved | Q-on-Q Change | Performance Interpretation                                                                                        |
|----------|------------------------|------------------------------------|---------------|-------------------------------------------------------------------------------------------------------------------|
| Holdings | 100%                   | 100%                               | 0%            | Performance remained consistently strong with full achievement maintained across both quarters                    |
| AIDC     | 83%                    | 83%                                | 0%            | Stable performance with no quarter-on-quarter movement. Persistent gaps requiring targeted intervention           |
| TIH      | 33%                    | 100%                               | +67%          | Significant improvement, reflecting effective corrective actions and strengthened execution during the quarter.   |
| GIDZ     | 80%                    | 80%                                | 0%            | Performance remained unchanged, suggesting steady progress but limited advancement toward full target achievement |

<sup>1</sup> At 80% or above achievement of target

| Division     | 2nd Quarter % Achieved | 3 <sup>rd</sup> Quarter % Achieved | Q-on-Q Change | Performance Interpretation                                                                    |
|--------------|------------------------|------------------------------------|---------------|-----------------------------------------------------------------------------------------------|
| ConHill      | 100%                   | 100%                               | 0%            | Sustained optimal performance with all indicators achieved consistently across both quarters. |
| <b>TOTAL</b> | <b>79% (15 of 19)</b>  | <b>89% (17 of 19)</b>              | <b>+10%</b>   | <b>Overall performance improved notably driven primarily by substantial gains at the TIH</b>  |

Total performance improved from 79% to 89%, a +10-percentage point increase quarter-on-quarter signalling general upward momentum across the organisation. This improvement was largely driven by a significant recovery at the TIH, which moved from 33% to 100% achievement, reflecting effective corrective actions and improved execution.

Holdings and ConHill maintained consistent full performance across both quarters, demonstrating strong operational stability and effective management controls. AIDC and GIDZ recorded no quarter-on-quarter change, indicating stable but static performance, with outstanding gaps that require targeted interventions to achieve full compliance.

In conclusion, while the portfolio shows a positive upward trend, particularly due to gains in TIH, focused performance management in AIDC and GIDZ will be critical to sustain momentum and achieve uniform results across all divisions

## Programme 1: GGDA Holdings

The purpose of the GGDA Holding's Company is to provide strategic and operational leadership, support, and transversal business solutions. The programme has the following sub-programmes:

### Sub Programmes

#### 1.1 Trade, Investment and Regulatory Enablement (TIRE) whose purpose is as follows.

- 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.
- Retention of companies invested in Gauteng and support expansion efforts.

#### 1.2 Enterprise Project Management Office (EPMO). The purpose of the unit is.

- To accelerate delivery of key Economic Infrastructure Projects through project development and partnerships.
- Provision of 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 implementation of Catalytic Economic Infrastructure Projects (unskilled and semi-skilled).
- The Custodian and Authority for Building Standards and Regulations within the Group.

#### 1.3 Special Economic Zones (SEZs)

- Special Economic Zones, as established and governed by the SEZ Act No. 16 of 2014, are designated areas within South Africa established to promote targeted economic activities. These zones are designed to encourage economic growth, foster job creation, attract foreign investment, enabling the establishment of growth poles, promoting wider private sector participation and development and promoting exports.
- It is envisioned that SEZs will help to promote industrial agglomeration, build the required industrial infrastructure, promote coordinated planning among key government agencies and the private sector, and guide the deployment of other necessary development tools in the region.
- The proposed SEZ's in the Gauteng province are at various stages of the pre-designation planning process and will be taking several important steps to get to the operational phase.

- The SEZ's are being developed in line with the new integrated district-based approach which seeks to secure maximum coordination and cooperation among the national, provincial and local spheres of government. The said SEZ in Gauteng are the Vaal SEZ, West Rand SEZ and the Lanseria SEZ. All these are at different stages of development with the two (WRSEZ and the LSEZ) being at early planning stages of development.

### Quarter 3 Performance Overview

For the 2025/26 financial year, GGDA Holdings has a total of seven<sup>2</sup> planned output indicators, two (2) of which were scheduled for delivery at the end of the third quarter. Both indicators fall under the TIRE Division and were successfully achieved, as detailed in Table 3. In addition, although not due for reporting this quarter, TIRE recorded a year-to-date trade value of R6.35 billion.

Although EPMO targets are scheduled for year-end reporting, construction of We the People's Park reached practical completion on 14 July 2025, with all snagging activities finalised in August 2025, resulting in 100% project completion. The only outstanding item required for full close-out is the wayleave approval to connect to the JRA stormwater line. This delay arose from the underperformance of the PSP appointed by JDA to address the stormwater management plan required for the issuance of the wayleave. It was therefore resolved to formally close the project while the JDA process remains ongoing.

The Vaal SEZ continues to engage with investors within its pipeline to support achievement of the annual investment target of R2 billion (R354m of which was claimed in Q1). The SEZ has a strong investment pipeline valued at approximately R5 billion, comprising commitments across manufacturing, renewable energy generation, and chemical sectors. In addition, the Heidelberg x24 bulk development, the procurement process for the bulk infrastructure contractor was concluded, with an appointment made on 3 November 2025. The construction permit was approved on 18 November 2025, and site establishment commenced on 8 December 2025. The project is anticipated to be concluded in 18 months.

At the West Rand SEZ, the feasibility studies and business case for the additional land, forming part of the secondary masterplan, were completed during the quarter and are currently undergoing internal review.

The Environmental Impact Assessment (EIA) and Township Establishment processes for Portion 47 of Gemsport and Portion 3 of the Farm Witpoortjie are progressing. Overall progress achieved to date is as follows:

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<sup>2</sup> Per the September 2025 revised Annual Performance Plan

- Gemspost: 50.7%
- Witpoortjie: 29.4%

During the quarter, the following studies were completed for the Gemspost site:

- Scoping Report, with comments received from GDARD addressed and subsequently approved
- Ecological studies
- Terrestrial Biodiversity Study
- Aquatic Ecology Study
- Visual Impact Study
- Avifauna Study
- Dolomitic Investigation, approved by the Council for Geoscience

The project has encountered challenges relating to delayed responses from key authorities, including the Department of Mineral Resources and Energy (DMRE) on the undermining information and the National Nuclear Regulator (NNR) for feedback on the radiation report. Based on the radiation information received from Mogale City Municipality, the PSP compiled a report and submitted to the NNR on 27 October 2025 for their input as to whether further radiation tests are required for the site. The DMRE reverted on the 10th of November requesting a signed form for them to share the required information, which was completed and submitted by the PSP on the 12th of November 2025. Feedback is still awaited from both the NNR and DMRE.

These delays have adversely affected progress at the Witpoortjie site, as the Geotechnical Report cannot be finalised without critical inputs from the DMRE and NNR. Consequently, the General Layout Plan cannot be concluded. These matters have been escalated to the shareholder for intervention.

At the Lanseria SEZ, the feasibility study has reached approximately 70% completion and is anticipated to be finalised in early 2026. The following components of the feasibility report were completed during the quarter:

- Commercial Framework
- Stormwater Management Plan
- Water and Sanitation Demand Assessment
- Water, Sewer, and Fire Water Demand Assessment
- Lanseria SEZ Value Proposition
- Lanseria Transport Model
- Technical Feasibility
- Sample Value Proposition Brochure

In addition, key reports were received during the quarter, contributing to the consolidation of the overall feasibility study. These include the Mogale City Traffic Assessment, the Draft Lanseria SEZ Modelling Report, the ICT Sector Report, the Risk Assessment Report, and the Socio-Economic Impact Assessment. Collectively, these deliverables support the financial, economic, legal and policy, socio-economic, and risk analyses required for the SEZ pre-designation decision.

**Table 3:** Holdings summary of 25/26 Annual targets

| Division          | Total Number of Output Indicators in the 25/26 FY | Reporting period due         |
|-------------------|---------------------------------------------------|------------------------------|
| <b>TIRE</b>       | 4                                                 | 2 Quarterly<br>2 at year end |
| <b>EPMO</b>       | 2                                                 | At year end                  |
| <b>SEZ (Vaal)</b> | 1                                                 | At year end                  |
| <b>Total</b>      | <b>7</b>                                          |                              |

At the end of the reporting period, the GGDA Holdings achieved 100% of the planned outputs

Table 4: Holdings Output Indicator Performance

| Quarter Target | Quarter Actual | Quarter % Achieved | Quarter Variance and explanation                                                                                                                                                                                                                                                         | Quarter Corrective Measure | Output Indicator                                             | Annual Target | Annual Actual | Annual Variance | Annual % Achieved |
|----------------|----------------|--------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------|--------------------------------------------------------------|---------------|---------------|-----------------|-------------------|
| R15 billion    | R18.5 billion  | 123%               | +R3.5 billion<br>The target has been overachieved because of successful facilitation efforts between GGDA and key stakeholders enabling progress on 3 significant investments in property development amounting to R14 bn of the planned R18,5 bn or 76% of the claimed investment value | -                          | Rand Value of investments facilitated                        | R28 billion   | R18.5 billion | -R9.5 billion   | 66%               |
| 25             | 35             | 140%               | +10<br>A positive response to expansion opportunities was received following the facilitation of 12 SMMes' participation in the China-Africa Expo during the first quarter of the financial year.                                                                                        | -                          | Number of expansion opportunities matched with GCR companies | 35            | 35            | -               | 100%              |

## Programme 2: Automotive Industry Development Centre (AIDC)

To develop the automotive manufacturing sector to globally competitive standards of excellence

### Quarter 3 Performance Overview

During the review period, AIDC planned to deliver (6) objectives, and five (5) output targets were successfully achieved, resulting in an overall performance of 83%.

One (1) output indicator was not achieved due to challenges encountered in the Trade Test Assessment programme. The shortfall was primarily due to the expiry of the Centre's National Artisan Moderation Body (NAMB) and Quality Council for Trades and Occupations (QCTO) certifications on 31 May 2025. As part of the re-accreditation requirements, a formal verification process was conducted from 4 to 6 June 2025. Consequently, all scheduled assessments were suspended pending confirmation of the Centre's accreditation status.

To address the resultant shortfall in the quarter performance, a catch-up plan was developed for quarter 4, focusing on the assessment of candidates from TVET colleges and Technical High Schools, including Tshwane South TVET, Orbit TVET (Brits), and Temba TVET. This pipeline of students is expected to recover from previous quarters and realign the programme with its annual targets. In addition, an advertisement for trade test offerings has been published on social media and is being re-run every three days to enhance visibility and increase uptake.

Accreditation has been obtained for the Fitter and Turner, Mechanical Fitter, Auto Electrical, and Welding trades. Accreditation for the final trade (Boilermaker) is expected in early Quarter 4.

Table 5: AIDC Output Indicator Performance

| Quarter Target | Quarter Actual | Quarter % Achieved | Quarter Variance and explanation                                                                                                                                                           | Quarter Corrective Measure | Output Indicator                                                                                      | Annual Target | Annual Actual | Annual Variance | Annual % Achieved |
|----------------|----------------|--------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------|-------------------------------------------------------------------------------------------------------|---------------|---------------|-----------------|-------------------|
| 15             | 16             | 107%               | +1<br>The overachievement was driven by an urgent request from Engine Titan, which required the intervention to commence in quarter 3 as opposed to the planned commencement in quarter 4. | -                          | Number of companies supported with interventions to improve productivity and competitiveness          | 20            | 16            | -4              | 80%               |
| 300            | 581            | 194%               | +281<br>The overachievement was attributed to training requests and timely booking                                                                                                         | -                          | Number of employed individuals upskilled/reskilled to improve industry innovation and competitiveness | 500           | 581           | +81             | 116%              |

| Quarter Target | Quarter Actual | Quarter % Achieved | Quarter Variance and explanation                                                                                                                                                           | Quarter Corrective Measure                                                                                                              | Output Indicator                                                              | Annual Target | Annual Actual | Annual Variance | Annual % Achieved |
|----------------|----------------|--------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------|---------------|---------------|-----------------|-------------------|
|                |                |                    | confirmations with Rodecon Engineering, Sobiya Trading, Benji Panel Beater, Ran Man Garage and Nissan SA, which enabled the scheduling of additional training sessions within the quarter. |                                                                                                                                         |                                                                               |               |               |                 |                   |
| 180            | 143            | 79%                | -37<br>This shortfall was due to the expiry of the Centre's National Artisan Moderation Body (NAMB) and Quality Council for Trades and Occupations (QCTO)                                  | To address the resulting shortfall, a catch-up plan has been developed, focusing on the assessment of candidates from TVET colleges and | Number of candidate artisans declared competent at the AIDC Trade Test Centre | 240           | 143           | -97             | 59%               |

| Quarter Target | Quarter Actual | Quarter % Achieved | Quarter Variance and explanation                                                                                                                                                                     | Quarter Corrective Measure                                                                                                                                                                                                             | Output Indicator                                                         | Annual Target | Annual Actual | Annual Variance | Annual % Achieved |
|----------------|----------------|--------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------|---------------|---------------|-----------------|-------------------|
|                |                |                    | certifications in early June 2025, and the resultant re-accreditation process. As a result, all scheduled assessments were placed on hold pending confirmation of the Centre's accreditation status. | Technical High Schools, including Tshwane South TVET, Orbit TVET (Brits), and Temba TVET. This pipeline of students is expected to recover performance losses from previous quarters and realign the programme with its annual targets |                                                                          |               |               |                 |                   |
| 45             | 48             | 107%               | +3<br>The overachievement resulted from an                                                                                                                                                           | -                                                                                                                                                                                                                                      | <b>Number of township-based MSMEs upskilled in the automotive sector</b> | 60            | 48            | -12             | 80%               |

| Quarter Target | Quarter Actual | Quarter % Achieved | Quarter Variance and explanation                                                                                                                                                                   | Quarter Corrective Measure | Output Indicator                                                           | Annual Target | Annual Actual | Annual Variance | Annual % Achieved |
|----------------|----------------|--------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------|----------------------------------------------------------------------------|---------------|---------------|-----------------|-------------------|
|                |                |                    | additional training session as requested by SMMs to improve their business skills                                                                                                                  |                            |                                                                            |               |               |                 |                   |
| R35 million    | R67 million    | 192%               | +R32 million<br>Larger stock volumes were requested from the Ford SA Incubation Centre necessitated by the planned exit of two suppliers at the end of September, from the Ford Incubation center. | -                          | Revenue generated by MSMEs operating within the AIDC Incubation Programmes | R45 Million   | R67 million   | R22 million     | 149%              |
| R3 million     | R3.4 million   | 113%               | + R400 489<br>The overachievement                                                                                                                                                                  | -                          | Revenue generated by MSMEs operating within the AIDC                       | R4 million    | R3.4 million  | -R599 511       | 85%               |



| Quarter<br>Target | Quarter<br>Actual | Quarter %<br>Achieved | Quarter<br>Variance<br>and<br>explanation                                                                                                            | Quarter<br>Corrective<br>Measure | Output Indicator            | Annual<br>Target | Annual<br>Actual | Annual<br>Variance | Annual<br>Achieved<br>% |
|-------------------|-------------------|-----------------------|------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------|-----------------------------|------------------|------------------|--------------------|-------------------------|
|                   |                   |                       | is primarily attributed to the renewal of the RT46 contract with Gfleet, which resulted in an increased volume of vehicle repairs at the Chamdor Hub |                                  | Township<br>Automotive Hubs |                  |                  |                    |                         |

### Programme 3: The Innovation Hub Management Company (TIHMC)

To promote economic development and competitiveness of Gauteng through fostering innovation and entrepreneurship.

#### Quarter 3 Performance Overview

TIHMC achieved 100% performance for the quarter in line with the Q3 APP targets. Overall, the organisation's performance for Quarter 3 demonstrates steady progress against quarterly targets, with full achievement recorded in key output indicators.

For demand-led open innovation, the organisation achieved the quarter 3 cumulative target of 12 innovations piloted, reflecting 100% achievement for the quarter. This performance indicates continued momentum in delivering innovation solutions for government and industry partners. On an annual cumulative basis, 12 out of 15 innovations have been achieved, translating to 80% annual performance to date.

The organisation also recorded 12 companies graduated from the incubation programmes during quarter 3, achieving 100% of the quarterly target. This result effectively offsets the shortfall experienced in the previous quarter and reflects improved throughput within the incubation pipeline. On a cumulative annual basis, 10 out of 20 companies have graduated, representing 50% achievement against the annual target.

Performance in ICT skills training met its cumulative quarterly targets with 700 youths trained in digital skills such as CISCO essentials and Web Press, achieving 100% performance for the quarter. This performance contributed towards the achievement of the year-to-date performance which stands at 70% of a target of 1000.

During the quarter, the organisation was engaged the Board on the proposed Turnaround Strategy that served to incorporate the shareholder expectations, anchored on research and development, financial sustainability and adopting a strategic performance trajectory that seeks to scale innovation, and advance TIH as an ecosystem driver in the Province.

Table 6: TTHMC Output Indicator Performance

| Quarter Target | Quarter Actual | Quarter % Achieved | Quarter Variance and explanation | Quarter Measure | Corrective | Output Indicator                                                                  | Annual Target | Annual Actual | Annual Variance | Annual % Achieved |
|----------------|----------------|--------------------|----------------------------------|-----------------|------------|-----------------------------------------------------------------------------------|---------------|---------------|-----------------|-------------------|
| 12             | 12             | 100%               | -                                | -               |            | Number of demand-led open innovation projects piloted for government and industry | 15            | 12            | -3              | 80%               |
| 12             | 12             | 100%               | -                                | -               |            | Number of companies graduated from the incubation programmes                      | 20            | 12            | -8              | 60%               |
| 700            | 700            | 100%               | -                                | -               |            | Number of youths trained in ICT skills                                            | 1000          | 700           | 300             | 70%               |

## Programme 4: Gauteng Industrial Development Zone (GIDZ)

To create an enabling platform for manufacturing investment opportunities that support the positioning of OR Tambo International Airport SEZ and the Gauteng City region as globally competitive investment locations

### Quarter 3 Performance Overview

In the 2025/26 financial year, GIDZ is tracking progress against eight (8) output indicators of which five (5) targets are due in the quarter under review. These include Precinct 2 bulk installation progress, interns participating in the mentorship programme, MSMEs that benefit from the SEZ, implementation of preventative maintenance, and revenue generated by the SEZ in the quarter.

Of the five (5) targets scheduled for the quarter, four (4) were achieved. The target relating to the development of ORTIA SEZ Precinct 2 bulk infrastructure was not met due to above average rainfall, the December shutdown period, and delays in the delivery of electrical materials.

Despite this variance, overall quarterly performance remained positive, with three indicators, MSME participation, internship placements, and revenue generation, exceeding their respective targets

Table 7: GIDZ Output Indicator Performance

| Quarter Target | Quarter Actual | Quarter % Achieved | Quarter Variance and explanation                                                                                                                                                      | Quarter Corrective Measure                                                  | Output Indicator                                                         | Annual Target | Annual Actual | Annual Variance | Annual % Achieved |
|----------------|----------------|--------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------|--------------------------------------------------------------------------|---------------|---------------|-----------------|-------------------|
| 45%            | 40%            | 89%                | -5%<br>Negative impact of the rainy season on progress, December construction break which started on the 12 <sup>th</sup> of December, and delays in delivery of electrical materials | Monitoring of progress is done through monthly meetings with the contractor | % of OR Tambo SEZ Precinct 2 bulk infrastructure development completed   | 50%           | 40%           | -10%            | 80%               |
| 4              | 7              | 175%               | +3<br>The number of interns recruited in the quarter was based on the internship opportunities created in the various units in the SEZ hence the variance between                     | -                                                                           | Number of interns participating in the OR Tambo SEZ mentorship programme | 10            | 7             | -3              | 70%               |

| Quarter Target | Quarter Actual | Quarter % Achieved | Quarter Variance and explanation                                                                                                                                                           | Quarter Corrective Measure | Output Indicator                                                | Annual Target | Annual Actual | Annual Variance | Annual % Achieved |
|----------------|----------------|--------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------|-----------------------------------------------------------------|---------------|---------------|-----------------|-------------------|
| 45             | 71             | 158%               | the quarterly target and the actual<br>+ 26<br>The target has been exceeded due to a Business Development training conducted in collaboration with GIBS which was initially planned for Q4 | -                          | Number of MSMEs who benefitted from the OR Tambo SEZ programmes | 60            | 71            | +11             | 118%              |
| 80%            | 80%            | 100%               | -                                                                                                                                                                                          | -                          | % of preventative maintenance implemented                       | 80%           | 80%           | -               | 100%              |
| R53m           | R59.9m         | 113%               | +R6.9m<br>The SEZ was able to achieve this target as a result of its current occupancy rate which is at 99%.                                                                               | -                          | Own revenue generated from OR Tambo SEZ properties              | R80m          | R59.9m        | -R20.1m         | 75%               |

## Programme 5: Constitution Hill (ConHill)

- Constitution Hill is a significant heritage site in Johannesburg that serves multiple purposes, including housing the Constitutional Court, which is the highest court in the country.
- It functions as a living museum that narrates South Africa's journey to democracy, reflecting on its tumultuous past as a former prison and military fort. The site is dedicated to educating visitors about constitutionalism, human rights, and democracy, making it a vital space for public engagement and reflection which is its core mandate.

### Quarter 3 Performance Overview

ConHill achieved all three targets that were planned for the reporting period, representing a 100% achievement. Performance demonstrates sustained impact in advancing social justice, supporting township-based creatives and strengthening the financial sustainability of the precinct.

- **Constitutional education**

In collaboration with the South African Human Rights Commission, the United Nations Office of the High Commissioner for Human Rights and the Department of Justice, Constitution Hill hosted the International Human Rights Day commemoration on 10 December 2025 under the theme *"Human Rights, Our Everyday Essentials."* The Bill of Rights education programme reached 754 learners and 28 educators from the Free State Province, deepening constitutional literacy, civic awareness and values of democratic participation among young people and teachers and strengthening the pipeline for repeat educational visits.

- **Public dialogue and social justice**

During quarter 3, public dialogues and conferences engaged 2 764 participants from diverse communities, including LGBTIQ+ groups, gender-based violence survivors, educators and civic leaders. These platforms fostered inclusive discourse, generated practical frameworks for social justice and positioned Constitution Hill as a trusted convenor of intersectional human-rights conversations that link constitutional values to everyday lived experience.

- **Creative Uprising and inclusive economy**

Through the Creative Uprising Programme, township-based creatives and SMMEs were positioned as innovation leaders and investable enterprises within local food, music and creative value chains. During the period under review, the programme reached 945 creatives against a quarterly target of 900 (105%), with participation underpinned by the Jozi Food & Music Festival SMME Workshop, the Entrepreneurship Development Session and a month-long Visual Effects Training Programme, which collectively built advanced digital, entrepreneurial and business-development capabilities and supported formalisation, job creation and resilient local ecosystems.

- **Visitor performance and market visibility**

During the review period, Constitution Hill recorded 18 360 visitors, bringing the cumulative total to 66 116 ticketed visitors against an annual target of 91 000 (73% of the annual target achieved by end-Q3). This represents a 11% increase compared to the 16 486 visitors recorded in Q3 2024/25, due to strong programme content and signature events such as the commemoration of the international human rights day and the signing of the Constitution which maintained high levels of engagement, signalling that quarter 4 efforts must focus on converting this interest into higher on-site visitation, particularly from domestic leisure and school segments.

- **Own-revenue generation**

Own-revenue performance was particularly strong in quarter 3, with venue-hire income reaching R8 295 635 for the period against a quarterly target of R4 000 000. Cumulatively, own revenue generated reached R16 536 362 against an annual target of R16 500 000 (100% achievement), positioning Constitution Hill to meet and exceed its full-year revenue target.

- **Marketing, media and digital reach**

High-visibility collaborations, including Queer20 and the Jozi Food & Music Festival, significantly amplified Constitution Hill's profile as a premier heritage, human-rights and lifestyle destination. Integrated use of digital platforms, radio and influencer marketing generated more than 620 000 digital engagements, a three-hour global TikTok live stream and a six-hour 5FM outside broadcast, creating a strong awareness base that Q4 campaigns will leverage through improved conversion tactics, curated tour-and-event packages and targeted offers

Table 8: ConHill Output Indicator Performance

| Quarter Target | Quarter Actual | Quarter % Achieved | Quarter Variance and explanation                                                                                                                                                                                                                                                                                                                                                                                           | Quarter Corrective Measure | Output Indicator                                         | Annual Target | Annual Actual | Annual Variance | Annual % Achieved |
|----------------|----------------|--------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------|----------------------------------------------------------|---------------|---------------|-----------------|-------------------|
| 65 081         | 66 116         | 102%               | +1 035<br>The use of strategic content curation to attract visitors by aligning programming with key events like Constitution Signing Day, Human Rights Day, and 16 Days of Activism, engaging local communities effectively. Collaborative embassy exhibitions on Norway's and Argentina's anti-apartheid solidarity added international appeal, boosting global footprint and solidifying the site's cultural hub status | -                          | Number of ticketed Leisure Visitors to Constitution Hill | 91 000        | 66 116        | -24 884         | 73%               |
| 900            | 945            | 105%               | +45<br>The collaboration with Jozi Food and Music Festival SMME Workshop and the                                                                                                                                                                                                                                                                                                                                           | -                          | Number of creatives benefitted from                      | 1 200         | 945           |                 | 79%               |

| Quarter Target | Quarter Actual | Quarter % Achieved | Quarter Variance and explanation                                                                                                                                                       | Quarter Corrective Measure | Output Indicator             | Annual Target | Annual Actual | Annual Variance | Annual % Achieved |
|----------------|----------------|--------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------|------------------------------|---------------|---------------|-----------------|-------------------|
|                |                |                    | Entrepreneurship Development Session, alongside the month-long Visual Effects Training Programme enabled participation from township-based creatives, and also resulted in high uptake |                            | creative uprisings programme |               |               |                 |                   |
| R4 000 000     | R8 295 635     | 207%               | +R4.3m<br>Venue hire income surged in Q3, exceeding targets and contributing 47% to total revenue, driven by two high-value events hosted in November.                                 | -                          | Own revenue generated        | R16, 500 000  | R16 536 362   | +R36 362        | 100%              |

## Group Programme Job Creation Summary

This section outlines the number of jobs created by the group depicting Gender, Youth and Disability (GEYODI<sup>3</sup>) breakdown.

Table 9: GGDA Group Jobs

| Quarter 3 Group Job Creation Summary (YTD) |                  |              |            |              |           |                                  |          |
|--------------------------------------------|------------------|--------------|------------|--------------|-----------|----------------------------------|----------|
| Entity                                     | Quarter Actual   | Female Youth | Male Youth | Non-Youth    | PWD       | Unallocated by gender, perm/temp | MV's     |
| Holdings (TIRE)                            | 6 360            | 296          | 777        | 1 223        | 18        | 4 046                            | -        |
| Holdings (EPMO)                            | 20               | 4            | 7          | 9            | -         | -                                | -        |
| AIDC                                       | 10               | 5            | 5          | -            | -         | -                                | -        |
| TIH                                        | 155              | 67           | 62         | 26           | -         | -                                | -        |
| GIDZ                                       | 170              | 11           | 59         | 100          | -         | -                                | -        |
| ConHill                                    | 603 <sup>4</sup> | 245          | 15         | 10           | -         | 333                              | -        |
| <b>Total</b>                               | <b>7 318</b>     | <b>628</b>   | <b>925</b> | <b>1 368</b> | <b>18</b> | <b>4 379</b>                     | <b>-</b> |

<sup>3</sup> The GDED job creation tracking framework requires disaggregated figures on jobs created for youth, women, persons with disability, and military veterans (Geyodi). Job data not reflecting this information is reflected under "unallocated".

<sup>4</sup> Temporary GIG jobs

GGDA realised a cumulative actual of 7 318 jobs across the group for the quarter under review. Of the jobs created 1 730 (23%) were permanent, 1 592 (22%) temporary and 3 996 (55%) were unallocated to either the geyodi/permanent or temporary categories. 21% benefited youth.

The jobs were facilitated by the entities within the group as follows.

- TIRE investment projects facilitated 6 360 jobs of which 2 172 were new jobs and 2 880 were retained jobs. 1 684 jobs were permanent, 680 temporary and 3 996<sup>5</sup> unallocated.
- The completion of the People's Park project resulted in 20 construction jobs
- The AIDC has facilitated the creation of 10 jobs at the AIDC Incubation Centre's.
- A total of 155 jobs were created across TIHMC programmes. The highest contribution came from the Climate Innovation Programme, which accounted for 72 jobs, followed by eKasiLabs (65) and Maxum Incubator (17).
- At the GIDZ, a cumulative total of 170 construction jobs has been recorded for the Precinct 2 bulk infrastructure project.
- Conhill has facilitated 603 short-term, gig-based, or temporary employment opportunities created directly and indirectly through programming, operations, and associated economic activity.

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<sup>5</sup> Of the total 4 046 unallocated jobs reported for TIRE, 50 were allocated to temporary category resulting in 3 996 not allocated to any category

## Group External Training Summary

Training table depicting Gender, Youth and Disability (GEYODI) breakdown:

**Table 10:** GGDA Group External Training

| Quarter 3 Group Training Summary (YTD) |                |                |              |            |            |          |          |
|----------------------------------------|----------------|----------------|--------------|------------|------------|----------|----------|
| Entity                                 | Quarter target | Quarter Actual | Female Youth | Male Youth | Non-Youth  | PWD      | MV's     |
| AIDC                                   | 300            | 581            | 171          | 135        | 275        | -        | -        |
| TIH                                    | 700            | 700            | 491          | 209        | -          | -        | -        |
| GIDZ                                   | 4              | 7              | 4            | 3          | -          | -        | -        |
| <b>Total</b>                           | <b>1 004</b>   | <b>1 288</b>   | <b>666</b>   | <b>338</b> | <b>275</b> | <b>-</b> | <b>-</b> |

During the quarter under review, a total of 1 288 people were trained across the various programmes in the Group, with a total of 1 004 or 78% of whom were youth.

- A total of 581 workforce was upskilled/reskilled through AIDC training interventions.
- An additional five (5) interns commenced on the construction mentorship programme at the GIDZ taking the total number of interns to seven (7)
- A total of 700 youths were trained in digital skills at the TIH

## **Section C: Annexures – Detailed Programme Quarterly Reports**

### **Annexure A: Group PI Matrix**

### **Annexure B: Programme 1 – Holdings**

### **Annexure C: Programme 2 - AIDC**

### **Annexure D: Programme 3 – TIHMC**

### **Annexure E: Programme 4 – GIDZ**

### **Annexure F: Programme 5 – ConHill**